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### AIM

The Healthy Cities approach is committed to enabling people to attain optimal well-being and to manifest their greatest potential.

You have the potential to transform cities into thriving hotspots of creativity, ideas, innovation, health, wealth, compassion and happiness.

This workbook is designed to support you and your team in leveraging what you have, in strengthening your capacity for implementation, in enhancing partnerships and advocacy, and in developing a three-year plan to help you take your achievements to the next level. You, as a facilitator, can decide which exercises to work through, depending on the needs of your team.

### OUTLINE OF ACTIVITIES

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<th>Agenda</th>
<th>Exercise</th>
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<td>The leader in you</td>
<td>1.1 Getting to know you [20 minutes]</td>
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<tr>
<td></td>
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<td>1.2 The Affinity Diagram [30 minutes]</td>
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<tr>
<td>2</td>
<td>Governance</td>
<td>2.1 Assessing the “state” of governance [45 minutes]</td>
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<tr>
<td>3</td>
<td>Advocacy</td>
<td>3.1a Stakeholder identification [45 minutes]</td>
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<td>3.1b Stakeholder analysis [45 minutes]</td>
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<td>3.2 Advocacy planning [1.5 hours]</td>
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<td>3.3 Exercise in advocacy [30 minutes]</td>
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<td>4</td>
<td>Engagement with stakeholders</td>
<td>4.1 Partnership mapping [60 minutes]</td>
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<td></td>
<td>4.2 Partnership analysis [45 minutes]</td>
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<tr>
<td>5</td>
<td>Strategic planning</td>
<td>5.1 Strategic planning [2 hours]</td>
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<tr>
<td>6</td>
<td>Action planning</td>
<td>6.1 Prioritizing what you want to achieve [45 minutes]</td>
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<td></td>
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<td>6.2 Problem-solution tree [2 hours]</td>
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<td>6.3 Clustering and scoping [60 minutes]</td>
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<td>6.4 The river exercise [60 minutes]</td>
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<td>6.5 Three-year action plan [2 hours]</td>
</tr>
<tr>
<td>7</td>
<td>Monitoring &amp; Evaluation</td>
<td>7.1 Process evaluation exercise [2 hours]</td>
</tr>
</tbody>
</table>
EXERCISE 1.1  GETTING TO KNOW YOU

OBJECTIVE  To link your personal mission with the team's goals.

WHY  In order to achieve success, the team needs to have a unified vision. And we need to know what is important to you in order to show how your personal goals can align with the team's overall goals.

INSTRUCTION  Please take some time to reflect and write your responses below. A good mission statement is one sentence long, easily understood and easily recited. Find three verbs (e.g. claim, empower, promote, organize) and link the verbs to your core values (e.g. health, truth, justice, happiness) and to others who may benefit from your mission (e.g. women, children, the poor, my family).

TIME  20 minutes

Example: Getting to know you

1. What's your personal mission?
   
   My mission is to: facilitate new perspectives, and empower people to take steps towards their dreams that serve the greater good.

2. Describe the purpose or mission of the team.
   
   The team's mission is to: inspire, promote, and empower new thinking on health in local government.

3. How would you link your personal mission with your team's goal?
   
   I can link my personal mission with the team's goal by helping local government officials make links between their personal dreams and the team's goals, stimulating new thinking and perspectives on health, and promoting new approaches to protecting health of the population.
4. What's your personal mission?

My mission is to: __________________________, __________________________

and __________________________, __________________________ (core value)

to, for, with __________________________ (for whom)

5. Describe the purpose or mission of the team.

The team's mission is to: __________________________, __________________________

and __________________________, __________________________ (core value)

to, for, with __________________________ (for whom)

6. How would you link your personal mission with your team's goal?
Excerpts from John C. Maxwell’s book *Leadership Gold*:

“Everything rises and falls on leadership.”
“Becoming a better leader pays dividends, but it takes great effort. Leadership requires a lot from a person. It is demanding and complex.”
“Leadership is seeing possibilities in a situation while others are seeing the limitations.”
“Leadership is the ability to submerge your ego for the sake of what is best.”
“Leadership is evoking in others the capacity to dream.”
“Leadership is inspiring others with a vision of what they can contribute.”
“Leadership is the power of one harnessing the power of many.”
“Leadership is the integration of heart, head, and soul.”

**EXERCISE 1.2  THE AFFINITY DIAGRAM (WHAT MAKES A GOOD LEADER?)**

**OBJECTIVE**
To share the qualities of a good leader for Healthy Cities

**WHY**
In order to be an effective leader, one must first know what a leader looks like. Then one learns and practices to become a better leader.

**INSTRUCTION**
Each member of the group will write down on a piece of metacard what they think a good leader does. The metacards can then be posted on a board to be viewed by everyone. Group related cards together and assign a heading. These headings reflect qualities of a good leader.

**TIME**
30 minutes

**Example: The Affinity Diagram**

- **Effective interpersonal communication skills**
  - A good listener
  - Cares about staff welfare
  - Encouraging

- **Integrity**
  - Admits to own mistakes
  - Open and honest

- **Strategic Thinking**
  - Coherent strategy
  - Clear directions
  - Consistent decisions

- **Strong work ethics**
  - Punctual
  - Works alongside staff
  - Responsive
Develop an affinity diagram on leadership

Self-Reflection:

1. What are your leadership strengths?

2. What are areas you feel that you are weaker in? Make a decision to commit to a growth plan to develop these areas.

Do you have a personal growth plan?
EXERCISE 2.1 ASSESSING THE “STATE” OF GOVERNANCE

OBJECTIVE To assess the operational framework of the Healthy Cities program/project.

WHY In order to achieve our Healthy Cities goal, we need to assess our implementation infrastructure and capacity and identify areas for improvement.

INSTRUCTION Please reflect and rate where you think your team is for each governance element. Mark the score on the spidergram.

Then for each governance element that has a rating of less than 4, brainstorm on what can be done and what actions need to be taken to improve implementation.

TIME 45 minutes

Rating:

4: In place - Element is in place and facilitates implementation.

3: Almost there - Element can be further improved to strengthen implementation.

2: Under development – Element is being developed for implementation.

1: Not in place – Element is missing.
Assessing the “state” of governance

- Review infrastructure
- Suggest new system

- Assess how information is flowing for the program and recommend improvements

- Develop HR development plan
- Secure funding for staff development

- Recruit consultant to review system and identify areas for strengthening

- Identify and secure support of other high-level officials
- Share needs with national government to see if support can be given

Organizational structure
Program delivery infrastructure

Vision/Mission

Financial management system

Intelligence, Information, Evidence-based

National government support

Human resource capacities

Local government support
Rate where your team is for each governance element.
As Healthy Cities is political in nature, we need to identify champion(s) and have support from local and community leaders. Advocacy is key in the initial stages of Healthy Cities for it to gain prominence and traction within the local government, amongst political leaders, community leaders and program implementers. Advocacy needs to be sustained and on-going to institutionalize the approach and to ensure that people’s health, well-being and development are always at the center of policy- and decision-making.

According to the American Public Health Association (APHA)\(^1\), advocacy is to act in support of a particular issue or cause. An advocate is a person who argues for a cause as a supporter or defender and acts to engage and influence the way the public and policy-makers think and act on policies.

A list of advocacy actions APHA identified includes but are not limited to:

- Letters to the government in support of or opposition to issues
- Meetings with policy-makers and decision-makers
- Joint letters with other like-minded organizations
- Opinion editorials
- Advocacy alerts to mobilize action
- Press releases
- Interviews
- Creating coalitions
- Fact sheets and issue briefs

---

**EXERCISE 3.1a Stakeholder identification**

**OBJECTIVE**

To identify people, groups, agencies, organizations and sectors you need to advocate to about the Healthy Cities program.

**WHY**

It is important to establish a support network and to secure proponents within other agencies who will advocate the Healthy Cities approach.

**INSTRUCTION**

Brainstorm on all the stakeholders (people, groups, agencies, organizations, sectors) that:

- have an interest in the health and well-being of the population
- have a role to play in addressing urban health challenges
- have an interest in healthy and sustainable development of a city

**TIME**

45 minutes

---

\(^1\) The Voice of Public Health: APHA and Public Health Advocacy

Example of stakeholder identification:

- Ministry of Transport ()
- Ministry of Finance (?)
- Department of Park Development (?)
- Ministry of National Development (X)
- Ministry of Agriculture (X)
- Institute of Architects (?)
- Police (?)
- Institute of Urban Planners (?)
- Ministry of Social Welfare
- Construction Association (?)
- Ministry of Petroleum industries (X)
- Community Centers
- Ministry of Foreign Affairs (?)
- Tobacco control NGOs
- Ministry of Community Development
- Youth association
- Chamber of Commerce (X)
- Ministry of Industry, Investment and Commerce (?)
Consider:

1. Who is in favor (Circle those in favor)
2. Who is possibly against or those whose support you are uncertain of (Mark an X or ?)
EXERCISE 3.1b Stakeholder analysis

OBJECTIVE  
To discuss the relative interest and influence of stakeholders with a role to play in promoting health and sustainable development of a city.

WHY  
It is important to establish a support network and to secure proponents within other agencies who will advocate the Healthy Cities approach.

INSTRUCTION  
Brainstorm on all the stakeholders (people, groups, agencies, organizations, sectors) that:

- have an interest in the health and well-being of the population
- have a role to play in addressing urban health challenges
- have an interest in healthy and sustainable development of a city

And then position the different stakeholders on the interest and influence grid based on their interest in promoting healthy and sustainable development, and their influence in effecting policies and action that have an impact on health.

TIME  
45 minutes
Example: Influence and interest grid

<table>
<thead>
<tr>
<th>Influence</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

Ministry of Finance
Ministry of National Development
Ministry of Community Development
Ministry of Social Welfare
Ministry of Agriculture
Institute of Urban Planners
Youth Association
Chamber of Commerce
Construction Association
Influence and interest grid
EXERCISE 3.2  ADVOCACY PLANNING

OBJECTIVE  Consider various advocacy strategies and map the actions needed to achieve your advocacy goal and obtain support for building Healthy Cities work.

WHY.  The Healthy Cities approach needs to be supported and internalized by whole-of-government and whole-of-society. We need stakeholders to see the value of the Healthy Cities and enable them to consider the applicability of the approach to their context.

INSTRUCTION  Please complete the table on the next page with your team. Guiding questions are below.

TIME  1.5 hours

1.  **Advocacy Goal**: What is your advocacy goal? Is it to obtain support to initiate a Healthy Cities program? Is it to raise awareness amongst stakeholders and for them to support, adopt and implement the Healthy Cities approach?

2.  **Who**: Who are the stakeholders identified in Exercise 3.1a or 3.1b that you have to advocate to and raise awareness amongst to gain their support?

3.  **How and When**: You may wish to use a variety of advocacy strategies (e.g. media campaigns, policy dialogs, interviews) and consider the target audience, timing, political/economic/social contexts.

4.  **Desired outcomes**: What are you expecting from the engagement with your target group? Do you want them to issue a brief? Do you want them to sign on a petition to support the initiation of a Healthy Cities program? Do you want them to speak up and vote at the assembly?

5.  **Supporting information**: In order to be successful and achieve your advocacy goal, you will need to be well-prepared before the engagement. What information do you need to have? E.g. data, reasons for initiating a Healthy Cities program, benefits and advantages for the other party, feasibility of application, timing, opportunity.

6.  **Partners**: Who can support you in achieving your advocacy goal? They may be like-minded organizations or individuals with influence. They may be organizations who can support you and provide you with information on the issue such as universities, research centers or experts.
Example: Advocacy planning

**Advocacy Goal:** To obtain support to initiate the Healthy City movement

<table>
<thead>
<tr>
<th>Who (target group)</th>
<th>How (e.g. letters, meetings, briefs)</th>
<th>When</th>
<th>Desired outcomes (what would you like target group to do)</th>
<th>Supporting information (what do you need to share)</th>
<th>Partners (who can support you in advocating)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of National Development</td>
<td>• Meeting</td>
<td>8 January 2014</td>
<td>• To co-lead and co-fund the Healthy City program&lt;br&gt;• To fund a development project (e.g. funding light installation in a neighborhood)</td>
<td>Brief background paper with information on the concept, mutual interests, mutual benefits, potential areas for collaboration</td>
<td>Mayor, Local leaders, business groups</td>
</tr>
<tr>
<td>Policy-makers</td>
<td>• Policy dialogue</td>
<td>6 January 2014</td>
<td>• To understand the Healthy City concept&lt;br&gt;• To inspire new perspectives on innovations to address urban health challenges</td>
<td>Information on the concept, benefits, examples of innovation</td>
<td>WHO, Policy-makers from other cities</td>
</tr>
<tr>
<td>Institute of Architects</td>
<td>• Meeting</td>
<td>7 January 2014</td>
<td>• To understand the Healthy City concept&lt;br&gt;• To have preliminary ideas on how to be a partner in this program</td>
<td>Brief background paper with information on the concept, mutual interests, mutual benefits, potential areas for collaboration</td>
<td>Dean of the School of Architecture</td>
</tr>
</tbody>
</table>
## Advocacy Goal:

<table>
<thead>
<tr>
<th>Who (target group)</th>
<th>How (e.g. letters, meetings, briefs)</th>
<th>When</th>
<th>Desired outcomes (what would you like target group to do)</th>
<th>Supporting information (what do you need to share)</th>
<th>Partners (who can support you in advocating)</th>
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</table>
EXERCISE 3.3  EXERCISE IN ADVOCACY

OBJECTIVE  To prepare for a meeting with a politician.

WHY  To map out actions to undertake before, during and after the meeting to increase your success.

INSTRUCTION  Please work on a list of key action points with your team. Organize it according to: Before, at and after the meeting.

Consider:

- Documents you need to prepare and have (information and content of the documents)
- Information you need to have to be well-prepared for any questions
- What the politician’s agenda or policy interests are and how Healthy Cities is relevant or beneficial to him/her
- Amount of time you have to successfully connect with the politician
- How you can build trust and connection

TIME  30 minutes

Example: Preparing for a meeting with a politician  (Example: Adapted from Public Health Advocacy Institute of Western Australia. (2013). Public health advocacy toolkit - Third Edition. Curtin University, Perth)

Before the meeting

- Find out information on the interests of the politician (e.g. personal safety)
- Gather data on crime statistics, high-crime areas, mortality rates, economic status of these high-crime areas
- Gather relevant examples from other cities on how crime impacts on health and well-being
- Research on what are immediate, feasible steps a city can take to counter crime
- Find out how much time is available for the meeting with politician

At the meeting

- Thank the politician for his/her time and acknowledge that you understand that you only have 15 minutes with him/her.
- Brief introduction on the Healthy City concept, how it can serve his/her policy interests and agenda, and the objective of this meeting.
- Then will listen to what he/she has to say regarding Healthy Cities.

After the meeting

- Will follow-up with a thank you, a recap of the discussion and how we can move forward collaboratively on the ideas discussed.
- Follow-up on what was agreed during the meeting.
Before the meeting

At the meeting

After the meeting
PARTNERSHIPS

There are different types of partnerships ranging from networking to collaboration.

1. **Networking**: Exchange of information for mutual benefit. Requires little time and trust between partners.
2. **Coordinating**: Exchange of information and altering activities for a common purpose.
3. **Cooperating**: Exchange of information, altering activities and sharing resources. Requires significant amount of time and a willingness to share turf (their spheres or areas of influence).
4. **Collaboration**: Enhance the capacity of the partner for mutual benefit and a common purpose. Requires the partner to give up a part of their turf (sphere/area of influence) to another agency to create a better or more seamless service system.

With permission obtained from VicHealth, the following is extracted and/or adapted from VicHealth's Partnership Analysis Tool.

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**EXERCISE 4.1  PARTNERSHIP MAPPING**

**OBJECTIVE**
To identify partners key to achieving your goal and to define the nature of the partnership.

**WHY**
The partnership map serves as a visual presentation of partners key to achieving our shared goal and gives a quick overview of the nature of the relationship. This enables us to manage the partnership and identify areas for strengthening and mutually supporting each other.

**INSTRUCTION**
Please draw a partnership map for your identified priority goal.

1. List all existing and potential partners needed to help you achieve your goal.
2. Define the nature of the partnership.
3. Define the partner's role and responsibilities in the partnership.
4. Highlight co-benefits of the partnership.

**TIME**
60 minutes
Example: Partnership map (Adapted from example in VicHealth 2011, The Partnerships Analysis Tool, Victorian Health Promotion Foundation, Melbourne.)

Identified priority goal: To increase physical exercise level of the elderly population in City X and exceed the national average.

Legend

- Co-benefits: Provided services that keep the elderly connected and socially included.
- Co-benefits: Increased land area of green space.
- Co-benefits: Provided improved services to residents.
- Co-benefits: Improved well-being of target population.

Roles and responsibilities

Department of Aging
- Lead agency – heads project steering group and coordinates funds

Elderly housing agency
- Member of steering committee

Department of Parks and Recreation
- Installs benches and builds parks near housing estates

Community Centers
- Organizes group activities and provides coach

Department of Social Welfare
- Contributes funds to the project and requires a financial report at the end of the project.
Identified priority goal: ________________________________________________

Draw your partnership map.

Define the roles and responsibilities of each partner agency.
EXERCISE 4.2  EXERCISE (ANALYZING AN EXISTING PARTNERSHIP)

OBJECTIVE  To assess an existing partnership to obtain feedback on the current status and to identify areas for further improvement.

WHY  We need to know if the existing partnership is efficient and effective and that it is making an impact on health. If it is not, we need to identify areas for strengthening so that we can successfully achieve our shared goal.

INSTRUCTION  Based on the identified priority goal, please identify an existing partner and complete the attached checklist.

Checklist from Victoria Health Promotion Foundation (VicHealth). Available at:  

TIME  45 minutes
## Partnership analysis

### The checklist

Rate your level of agreement with each of the statements below, with 1 indicating strong disagreement and 5 indicating strong agreement. The scores will be totalled automatically. To save your checklist, select “File / Save As / PDF”. You can then name your checklist and email it to your partner organisations as an attachment.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1: Strongly disagree</th>
<th>2: Disagree</th>
<th>3: Not sure</th>
<th>4: Agree</th>
<th>5: Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Determining the need for the partnership</td>
<td></td>
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<tr>
<td>- There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.</td>
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<td>○</td>
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<tr>
<td>- There is a clear goal for the partnership.</td>
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<tr>
<td>- There is a shared understanding of, and commitment to, this goal among all potential partners.</td>
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<tr>
<td>- The partners are willing to share some of their ideas, resources, influence and power to fulfill the goal.</td>
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<td>- The perceived benefits of the partnership outweigh the perceived costs.</td>
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<td><strong>Subtotal</strong></td>
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<tr>
<td>2. Choosing partners</td>
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<td>- The partners share common ideologies, interests and approaches.</td>
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<tr>
<td>- The partners see their core business as partially interdependent.</td>
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<tr>
<td>- There is a history of good relations between the partners.</td>
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<tr>
<td>- The partnership brings added prestige to the partners individually as well as collectively.</td>
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<td>- There is enough variety among members to have a comprehensive understanding of the issues being addressed.</td>
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<td><strong>Subtotal</strong></td>
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<tr>
<td>3. Making sure partnership works</td>
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<tr>
<td>- The managers in each organisation (or division) support the partnership.</td>
<td>○</td>
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<td>- Partners have the necessary skills for collaborative action.</td>
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<tr>
<td>- There are strategies to enhance the skills of the partnership through increasing the membership or workforce development.</td>
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<td>○</td>
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<td>○</td>
<td>○</td>
</tr>
<tr>
<td>- The roles, responsibilities and expectations of partners are clearly defined and understood by all other partners.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>- The administrative, communication and decision-making structure of the partnership is as simple as possible.</td>
<td>○</td>
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<td>○</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
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<tr>
<td>4. Planning collaborative action</td>
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<tr>
<td>- All partners are involved in planning and setting priorities for collaborative action.</td>
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<td>○</td>
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<tr>
<td>- Partners have the task of communicating and promoting the partnership in their own organisations.</td>
<td>○</td>
<td>○</td>
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<tr>
<td>- Some staff have roles that cross the traditional boundaries that exist between agencies or divisions in this partnership.</td>
<td>○</td>
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<tr>
<td>- The lines of communication, roles and expectations of partners are clear.</td>
<td>○</td>
<td>○</td>
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<tr>
<td>- There is a participatory decision-making system that is accountable, responsive and inclusive.</td>
<td>○</td>
<td>○</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td></td>
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</tbody>
</table>
## Partnership analysis

### 5. Implementing collaborative action

<table>
<thead>
<tr>
<th>Process that are common across agencies have been standardised (e.g., referral protocols, service standards, data collection and reporting mechanisms).</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>There is an investment in the partnership of time, personnel, materials or facilities.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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<table>
<thead>
<tr>
<th>Collaborative action by staff and interagency between agencies is rewarded by management.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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</table>

<table>
<thead>
<tr>
<th>The action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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</tbody>
</table>

**Subtotal**

### 6. Minimising the barriers to partnerships

<table>
<thead>
<tr>
<th>Differences in organisational priorities, goals and tasks have been addressed.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>There is a core group of skilled and committed (in terms of the partnership) staff that has continued well the life of the partnership.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>There are formal structures for sharing information and resolving dissemination disputes.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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</thead>
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</table>

<table>
<thead>
<tr>
<th>There are informal ways of achieving this.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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<table>
<thead>
<tr>
<th>There are strategies to ensure alternative views are expressed within the partnership.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

**Subtotal**

### 7. Refining on and reviewing the partnership

<table>
<thead>
<tr>
<th>There are processes for recognizing and celebrating collective achievements and/or individual contributions.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>The partnership can demonstrate or document the outcomes of its collective work.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>There is a clear need for and commitment to continuing the collaboration in the medium term.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>There are resources available from either internal or external sources to continue the partnership.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
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</table>

<table>
<thead>
<tr>
<th>There is an array of reviewing the range of partners and bringing in new members or removing some.</th>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
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</table>

**Subtotal**

### Aggregate score

| Determining the need for the partnership | 0 |
| Choosing partners | 0 |
| Making sure partnerships work | 0 |
| Planning collaborative action | 0 |
| Implementing collaborative action | 0 |
| Minimising the barriers to partnerships | 0 |
| Reflecting on and continuing the partnership | 0 |
| **TOTAL** | 0 |

**Checklist score**

- 35-54: The whole idea of a partnership should be rigorously questioned.
- 55-75: The partnership is moving in the right direction but it will need more attention if it is going to be really successful.
- 76-95: A partnership based on genuine collaboration has been established. The challenge is to maintain its impetus and build on the current success.
EXERCISE 5.1  SETTING PRIORITY GOALS & TARGETS

OBJECTIVE  To define the goals and targets for your city’s strategic plan for health and development.

WHY  Our goals give us a vision of the future, which gives us direction, makes our work fulfilling and keeps us focused.

INSTRUCTION  Please write down what your team considers as priority areas for the city. Then based on the city’s health profile/situation analysis, define the goals and targets to achieve in order to help you achieve your dream.

TIME  2 hours

You are a leader in public service. You can make a difference for your city.

1. What are the five important priorities for your city? Write this in the heading.

2. Define your goals for each priority. For this exercise, write 2-3 goals for each priority under the heading.

3. Define your targets for each goal. For this exercise, write down 1-2 targets to achieve under each goal. (Targets may be set based on existing evidence and upon consultation with experts and key stakeholders.)

4. [After the workshop] Further expand on this draft list based on consultations with other stakeholders (e.g. ministries, community, public).
Strategic planning

Economy
- Job opportunities for all
  - Decrease unemployment by 5% each year
  - Increase by 10% the number of persons with a disability employed by 2016.
- Electronics industry
  - Increase the value of production to $20 million by 2016.

Education
- All have basic education (Grades 1-10)
  - Decrease drop-out rate at 5th grade to 0.1% by 2016.
  - Increase enrollment rate of 6th graders to 99.9% by 2016.

Health
- Making healthy choices
  - Halve the smoking rate among men by 2016
  - Increase the proportion of elderly people who are physically active at least once a week to 40% by 2016

Environment
- Sustainable land use
  - All new housing will be built in existing residential areas.

Community
- Homes for all
  - Increase availability of homes affordable by low income families
EXERCISE 6.1  PRIORITIZING WHAT YOU WANT TO ACHIEVE

OBJECTIVE  To identify and prioritize the goals/targets you wish to achieve and problems you wish to address in your city.

WHY  As there are limited resources and capacity, we need to prioritize issues. This prioritization exercise will help narrow the focus and move you closer to your goal.

INSTRUCTION  Prioritize the target(s) you will work on.

1. List down the targets identified in Exercise 4.1.
2. Consider the burden of the problem. That is, rate the burden from not achieving the particular goal on a scale from 1 – 5.
3. Rate the level of ‘political interest in the problem’ on a scale from 1 – 5.
4. Rate the feasibility of addressing the problem and achieving the goal on a scale from 1 – 5.
5. Add the scores to obtain the priority score/rating.

1  =  no burden, no interest, not feasible;
5  =  high burden, great political interest, feasible

TIME  45 minutes

Example: Prioritizing what you want to achieve

<table>
<thead>
<tr>
<th>Targets</th>
<th>Burden (B)</th>
<th>Political interest in the problem (P)</th>
<th>Feasibility (F)</th>
<th>Priority score (B+P+F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active older population</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Halve the smoking rate among men</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Decrease unemployment</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Decrease school drop-out rate among 5th graders</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Targets</td>
<td>Burden (B)</td>
<td>Political interest in the problem (P)</td>
<td>Feasibility (F)</td>
<td>Priority score (B+P+F)</td>
</tr>
<tr>
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</table>
EXERCISE 6.2  PROBLEM-SOLUTION TREE

OBJECTIVE To identify the primary causes of the current outcomes and feasible interventions to address them.

WHY We need to know the “why” (primary causes) for not achieving our desired goals as yet. This is so we can identify the appropriate interventions and solutions to achieve better outcomes.

INSTRUCTION Create a problem-solution tree for your identified priority target.

1. First define the priority issue (i.e. the root problem). This will be in the center. (E.g. low levels of physical activity)
2. Working your way up the tree, identify the underlying sub-problems. Ask why does the root problem exist. Use thick roots and boxes with thick borders to indicate the sub-problems. (E.g. low levels of walking for leisure/exercise, low levels of active transport, functional impairments, fear of falling, fear of traffic, fear of crime, poor knowledge of benefits.)
3. At the bottom of the tree, brainstorm about the underlying causes of the root problem and sub-problems. Ask why the root problem and sub-problems exist.
4. Extending from the top of the tree, discuss possible interventions to address these root problem and sub-problems. Connect related solutions.

TIME 2 hours
Develop a problem-solution tree
EXERCISE 6.3  CLUSTERING & SCOPING EXERCISE

OBJECTIVE  To cluster intervention areas and narrow the scope of intervention.

WHY  With limited resources, you need to focus on addressing a particular problem to improve probability of success.

INSTRUCTION  With your team:

1. Cluster similar barriers/issues and identify areas for intervention.
2. Discuss and scope the intervention area to focus resources on by using different criteria. For example,
   a. Is this an area the community has expressed as a priority area?
   b. What is the level of experience / capacity of the government in addressing this priority area?
   c. What are the opportunities that will facilitate implementation of interventions?
   d. What are the barriers to implementing the interventions?
   e. What is the level of impact by addressing this priority area?
3. Then based on your discussion and evaluation, decide on your scope for intervention.

TIME  60 minutes
EXERCISE 6.4  THE RIVER EXERCISE

OBJECTIVE  
To create a visual map of your targets, barriers, opportunities and needs.

WHY  
You need to know where you want to go, what you need to overcome and what you need to strengthen in order to achieve your goals.

INSTRUCTION  
With your team, work on one identified scope and priority target, and create a river map.

1. Based on exercise 6.3, define your scope of intervention. For example, safety.
2. Define yearly milestones.
3. Brainstorm on the barriers to implementing the solutions in order to achieve your goal; and use stones on the river to symbolize these barriers.
4. Brainstorm on opportunities and use birds to symbolize opportunities.
5. Brainstorm on system, infrastructure or capacity needs and use lifebuoys to symbolize what you need to strengthen.

TIME  
60 minutes

Example: The River Exercise (To enhance safety and increase level of physical activity.)

Yr 1 milestones:  
- Background paper
- High-level support

Yr 2 milestones:  
- Established partnerships
- Implementation plan
- Start implementation

Yr 3 milestones:  
- Lighting, police, neighborhood watch, sidewalks improved in 50% of neighborhoods
- Mayor's commitment
- No project proposal
- Weak partnership
- Advocate
- No project proposal
- Advocates
- Full-time researcher
- Advocate
- No project proposal
- Advocates
- Full-time researcher

ADB Grant

Insufficient budget

Weak partnership

No project proposal

Mayor's commitment

Project coordinator

Poor execution

M&E coordinator

Weak partnership

No project proposal

Mayor's commitment

Project coordinator

Poor execution

M&E coordinator

Weak partnership

No project proposal

Mayor's commitment

Project coordinator

Poor execution

M&E coordinator
Develop a river map for your identified priority target.
EXERCISE 6.5  THREE-YEAR ACTION PLAN

OBJECTIVE  To develop your three-year action plan for execution upon your return to the office so that you can work towards achieving your desired goal for your city.

INSTRUCTION  Each team to work on an action plan for your identified scope and priority target.

1. **Goal/Target:** Restate the goal and target your team prioritized.

2. **Strategy:** Review the problem-solution tree and the scope. Consider what are your strategies for achieving the goal. For example, environmental improvements, policy change, strengthening action competencies, etc.

3. **Three-year milestones (i.e. progress indicators):** Define what your team aims to achieve at the end of each year. These can be process goals, not just health outcomes.

4. **Proposed actions:** Review the symbols (i.e. barriers, opportunities and infrastructure needs) in the River Exercise and state the actions you need to undertake.

5. **Agencies responsible (i.e. lead and partners):** Who is the lead and who are the participating agencies?

6. **By When:** When do you plan to complete this?

7. **Funding needed / Funding source**

**TIME**  2 hours
Example: Three-year action plan

**Priority Goal:** Enabling healthy choices

**Priority Target:** Increase the proportion of elderly people who are physically active at least once a week to 40% by 2016.

**Strategy:** Enhance safety by making physical and social environmental improvements: lighting, police, neighborhood watch, sidewalks

<table>
<thead>
<tr>
<th>Year 1 Milestones:</th>
<th>Year 2 Milestones:</th>
<th>Year 3 Milestones:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Background paper</td>
<td>• Established partnerships</td>
<td>• Lighting, police, neighborhood watch and sidewalks improved in 50% of the neighborhoods</td>
</tr>
<tr>
<td>• High-level support</td>
<td>• Finalize implementation plan</td>
<td></td>
</tr>
<tr>
<td>• Draft implementation plan</td>
<td>• Start implementation</td>
<td></td>
</tr>
</tbody>
</table>

**Proposed actions**

<table>
<thead>
<tr>
<th>Proposed actions</th>
<th>Agencies Responsible</th>
<th>By when</th>
<th>Funding needed / Funding source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit consultant to develop background paper</td>
<td>Dept of Aging (lead agency)</td>
<td>March</td>
<td>$3000 (WHO)</td>
</tr>
<tr>
<td>Develop advocacy plan and identify key partners</td>
<td>Dept of Aging</td>
<td>March</td>
<td>- (Existing staff)</td>
</tr>
<tr>
<td>Organize meetings with key partners (e.g. Transport, Social Welfare, Community Centers, NGOs) to advocate project</td>
<td>Dept of Aging &amp; Dept of Health</td>
<td>April</td>
<td>- (Existing staff)</td>
</tr>
<tr>
<td>Together with partners, draft implementation and M&amp;E plan</td>
<td>Dept of Aging &amp; Partners</td>
<td>November</td>
<td>- (Existing staff)</td>
</tr>
<tr>
<td>Mobilize funding for interventions</td>
<td>Dept of Aging &amp; Partners</td>
<td>November</td>
<td>- (Existing staff)</td>
</tr>
<tr>
<td>Conduct pre- and post-intervention evaluation to assess impact/outcomes</td>
<td>Dept of Aging &amp; Partners</td>
<td>January</td>
<td>$20,000</td>
</tr>
</tbody>
</table>
## Three-year action plan

### Priority Goal:

### Priority Target:

### Strategy:

<table>
<thead>
<tr>
<th>Year 1 Milestones:</th>
<th>Year 2 Milestones:</th>
<th>Year 3 Milestones:</th>
</tr>
</thead>
</table>

### Proposed actions
(e.g. Meet with partners, Recruit consultant, Develop background paper)

<table>
<thead>
<tr>
<th>Agencies responsible</th>
<th>By when</th>
<th>Funding needed / Funding source</th>
</tr>
</thead>
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### EXERCISE 7.1  EXERCISE IN PROCESS EVALUATION PLANNING

#### OBJECTIVE
To map out how you would go about conducting a process evaluation of your program/project.

#### WHY
This is important for improving the efficiency, effectiveness and sustainability of the project.

#### INSTRUCTION
Please work on the following table with your team.

#### TIME
2 hours

<table>
<thead>
<tr>
<th>Program/project</th>
<th>Tobacco control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is the objective of the evaluation exercise?</strong></td>
<td>To identify areas for improving effectiveness of enforcement of smoking bans in public places</td>
</tr>
<tr>
<td><strong>Who to coordinate evaluation?</strong></td>
<td>Health agency</td>
</tr>
<tr>
<td><strong>Who to conduct evaluation?</strong></td>
<td>Research institution</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>2 months</td>
</tr>
</tbody>
</table>
| **Methodology** | • Field observation  
• Key informant interviews |

| **What are the key challenges?** | • Difficulty working with other agencies to enforce smoke-free regulation: pushing of responsibility  
• Differences in how health and well-being is perceived by partner agencies |
| **What do we need to know?** | • Other agencies’ views regarding their role in tobacco control and their responsibility |
| **Field observation (to be conducted before interviews)** | • Observe how enforcement is conducted without the enforcement officers and establishment owners prior knowledge |
| **People to interview** | • Partner agencies  
• Program managers  
• Enforcement officers/Health Inspectors |
| **Questions to ask during interview** | • What do you see your role as?  
• What were you told about your role and responsibility?  
• Do you consider your work important? Why?  
• Do you consider your actions effective in promoting and protecting health?  
• What else do you think needs to be done? |
| **Outputs** | • Extract key insights and issues based on field observation and key informant interviews  
• Develop report on key findings and recommendations  
• Present findings at a dissemination / advocacy workshop |
<table>
<thead>
<tr>
<th>Program/project</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the objective of the evaluation exercise?</td>
<td></td>
</tr>
<tr>
<td>Who to coordinate evaluation?</td>
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<tr>
<td>Who to conduct evaluation?</td>
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<tr>
<td>Timeline</td>
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<tr>
<td>Methodology</td>
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<tr>
<td>What are the key challenges?</td>
<td></td>
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<tr>
<td>What do we need to know?</td>
<td></td>
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<tr>
<td>Field observation (to be conducted before interviews)</td>
<td></td>
</tr>
<tr>
<td>People to interview</td>
<td></td>
</tr>
<tr>
<td>Questions to ask during interview</td>
<td></td>
</tr>
<tr>
<td>Outputs</td>
<td></td>
</tr>
</tbody>
</table>