Urban HEART Workshop
Training Manual
Health Equity Assessment and Response Tool
Contents

Introduction .................................................................................................................................................. 2
Preparing for the workshop .......................................................................................................................... 3
Recommended workshop agenda ................................................................................................................ 5
I. Welcome, introductions, objectives for workshop .................................................................................... 8
IIa. Introducing Urban HEART in the context of urbanization and health .................................................... 8
IIb. Experiences applying Urban HEART in another city/region ................................................................. 9
Step 1: Build an inclusive team ................................................................................................................... 10
   Step 1 Activity A: Stakeholder analysis ................................................................................................... 11
   Step 1 Activity B: Building an Inclusive Team ......................................................................................... 12
Step 2: Define your local indicator set and benchmarks ............................................................................ 14
Step 3: Assemble relevant and valid data ................................................................................................... 15
   Step 2 & 3 Activity: Identifying local indicator set and data sources ..................................................... 16
Step 4: Generate evidence .......................................................................................................................... 18
   Step 4 Activity: Constructing a MATRIX & MONITOR based on provided data ..................................... 19
Step 5: Assess and prioritize health equity gaps and gradients ................................................................... 20
   Step 5 Activity: Prioritizing health equity issues ..................................................................................... 21
Step 6: Identify the best response .............................................................................................................. 22
   Step 6 Activity A: Identifying best response .......................................................................................... 23
   Step 6 Activity B: Pitching your response to local authorities ................................................................. 24
III. Guidelines for developing city plans for Urban HEART .......................................................................... 26
   Final Activity: Developing an Urban HEART Plan of Action .................................................................. 28
IV. Recommendations, evaluations, and conclusions ................................................................................. 29
Annex I: Guidelines for presentations on cities which have implemented Urban HEART ......................... 30
Annex II: Mock MATRIX and MONITOR for Step 4 Activity ..................................................................... 31
Annex III. Urban HEART Budget Template ................................................................................................. 38
Annex IV: Urban HEART Workshop Evaluation ........................................................................................... 39
Introduction

The Urban Health Equity Assessment and Response Tool (Urban HEART) is a decision-support tool to identify and reduce health inequities in cities. Urban HEART helps decision-makers identify and analyze inequities in health between people living in various parts of cities, or belonging to different socioeconomic groups within and across cities. The tool also facilitates decision-making on viable and effective strategies, interventions and actions that should be used to reduce inter- and intra-city health inequities.

More information on Urban HEART can be found on the website at http://www.who.or.jp/urbanheart. The Urban HEART book and User Manual can also be downloaded through the website.

What is in this Training Manual?

The Urban HEART Workshop Training Manual (Training Manual) can be used to plan and conduct a training workshop on Urban HEART. In tandem with the Urban HEART User Manual, the Training Manual is designed to equip facilitators with all of the necessary information, skills, and materials to successfully guide a two and a half day workshop on Urban HEART. Although the Training Manual is designed for a two and a half day workshop, the length of the workshop can be modified to a shorter or longer programme.

Each session in the Urban HEART Workshop Training Manual focuses on one of the six steps in implementing Urban HEART as described in the Urban HEART User Manual. The activities allow participants to build on relevant skills for implementing Urban HEART as they progress through the steps.

Who should use this Training Manual?

The Urban HEART Workshop Training Manual is for individuals who will organize and/or facilitate an international or national Urban HEART workshop. In most cases, workshop facilitators will be designated trainers as determined by their WHO regional office.

Purpose of an Urban HEART workshop

- To appreciate the value of data in addressing urban health inequities
- To understand the steps to implement Urban HEART
- To share experiences of implementing Urban HEART in different countries/cities
- To prepare, plan, and implement Urban HEART

Urban HEART workshops are designed to be participatory in nature, with participants mainly working in groups to complete activities. Lecture sessions allow for participants to familiarize themselves with urban health equity, the concepts of Urban HEART, and the 6 steps of implementation. By the end of the workshop, participants are expected to understand and be able to implement the tool once they return to their respective countries/cities.
Preparing for the workshop

Participants

A minimum of 3 participants per country should attend an international workshop. Invite representatives from Municipal Councils and other key departments such as the Ministries of Health, Finance, Urban Development, and Water and Sanitation. Aim to invite city Mayors and policy makers to participate in the workshop.

At least 3 participants per city should attend a national workshop. Invite representatives from key departments within the Municipal Council, as well as community groups and NGOs that work closely with local communities. Again, aim to invite city Mayors and policy makers to participate in the workshop.

For both national and international workshops, workshop coordinators should try to invite at least one representative from a city that has implemented Urban HEART (preferably from the same region in which the workshop will be held). These representatives can share their experiences implementing Urban HEART and can provide recommendations to other city representatives who may implement the tool. Guidelines for materials that representatives should present can be found in Annex I of the Training Manual. These guidelines should be provided to the representatives who have implemented Urban HEART, prior to the workshop.

Materials

Workshop binder contents:

- Agenda/Programme
- List of Participants
- Urban HEART
- Urban HEART User Manual
- WHO Brochure on “Why Urban Health Matters?”
- Relevant local or regional document (such as a Regional Urban Health Report or Healthy Cities documentation)
- Workshop Evaluation Form (Annex III of Training Manual)

Urban HEART Training Package (downloadable from website)

- Presentation 1, “Introduction to Urban HEART”
- Presentation 2, “Building an Inclusive Team” and instructions for Step 1 Activity A & B
- Presentation 3, “Indicators and Benchmarks” and instructions for Step 2 & 3 Activity
- Presentation 4, “MATRIX and MONITOR” and instructions for Step 4 Activity
- Presentation 5, “Prioritizing Health Equity Issues & Identifying Interventions” and instructions for Step 5 Activity and Step 6 Activity A & B
- Presentation 6, “Developing an Urban HEART Plan of Action” and instructions for Final Activity
• Urban HEART Budget Template (Annex III of Training Manual)

Materials for activities:

• 2 Flip Charts with stands
• Red, yellow, and green coloured markers (2 each)
• Straws, scissors, tape, paper clips, rubber bands, paper (packaged together for each group of Step 1 Activity B. The quantity of each item in the packages should be the same for all groups)
• Laptops for participants (with training package and PowerPoint program installed). The minimum requirement is 1 laptop per group for group exercises.

Technical equipment:

• Microphone(s)
• Projector
• Screen (for projector)
• Laptop (with presentations 1-6 saved on desktop and ready for participants to use)
• USB Flash drive
Recommended workshop agenda

An outline of the suggested sessions for the complete two and a half day training workshop is displayed in the table below.

### DAY ONE

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 – 1000</td>
<td><strong>I. Welcome, introductions, objectives for workshop</strong></td>
<td>Facilitators, Participants</td>
</tr>
<tr>
<td>1000 – 1045</td>
<td><strong>IIa. Introducing Urban HEART in the context of Urbanization and Health</strong></td>
<td>Facilitators</td>
</tr>
<tr>
<td>1045 – 1100</td>
<td><em>Coffee break</em></td>
<td></td>
</tr>
<tr>
<td>1100 – 1230</td>
<td><strong>IIb. Experiences applying Urban HEART in another city/region</strong></td>
<td>City Representative</td>
</tr>
<tr>
<td>1230 – 1400</td>
<td><em>Lunch</em></td>
<td></td>
</tr>
<tr>
<td>1400 – 1415</td>
<td><strong>Step 1. Build an inclusive team</strong></td>
<td>Facilitators</td>
</tr>
<tr>
<td>1415 – 1515</td>
<td><strong>Step 1 Activity A. Stakeholder Analysis</strong></td>
<td>Participants</td>
</tr>
<tr>
<td>1515 – 1530</td>
<td><em>Coffee break</em></td>
<td></td>
</tr>
<tr>
<td>1530 – 1615</td>
<td><strong>Step 1 Activity B. Building an inclusive team</strong></td>
<td>Participants</td>
</tr>
<tr>
<td>1615 – 1700</td>
<td><strong>Step 2. Define local indicator set and benchmarks / Step 3. Assemble relevant valid data</strong></td>
<td>Facilitators</td>
</tr>
<tr>
<td>1700 – 1800</td>
<td><strong>Step 2 &amp; 3 Activity. Identify local indicator set and data sources</strong></td>
<td>Participants</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Speaker(s)</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>0900 – 0915</td>
<td>Recap of day one</td>
<td>Facilitators</td>
</tr>
<tr>
<td>0915 – 1000</td>
<td><strong>Step 4.</strong> Generate evidence</td>
<td>Facilitators</td>
</tr>
<tr>
<td>1000 – 1115</td>
<td><strong>Step 4 Activity.</strong> Constructing a Matrix &amp; Monitor based on provided data</td>
<td>Participants</td>
</tr>
<tr>
<td>1115– 1130</td>
<td><em>Coffee break</em></td>
<td></td>
</tr>
<tr>
<td>1130 – 1145</td>
<td><strong>Step 5.</strong> Assess and prioritize health equity gaps and gradients</td>
<td>Facilitators</td>
</tr>
<tr>
<td>1145 – 1215</td>
<td><strong>Step 5 Activity.</strong> Prioritizing health equity issues</td>
<td>Participants</td>
</tr>
<tr>
<td>1215 – 1345</td>
<td><em>Lunch Break</em></td>
<td></td>
</tr>
<tr>
<td>1345 – 1445</td>
<td>Step 5 Activity continued</td>
<td>Participants</td>
</tr>
<tr>
<td>1445 – 1500</td>
<td><em>Coffee break</em></td>
<td></td>
</tr>
<tr>
<td>1500 – 1530</td>
<td><strong>Step 6.</strong> Identify the best response</td>
<td>Facilitators</td>
</tr>
<tr>
<td>1530 – 1630</td>
<td><strong>Step 6 Activity A.</strong> Identifying best response</td>
<td>Participants</td>
</tr>
<tr>
<td>1630 – 1800</td>
<td><strong>Step 6 Activity B.</strong> Pitching your response to local authorities</td>
<td>Participants</td>
</tr>
</tbody>
</table>
## DAY THREE

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 – 0915</td>
<td>Recap of day two</td>
<td>Facilitators</td>
</tr>
<tr>
<td>0915 – 0945</td>
<td><strong>III. Guidelines for developing city plans for Urban HEART</strong></td>
<td>Facilitators</td>
</tr>
<tr>
<td>0945 – 1115</td>
<td><strong>Final Activity. Developing Urban HEART plan of action</strong></td>
<td>Participants</td>
</tr>
<tr>
<td>1115 – 1130</td>
<td><em>Coffee break</em></td>
<td></td>
</tr>
<tr>
<td>1130 – 1200</td>
<td>Team presentations on Urban HEART plan of action</td>
<td>Participants</td>
</tr>
<tr>
<td>1200 – 1300</td>
<td><strong>IV. Recommendations, evaluations, and conclusions</strong></td>
<td>Facilitators, Participants</td>
</tr>
</tbody>
</table>
SUMMARY OF STEPS

I. Welcome, introductions, objectives for workshop

Objectives:
- To welcome participants to the workshop
- To have participants get acquainted with each other
- To create a participatory atmosphere in the workshop

Time required: 1hr

Materials:
- Workshop binders

I.1 Welcome the participants to the Urban HEART training workshop. The session could begin by introducing the trainers and facilitators of the workshop and explaining the objectives of the workshop.

I.2 Request each participant to introduce themselves.

IIa. Introducing Urban HEART in the context of urbanization and health

Objectives:
- To discuss the topic of health equity in urban areas and its challenges
- To familiarize participants with Urban HEART and the six steps of implementing the tool

Outcomes:
- By the end of the session, participants will be more familiar with the topic of urban health inequities and its challenges
- Participants will have an overview of the six steps of implementing Urban HEART

Time required: 45mins

Materials:
- Presentation 1, “Introduction to Urban HEART”
- Workshop binders

IIa.1 Using Presentation 1 slides, it is important to stress that we are focusing on urban areas of the world because virtually all population growth continues to be in urban areas (especially in low/middle income countries).
IIa.2 As countries rapidly urbanize, urban slums are becoming increasingly populated. Ask participants to identify some of the other challenges that come with urban growth.

IIa.3 Ask participants to share their thoughts on what causes inequities in health. Using the graphs in Presentation 1, show that there is a huge gap in health outcomes between the richest and the poorest 20% in urban areas. Show how increasing socioeconomic disadvantage elevates the risk for worst health outcomes (e.g. childhood stunting).

IIa.4 Refer participants to the Urban HEART User Manual. Summarize the 6 steps of implementing Urban HEART and explain that the workshop is designed to proceed systematically through each step.

IIa.5 Open the floor for discussions.

**Tips for this session:**

- This session may take more time than expected. In order to use time efficiently, remember to keep questions and comments focused on the topic being discussed.

- If participants question the validity of the data being presented, kindly remind them that the graphs and charts are based on global standardized data and may differ from data collected by other methods or organizations.

[Coffee break: 15mins]

**IIb. Experiences applying Urban HEART in another city/region**

**Objectives:**

- To share knowledge gained through other cities’/countries’ experiences in implementing Urban HEART
- To give participants the opportunity to ask questions to individuals who have implemented Urban HEART

**Outcomes:**

- By the end of the session, participants will have a better understanding of the Urban HEART process through practical examples of other cities’/countries’ experiences implementing the tool
- Participants will have gained insight into the types of barriers and facilitators other cities/countries experienced implementing Urban HEART and will be better equipped to tackle or avoid these obstacles when implementing the tool in their own city/country

**Time required:** 1hr 30mins
**Materials:**
- Presentations prepared by representatives from cities/countries that have implemented Urban HEART.

**IIb.1** Introduce the presenters who will be sharing their experiences implementing Urban HEART.

**IIb.2** In the presentations, the representatives from cities/countries that have implemented the tool should cover the topics in the guidelines they received prior to attending the workshop (Annex I of Training Manual).

**IIb.3** Question & Answer session during the remaining time.

**Tips for this session:**
- This session provides participants with practical examples of implementing Urban HEART. Encourage participants to use this opportunity to ask questions to the presenters on their experience implementing the tool.

[Lunch break: 1hr 30mins]

**Step 1: Build an inclusive team**

**Objectives:**
- To stress that it is essential to build partnerships with various stakeholders as early as possible in the Urban HEART process
- To convey the message that creating an inclusive team may be time-consuming, but will be one of the most important steps for the productive implementation of Urban HEART

**Outcomes:**
- By the end of the session, participants will be better informed on the importance of building partnerships and sharing data with various stakeholders for Urban HEART

**Time required:** 15mins

**Materials:**
- Presentation 2, “Building an Inclusive Team”
**Step 1.1** Stress the importance of taking the time to build partnerships with diverse policy sectors, levels of government, and communities when building an Urban HEART team. Although this step may be the most time-consuming, it is one of the most important steps in the process.

**Step 1.2** An Urban HEART team should:

- consist of a network of agencies and individuals who are informed and ready to participate in Urban HEART;
- agree to consider resource-sharing or resource allocations;
- be endorsed by one or more influential champions;
- have terms of reference or a similar document; and
- have the momentum to proceed forward with the Urban HEART process.

**Step 1.3** Stakeholders that should be involved include:

- Social, economic and health policy stakeholders who have authority to share data
- If new funding will be required for interventions, engage the finance departments early on
- All relevant levels of government planning
- Community leaders, elected officials, NGOs
- People who have experience analysing large datasets

**Step 1 Activity A: Stakeholder analysis**

**Objectives:**
- To cover the elements necessary to build a successful Urban HEART team

**Outcomes:**
- By the end of the activity, participants will have reviewed the steps to prioritizing stakeholders and brainstormed the composition of an Urban HEART team suitable for their city/country

**Time required:** 1hr

**Materials:**
- Presentation 2, “Building an Inclusive Team”
Step 1 Activity A.1 Each group should brainstorm the composition of their Urban HEART team by considering the following three questions:

- Who should be on the proposed Urban HEART team for your city?
  - How big do you foresee your Urban HEART team to be? Is the size of the team manageable?

- What are the steps you will take to get stakeholders involved?
  - How much time will it take for everyone to get onboard?

- What are the resources needed to begin building a team in your city?
  - e.g. existing office space, secretariat support, administrative budget?

Step 1 Activity A.2 Next, participants should prioritize the stakeholders in terms of their comparative importance and ease of getting them onto the Urban HEART team. Each group should complete the table in Presentation 2 by identifying the stakeholder, his/her roles and responsibilities within the team, difficulty in engaging the stakeholder (from 1 to 10, in ascending degree of difficulty), the relative importance of their inclusion on the team (from 1 to 10, in ascending degree of importance), and their potential point of contact.

Step 1 Activity A.3 After the groups have completed the table, ask participants to think about existing health equity agencies in their cities (if any) and whether Urban HEART is recognized by any agencies or local authorities.

[Coffee break: 15mins]

Step 1 Activity B: Building an Inclusive Team

Objectives:
- To experience the elements necessary to build a successful Urban HEART team

Outcomes:
- By the end of the activity, participants will have contemplated the meaning of an efficient and inclusive team and be more aware of the elements necessary to build such a team

Time required: 45mins
Materials:
- Presentation 2, “Building an Inclusive Team”
- Straws, scissors, tape, paper clips, rubber bands, paper (packaged together)
- 1 Flip chart
- Coloured Markers

Step 1 Activity B.1 Randomly assign participants to groups (4-6 members per group). Provide each group with the materials for the activity (straws, scissors, tape, paper clips, rubber bands, paper).

Step 1 Activity B.2 Using the slides in Presentation 2, explain that the goal of the game is to try to construct the longest structure within a 15 minute time limit. Teams may use any of the materials given to them AND any materials in their possession for construction. The scissors and tape may not be used to elongate the structure. The final product must stay intact when held up on each end.

Step 1 Activity B.3 At the end of 15 minutes, announce that the activity is over. Have participants decide the winning team by comparing the length of each group’s structure.

Step 1 Activity B.4 Ask representatives from each group to explain the process they went through to construct their product. Focus on the key factors that led to the group’s success and/or key challenges they faced during the exercise.

Step 1 Activity B.5 The trainer should then relate these factors discussed that led to success or challenges in the exercise to key team building factors for Urban HEART. Write words that highlight what can be learned from the exercise on a flipchart. Some words/phrases that may be included are: communication, cooperation, creative innovation, complementarity of skills, building trust, defining the objective and working toward its achievement, mobilizing resources/using all available materials.

Other guiding concepts:

- The activity emphasizes the need for cooperation and communication in teambuilding.
- Teams should understand their own resources and ascertain what additional resources they would need to achieve their goals.
- Creative innovation comes into play when team members are not limited by their existing resources.
- Recognizing limitations and diversity of resources can enable teams to innovate and adjust their expectations accordingly.
Step 2: Define your local indicator set and benchmarks

Objectives:
- To review how health, social, and economic indicators can reveal health inequities
- To convey the necessity of adopting all 12 Urban HEART core indicators

Outcomes:
- By the end of this session, participants will have improved their understanding of how indicators can reveal health inequities
- Participants will be informed on the need for indicators and benchmarks to be selected carefully

Outcomes:
- By the end of the session, participants will have a better understanding of how to select appropriate indicators and benchmarks for their cities/countries

Time required: 45mins

Materials:
- Presentation 3, “Indicators and Benchmarks”

Step 2.1 Using the slides in Presentation 3, define the term Indicator.
- An indicator helps us understand where we are, where we are going and how far away we are from a goal. An indicator is a small bit of information (for example a percentage) that can summarize large amounts of information about what is happening in a complex system or a complex programme. The value of a good indicator is its efficiency: it enables us to measure what is important, without having to measure everything.

Step 2.2 Explain that there are 12 Urban HEART core indicators that every city must try to adopt when implementing the tool.
- The core indicators are recommended for three reasons. First, they have been shown to be globally relevant to urban health, especially in relation to equity. Second, they are usually
available from routinely collected data. Third, they are readily comparable across cities and
countries.

- In addition to the core indicators, Urban HEART also includes a menu of additional indicators. The purpose of these indicators is to equip teams with options for adapting their Urban HEART indicator set to the unique conditions of their city.

**Step 2.3** Describe the process of selecting local indicators. Highlight that global, national, and local definitions for indicators and type of data collected may differ in many cases.

**Step 2.4** Stress that Urban HEART should rely as much as possible on use of existing, available datasets from your city from diverse policy sectors. Extensive new data collection is often time consuming, financially burdensome, and not sustainable. Teams that emphasize new surveys may lose momentum before reaching the important assessment and response phase.

**Step 2.5** Define *external benchmarking* and *internal benchmarking*. Display MATRIX example from California and show how selecting benchmarks can greatly affect the type of results that will be generated in the MATRIX.

**Step 3: Assemble relevant and valid data**

**Objectives:**
- To convey the necessity of using existing, available datasets for your city

**Outcomes:**
- By the end of this session, participants will be informed on the need for data to be collected from the best existing sources

**Outcomes:**
- By the end of the session, participants will be more aware of the importance of using existing, available datasets from diverse policy sectors

**Time required:** 45mins

**Materials:**
- Presentation 3, “Indicators and Benchmarks”

**Step 3.1** Elaborate on the process of assembling relevant and valid data.

*A assess the quality and validity of data sources:* Consult with data experts and communities to assess the quality and validity of your data sources. Strive to use the best available data.

*Negotiate formal data-sharing agreements:* Where possible, use established models or templates. Legal review of agreements may be required.
Set up a data-sharing repository: This can be used to house and analyse the datasets you will use for Urban HEART. This can be an online, password-protected site, or a server at a participating agency.

Conduct general database management: This includes data cleaning, aggregation and de-identification to facilitate linkages and comparisons. This work should be done by a skilled data manager, ideally from a participating agency.

Conduct or commission new surveys, if necessary: If relevant data for the core indicators does not exist one short-term option is to conduct a survey. Work with experienced researchers to ensure your survey methods are sound and will be inclusive of marginalized populations. Advocate the future inclusion of these new data elements in routinely collected administrative data.

Step 2 & 3 Activity: Identifying local indicator set and data sources

Objectives:
- For participants to start thinking about indicators that would be most useful for their cities/countries.
- For participants to discuss the types of data that are available in their cities/countries and select indicators for which data can be collected.

Outcomes:
- By the end of the activity, participants will have an initial plan for selecting appropriate indicators in their cities/countries.
- Participants will have discussed the types of data that can be collected in their cities/countries and selected indicators accordingly.

Time required: 1hr

Materials:
- Presentation 3, “Indicators and Benchmarks”
- Laptops for participants
- Workshop binders

Step 2 & 3 Activity.1 Each group should review the list of indicators in Annex III of the Urban HEART User Manual and construct an indicator list that is relevant to the context of their city/country.

Step 2 & 3 Activity.2 Participants should evaluate their indicator set based on 6 criteria:
- Relevance
- Inclusiveness
- Feasibility
- Comparability with other sites or targets
- Comparability over time
- Efficiency

**Step 2 & 3 Activity.3** In order to identify possible challenges and problems with the team’s indicator set, each group should select 3 statements from the list provided in the slides and elaborate on the specific challenges described in each scenario as it relates to their city. Each group should also propose solutions for dealing with the identified problems.
SUMMARY OF STEPS

Recap of day ONE

Time required: 15mins

Welcome the participants. Briefly review the sessions from Day 1. Day 2 sessions will focus mainly on generating the MATRIX and MONITOR and using results to identify the best response. Each group will also practice pitching their plans to a city Mayor.

Step 4: Generate evidence

Objectives:
-To go through the steps in generating the MATRIX and MONITOR.
-To show that the MATRIX and MONITOR can reveal the types of health equity problems that are most and least pronounced in a city, and who is most and least affected.

Outcomes:
-By the end of the session, participants will have a better understanding of how to produce the MATRIX and MONITOR.
-Participants will be able to analyse the MATRIX and MONITOR and understand what the charts/graphs reveal about health inequities within or between cities/regions.

Time required: 45mins

Materials:
- Presentation 4, “MATRIX and MONITOR”

Step 4.1 Using the slides in Presentation 4, outline the steps necessary to produce the MATRIX.

The following steps should be covered:

- Label the columns and rows, select benchmarks and targets, and fill in the remaining squares with data.
- Once the data is complete, fill in the GREEN cells. Green indicates performance that is equal to or better than both the internal benchmark and the desired target. Next, fill in the RED. Red indicates performance that is worse than the internal benchmark. Finally, fill in the YELLOW cells. Yellow indicates performance that is equal to or better than the internal benchmark, yet lower than the desired target. Cells with missing data can remain white.
- Check your work. All cells should be green, red, or yellow unless the data are not available.
Step 4.2 Using the slides in Presentation 4, outline the steps in producing the MONITOR.

The following steps should be covered:

- Select the indicator you want to monitor over time, the years you will analyse, an internal benchmark, and a relevant target.
- Label the data columns and rows. Enter data into the cells.
- Colour-code the data cells using GREEN, RED, YELLOW as done in the MATRIX.
- Check your work. All cells should be green, red, or yellow unless the data are not available.
- Create a basic graph.
- Enter the year of data for each observation and assign markers to the data points. Circles for the average measures, diamonds for the best-performing units, and squares for the worst-performing units.
- Colour-code the markers according to the data table and add lines to indicate the internal benchmark and desired target.

Step 4 Activity: Constructing a MATRIX & MONITOR based on provided data

Objectives:
-To ensure that participants have a comprehensive understanding of how to generate the MATRIX and MONITOR.

Outcomes:
-By the end of the activity, participants will have improved their skills in constructing and analysing the MATRIX and MONITOR.

Time required: 1hr 15mins

Materials:
-4 Mock MATRIX and MONITOR charts/graphs (see Annex II of Training Manual) drawn on flip charts. MONITOR Question 2a and MONITOR Question 2b should be displayed on 2 separate flipcharts so that the participants can view the data in both charts to complete the activity.
-Red, yellow, and green markers

Step 4 Activity.1 Ask participants to gather around the incomplete MATRIX and MONITOR questions displayed on the flip charts.

Step 4 Activity.2 Briefly describe the data in the MATRIX Question 1. Ask volunteers to fill in the appropriate colour (red, yellow, or green) one box at a time using the information provided in the chart.
Have the group applaud the volunteer if he/she colours in the box with the correct colour. If the volunteer does not choose the correct colour, guide him/her to the right colour.

**Step 4 Activity.3** Ask participants to turn their attention to MONITOR Question 1. Ask volunteers to fill in the appropriate colour (red, yellow, or green) and shape (diamond, circle, square) around the points marked with an “x” on the graph. Explain that this is more difficult than filling in the MATRIX.

**Step 4 Activity.4** After everyone is comfortable with MONITOR Question 1, ask participants to look at the data provided in MONITOR Question 2a. Explain that the data in this MATRIX should be used to fill in the correct shape and colour for MONITOR Question 2b.

**Step 4 Activity.5** After the participants are clear about the information in MONITOR Question 2a, introduce MONITOR Question 2b on a separate flipchart. Ask participants to fill in the correct shape and colour around the X marks just as they did in MONITOR Question 1.

<table>
<thead>
<tr>
<th>Tips for this session:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Try to facilitate the session as if the activity were a game.</td>
</tr>
<tr>
<td>- Encourage active participation from all participants so that everyone understands how to construct the MATRIX and MONITOR.</td>
</tr>
<tr>
<td>- Participants usually experience difficulty with the MONITOR questions. Expect to spend more time on the MONITOR questions than the MATRIX question.</td>
</tr>
</tbody>
</table>

[Coffee break: 15mins]

**Step 5: Assess and prioritize health equity gaps and gradients**

**Objectives:**
- For participants to be able to prioritize problems and/or districts requiring action.

**Outcomes:**
- By the end of the session, participants should be able to use the data generated by the MATRIX and MONITOR to assess health inequities and prioritize problems and/or districts requiring action.

**Time required:** 15mins

**Materials:**
- Presentation 5, “Prioritizing Health Equity Issues & Identifying Interventions”
**Step 5.1** Now that the teams have produced strong evidence to show health inequities in their cities, explain that the next step is to raise awareness of equity gaps and prioritize the problems requiring action.

- Schedule priority-setting workshops and meetings with stakeholders
- Teach participants how to read the MATRIX and MONITOR
- Facilitate discussion around 3 main topics:
  - Seeing trends or pockets of health inequities
  - Understanding the causes and effects of the inequities
  - Prioritizing problems or districts requiring action
- Rank-order stakeholders’ equity priorities

**Step 5 Activity: Prioritizing health equity issues**

**Objectives:**
- To prioritize equity problems identified through the MATRIX in a collaborative manner.

**Outcomes:**
- By the end of the activity, participants will have gained experience in identifying and prioritizing health equity problems and/or districts using the MATRIX.

**Time required:** 1hr 30mins

**Materials:**
- Presentation 5, “Prioritizing Health Equity Issues & Identifying Interventions”
- Laptops for participants

**Step 5 Activity.1** Give each group 30 minutes to review the MATRIX in the exercise and come to a consensus on the following 3 questions:

1. Is there general consensus among the stakeholders for the priority areas identified?
   
   *Example: Yes, mostly. Some stakeholders were skeptical on the government’s ability to embark on a new microfinance programme.*

2. How would you propose resolving conflicts between stakeholders?

   *Example: We will consult the finance department of the municipal government immediately to ascertain upcoming budgetary priorities.*

3. Are there any immediate concerns in the city which should be addressed first?

   *Example: Taking city-wide action on tobacco smoking is a priority given the increasing rates of smoking among youth and women.*
Take a Lunch break after 30mins

[Lunch break: 1hr 30mins]

Continue on with Step 5 Activity (below) for remaining 1hr

**Step 5 Activity.2** After reaching a consensus on the questions, ask the groups to identify 2-3 priority areas and/or districts for which intervention plans should be developed. The groups should present their priority areas/districts and provide brief explanations for their choices.

[Coffee break: 15mins]

**Step 6: Identify the best response**

**Objectives:**
- To demonstrate the importance of using the support and backing of relevant sectors, communities, and champions when identifying priority areas to intervene
- To be able to convey clear and strong recommendations about what governments and communities need to do to reduce the priority health inequities uncovered through the MATRIX and MONITOR

**Outcomes:**
- By the end of the session, participants will be better informed on how to select appropriate interventions that address the priority health inequities selected by the Urban HEART team.

**Time required:** 30mins

**Materials:**
- Presentation 5, “Prioritizing Health Equity Issues & Identifying Interventions”
- Workshop binders

**Step 6.1** Once the team has identified priority health equity issues, the next step is to identify the appropriate response. Explain that Urban HEART teams should review the MATRIX provided and select interventions which align with the following criteria:

- Reduces health inequities
- Available local resources
- Acceptable by affected communities and other key players
• Achievable within timeframe
• Likely to be effective and efficient
• Complies with national priorities

Step 6.2 Suggest that participants use the Urban HEART response menu in Annex VII of the User Manual in order to choose the best response for the problem indicator they select. Guide participants on how to use the response menu.

Step 6 Activity A: Identifying best response

Objectives:
-To familiarize participants with the recommended criteria to select the best response for their cities/regions
-To practice producing clear and strong recommendations for governments and communities to reduce the priority health inequities uncovered through Urban HEART

Outcomes:
-By the end of the activity, participants will have improved their skills of using recommended criteria to select the best response for their cities/regions

Time required: 1hr

Materials:
- Presentation 5, “Prioritizing Health Equity Issues & Identifying Interventions”
- Laptops for participants

Step 6 Activity A.1 Try to identify 1-2 participants who would be best at acting the role of city Mayor or an equivalent city authority from a participating country e.g. Governor. If an official Mayor is participating in the workshop, appoint him/her for the role. Approach the potential candidates prior to beginning the exercise and ask them if they will be willing to play the role of city Mayor.

Step 6 Activity A.2 Each group should review the given MATRIX to come up with an intervention plan. Participants may also use the MONITOR for more information on the health equity gradients over time.

Step 6 Activity A.3 The intervention proposals will later be presented to the Mayor for his/her consideration. Participants should be prepared to justify their choices and explain why they have focused on certain aspects of the MATRIX.
Step 6 Activity B: Pitching your response to local authorities

**Objectives:**
- For participants to practice engaging a Mayor (or local authorities) on their findings and recommendations revealed through Urban HEART.
- To improve participants’ strategies for approaching local authorities with Urban HEART.

**Outcomes:**
- By the end of the activity, participants will have gained insight on how to improve their strategies for approaching a Mayor with Urban HEART.

**Time required:** 1hr

**Materials:** none

**Step 6 Activity B.1** Ask for 1-2 volunteers to play the role of city Mayor. Selected groups will present their proposal based on their findings from Urban HEART.

**Step 6 Activity B.2** Each country group should prepare their proposal for the Mayor using the hypothetical example in the exercise. However, no more than two groups should actually pitch their responses to the Mayor. This will allow for more time to have participants share their thoughts on the strengths and weaknesses of each group’s approach after the role plays.

**Step 6 Activity B.3** One country group should gather around the city Mayor and try to engage him/her with Urban HEART. Chairs can be set up in a line (facing the workshop participants) with the Mayor at the end. The group may use the projector to display a short proposal to the Mayor.

**Step 6 Activity B.4** After a group has presented Urban HEART to the Mayor, all workshop participants should comment on the group’s performance. Participants should discuss the strengths and weaknesses of the group’s approach in order to improve participants’ skills and strategies for approaching a local official with Urban HEART. One possible approach to assess each groups approach is to create a table showing the strengths and the weaknesses of each group’s negotiation skills with the Mayor.

**Step 6 Activity B.5** Kindly encourage the Mayors to share their thoughts on the effectiveness of each team’s approach. In addition, ask representatives from cities/countries that have implemented Urban HEART to provide recommendations on the best strategies for advocating an Urban HEART plan of action, based on their prior experiences interacting with local authorities.

**Tips for this session:**
- Allow enough time to hold a question and answer session at the end of each group’s role play.
Participants from previous workshops have come up with the following tips on communicating to a Mayor:
- Be aware of the Mayor’s background, priorities, political objectives, etc. Research the Mayor’s recent interests and activities before the meeting.
- Make it clear what resources you have and what you will need from the Mayor.
- Emphasise that you will focus on reducing health *inequities*.
- Use the visible power of the colours generated in the MATRIX and MONITOR to convince the Mayor to accept your proposal.
- Make your proposal more appealing to the Mayor by identifying potential advantages to the Mayor and his personal agenda.
SUMMARY OF STEPS

Recap Day TWO

Time Required: 15mins

- Welcome the participants. Briefly review the sessions from Day 2. Day 3 will focus mainly on developing an Urban HEART Plan of Action.

- Ask each participant to write down one recommendation for the tool on a flipchart before the end of the coffee break.

- Also refer participants to the workshop evaluation sheet in the back of their workshop binder and ask them to complete the evaluation by the end of the workshop.

III. Guidelines for developing city plans for Urban HEART

Objectives:
- To provide guidelines for developing city plans for Urban HEART

Time required: 30mins

Materials:
- Presentation 6, “Developing an Urban HEART Plan of Action”
- Workshop binders

III.1 Using the slides from Presentation 6, summarize two examples of activities that would be included in a plan of action. For each activity, the resources, stakeholders/partners, outputs/outcomes, and timeline needed to successfully carry out the activity should be covered. Remind participants to tailor their plan of action to the specific city/region in which they will implement the tool.

III.2 Example for a Pre-Assessment activity: Building an Inclusive Team

Potential resources needed to build an inclusive team include (but are not limited to):

- A realistic budget: Include costs for meeting spaces, travel, meals, stipends, materials, and personnel. Aim to integrate most costs of Urban HEART within existing programmes. Seek out any additional funding from government agencies, NGOs, and foundations.

- Debriefing documents and educational materials: A policy brief is included in Annex I of the User Manual. The WHO final report of the Commission on Social Determinants of Health can also be used for educational materials.

- Access to relevant stakeholders
• **A terms of reference template:** A sample is included in Annex II of the User Manual.

• **Time to meet with diverse individuals and groups to explain Urban HEART and encourage their participation**

### III.3 Stakeholders and partners that are needed to build an effective and inclusive team include:

• **Social, economic and health policy stakeholders who have authority to share data:** Try to engage education police and law enforcement, sanitation and waste removal, roads and traffic management, housing and finance agencies as well as centralized agencies that have access to diverse datasets. It is important to engage the finance departments early on if you expect that new funding will be required for response strategies.

• **All relevant levels of government planning:** e.g. national, provincial, municipal and local district authorities.

• **Community leaders:** Including elected officials, grass-roots organizations and NGOs.

• **People who have experience analysing large datasets:** These individuals may come from participating agencies or universities.

### III.4 Outputs and outcomes that will result from building an effective and inclusive team include:

• A network of agencies and individuals who are informed and ready to participate in Urban HEART

• Data-sharing commitment and authorizations from at least some of the relevant stakeholder groups, agencies, and communities to begin data sharing

• Agreements to consider resource sharing or resource allocations

• Endorsement of Urban HEART by one or more influential champions

• Terms of reference or similar document

• Momentum to proceed forward with the Urban HEART process

### III.5 Timeline: 6-12 months. A committed Urban HEART team may take a long time to develop. It is also important to recognize that team building is a continuous process. Review the team’s terms of reference regularly and refresh them if required. Review the membership of the team. When people leave, take efforts to refill their positions carefully, so that the team remains relevant and effective.

### III.6 Example for a Response activity: Identify best response

Potential resources needed to identify the best response include (but are not limited to):

• **The Urban HEART response interventions menu (Annex VII of the User Manual)**

• **Evidence of intervention effectiveness:** Many of these resources (including research reports and case studies) have been collected for use by Urban HEART teams and can be downloaded from the Urban HEART website.

• **Additional resources to support workshops and consultations**
III.7 Stakeholders and partners that will be needed to identify the best response include:

- All team members, champions, and stakeholders who are affected by or who have a direct interest in the priority equity gaps identified
- Other experts who can provide advice about the effectiveness of interventions and optimal ways to advocate the uptake of your recommendations

III.8 Outputs and outcomes that will result from identifying the best response include:

- The development of an evidence-based, feasibility-tested and collaborative plan to respond to priority health inequities in a targeted city
- The development of an advocacy plan to champion the Urban HEART response proposal to decision-makers
- Completion of the assessment and response phases of Urban HEART

III.9 Timeline: 3-6 months to finalize response planning

- Brainstorming response strategies (2-3 months).
- Developing your proposal. Although you should use the information you collected throughout the Urban HEART process, you will also want to do additional consultations (1-2 months).
- Preparing an advocacy plan and equipping stakeholders to do advocacy (1-2 months).

Final Activity: Developing an Urban HEART Plan of Action

Objectives:
- To have participants develop a mock Urban HEART plan of action so that they will be better prepared to begin Urban HEART once they return to their cities.

Outcomes:
- By the end of the activity, participants will have experienced developing an Urban HEART plan of action and be better prepared to devise a complete plan of action once they begin implementing Urban HEART in their cities/countries.

Time required: 1hr 30mins

Materials:
- Presentation 6, “Developing an Urban HEART Plan of Action”
- Urban HEART Budget Template (Annex III of Training Manual)
- Laptops for participants

Final Activity.1 Working in country/regional groups, participants should fill in the plan of action for each of the activities displayed in the templates (provided in Presentation 6). Remind participants to tailor the
plan of action to the specific city/region in which they will implement Urban HEART. For each activity, the plan of action should include descriptions of the following steps:

- Resources
- Stakeholders/Partners
- Output/Outcome
- Timeline

**Final Activity.2** If time allows, participants may use the Urban HEART Budget Template (Annex III of Training Manual) to practice developing a budget for their plan of action.

Take a coffee break after 1hr 30mins of the Activity

[Coﬀee break: 15mins]

**Final Activity.3** For the remaining 30 minutes, each group should present their plan of action to the workshop participants. Each presentation should be about 5-10 minutes long and summarize the key activities and timelines.

**IV. Recommendations, evaluations, and conclusions**

**Objectives:**
- To have participants suggest recommendations for cities/countries and for WHO officials implementing Urban HEART
- To continue improving Urban HEART based on participants’ evaluation of the workshop

**Time required:** 1 hr

**Materials:**
- Flipchart
- Markers
- Evaluation sheets (in workshop binder)

**IV.1** Gather around the flipchart displaying the participants’ recommendations for Urban HEART. Agree on which recommendations are the most important and relevant. The recommendations can be selected by a group of volunteers or by the entire workshop.

**IV. 2** Collect an evaluation sheet from each participant.

**IV.3** Thank everyone for their hard work and contributions to the workshop.
Annex I: Guidelines for presentations on cities which have implemented Urban HEART

<table>
<thead>
<tr>
<th>Building a Team</th>
<th>Generating Evidence</th>
<th>Resource Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How were various stakeholders identified?</td>
<td>• Were the MATRIX and MONITOR useful when presenting your plan of action to the Mayor or other local authorities?</td>
<td>• Total funds required/key sources of funding</td>
</tr>
<tr>
<td>• Who were the main stakeholders?</td>
<td></td>
<td>• Total staff time required</td>
</tr>
<tr>
<td>• Were community groups included in the process? If so, how?</td>
<td></td>
<td>• Organizational resources (e.g. champions, political support, agencies)</td>
</tr>
<tr>
<td>• Which stakeholders were most supportive of Urban HEART? Least supportive?</td>
<td></td>
<td>• Timeframe to implement Urban HEART</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selecting Indicators</th>
<th>Assessing Health Equity Gaps &amp; Gradients</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Which indicators were available from routine information?</td>
<td>• How were health equity gaps and/or districts prioritized?</td>
<td>• What were the main benefits of implementing Urban HEART?</td>
</tr>
<tr>
<td>• Which indicators were not available?</td>
<td></td>
<td>• Main challenges and successes?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assembling Data</th>
<th>Identifying Best Response</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What was the process for assembling relevant data?</td>
<td>• What was the process of selecting interventions?</td>
<td>• How could you have improved the implementation of Urban HEART in your city?</td>
</tr>
<tr>
<td>• Was there data sharing amongst stakeholders?</td>
<td>• What evidence or criteria was considered crucial in determining the choice of intervention?</td>
<td>• What recommendations do you have for other cities planning to implement Urban HEART?</td>
</tr>
</tbody>
</table>

• How have you planned to monitor and evaluate the impact of the intervention?
Annex II: Mock MATRIX and MONITOR for Step 4 Activity

To Trainer: Please prepare drawings of the following mock MATRIX and MONITOR on flip charts. Please be aware that MONITOR Question 2a and MONITOR Question 2b should be displayed on 2 separate flipcharts so that the participants can view the data in both charts to complete the activity.

**MATRIX Question 1: Fill in the boxes with the appropriate colour (Red, Yellow, or Green)**

<table>
<thead>
<tr>
<th></th>
<th>District A</th>
<th>District B</th>
<th>District C</th>
<th>District D</th>
<th>City average</th>
<th>National targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infant mortality</td>
<td>22</td>
<td>19</td>
<td>21</td>
<td>41</td>
<td>26</td>
<td>15</td>
</tr>
<tr>
<td>(per 1000 live births)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Physical infrastructure &amp; environment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to safe water (%)</td>
<td>88</td>
<td>58</td>
<td>89</td>
<td>58</td>
<td>83</td>
<td>100</td>
</tr>
<tr>
<td><strong>Social &amp; human development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completion of primary education (%)</td>
<td>85</td>
<td>78</td>
<td>89</td>
<td>n.a.</td>
<td>84</td>
<td>85</td>
</tr>
<tr>
<td>Fully immunized children (%)</td>
<td>75</td>
<td>70</td>
<td>71</td>
<td>62</td>
<td>65</td>
<td>80</td>
</tr>
</tbody>
</table>
MONITOR Question 1: Draw the correct shape around the X (Diamond, Circle, or Square) and fill in the shape with the correct colour (Red, Yellow, or Green)

Inequity in skilled birth attendance in City A

- City target 2010
- City average 1990
- Best district performance
- City average
- Worst district performance
**MONITOR Question 2a:** Use the data in the following MATRIX as a reference to select the correct shape and colour for MONITOR Question 2b.

Inequity in skilled birth attendance in City A, 1990–2005

<table>
<thead>
<tr>
<th>Year</th>
<th>Worst district performance</th>
<th>Best district performance</th>
<th>City average</th>
<th>Benchmark: City average 1990</th>
<th>Target: National average 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>19%</td>
<td>80%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1995</td>
<td>10%</td>
<td>45%</td>
<td>33%</td>
<td>50%</td>
<td>90%</td>
</tr>
<tr>
<td>2000</td>
<td>30%</td>
<td>86%</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>20%</td>
<td>95%</td>
<td>55%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Red  Green  Yellow
MONITOR Question 2b: Draw the correct shape around the X (Diamond, Circle, or Square) and fill in the shape with the correct colour (Red, Yellow, or Green) using the data in MONITOR Question 2a.
**Matrix Question 1 Answer:**

<table>
<thead>
<tr>
<th></th>
<th>District A</th>
<th>District B</th>
<th>District C</th>
<th>District D</th>
<th>City average</th>
<th>National targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infant mortality (per 1000 live births)</td>
<td>22</td>
<td>19</td>
<td>21</td>
<td>41</td>
<td>26</td>
<td>15</td>
</tr>
<tr>
<td><strong>Physical infrastructure &amp; environment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to safe water (%)</td>
<td>88</td>
<td>58</td>
<td>89</td>
<td>58</td>
<td>83</td>
<td>100</td>
</tr>
<tr>
<td><strong>Social &amp; human development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completion of primary education (%)</td>
<td>85</td>
<td>78</td>
<td>89</td>
<td>n.a.</td>
<td>84</td>
<td>85</td>
</tr>
<tr>
<td>Fully immunized children (%)</td>
<td>75</td>
<td>70</td>
<td>71</td>
<td>62</td>
<td>65</td>
<td>80</td>
</tr>
</tbody>
</table>
MONITOR Question 1 Answer:

Inequity in skilled birth attendance in City A

City target 2010

City average 1990

2005

Best district performance

City average

Worst district performance
Inequity in skilled birth attendance in City A

- City average 1990
- City target 2010
- Best district performance
- Worst district performance
- City average

Legend:
- Red
- Green
- Yellow
<table>
<thead>
<tr>
<th>Activity</th>
<th>Resources Required</th>
<th>Cost/ Unit</th>
<th>Total Resource Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Resource</td>
<td># Units</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Subtotal for Activity

Subtotal for Activity

Subtotal for Activity

Subtotal for Activity

Subtotal for Activity

Subtotal for Activity

Total Projected Cost
### Urban HEART Workshop Evaluation

<table>
<thead>
<tr>
<th>Question</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Instructors’ ability to make complex topics easy to understand</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Instructors’ ability to answer questions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Instructor’s ability to manage time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Comprehensiveness of the workshop program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Overall quality of the training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Your level of understanding of the material</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Your level of confidence in applying Urban HEART</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Likelihood of using Urban HEART in your country</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Did the workshop fulfil your expectations?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Which sections would you like to see <em>more</em> of?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Which sections would you like to see less of?