# Building Actors and Leaders for Advancing Community Excellence in Development: The BALANCED Project

## Year 2 Workplan

## July 1, 2009 – June 30, 2010

***Cooperative Agreement No. GPO-A-00-08-00002-00***
***Population Health Environment Technical Leadership Cooperative Agreement***

***Implemented by:***

**University of Rhode Island Coastal Resources Center**
**PATH Foundation Philippines, Inc.**
**Conservation International**

This document was produced for review by the United States Agency for International Development under the terms of Cooperative Agreement No. GPO-A-00-08-00002-00. The Project is managed by the University of Rhode Island Coastal Resources Center in collaboration with PATH Foundation Philippines, Inc. and Conservational International.

For more information contact: Linda Bruce, Project Director Email: Linda.Bruce@crc.uri.edu

# TABLE OF CONTENTS

Page

**LIST OF ACRONYMS** ..... **II**

**OVERVIEW – CORE WORKPLAN FUNDING** ..... **IV**

**PROJECT SUMMARY** ..... **1**

IR 1: CAPACITY BUILT FOR INTEGRATED PHE IMPLEMENTATION ..... 3
*1.1 Conduct regional training on integrated PHE IEC materials development* ..... *3*
*1.2 Provide on-going support to BALANCED trainees* ..... *6*
*1.3 Conduct a South-to-South study tour* ..... *8*
*1.4 Integrate PHE into TNC-CTC Global Learning Center* ..... *9*

IR 2: PHE KNOWLEDGE AND TOOLS DEVELOPED, ORGANIZED, SYNTHESIZED AND SHARED ..... 12
*2.1 Identify, document, and synthesize knowledge* ..... *13*
*2.2 Organize existing and new knowledge for PHE website* ..... *15*
*2.3 Share knowledge within the PHE and broader community* ..... *17*

IR 3: IMPLEMENT RESULTS-ORIENTED PHE FIELD ACTIVITIES IN AREAS OF HIGH BIODIVERSITY ..... 20
*3.1 Scale up PHE activities in Tanzania* ..... *21*
*3.2 Scale up PHE activities in the Philippines* ..... *24*
*3.3 Scale up PHE activities in Madagascar* ..... *25*
*3.4 Support PHE activities in Coral Triangle Initiative countries* ..... *27*
*3.5 Provide seed grant and technical support to two small field-based PHE interventions* ..... *28*
*3.6 Secure funding for PHE expansion or scale-up for at least two countries for year2* ..... *31*

**PROJECT MANAGEMENT** ..... **33**

KEY IMPLEMENTING PARTNERS ..... 33

MANAGEMENT STRUCTURE AND KEY STAFF ..... 33

KEY YEAR 2 MANAGEMENT TASKS ..... 34
*Management Challenges* ..... *35*
*Routine Project Management and Administration Activities* ..... *36*
*Travel Schedule* ..... *37*

**APPENDIX 1: THE BALANCED PROJECT RESOURCES MOBILIZATION STRATEGY** ..... **39**

**APPENDIX 2: BALANCED FOCUS COUNTRIES** ..... **46**

**APPENDIX 3: SUMMARY OF YEAR 2 TARGETS** ..... **47**

## List of Acronyms

| | |
|---|---|
| ADRA | Adventist Development and Relief Agency |
| AWF | Africa Wildlife Foundation |
| BALANCED | Building Actors and Leaders for Advancing Community Excellence in Development |
| BMS | Behavioral Monitoring Survey |
| CAP | Conservation Action Planning |
| CBD | Community Based Distributors |
| CBFP | Community-based family planning |
| CI | Conservation International |
| COTR | Contracting Officer's Technical Representative |
| CRC | Coastal Resources Center |
| CRM | Coastal Resource Management |
| CT | Coral Triangle |
| CTI | Coral Triangle Initiative |
| DCHA/OTI | Democracy, Conflict, and Humanitarian Assistance Bureau/Office of Transition Initiatives |
| DFID | UK Department of International Development |
| DKT | DKT International |
| EH | Environmental Health |
| EGAT | Bureau for Economic Growth and Trade |
| ENWRA | Ethiopian Wetlands and Resource Management Association |
| FP | Family Planning |
| GH | Global Health |
| GH/HIDN | Bureau for Global Health/Office of Health, Infectious Disease and Nutrition |
| GH/PRH | Global Health/Population and Reproductive Health |
| ICM | Integrated Coastal Management |
| IEC | Information, Education and Communication |
| IIE | Institute for Education |
| IR | Intermediate Result |
| IPOPCORM | Integrated Population and Coastal Resources Management |
| JGI | Jane Goodall Institute |
| JHU | John Hopkins University |
| JSI | John Snow International |
| K4H | Knowledge for Health |
| KM | Knowledge Management |
| LGU | Local Government Units |
| LMP | League of Municipalities in the Philippines |
| ME&L | Monitoring, Evaluation and Learning |
| MOH | Ministry of Health |
| MPA | Marine Protected Areas |

| | |
|---|---|
| NGO | Non-Governmental Organization |
| NRM | Natural Resources Management |
| OPRH | Office of Population and Reproductive Health |
| PE | Peer Educator |
| PEPFAR | President's Emergency Plan for AIDS Relief |
| PFPI | PATH Foundation Philippines Inc. |
| PHE | Population-Health-Environment |
| PMP | Performance Monitoring Plan |
| PPE | Poverty, Population, Environment |
| PRB | Population Reference Bureau |
| PRH | Population and Reproductive Health |
| PSI | Population Services International |
| RH | Reproductive Health |
| SID | Summit Institute for Development |
| SO | Strategic Objective |
| SANAPA | Saadani National Park |
| SOTA | State Of The Art |
| SUCCESS | Sustainable Coastal Communities and Ecosystems |
| TCMP | Tanzania Coastal Management Partnership Sustainable Coastal Communities and Ecosystems Project |
| TNC | The Nature Conservancy |
| TNC-CTC | The Nature Conservancy's Coral Triangle Center |
| TOT | Training of Trainers |
| UNFPA | United Nations Population Fund |
| URI | University of Rhode Island |
| US | United States |
| USAID | United States Agency for International Development |
| USG | United States Government |
| VS | Vohary Salema |
| WCS | Wildlife Conservation Society |
| WWC | Woodrow Wilson Center |
| WWF | World Wildlife Fund |

## Overview – Core Workplan Funding

### ACTIVITIES YEAR 2: July 1, 2009 – June 30, 2010

| | | | | |
|---|---|---|---|---|
| IR1 | 1.1 Conduct regional training on integrated PHE IEC materials development<br>1.2 Provide on-going support to BALANCED trainees<br>1.3 Conduct south to south study tour<br>1.4 Integrate PHE into TCN-CTC Global Learning Center | Point person: Joan Castro | PRH | $547,800 |
| IR 2 | 2.1 Identify, document and synthesize knowledge<br>2.2 Organize existing and new knowledge for PHE website<br>2.3 Share knowledge within the PHE and broader community | Point person: Lesley Squillante | PRH | $438,265 |
| IR 3 | 3.1 Scale-up PHE activities in Tanzania<br>3.2 Scale-up PHE activities in the Philippines<br>3.3 Scale up PHE activities in Madagascar<br>3.4 Support PHE activities in Coral Triangle Countries<br>3.5 Provide seed grant and technical support to two small field-based interventions<br>3.6 Secure funding for PHE expansion or scale-up for at least two countries for Year 2 | Point Person: Linda Bruce | PRH | $ 430,783 |

### Budget Allocation by Intermediate Result

| By Intermediate Result: | PRH | Cost Share | Total |
|---|---|---|---|
| IR 1. Capacity Built for PHE implementation | $ 532,547 | $ 15,253 | $ 547,800 |
| IR 2. PHE Knowledge and tools developed, synthesized and shared | $ 392,242 | $ 46,024 | $ 438,265 |
| IR 3. Results-oriented PHE field activities implemented in areas of high biodiversity | $ 179,801 | $250,982 | $ 430,783 |
| **Total by IR** | **$1,104,590** | **$312,259** | **$1,416,848** |

### Budget Allocation by Object Class Category

| By Object Class Category | PRH | Cost Share | Total |
|---|---|---|---|
| Personnel | $ 253,179 | $ 24,739 | $ 277,918 |
| Fringe | 90,582 | 11,627 | 102,155 |
| Consultants | 15,651 | | 15,651 |
| Other direct costs | 50,657 | | 50,657 |
| Subcontracts | 431,451 | 260,982 | 692,433 |
| Travel | 70,406 | | 70,406 |
| Total Direct Costs | 911,871 | $297,041 | 1,209,219 |
| Indirect | 192,719 | 14,789 | 207,629 |
| **Total by Object Class Category** | **$1,104,590** | **$312,259** | **$1,416,848** |

# Project Summary

As part of its efforts to support and expand population, health, and environment (PHE) programs worldwide, USAID's Bureau for Global Health (USAID/GH) awarded the new Population, Health and Environment technical leadership Cooperative Agreement, *Building Actors and Leaders for Advancing Community Excellence in Development (BALANCED)* to the Coastal Resources Center (CRC) at the University of Rhode Island (URI) on September 17, 2008. The BALANCED Project is supported by a highly qualified team of international partners that in addition to URI-CRC includes PATH Foundation Philippines, Inc. (PFPI) and Conservation International (CI). The five-year BALANCED Project has $5 million in core funding from the USAID/GH Office of Population and Reproductive Health (OPRH) and a potential additional $2.5 million budget for Mission buy-ins from all accounts.

The Project's overall objective is to advance and support wider use of effective PHE approaches worldwide. To accomplish this, BALANCED has three Intermediate Results (IRs).

IR 1 – Capacity built for integrated PHE implementation
IR 2 – PHE knowledge and tools developed, organized, synthesized and shared
IR 3 – Results-oriented PHE field activities implemented in areas of high biodiversity

During Year Two, the BALANCED Project will continue to expand USAID's global leadership in integrated PHE activities by building capacity at a global level. To this end, the Project will continue to strengthen the capacity of conservation and health non-governmental organizations (NGOs) and government agencies in East Africa and the Coral Triangle Initiative (CTI) to implement conceptually linked and effective PHE activities. While such skills building often starts with a workshop, the BALANCED Project approach ensures it does not stop there. Capacity building support continues through post-workshop e-mails, hands-on mentoring, refresher updates, study tours and other learning interventions.

The BALANCED Project will complete its research on how end users of PHE information look for and use information on the topic, how this information is most effectively and efficiently shared, and through which type of media. Research findings will frame the recommendations for developing the BALANCED website, reorganizing the PHE website, and developing new or adapting existing tools and systems to capture the "best of" PHE information and knowledge. Both the PHE and BALANCED websites will be organized and up and running early in Year Two.

Year 1 laid the groundwork for expanding the adoption of effective PHE interventions in the field. In Tanzania, integrated activities will be expanded to another ward surrounding the Saadani National Park. Through cost share, BALANCED is also scaling-up PHE in a third site in the Philippines. The Behavior Monitoring Surveys for the Philippines and Tanzania have been adapted so as to collect similar data to allow for a cross-country analysis. Despite civil unrest in Madagascar, the BALANCED Project managed to gather some lessons learned from PHE projects there and hopes to present these results and develop a way forward during a national workshop in Year 2. Contact was made with the USAID/Coral Triangle Initiative Regional

Development Mission for Asia to explore ways to integrate PHE into CTI activities. These discussions highlighted several possibilities, including providing seed grant support to an NGO working in a CTI country. BALANCED staff continues to seek to expand PHE activities in priority family planning focus countries with biodiversity funding, particularly in Madagascar and Ethiopia where interest in supporting PHE has been expressed.

## IR 1: Capacity built for integrated PHE implementation

| Total Year 2 IR 1 Activities | $ 547,800 |
|---|---|
| 1.1 Conduct regional training on integrated PHE IEC materials development | |
| 1.2 Provide on-going support to BALANCED trainees | |
| 1.3 Conduct a south-to-south study tour | |
| 1.4 Integrate PHE into TNC-CTC Global Learning Center | |

During Year 2, the BALANCED team will conduct a regional workshop for conservation and health NGOs in East Africa on how to develop integrated PHE messages and information, education, and communication (IEC) materials for use in mobilizing the community around population, health and environment activities and behavior change. While this is a regional workshop, the timing of the workshop is coordinated with the BALANCED Project PHE activities implemented by the Tanzania Coastal Management Partnership (TCMP) in Tanzania. This workshop, originally planned for Year 1, was postponed to enable start up of the community-based distribution (CBD) systems for the BALANCED Project in Tanzania.

In Year 2, the Project will continue to build the capacity of BALANCED trainees (from Years 1 and 2) through post-learning follow-up and support as identified during workshop action planning. As part of the Project's capacity building efforts, we will also send promising PHE practitioners and government officials from Africa, and possibly Asia, on a study tour. Seven to eight PHE practitioners from African NGOs and Ministry of Health (MOH) personnel will travel to the Philippines to participate in an eight-day "South-to-South" study tour to PFPI's Integrated Population and Coastal Resource Management (IPOPCORM) learning sites.

Further, as part of the CTI, the BALANCED Project plans to institutionalize PHE learning into The Nature Conservancy's Coral Triangle Center (TNC-CTC) Global Learning Center program and/or curricula. The TNC-CTC, located in Bali, Indonesia, offers training programs designed to build the capacity of conservation practitioners in effective natural resources planning, management and evaluation of marine protected areas (MPAs) in Indonesia and beyond. This is an excellent opportunity for teaching these practitioners about PHE program design.

### 1.1 Conduct regional training on integrated PHE IEC materials development

| | |
|---|---|
| On-going | Activity leader: Linda Bruce |
| Activity Start Date: 7/09 | Activity End Date: 7/09 |

### RATIONALE FOR ACTIVITY

During Year 1, BALANCED conducted a regional train-the-trainer (TOT) workshop on PHE CBD and peer education (PE) systems with participants from Tanzania, Kenya and Rwanda. The purpose of this workshop was to build the capacity of PHE practitioners from these countries to establish a community-based distribution system to promote family planning information and methods for their respective PHE projects.

Now that the CBD system is being established in the BALANCED sites in Tanzania, PHE practitioners will need to mobilize their communities around the integrated PHE interventions, including family planning. To this end, BALANCED has coordinated the IEC materials development workshop to take place in Tanzania, where participants from Tanzania, including TCMP, Kenya, Rwanda, Zambia and possibly Ethiopia will learn how to develop integrated PHE IEC materials. This activity, originally scheduled for Year 1, was delayed to enable start up of CBD systems for the BALANCED Project in Tanzania.

### ACTIVITY SUMMARY

During Year 2, the BALANCED Technical Assistance Lead and Project Director will conduct a weeklong workshop to build PHE practitioners' capacity to develop sound IEC materials with integrated PHE messages and an IEC strategy that best reaches members of participants' respective target audiences. Participants for the IEC workshop have already been identified and will include staff from TCMP, representatives from other NGOs implementing PHE (i.e. Jane Goodall Institute/JGI, UZIKWASA—a Tanzanian health NGO, World Wildlife Fund/WWF) or those new to and interested in PHE (Africare, Wildlife Conservation Society/WCS Tanzania, WCS/Zambia, Africa Wildlife Foundation/AWF), and possibly one to two recipients of the BALANCED Project's seed grant program. Criteria for selecting non-TCMP NGOs to attend were developed during Year 1.

During the workshop, facilitators will take participants through a conceptual framework exercise to help them articulate the linkages between the P, H, and E interventions and how to develop integrated PHE messages based on these linkages. For example, messages may be centered around a generic theme, such as "manage your families and manage your environment' or "health and wealth is everyone's concern" with specific calls-to-action related to health, family planning and conservation. Participants will refine/develop their IEC strategy and identify audiences for their IEC materials. For example, youth and men have been identified as a target audience for PHE messages. Workshop participants will also learn the basics of effective IEC materials development and how to field-test IEC materials with members of the community. Draft IEC materials and the integrated PHE messages will be developed, tested with members of the community and refined during the IEC workshop

Prior to the workshop, BALANCED will draft a short, performance-oriented manual entitled, "*Developing IEC Materials for Integrated PHE Projects*", which will be used for the workshop and provided to all participants. This manual offers a step-by-step approach to developing integrated messages and IEC materials. It will be tested in several countries before it is made available as a generic manual for PHE practitioners.

The BALANCED Project will continue to build capacity of the workshop participants to implement IEC activities that contribute to behavior change through follow-up and support that will include state-of-the-art (SOTA) tools to maximize virtual mentoring and support through e-mails, Skype discussion, supervisory meetings, mentoring opportunities and other post-learning support activities during in-country monitoring trips (see Activity 1.2)

Specific activities will include:

- Develop a generic performance-oriented manual on how to develop IEC materials with integrated PHE messages for PHE projects
- Develop training materials for the IEC workshop
- Conduct a workshop on IEC materials development for NGOs already implementing or those new to PHE activities
- Develop or adapt IEC materials for participants' projects

### ORGANIZATIONS INVOLVED

Funded partners: CRC and PFPI

Collaborative partners: WWF, JGI, UZIKWASA, WCS, AWF, and Africare,

### KEY OUTPUTS

- Pilot draft of manual entitled, *Developing Integrated PHE IEC Material: A Manual for Program Planners*
- Draft training curriculum on how to develop integrated PHE messages and IEC materials
- Draft IEC materials with integrated PHE messages for use by TCMP staff and non-TCMP organizations attending IEC workshop

### INDICATORS AND EXPECTED RESULTS

Expected results

- At least 10 TCMP project staff and BALANCED partners trained on the development of IEC materials on family planning (1.1)
- At least eight representatives from the NGOs implementing or new to PHE activities in the region capable of training on IEC materials development (1.1)
- Manual on how to develop IEC materials for PHE projects developed (2.1)
- Draft IEC materials (See IR 3)

| INDICATOR | YR 2 TARGET |
|---|---|
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA practices using 21st century learning tools | 18 |
| 1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation | 1 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2) | 1 |
| 2.1 Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices with demonstrated programmatic value developed or adapted for country and/or thematic contexts (PRH IR 2.1) | 1 |

### 1.2 Provide on-going support to BALANCED trainees

| | |
|---|---|
| New | Activity leader: Joan Castro & Juma Dyegula |
| Activity Start: July 2009 | Activity End: June 2010 |

#### RATIONALE FOR ACTIVITY

The BALANCED Project uses a capacity-building ***continuum*** approach composed of pre, intra and post-learning periods. Post-learning support is the most critical element of the BALANCED Projects' capacity building approach. It covers the time when formal teaching ends through the end of a person's (or project's) professional involvement. Findings from recent assessments of health-related training activities show that this period is traditionally neglected and most responsible for poor post-training results and service delivery outcomes. Continuous repetition, learning, mentoring, and monthly support, especially in remote locations, are what help constitute "gold standard" PHE models.

Participants invited to the BALANCED Project capacity building activities will continue to receive post-learning support from the Project in the form of e-mail support, supervision, hands-on mentoring, south-to-south exchanges, refresher training and/or new innovative learning techniques. Technical support will also be provided by sharing existing tools and training manuals used by PHE projects. The BALANCED Project will make every effort to develop cost-effective strategies to provide post-learning support to BALANCED trainees such as developing in-country capacity and champions to provide support, especially for those trainees living outside of BALANCED Project sites.

#### ACTIVITY SUMMARY

In Year 2, the BALANCED Project will provide post-training support and mentoring to participants who attended the CBD/PE train-the-trainer and IEC workshops based on their needs and action plans developed during the workshops. PFPI and CRC staff provides support through e-mails as well as hands-on mentoring, problem solving and skills-refreshers when they are in the field. Further, BALANCED will develop the skills of its PHE Coordinator in Tanzania and other in-country counterparts to provide on-going support to the extent possible.

Specific activities will include:

- During all training events conducted in Year 1 and 2, participants will be asked to develop action plans to utilize the new knowledge and skills acquired. Follow up on participants' commitments to implement PHE knowledge and skills gained during training will be conducted by BALANCED at three months intervals following the workshops. This will help identify successes, gaps and need for technical support.
- Based on participants' action plans and the status of their post-learning progress, PFPI, CRC and Tanzanian PHE Coordinator will provide hands-on technical support to those individuals in need of additional capacity building to effectively implement their CBD system and/or IEC strategy. Again, this support will be delivered through the use of e-mails, supervisory visits, hands-on mentoring, refresher courses and other learning opportunities as needed. This may include assistance with establishing a family planning

(FP) commodity source and distribution system, developing a referral system with the government, and/or providing refresher updates/materials to fills gaps in knowledge and/or skills.

- Build the capacity of the BALANCED PHE Coordinator in Tanzania, the PHE Fellow in Ethiopia and other PHE experts in Africa to provide technical support to the BALANCED trainees and NGOs working on PHE activities.
- Consider promising trainees from BALANCED Year 1 and 2 workshops as candidates for additional PHE field-based learning through participation in the South-South study tour of effective PHE activities in the Philippines (see Activity 1.3).

### ORGANIZATIONS INVOLVED

Funded partners: CRC & PFPI

Collaborative partners: TCMP, JGI, Engenderhealth, WWF, AWF, WCS, PHE Fellow

### KEY OUTPUTS

- At least four NGOs who participated in BALANCED training activities receiving on-going post-learning technical support
- At least two local PHE counterparts' capacity to provide technical support to BALANCED trainees is strengthened

### INDICATORS AND EXPECTED RESULTS

Expected results:

- At least four NGOs who participated in BALANCED training activities receiving on-going post-learning technical support

| INDICATOR | YR 2 TARGET |
|---|---|
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA practices using 21st century learning tools | 6 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2) | 4 |

### 1.3 Conduct a South-to-South study tour

| | |
|---|---|
| New | Activity leader: Joan Castro |
| Activity Start : July 1, 2009 | Activity End : Dec 2009 |

#### RATIONALE FOR ACTIVITY

Since 2001, PFPI has been implementing the IPOPCORM initiative in over 50 coastal municipalities in the Philippines. The IPOPCORM approach—described by a USAID assessment team as a "gold standard" for PHE integration—has been adopted by a significant number of local government units. Meanwhile, a number of the original project sites have become "learning areas" for new PHE practitioners.

PFPI learned that showing model PHE projects to implementers and decision-makers from NGO and government agencies was the most effective way to convince them of the benefits of PHE integration. Study tours of PFPI sites gave these "visitors" an opportunity to talk with individuals in the communities who benefited from the PHE activities and to talk with government officials who have embraced the integrated approach and sustained the activities after the project end. Some of these very government officials became PHE advocates and implemented supportive policies as a result of having participated in a study tour themselves. Study tour participants saw how PHE integration was achieved at the individual and institutional levels and the benefits it generated for the entire community. During these study tours, participants prepared site-specific action plans that outlined their commitment to integrating PHE in their own programs and/or policies. These plans were useful in another way as well—i.e., they helped identify specific technical assistance needs for subsequent follow up.

#### ACTIVITY SUMMARY

During Year 2, seven promising PHE practitioners from African NGOs will be identified to participate in a "South-to- South" exchange, which will consist of an eight-day study tour to the IPOPCORM learning sites. A master trainer from the TNC-CTC Global Learning Center in Bali may also participate. We plan to work with the TNC-CTC to integrate PHE training into its syllabus for CTI program managers (see Activity 1.4). The study tour can accommodate four additional participants, who may include key BALANCED personnel and/or individuals from other NGOs interested in implementing PHE approaches and who have funds to support their own participation.

Specific activities will include:

- Establish and apply criteria for the selection of seven practitioners from East Africa (i.e. NGO program managers from USAID 1st Tier Intensive or 1st Tier Countries) and possibly one trainer from the TNC-CTC Global Learning Center (i.e., master trainer for Conservation Action Planning)
- Arrange logistics planning and materials for the South-to-South exchange (eight-day study tour)
- Implement the study tour and document the proceedings

### ORGANIZATIONS INVOLVED

Funded partners: PFPI & CRC

Collaborative partners: Provincial Governor of Bohol; Municipal Governments of Ubay and Talibon (Bohol Province); Community-based distributors and marine protected area management committee members involved in IPOPCORM

### KEY OUTPUTS

- Study tour participants' country-specific action plans
- Report on study tour

### INDICATORS AND EXPECTED RESULTS

Expected results:

- At least eight PHE practitioners and/or government officials with country-specific PHE action plans that include community-based family planning activities linked to conservation actions

| INDICATOR | YR 2 TARGET |
|---|---|
| 1.1. Number of individuals trained by BALANCED know-how and SOTA using 21st century learning tools | 8 |
| 1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation | 2 |
| 1.4 Number of technical support interventions provided by BALANCED to Missions and to organizations to implement PHE within their programs | 1 |

### 1.4 Integrate PHE into TNC-CTC Global Learning Center

| | |
|---|---|
| New | Activity leader: Joan Castro |
| Activity Start July 2009 | Activity End May 2009 |

### RATIONALE FOR ACTIVITY

During Year 1, the BALANCED Project staff held preliminary discussions with The Nature Conservancy program manager for the Coral Triangle Initiative (Dr. Alan White) about areas of mutual collaboration in Asia. TNC operates the Coral Triangle Center—a unique global learning center based in Bali, Indonesia. The goal of the TNC-CTC is to transfer knowledge on planning and management of MPAs as an effective management tool for marine biodiversity conservation and sustainable use of marine resources. Furthermore, the training program builds the capacity of conservation practitioners in effective natural resources planning, management and evaluation of MPAs in Indonesia and beyond.

The center has trained over 700 individuals from CTI countries including personnel from national, provincial and local government agencies, international and domestic NGOs; community leaders; fisher community members; conservation practitioners; law enforcement agencies; school teachers; and others. The BALANCED PHE Technical Lead and the Project's senior PHE consultant, Leona D'Agnes, explored with TNC the possibility to incorporate PHE into selected TNC-CTC's training programs and/or curricula, particularly the Conservation Action Planning (CAP). For example, BALANCED could adopt and conduct the PHE Program Design curriculum developed in 2007 by CDM to government and non-government participants from the CTI countries. This would enable BALANCED to simultaneously reach a number of leaders and practitioners from different CTI countries with standardized information on how to integrate PHE into coastal/marine conservation agendas and the benefits that can accrue from integration.

### ACTIVITY SUMMARY

During Year 2, the BALANCED Project will continue conversations with TNC to explore the possibility of incorporating PHE into one or more of the TNC-CTC Global Learning Center curricula. If affirmative, BALANCED will conduct the following activities:

Specific activities will include:

- Adapt the PHE Program Design curriculum to be incorporated into the selected TNC-CTC syllabus
- Train TNC-CTC trainers on the PHE curriculum and how to administer an evaluation of the module and evaluation results to fine tune the training program
- Monitor remotely (via email) outputs of the PHE related training activities of TNC-CTC (i.e., numbers of individuals trained by institutional type, results of test scores, etc.)

### ORGANIZATIONS INVOLVED

Funded partners: PFPI

Collaborative partners: USAID Regional Development Mission for Asia /Coral Triangle Initiative; WWF-CTI; TNC-Western Pacific Regional Office (Honolulu); TNC-CTC Global Learning Center (Bali)

### KEY OUTPUTS

- PHE Program Design Curriculum adapted for use by TNC-CTC global learning center
- Three TNC-CTC facilitators trained on how to use the PHE module

### INDICATORS AND EXPECTED RESULTS

Expected results:

- At least 3 TNC-CTC facilitators trained

| INDICATOR | YR 2 TARGET |
|---|---|
| SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1) | 1 |
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA practices using 21st century learning tools | 3 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2) | 1 |
| 2.1 Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices with demonstrated programmatic value developed or adapted for country and/or thematic contexts (PRH IR 2.1) | 1 |
| 3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1) | 1 |

## IR 2: PHE knowledge and tools developed, organized, synthesized and shared

| Total Year 2 IR 2 Activities: | $ 438,265 |
|---|---|
| 2.1 Identify, document, and synthesize knowledge | |
| 2.2 Organize existing and new knowledge for PHE website | |
| 2.3 Share knowledge within the PHE and broader community | |

The knowledge management (KM) element (IR2) of the BALANCED Project lies at the nexus of IR1 (*Capacity built for integrated PHE implementation)* and IR3 (*Results-oriented PHE field activities implemented in areas of high biodiversity).* It draws out the "best of" information and experience generated as part of the activities of those IRs, synthesizes it, and disseminates it to trainers, training participants, PHE implementers in the field, the larger PHE community of practice and donors. As such, IR2 serves as an "integrating" arm of the project.

Social networking analysis will continue at a modest level during Year 2—building on information gathered in Year 1 that identified PHE players around the world and their connections to each other. As Year 2 capacity building and field activities progress, names of new PHE players as well as additional information on existing players will emerge. This information, when entered into the current social network analysis database, will expand and add accuracy to the network map. The resulting information will be useful as the Project implements elements of its communications strategy.

The BALANCED KM team will hold an intensive one-week working session in July to develop a taxonomy that identifies the terms and concepts most commonly used by the PHE community to communicate about the PHE approach. This work was begun in Year 1, but without the advantage of focused time from a PHE expert as an informant to the task. In the July session, Janet Edmond will serve as that PHE expert and work hand-in-hand with the CRC KM team to finalize the PHE taxonomy and concept map. This work will inform the categories that are selected for organizing information on the new PHE website.

In Year 2, the PHE website currently hosted on the Environmental Health (EH) site will be transferred to the Knowledge for Health (K4H) site that is under development and to be hosted by John Hopkins University (JHU). The BALANCED KM team will continue to work with the JHU team to ensure the information and design of the PHE site is compatible with the tools, architecture and protocols of the K4H site. The BALANCED Project will also communicate to the PHE community the criteria for what information gets uploaded to the site and the protocols for uploads. It will ensure that all documents to be transferred from the existing to the new site include the required meta-data prior to upload. Lastly, we will announce the launch of the new PHE site and encourage contributions that meet the criteria.

The groundwork was laid in Year 1 for the operations research on the benefits of the PHE approach that will begin in earnest in Year 2. This includes visits to two field sites where PHE is underway to collect qualitative and quantitative information that will help document the benefits that accrue to PHE projects. The BALANCED Project will also contribute to the final analysis of findings from previous operations research on the IPOPCORM project with the goal of having that research published in 2009/2010 in a peer-reviewed journal.

The BALANCED Communications Strategy developed in Year 1 will be implemented in Year 2. Meanwhile the KM Advisory Committee, established in Year 1 of the Project, will come together for the first time in September 2009 to provide expert advice and input on the strategic direction of the Project's major KM elements.

### 2.1 Identify, document, and synthesize knowledge

| | |
|---|---|
| On-going | Activity leader: Lesley Squillante |
| Activity Start Date: 7/09 | Activity End Date: 6/10 |

### RATIONALE FOR ACTIVITY

During Year 1, BALANCED began researching how end users of PHE information look for and use information on the topic, how this information is most effectively and efficiently shared, and through which type of media. Research findings will help frame recommendations for developing the BALANCED website, reorganizing the PHE website, and developing new or adapting existing tools and systems to capture the "best of" PHE information and knowledge.

As part of this research, BALANCED began a social network analysis to help map how information flows within the PHE community (through formal and informal networks). Initial results of the analysis exercise demonstrated weak south-to-south linkages that could provide opportunities for exchanges and sharing of lessons learned. The mapping exercise also revealed a reliance on a handful of champions (and authors) who, when gone, could reduce the body of knowledge within the PHE community. Further analysis will help to define gaps in communication and information flow within the PHE community. The results of the mapping exercise will help the Project better focus its communication efforts and identify ways to most strategically share information needed to build a strong community of practice.

In addition to the social network analysis, the Project began a concept mapping exercise to identify the key words and phrases (thesaurus) most often used by those working in the PHE community to communicate about the topic. The results will be used to guide the scheme by which PHE documents are logically organized on the newly redesigned PHE website (see activities under 2.2). The overarching goal is to make documents/information on the site more accessible to (searchable by) users such that the volume of both uploads to and downloads from the site is significantly increased.

The applied research on PHE benefits seeks to document in a quantifiable way how and under what contexts and conditions the PHE approach can reap benefits for those who implement it—with the goal of strengthening the argument that the PHE approach is more beneficial than a single or dual sector approach. Having quantitative data that substantiates this argument is essential to persuading those not already committed to PHE of its value.

During Year 1, the BALANCED Project organized an Advisory Committee to help the Project identify gaps in its knowledge management strategy and activities and bring new strategic thinking and guidance to the table. A total of seven members from the PHE community and academia accepted the invitation to participate in the Advisory Committee. Committee members include: Dr. David Carr (University of California (UC) at Santa Barbara), Geoff Dabelko

(Woodrow Wilson Center/WWC), Judy Oglethorpe (WWF), Dr. Lori Hunter (University of Colorado), Nancy Harris (John Snow International/JSI), Mark Freudenberger (Associates in Rural Development/ARD), and Lynn Gaffikin (consultant and PHE expert). The Committee will hold its first meeting in September 2009 and provide guidance for the life-of-the-Project.

### ACTIVITY SUMMARY

During Year 2, the BALANCED Project will finalize the PHE social network analysis and concept mapping exercises and use the results to guide the Project's communications efforts and knowledge management activities and inform the organizational structure and content of the new PHE website to be housed within the larger K4H site (see 2.2). During this year the team will also conduct applied field research on the benefits of the PHE approach and engage (virtually and in-person) with the KM Advisory Committee.

Specific activities will include:

- Building on results of the Year 1 social network analysis as well as audience research being conducted by the John Hopkins University K4H project, continue soliciting input as to how information flows across the PHE networks (formal and informal). This will include collecting additional information from BALANCED Project partners, PHE practitioners in the field, and others using surveys delivered electronically, at training events, during field visits, and at workshops at which BALANCED staff and partners <u>are already</u> participating.
- Continue desktop research, phone calls, and in-person meetings to catalogue the global portfolio of PHE projects and interventions (builds off Year 1 inventory of documents on the EH site and preliminary bibliography lists of PHE documents provided by partners). This "inventory" serves as a mechanism for informing what will be loaded onto the newly designed PHE website and for informing research on benefits of the PHE approach.
- Finalize the research agenda for documenting the benefits of the PHE approach, including developing the design and methodology for carrying out this research using baseline independent quantitative and qualitative variables; and identify collaborative partners in this research.
- Identify two sites where PHE has been implemented for several years but where no research has yet been conducted on the benefits of the PHE approach. Choose one of the sites for the applied research and draft a report on preliminary findings and lessons.
- Identify common indicators that can be used for both documenting the benefits of PHE approaches and for documenting field impacts as well.
- Review statistical analysis of existing datasets of IPOPCORM operations research findings, provide input, and assist PFPI in final write-up of these research findings for publication in a peer reviewed journal.
- Engage with the BALANCED Project KM Advisory Committee (through virtual and in-person meetings, e.g. September 2009) to help identify gaps in BALANCED knowledge management activities, including the research on benefits of the PHE approach, and identify ways to strengthen these for greater impact to the PHE community.
- Activate the web-based system for PMP baselines and data collection to incorporate BALANCED performance monitoring plan (PMP) and targets (see note in PMP section). *Note: the CRC existing PMP collection/documentation system required adaptation for BALANCED in Year 1 to allow for activation in Year 2.*

### ORGANIZATIONS INVOLVED

Funded partners: CRC in consultation with PFPI and CI on all activities

Collaborative partners: WWF, JSI, JGI, Population Reference Bureau (PRB), WWC, EH project, JHU K4H Project, ARD, the University of Colorado Boulder and UC Santa Barbara or Berkeley for consultation during development of concept maps, value-added research, and social network analysis. Others may be included for the operations research on the benefits of PHE and will be dependent on the sites selected for that research.

### KEY OUTPUTS

- Written analyses of two social PHE networks (Philippines and East Africa)
- Benefits research conducted in at least one field location, including gendered impacts of PHE initiatives
- Field site indicators for use in benefits research are identified
- IPOPCORM paper in press (accepted to be published in peer reviewed journal)
- Report from September 2009 KM Advisory Committee meeting
- Activated web-based BALANCED PMP collection and reporting system

### EXPECTED RESULTS AND INDICATORS

Expected Results:

- Two research reports with findings of benefits research (1POPCORM; 1 TBD)
- A technical report on two cases of PHE social networking analysis

| INDICATOR | YR 2 TARGET |
|---|---|
| 2.2 Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings about the PHE approaches, their lessons extracted, and value-added (PRH IR 2.2) | 3 |

### 2.2 Organize existing and new knowledge for PHE website

| | |
|---|---|
| On-going | Activity leader: Lesley Squillante |
| Activity Start Date: 7/09 | Activity End Date: 6/10 |

### RATIONALE FOR ACTIVITY

In Year 1, the Project began collecting a baseline PHE content inventory so as to develop a more complete picture of the global PHE document library—i.e., PHE materials and documents including but not limited to those that have been USAID-funded. This inventory of documents will help to make the newly designed PHE website as robust and useful as possible to the PHE community seeking information and resources on PHE.

In Year 2, selected of the PHE documents currently housed on the EH project website will be transferred to the K4H project website. The reasons for this transfer are several. First, the EH

project, which hosts the PHE materials, is slated to end shortly while the K4H project shares the same timeline as the BALANCED Project (September 2008 – September 2013). Second, the PHE community has expressed interest in and a sense of need for a user-friendlier site with a more logical categorization of and access to the documents housed there. The K4H site that is under development is better structured to handle these needed changes.

The BALANCED Project website will play a key role in raising awareness of the PHE approaches and tools, the BALANCED Project and its accomplishments, providing access to tools and documents developed by the Project, and providing important links to and from the newly designed PHE website.

### ACTIVITY SUMMARY

The PHE website will be made operational. This involves finalizing the list of current and new materials to be uploaded (filtered by the criteria developed in Year 1) ensuring they are properly coded with the meta-data required by the K4H website tools/protocols; uploading those documents; advising the PHE community of the criteria for selecting what documents get uploaded to the site and the protocols for doing so; and making a public announcement of the site's launch. CRC will also maintain and expand the BALANCED website.

Specific activities will include:

- Based on continued discussions with the KM Advisory Committee, PHE Policy and Practice Group, and other PHE partners, continue to update the PHE topic content maps and the PHE thesaurus (building on work of Year 1) to more effectively reflect how individuals "categorize" PHE topics, the terms they use to discuss or write about PHE, and, thus, how they logically expect to access information about theses PHE topics.
- Complementing the above and building on Year 1 work, conduct a five-day work session at URI with a BALANCED Project staff experienced in PHE to continue to develop and apply topic maps to existing PHE website documents, develop the classification schema, and prepare the meta-data necessary to upload existing documents to the new PHE website.
- Complete the reorganization, design, and population of the new PHE website for better functionality in serving and aggregating relevant PHE content—using the K4H site tools and features, including preparing abstracts of existing and new content.
- Inform those who will be uploading documents to the PHE website of the criteria for doing so (criteria developed and approved during Year 1).
- Apply the criteria in assessing what gets uploaded (old or new)—while in the process, ensuring that what is uploaded represents fully the PHE history, theory, issues and approaches to practice.
- Upload new and selected documents (vetted according to criteria) from EH site to the K4H site (may need to be conducted in two phases; first uploaded to a private "workspace", then to the public site).
- Assess the ability of the K4H site/tool to reach PHE partners at the country levels (such access could inform our understanding of how and through what channels the field communicates and shares information about PHE).

- If the K4H site/tools allows for links to the document libraries hosted on the websites of the PHE networks, help those networks adjust their site architecture to accommodate the links.
- Launch the PHE website (links to Activity 2.3 and Communications Strategy).
- Maintain BALANCED website based on periodic feedback from partners and visitors to the site to respond to user needs.

### ORGANIZATIONS INVOLVED

Funded partners: CI and PFPI will help evaluate contents of website and develop criteria for posting new documents

Collaborative partners: PHE partners, e.g., EH project, WWF, JGI, WWC, TRG, JHU and regional and country networks for consultation on the site contents, accessibility, etc.

### KEY OUTPUTS

- Functioning PHE website within K4H site
- Topic map based on existing content and content gap analysis
- Recommendations for addressing field level audiences and practitioners including country level websites and other material and information aggregation and filtering
- BALANCED Project web page maintained and expanded

### INDICATORS AND EXPECTED RESULTS

Expected results:

- New PHE website
- BALANCED Project website maintained and expanded
- Recommendations for increased research community involvement in PHE countries

### 2.3 Share knowledge within the PHE and broader community

| | |
|---|---|
| On-going | Activity leader: Janet Edmond |
| Activity Start Date: 7/09 | Activity End Date: 6/10 |

### RATIONALE FOR ACTIVITY

In Year 1 the BALANCED Project developed a Communications Strategy that aims first and foremost to raise awareness of and support for PHE writ large. Secondly, it seeks to increase visibility of the BALANCED Project and its contributions to the field of PHE. The strategy provides an overarching guide/framework to help ensure the "right" messages about PHE and about BALANCED reach targeted and appropriate audiences through the most effective information transfer channels and media—drawing from, but not limited to, news, information, learning, etc. being generated as part of the BALANCED Project's capacity building and field support activities.

A PHE electronic newsletter will serve as one communications mechanism to disseminate PHE messages, success stories, tools, case studies, etc. in a cost-effective manner—using a ready-template (Basins & Coasts/B&C newsletter) already designed for the USAID-funded SUCCESS Project. By simply changing the title banner and photos, PHE news and articles can easily adapted into the B&C "template".

Presentations and workshops at strategically selected international conferences (PHE, or P, H, or E) can help raise the visibility and understanding of, potentially build support (including donor support) for PHE and the BALANCED Project, and provide excellent opportunities for networking with existing and potential new PHE champions. One-on-one meetings with key donors can also raise PHE awareness and support. The Project will develop tailored fact sheets, briefs, and other technical and marketing materials to share at these conferences and meetings.

### ACTIVITY SUMMARY

The finalized PHE communications strategy will guide the BALANCED Project's dissemination of key PHE messages to targeted audiences. The channels through which to do this include but are not limited to the new PHE and BALANCED websites, the electronic newsletter, listservs, facts sheets and briefs, presentations and workshops at selected international conferences, and one-on-one meetings with selected donors.

Specific activities will include:

- Establish and maintain a regular mechanism or system for increasing access to and promoting PHE tools, knowledge, etc. for PHE practitioners (includes PHE program designers/planners) through targeted email and listserv announcements around the PHE and BALANCED websites.
- Design and launch semi-annual electronic newsletter—with a focus on filling a niche not already filled by the Wilson Center
- Review key communications messages (from the BALANCED Project Communications Strategy) and summarize existing research that supports the claims made in those messages.
- Increase implementing and funding agency awareness of PHE approaches and success stories through development and dissemination of PHE factsheets and briefing materials.
- Establish mechanisms to engage in dialogue with PHE champions and promote them as spokespersons and technical resources (e.g. through listservs, word-of-mouth networking, etc.)
- Present at or participate in multi-sectoral conferences involving new partners and potential donors, such as academic institutions, development NGOs, and international overseas development institutions such as the European Union, The UK Department for International Development (DFID) and other European bilaterals. Suggestions include: the Coastal Zone 09 Conference (7/09), Family Planning Conference in Uganda (11/09) sponsored by Gates Foundation; National PHE Conference in the Philippines (5/10), and others to be identified.

## ORGANIZATIONS INVOLVED

Funded partners: CI to lead communications strategy implementation in coordination with Project Director and Deputy Director; CI, PFPI, CRC to present and participate in selected conferences, assist with listserv selection and posting, and provide newsletter and website content; CRC to design and upload newsletter

Collaborative partners: WWC, EH project, PHE Policy & Practice Group and other identified organizations with active listservs; WWF, PRB and JSI and other organizations interested in PHE resource mobilization; PHE champions and spokespersons (to be identified)

## KEY OUTPUTS

- News and information feeds to selected outlets
- Electronic newsletter
- Established mechanisms for engaging in regular dialogue with key PHE champions and stakeholders
- Tailored factsheets and briefing materials on PHE and BALANCED support to field and/or Mission activities
- Presentations and promotional PHE messages completed by PHE champions at select conferences and fora

## INDICATORS AND EXPECTED RESULTS

Expected Results:

- PHE news and outreach-specific content disseminated on BALANCED Project website, newsletter, and conference presentations

| INDICATOR | YR 2 TARGET |
|---|---|
| 2.2 Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings about the PHE approaches, their lessons extracted, and value-added (PRH IR 2.2) | 2 |

## IR 3: Implement results-oriented PHE field activities in areas of high biodiversity

| Total Year 2 IR 3 Activities: | $ 430,783 |
|---|---|
| 3.1 Scale-up PHE activities in Tanzania | |
| 3.2 Scale-up PHE activities in Philippines | |
| 3.3 Scale-up PHE activities in Madagascar | |
| 3.4 Support PHE activities in Coral Triangle Initiative countries | |
| 3.5 Provide seed grant & technical support to two small field-based PHE interventions | |
| 3.6 Secure funding for PHE expansion or scale-up for at least two countries for Year 2 | |

Building on Year 1 activities the BALANCED Project continues to facilitate the scale-up of results-oriented PHE field-based activities in Tanzania and the Philippines. During Year 2 the goal is to further build the capacity of TCMP staff and BALANCED partners in Tanzania to implement integrated PHE projects in Mkwaja ward next to Saadani National Park. BALANCED will also expand PHE and family planning activities to Mkalamo, a ward with two inland villages surrounding the Park with a terrestrial focus. The team will explore other potential sites in Tanzania where PHE could be integrated. Once identified, BALANCED will present these sites to USAID/Tanzania Mission as candidates for PHE expansion and scale-up in Year 3.

In the Philippines, PFPI will continue to support PHE scale-up in the Danajon Double Barrier Eco-region and Verde Island Corridor. Through cost share funding, PFPI will also expand its PHE work to a watershed complex in the province of Samar (Mt.Cabalantian- Mt. Capotoan watershed complex) and document lessons learned from PHE scale-up there. The Behavior Monitoring Survey (BMS) data collected during Year 1 will be analyzed and a case study on Philippines and Tanzania BMS results will be published.

Previously under IR1, the Madagascar PHE Program Design workshop will be replaced with a workshop that: 1) presents lessons learned from PHE projects in Madagascar and 2) develops a plan for next steps with Malagasy stakeholders and program managers interested in reinvigorating PHE in Madagascar. BALANCED will continue to hold discussions with USAID/Madagascar to explore funding for PHE scale-up, replication and/or start-up activities with existing PHE networks and NGOs working on or new to PHE in Madagascar. The PHE interventions will focus mainly on the delivery of family planning services to communities in priority biodiversity conservation areas and corridors while the BALANCED Project explores other funding opportunities for PHE field-based projects.

In Year 2, BALANCED will also seek opportunities to introduce and/or expand PHE in two countries belonging to the Coral Triangle Initiative. BALANCED will identify entry points to educate, advocate and incorporate PHE perspectives into country-specific development plans and policy frameworks, existing conservation training programs, CTI Integrators forums, and other opportunities in the Coral Triangle sites.

### 3.1 Scale up PHE activities in Tanzania

| | |
|---|---|
| On-going | Activity leader: Elin Torell & Juma Dyegula |
| Activity Start: 07/01/09 | Activity End: 06/30/10 |

#### RATIONALE FOR ACTIVITY

CRC is integrating health and environment in villages surrounding the Saadani National Park (SANAPA) through funding from USAID/Tanzania earmarks (biodiversity conservation, water and sanitation and the U.S. President's Emergency Plan for AIDS Relief/PEPFAR) and the BALANCED Project. These funds are used to implement biodiversity conservation activities related to the marine portion of the park. CRC is promoting fuel efficient stoves with chimneys to reduce pressure on forest resources and improve respiratory health, building VIP latrines and hand washing stations in schools and market places, promoting sustainable livelihoods (primarily beekeeping and milkfish farming), improving access to family planning services and implementing HIV/AIDS prevention activities. The same staff and partners working on the TCMP-led activities in the Saadani National Park are implementing BALANCED activities to help ensure that PHE activities are regarded as one integrated initiative in the target villages.

During Year 1, the BALANCED Project implemented a CBD system for the Mkwaja ward, which includes four villages, Mkwaja, Bujuni, Mikocheni, and Sange. Key BALANCED, TCMP, district MOH, and Saadani park staff participated in the regional training-of-trainers on how to develop a PHE CBD system. They also learned how to train owners of CBD outlets and peer educators on the provision of integrated PHE messages, including family planning, and simple FP methods. Relevant modules of the TOT CBD/PE curriculum will be incorporated into the MOH training curriculum for CBDs and used to train BALANCED CBDs and PEs in Mkwaja ward.

BALANCED also adapted a BMS, originally used for the Philippines scale-up activities in the Danajon and Verde Passage Regions, to monitor and track community attitudes and behaviors related to conservation, water and sanitation, family planning and HIV prevention in BALANCED Project sites in Tanzania. The BMS was adjusted to fit the Tanzania context. However, the Tanzania and Philippines surveys include the same or similar questions, which will enable cross country comparisons. TCMP project staff was trained on how to use the BMS to collect baseline data for the USAID/Tanzania and BALANCED funded interventions.

During Year 2, BALANCED will build the skills of supervisors to monitor and provide follow-up and post-learning support to CBDs and PEs, as well as expand the CBD system to Mkalamo ward. As part of its community mobilization efforts, BALANCED will also train staff from TCMP, Saadani National Park, and the district MOH to develop integrated PHE IEC activities to promote conservation, health and family planning awareness and behavior change in the target villages. (See IR1, Activity 1.1.)

#### ACTIVITY SUMMARY

In Year 2, the BALANCED Project will expand the PHE CBD system to the Mkalamo and Mbulizaga villages (Mkalamo Ward), which are two inland villages situated next to Saadani

National Park, replicating PHE CBD system piloted in the Mkwaja ward during Year 1. This will include training PHE CBDs and PEs to provide integrated PHE messages—including messages on family planning—and provide simple family planning methods. CBD supervisors (e.g. Mkwaja dispensary staff) will also be trained to monitor and provide support to the CBDs and PEs. During Year 2, the BALANCED team will conduct regular mentoring, and will monitor, provide support to, and conduct follow up with the PHE CBDs and PEs in both wards. By March 2010, the PHE CBD system in Mkwaja and Mkalamo wards should be fully operational.

The regional IEC workshop, postponed from Year 1, will be conducted in July 2009. BALANCED field staff and Tanzania-wide partners will be invited to participate in this regional workshop. Participants will learn how to conceptually link their biodiversity conservation, water and sanitation, HIV and family planning activities; develop integrated PHE messages based on these linkages; and draft and test IEC materials to educate and better engage the Mkwaja and Mkalamo villages in PHE and family planning.

Taking advantage of the BALANCED Project Director being in country, the team will hold a BALANCED Project launch in Pangani District. It will include a community stakeholders' workshop as well as a ceremony to celebrate the graduation of the Mkwaja PHE CBDs and PEs. In Year 1, despite earlier PHE activities in Tanzania, the PHE approach has not been widely disseminated, particularly within the Ministry of Health and among Pangani District officials and staff. In Year 2, BALANCED will actively engage policy makers, planners and donors by advocating the PHE approach, informing them on our progress, and educating them on the value of a PHE approach. This will include scheduling periodic stakeholder meetings at national, district, and village level.

Baseline BMS data collected during Year 1 will be analyzed and written up for publication. Based on the data analysis from both Tanzania and the Philippines sites, the BALANCED Project will publish a case study presenting the BMS results, focusing on the other PHE linkages that include climate change, food security, poverty, etc. uncovered by the two surveys.

During a trip to Tanzania, BALANCED staff will visit potential new areas, i.e. Bagamoyo District, to assess the possibility of initiating PHE integration there—including replicating the PHE CBDs established in Pangani District. At the policy level, the team will assess existing district development and sectoral plans to explore how to mainstream PHE into development planning and budgeting activities in the Pangani District. This assessment could feed into a district/regional/national dialogue on how to integrate PHE at the district level.

Year 2 activities in Tanzania are linked closely to other key BALANCED result areas. For example, training of project staff on CBD systems and on the development of IEC materials is linked to IR 1 (capacity building). The goal is to use the materials developed and experience gained in Years 1 and 2 as BALANCED plans to scale-up activities in other wards and coastal regions in Tanzania through the TCMP project or other forms of Mission buy-in. Toward this end, the team will keep the USAID Tanzania Mission well informed of Project activities and results.

Specific activities will include:

- Train TCMP and project partners on PHE message and IEC materials development (Carried over from Year 1, see IR1, Activity 1.1)
- Develop/modify, translate, pretest and distribute integrated IEC materials
- Conduct CBD/PE training in Mkalamo ward (Mkalamo and Mbulizaga)
- Build capacity of supervisors to monitor and support CBDs and PEs in Mkwaja and Mkalamo wards
- Conduct monthly monitoring and mentoring visits with CBDs/PEs in Mkwaja and Mkalamo wards
- Hold consultation meetings with the Ministry of Health, Pangani District officials and village leaders
- Conduct social mobilization activities with communities and stakeholders activities, such as holding a project launch and social mobilization workshop
- Analyze BMS data and publish case study on Tanzania and Philippines results
- Begin assessment of potential new geographic and thematic areas for scale-up and integration, including site visit/scoping trip to assess possibility of expanding PHE activities to the Bagamoyo District in Year 3, pending USAID Mission support
- Assess local government systems and frameworks available in the district to explore how to mainstream PHE in local governance

### ORGANIZATIONS INVOLVED

Funded partners: PFPI and CRC providing technical assistance to overall project and conducting training on how to design and implement BMS

Collaborative partners: TCMP, Pangani District (NRM office and hospital), UZIKWASA, National Ministries, Mkwaja ward and village governments, and Saadani National Park

### KEY OUTPUTS

- Conceptual model of TCMP integrated PHE initiatives
- IEC materials with integrated PHE messages targeting conservation, health and family planning interventions for use by TCMP staff, health centers and community volunteers
- CBDs and PEs trained and ready to counsel community members on integrated PHE messages, including FP, and provide simple FP methods
- Case study on findings from Philippines and Tanzania behavior monitoring baselines, including climate change aspects
- Report from assessment of potential new geographic and thematic areas for scale-up and integration

### INDICATORS AND EXPECTED RESULTS

Expected results:

- At least 10 TCMP project staff and partners trained on the development of IEC materials on family planning (***Reported under IR 1***)
- At least 13 TCMP CBDs and PEs trained on CBD and FP/RH (1.1)
- Project scale up in Mkalamo ward (3.2)

| INDICATOR | YR 2 TARGET |
|---|---|
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA (State of the Art) practices using 21st century learning tools | 13 |
| 2.2 Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings about the PHE approaches, their lessons extracted and value-added (PRH IR 2.2) | 1 |
| 3.2 Number PHE programs scaled up (PRH 3.4) | 1 |
| 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories) | 1 |

### 3.2 Scale up PHE activities in the Philippines

| | |
|---|---|
| Ongoing | Activity leader: Joan Castro |
| Activity Start: July 1, 2009 | Activity End: April 2010 |

#### RATIONALE FOR ACTIVITY

Through a cost sharing arrangement, PFPI currently implements the integrated Population-Poverty-Environment (PPE) project in the Danajon eco region and the Verde Passage in the Philippines. During Year 1, the BALANCED Project supported the implementation of a BMS in the Danajon and Verde Passage regions to gather information on poverty, food insecurity and climate change or other links that influence PHE in the target areas and to establish baseline data on current levels of family planning and coastal conservation practice. Results from the surveys will also assist PFPI to adapt and refine the PPE project strategy and interventions, as well as behavior change messages.

#### ACTIVITY SUMMARY

As part of its PPE project, PFPI will continue to collaborate with CI and the Lopez Group in selected areas in the Verde Passage to build the capacity of communities to implement integrated PHE approaches. PFPI will also expand its PHE work to a watershed complex in the province of Samar (Mt.Cabalantian-Mt. Capotoan), which is a new PHE dimension for PFPI.

In Year 2, data from the BMS conducted during Year 1 will be analyzed with BALANCED support. The results will be shared with the local network of PHE collaborators in the Danajon and Verde Passage regions and used to refine the PPE program strategy and IEC interventions. The lessons learned in the process will be documented for dissemination to wider audience through BALANCED knowledge management activities.

Specific activities will include:

- Analyze BMS survey results and produce and disseminate written report to local stakeholders and BALANCED
- Continue providing technical support to stakeholders in Danajon and Verde eco-regions
- Document lessons learned in the PHE scale-up in Samar watershed complex

### ORGANIZATIONS INVOLVED

Funded partners: PFPI, CRC, CI

Collaborative partners:

- Lopez Group and local government units (LGUs) in Verde Passage, Danajon eco region and the Mt. Capotoan-Mt. Cabalantian watershed complex

### KEY OUTPUTS

- BMS final report for dissemination and use by project staff for activity and strategy refinement
- Paper on lessons learned from the Mt. Cabalantian-Mt. Capotoan watershed complex scale-up

### INDICATORS AND EXPECTED RESULTS

Expected results:

- PHE in the Mt. Cabalantian-Mt. Capotoan watershed scaled up (3.1)
- BMS final report (3.2)

| INDICATOR | YR 2 TARGET |
|---|---|
| 3.2 Number of PHE programs scaled up | 1 |
| 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories) | 1 |

### 3.3 Scale up PHE activities in Madagascar

| | |
|---|---|
| Ongoing | Activity leader: Janet Edmond |
| Activity Start July 1, 2009 | Activity End June 30, 2010 |

### RATIONALE FOR ACTIVITY

During the Year 1 workplan period, BALANCED staff spearheaded a Washington, DC-based Madagascar PHE working group to coordinate PHE activities with other partners operating in Madagascar such as WWF and PRB. In consultation with the partners, the Madagascar PHE working group agreed that a BALANCED-supported PHE Program Design workshop, scheduled to take place in Year 2, may not be the most appropriate intervention for Madagascar at this time. (This workshop was previously under IR1 in Year 1 workplan.) Based on conversations in Year 1, the Madagascar PHE working group, in consultation with WWF, CI and Vohary Salema (VS) staff in Madagascar, developed a workplan for re-launching a PHE Alliance with a diverse set of health, development and conservation partners. To this end, in-country staff will assess the PHE lessons learned and future needs for re-launching PHE efforts in Madagascar. Results from this assessment will help formulate next steps for PHE support to Madagascar. Unfortunately, the civil unrest and political crisis in March 2009 has led to uncertainty about any Year 2 travel, funding and activities.

## ACTIVITY SUMMARY

Based on information collected from key informants during the end of Year 1, WWF, VS and CI will compile a report on lessons learned from PHE implementation in Madagascar, current capacity building needs and next steps for BALANCED, WWF, and PRB to re-launch PHE efforts and activities there. Subsequent to the report, and depending on the security situation, BALANCED and other Madagascar PHE working group members will organize and conduct a national workshop to present the results of the assessment to NGOs implementing or new to and interested in PHE in Madagascar. Once diplomatic relations are reinstated, BALANCED will consult with USAID/Madagascar on proposed activities, workshop specifics, development of participant selection criteria and workshop logistics with in-country counterparts.

The workshop report will outline next steps for PHE in Madagascar. This report will be presented to the Madagascar PHE Working Group and USAID/Madagascar to leverage funds for a coordinated approach to PHE revitalization in Madagascar, including but not limited to PHE scaling-up of existing activities, development of field-based PHE projects and supporting seed grants to local NGOs.

Specific activities will include:

- Disseminate and promote PHE lessons learned in preparation for re-launch of PHE next steps conference
- Prepare materials for the national workshop for re-launching PHE in Madagascar
- Develop participant selection criteria for national PHE workshop, including key stakeholders from NGOs throughout Madagascar
- Organize workshop logistics with CI/Madagascar and in-country counterparts, including travel grants for certain participants
- Identify potential field-based PHE activities and sites and mobilize resources, i.e., Mission buy-in or private donor support

## ORGANIZATIONS INVOLVED

Funded partners: CI to coordinate with WWF and VS to serve as host for the workshop, including helping with participant selection criteria, participant selection, workshop organization and logistics in Madagascar

Collaborative partners: PRB, WWF, and VS, and possibly WCS, to help with participant selection

## KEY OUTPUTS

- Participant selection criteria for national workshop
- Report on results of national workshop
- Workplan for PHE re-launch/scale up in Madagascar

## INDICATORS AND EXPECTED RESULTS

Expected results:

- Report on National Workshop

### 3.4 Support PHE activities in Coral Triangle Initiative countries

| | |
|---|---|
| New | Activity leader: Joan Castro |
| Activity Start: July 1, 2009 | Activity End: June 2010 |

#### RATIONALE FOR ACTIVITY

The Coral Triangle Initiative is a large-scale regional effort by six country governments[1] to conserve vital marine resources in a biologically unique and threatened ecosystem. The United States government (USG)'s support to CTI is helping to facilitate the regional collaboration, policy reforms, planning processes and improved management strategies requisite to attenuate the anthropogenic stresses and climate changes impacts threatening the diversity and sustainability of the marine/fisheries resources in the Coral Triangle (CT). The Initiative also aims to generate tangible benefits for the millions of people living in the CT who depend on ecosystem services and goods for food, income and livelihood. USAID awarded the CTI project to WWF, in collaboration with CI, TNC and other environmental NGOs with experience working in the region.

Population growth trends in CT coastal zones factor largely in current anthropogenic stresses and are expected to exacerbate the impacts of climate change for years to come[2]. As such, the USG has incorporated PHE perspectives into the overall CTI design in recognition of the linkages between demographic, environment and climate change dynamics in coastal areas and the need for integrated approaches to address the complex issues underlying poverty, food insecurity and environmental decline in the CT.

During Year 1, PFPI initiated contact with USAID/CTI Regional Development Mission for Asia to explore ways to integrate PHE into CTI activities in the six countries in the CT. Several areas of potential BALANCED support emerged from these discussions. During Year 2, BALANCED will continue to seek opportunities to integrate PHE into select CTI activities.

#### ACTIVITY SUMMARY

In Year 2, BALANCED will seek opportunities to introduce and/or expand PHE in two countries belonging to the Coral Triangle Initiative. BALANCED will identify entry points to educate, advocate and incorporate PHE perspectives into existing programs, policies and opportunities in the CT sites.

Specific activities will include:

- Identify at least two on-going marine conservation projects in the CTI region that could serve as platforms for integration of community-based family planning, e.g., the TNC-Indonesia project on Komodo Island (Indonesia) or the Summit Institute for Development (SID) marine conservation project in Lombok Island, Indonesia—project sites with the potential to become "PHE learning areas" in the CT

[1] Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands and Timor-Leste
[2] CTI Regional Secretariat (2008) "Issues and Options for CTI Plan of Action: Background for Climate Change Adaptation Measures." Page 2

- Prepare a CTI systematic "marketing plan" for two years to encourage buy-ins for PHE. The plan can be integrated into the CTI integrators planned activities and can include participation in planned development partners group, a CTI think tank meeting in July 2009; per country CTI development plans and other CTI organized and /or related meetings and conferences
- In collaboration with PFPI, CI Philippines will promote PHE approaches in the CTI countries and in relevant CTI sites (potentially in collaboration with CI Indonesia)

### ORGANIZATIONS INVOLVED

Funded partners: PFPI, CI and CRC

Collaborative partners: USAID Regional Development Mission for Asia /Coral Triangle Initiative; WWF-CTI; CI-CTI

### KEY OUTPUTS

- Two on-going marine conservation projects in the CTI region that could serve as platforms for integration of community-based family planning identified
- BALANCED resource mobilization plan for CTI PHE integration

### INDICATORS AND EXPECTED RESULTS

Expected results:

- PHE integration in CTI plan developed

### 3.5 Provide seed grant and technical support to two small field-based PHE interventions

| | |
|---|---|
| New | Activity leader: Lesley Squillante |
| Activity Start July 2009 | Activity End June 2011 |

### RATIONALE FOR ACTIVITY

The BALANCED Project will provide limited seed grant funds and technical support to conservation NGOs new to and interested in implementing integrated PHE activities in priority countries or sites throughout the life-of-the-Project as funds permit. The purpose of the seed grants is to build the capacity of organizations new to PHE as well as to provide in-country demonstration sites that can be used to show donors and other stakeholders the value of PHE approaches.

In Year 1, the BALANCED Project developed criteria for selecting seed grant recipients that include but are not limited to conservation NGOs that: 1) operate in biodiversity-rich areas of a country with funding from donors other than USAID, 2) work in a USAID/GH/PRH First Tier (including Intensive) Country that also receives USAID biodiversity conservation funding, 3) is new to and interested in the PHE approach, 4) works in areas with socio-economic and cultural factors, high unmet needs for family planning, high biodiversity values and other enabling conditions, and 5) is strategically poised to serve as a pilot/demonstration model for other organizations and donors interested in the PHE approach. Based on these criteria, the

BALANCED Project selected two seed grants recipients for Year 2; one in Ethiopia and another in a CTI country (yet to be named).

Ethiopia has a high unmet need for family planning and is a USAID/GH/PHR First Tier Intensive country. It is also known for its wealth of natural resources and biodiversity, which, due to decades of land cultivation and demographic expansion, have degraded substantially making Ethiopia is also a recipient of USAID biodiversity conservation funding. Population pressures, environmental degradation and poverty make Ethiopia a good candidate for PHE programming.

Subsequent to a PHE Program Design Workshop conducted in Addis Ababa in November 2008, several workshop participants submitted concept papers/proposals to the workshop facilitators, Leona D'Agnes and Marsha Slater, who reviewed them and provided feed back. Among others, the Ethiopian Wetlands and Natural Resource Association (ENWRA) submitted a proposal to implement community-based family planning (CBFP) activities in tandem with their ongoing conservation and health activities under the Wichi Integrated Wetlands-Watershed project. ENWRA was the only NGO that continued to refine its proposal based on the facilitators' inputs.

ENWRA's concept paper was forwarded to the BALANCED Project staff with recommendations that the Wichi Wetlands Project be considered for seed grant support. After reviewing the draft proposal, BALANCED staff agreed that with minimum support the Wichi Wetlands Project could become a promising example of an integrated PHE project. During discussions with the ENWRA project director, it was agreed that BALANCED could provide the project with modest funding in the amount of $15,000 per year for two years, a PHE technical expert to help ENRWA develop a detailed implementation plan for is seed grant proposal, and technical support as the project integrates CBFP into its conservation activities. During Year 1, a draft detailed implementation plan was developed and submitted to BALANCED for review and to initiate the seed grant funding process.

As part of the BALANCED Project's efforts to introduce and/or expand PHE in two countries belonging to the Coral Triangle Initiative, seed grant funding and technical support will also be provided to at least one on-going marine conservation project in the CTI region that could serve as a PHE model.

### ACTIVITY SUMMARY

In Year 2, CRC will disburse seed grant funding to ENWRA and an NGO working in one of the CTI countries appropriate for seed grant support. PFPI staff will provide limited technical assistance to both seed grant recipients to integrate CBFP into project activities. In addition to BALANCED staff providing technical support, the Project will also build the capacity of in-country counterparts, such as the USAID-funded PHE Fellow in Ethiopia and/or regional PHE expert from one of the CTI countries to provide additional technical support to the seed grant recipients so as to continue to build in-country capacity.

Specific activities will include:

- Provide seed funds in the amount of $15,000 for Year 2 for ENWRA to integrate family planning and other PHE components into its WICHI Wetlands and Watershed Management project
- Provide technical support to ENWRA as agreed upon in the seed grant conditions
- Provide seed grant and technical support to one marine conservation project identified in the CTI region to integrate CBFP into on-going coastal resource management
- Identify local champions and PHE experts and build their capacity to provide technical support to seed grant recipients and other organizations implementing PHE activities

### ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI, CI to identify CTI seed grant recipient, implement the seed grants and provide technical support to seed grant recipients

Collaborative partners: ENWRA, CIPHE, USAID-funded PHE Fellow, CI-CTI, WWF, CTI

### KEY OUTPUTS

- ENWRA staff trained on CBFP and other skills needed for PHE integration
- Ethiopia counterpart capacity strengthened to provide TA and monitoring support to NGOs implementing integrated PHE projects in Ethiopia
- CTI seed grant recipient trained on PHE integration

### INDICATORS AND EXPECTED RESULTS

Expected results:

- At least 5 Wichi project personnel and 10 to 15 community volunteers trained in community-based family planning and other PHE components needed to implement an integrated PHE approach.
- At least 1 local PHE expert trained on how to provide effective technical support to ENWRA and other PHE projects in Ethiopia (1.4)
- Project scale up in Ethiopia (3.2)
- Community based PHE activities integrated in at least one marine conservation project ongoing in the Coral Triangle (3.2)

| INDICATOR | YR 2 TARGET |
|---|---|
| SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1) | 1 |
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA (State of the Art) practices using 21st century learning tools | 15 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE in their programs (PRH 3.2) | 2 |
| 3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1) | 1 |
| 3.2 Number of PHE programs scaled up | 1 |

### 3.6 Secure funding for PHE expansion or scale-up for at least two countries for Year 2

#### RATIONALE FOR ACTIVITY

The BALANCED Project needs to seek opportunities to support replication and start-up field-based PHE activities through additional financing from a mix of Mission and Bureau buy-ins, non-USG donor support, leveraged funds from NGOs and local governments, and from BALANCED Project partner cost share. In Year 1 the BALANCED Project initiated discussions with our USAID Technical Advisor regarding potential buy-in from the Mission in Madagascar who expressed interest in the BALANCED Project. During technical assistance visits, BALANCED staff also met with Mission staff in Tanzania who also acknowledged an interest in possible support to PHE activities, depending on the success of BALANCED Year 1 and Year 2 PHE activities there. BALANCED partner PFPI has been engaged in several conversations with USAID/CTI Regional Development Mission for Asia to explore ways to integrate PHE into CTI activities in the six countries in the coral triangle.

Lastly, we drafted a resource mobilization strategy and implementation plan that will help galvanize a wider funding mix for PHE field activities (See Appendix 1). Criteria were developed and used to identify where the BALANCED Project would focus its resource mobilization efforts. These criteria include, but are not limited to, USAID Missions, non-USG agencies, NGOs and/or local governments with PHE interest and/or experience and who work in areas with high unmet needs for family planning, high biodiversity values, socio-economic and cultural factors and other enabling conditions for PHE implementation. Based on these criteria, our resource mobilization strategy has three objectives:

1) Obtain Missions Buy-ins (FP, NRM, or other) for new and scale-up field-based PHE activities in USAID family planning focus countries (including 1st and 2nd Tier and graduated countries) with biodiversity conservation priorities. These funds would support conservation NGOs operating in biodiversity-rich areas of a country and interested in the PHE approach to integrate community-based family planning services into their conservation activities

2) Leverage funds from conservation and health NGOs and/or government agencies working in environment, health, agriculture, energy or rural development sectors to support new or scale-up field-based PHE activities in priority biodiversity conservation areas in USAID family planning focus First Tier Intensive and First Tier countries.

3) Mobilize non-USG resources to support field-based PHE activities in USAID family planning focus countries with biodiversity conservation priorities.

As the resource mobilization plan is a living document, it will be revised and updated periodically to incorporate new opportunities for funding and scale-up.

#### ACTIVITY SUMMARY

In line with our resource mobilization strategy, the BALANCED Project will continue its discussions with Missions in Madagascar, Tanzania and the Coral Triangle region during Year 2.

Conversations with the Missions have already garnered interest in the BALANCED Project and possible funding support. In coordination with the BALANCED Project COTR and Technical Advisor, we will pursue funding possibilities in other USAID First Tier Intensive and First Tier countries with biodiversity conservation priorities, such as Rwanda and the Philippines.

The BALANCED Project will also explore ways to leverage conservation and health NGO and/or government agency funds for new and/or scale up field-based PHE activities in priority biodiversity conservation areas in USAID family planning focus countries. In Tanzania, the BALANCED Project is showing TCMP how to obtain family planning commodities from the district government and from private sources such as Population Services International (PSI). TCMP staff is also learning how to advocate among members of local government committees to facilitate the integration of PHE in development planning activities. We have also invited representatives from a number of conservation and health organizations in the country to attend capacity building events and to initiate a dialogue on how these NGOs can leverage their resources to support PHE activities in Tanzania.

Further, the BALANCED Project will provide seed grant support to conservation NGOs in Ethiopia and Indonesia and assist them to obtain family planning commodities from local governments, United Nations Population Fund (UNFPA) and other sources (PSI, DKT). In all countries where the BALANCED Project is working, we will show NGOs how to advocate for PHE among members of the local councils and government and help to facilitate development planning activities to enable allocation of funds to PHE related activities. The value of the leveraged activities will be tracked and reported on an annual basis.

### ORGANIZATIONS INVOLVED

Funded partners: PFPI and CI

Collaborative partners: WWF, AWF, Africare, JGI, Engenderhealth, WCS, PSI, DKT, MOH

### KEY OUTPUTS

- Reports and e-mails on discussions with Mission regarding potential support for PHE projects in Madagascar, Ethiopia, Tanzania and other countries as interest develops
- Memoranda of Understanding (MOUs) and/or reports on discussions with NGOs and local governments to leverage local resources for local PHE activities

### INDICATORS AND EXPECTED RESULTS

Expected results:

- $250,000 Mission Buy in leveraged for Year 2 of the Project
- $50,000 NGO and/or government resources leveraged for Year 2

| INDICATOR | YR 2 TARGET |
|---|---|
| SO2 Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (in millions $) (PRH 1.2) | 0.3 |

## Project Management

### Key Implementing Partners

The Coastal Resources Center (CRC) at the University of Rhode Island (URI) serves as Leader of the BALANCED Project, supported by two strategic partners—Conservation International (CI) and PATH Foundation Philippines, Inc. (PFPI). This team provides expertise and experience that spans a wide range of countries across multiple geographic regions. It brings expertise and experience in the three PHE sectors of population, health, and environment; and includes complementary strengths in capacity building, knowledge management and monitoring and evaluation systems. As well, this diverse team brings with it a network of talented and committed local implementing partners who can potentially work with country specific initiatives though Mission add-ons or associate awards. This includes organizations and entities already carrying out complementary projects with synergistic activities—e.g., the Tanzania Coastal Management Partnership (TCMP) and its HIV/AIDS and Environment efforts. Moving forward, as the Project expands into other countries, potential partners who have expressed interest in aligning with BALANCED include the Adventist Development and Relief Agency (ADRA) in Nepal, the Institute for International Education (IIE) in Ethiopia and the Wildlife Conservation Society (WCS) in Madagascar.

### Management Structure and Key Staff

Linda Bruce of URI-CRC serves as the BALANCED full-time Project Director. Ms. Bruce assumes overall technical and management responsibility for all aspects of the Cooperative Agreement and is the principal point of contact with the USAID Contracting Officer's Technical Representative (COTR) and with USAID Missions and Bureaus and is the key liaison with USAID on all programmatic matters. Ms. Bruce reports to the Director of International Programs at CRC, Mr. Brian Crawford.

Ms. Bruce is based in the URI-CRC Washington D.C. office, which is rented from the Population Reference Bureau. This locale provides Ms. Bruce with the opportunity for almost daily interactions with not only PRB staff, but those of numerous other international groups and organizations working on PHE. Ms. Bruce is assisted by two half-time deputy directors, a PHE technical assistance lead, and a monitoring, evaluation, and learning (ME&L) specialist. Lesley Squillante serves as the Deputy Director for KM and Administration, and Elin Torell as the ME&L Specialist. Both Squillante and Torell are based at the URI-CRC offices in Rhode Island. Janet Edmond, Deputy Director for PHE Advocacy and Outreach, is based at Conservation International in Arlington, Virginia. Dr. Joan Castro, the PHE Technical Assistance Lead, is based in Manila at PFPI.

The BALANCED team is a geographically dispersed, virtual management team that meets at least annually for Project reviews and work planning.

### Staff Responsibilities for Year 2 Key Program Results and Associated Activities

Those responsible for implementing various activity areas within each result category of this workplan are summarized in the following Table.

| Program Areas | Key Staff Responsible | Organization |
|---|---|---|
| **IR 1 PHE Capacity Built** | | |
| 1.1 Conduct regional training on integrated PHE IEC materials development | Linda Bruce | CRC |
| 1.2 Provide on-going support to BALANCED trainees | Joan Castro | PFPI |
| 1.3 Conduct south-to-south study tour | Joan Castro | PFPI |
| 1.4 Integrate PHE into TNC-CTC Global Learning Center | Joan Castro | PFPI |
| **IR 2 PHE Knowledge and Tools Developed, Synthesized and Shared** | | |
| 2.1 Identify, document, and synthesize knowledge | Lesley Squillante | CRC |
| 2.1 Organize existing and new knowledge for PHE website | Lesley Squillante | CRC |
| 2.2 Share knowledge within the PHE and broader community | Janet Edmond | CI |
| **IR 3 Results-oriented PHE Field Activities Implemented in areas of high biodiversity** | | |
| 3.1 Scale-up PHE activities in Tanzania | Elin Torell | PFPI |
| 3.2 Scale-up PHE activities in the Philippines | Joan Castro | PFPI |
| 3.3 Scale up PHE activities in Madagascar | Janet Edmond | CI |
| 3.4 Support PHE activities in CTI countries | Joan Castro | PFPI |
| 3.5 Provide seed grant and technical support to two small field-based PHE interventions | Lesley Squillante | CRC |
| 3.6 Secure funding for PHE expansion or scale-up for at least two countries for Year 2 | Linda Bruce | CRC |

## Key Year 2 Management Tasks

In Year 1, Project key staff received a basic introduction to the U.S. Federal Agency TraiNet reporting system, to USAID Branding requirements and to 508 compliance regulations and guidelines. In Year 2, the number of Project trainings conducted and the number of documents produced will increase significantly—providing opportunities for staff to gain increased familiarity with the requirements of and hone their skills in these areas. Staff at the CRC home office in RI will provide backstopping support in TraiNet, branding, and 508 compliance—

helping to ensure the Project complies with federal and USAID-specific administrative regulations and guidelines.

### Management Challenges

- With a team located in offices spread across Rhode Island, Washington DC, Virginia, and the Philippines, communications and planning can be a challenge. That said, the team continues to identify ways to minimize these challenges. This includes development and use of the web-based BALANCED Project Forum—a real-time "filing" and communications tool; the use of low-cost Skype to stay in frequent phone/chat contact; and the use of in-person visits of the Project Director to the URI-CRC home office and of key URI-CRC BALANCED team staff to the BALANCED DC office.

- The URI-CRC Project staff is experienced in environmental management linked to health, but is just learning about the population aspects of PHE. Similarly the BALANCED Project Director is experienced in health, but less so in environment and population. Only PFPI has the full range of integrated PHE experience. As such, a majority of the team is on a learning curve to become adept in PHE. This learning takes time and in the interim leaves the team dependent on PFPI and its senior PHE consultant for PHE capacity building in the field, an issue that CRC and the BALANCED team are working to address.

- While transfer of the PHE website to the K4H site is an exciting element of this Project and can serve the PHE community of practice well if developed correctly, the timing of completion of this transfer done is affected by several factors. First is the need to ensure there is stakeholder input on what should go up, how it goes up, how it is classified, etc. Second is the need to work in tandem with and according to the overall time schedule of JHU to complete development of the K4H website structure. Third is the need to work within the confines and capabilities of the "tool" that is the framework for the K4H website architecture. Managing these variables well will affect the success or failure of the transfer and subsequent use of this site by the intended clients.

- When recipient groups/projects of seed grants are located in countries where URI-CRC or CI or PFPI do not have field offices, there will be a greater challenge to provide these recipients with the preferred level of mentoring and oversight. A plan for how to address this point will be developed before the end of Year 1 in preparation for issuing the first such grant to a project in Ethiopia—where neither URI, PFPI or CI have offices or projects.

### Routine Project Management and Administration Activities

The following table lists the routine and recurring Project management and administrative activities, reports and plans required annually. It covers the Year 2 workplan period of July 1, 2009 to June 30, 2010.

| Activity | July 2009 – June 2010 | | | | | | | | | | | | Responsible Person / Institution |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | J | A | S | O | N | D | J | F | M | A | M | J | |
| ***Work Planning*** | | | | | | | | | | | | | |
| Year 3 1st Draft to USAID | | | | | | | | | | x | | | LB |
| Year 3 final to USAID | | | | | | | | | | | x | | LB |
| ***Progress Reports*** | | | | | | | | | | | | | |
| Semiannual program report to USAID | | x | | | | | | x | | | | | LB |
| Semiannual PMP report | | x | | | | | | x | | | | | ET |
| Quarterly PMP reporting to CRC | | x | | | x | | | x | | | x | | CI, PFPI |
| Input TraiNet data into USAID web | x | x | x | x | x | x | x | x | x | x | x | x | KK |
| ***Financial Management/Reports*** | | | | | | | | | | | | | |
| Quarterly expenditure reports to CRC/URI | | x | | | x | | | x | | | x | | CI PFPI |
| Quarterly expenditure reports to USAID from CRC/URI | | x | | | x | | | x | | | x | | CM |
| Estimated accruals, cash flow & pipeline projections to CTO | | | x | | | x | | | x | | | x | CM |

***Key***: LB-Linda Bruce (CRC), LS-Lesley Squillante (CRC), JE-Janet Edmond (CI), ET-Elin Torell (CRC), JC-Joan Castro (PFPI), CM-Cindy Moreau (CRC), KK-Kim Kaine (CRC), CI-Conservation International, PFPI-PATH Foundation Philippines

### Travel Schedule

The following table represents the tentative international and domestic travel schedule for key staff and consultants related to intermediate results and project management activities. It covers the Year 2 workplan period of July 1, 2009 to June 30, 2010.

| IR | Approx Date | Person | From | Destination(s) | Days | SOW |
|---|---|---|---|---|---|---|
| 1 | Jul-09 | Linda Bruce | Washington | Tanzania & Kenya | 14 | Facilitate IEC workshop; participate in Project Launch; hold discussions with Tanzania & Kenya Missions |
| 3 | Jul-09 | Joan Castro | Manila | Tanzania | 14 | Facilitate IEC workshop, monitor trained CBD/PEs, participate in Project launch |
| 3 | Jul-09 | Joan Castro or R. Hernandez | Manila | Bangkok | 5 | Attend Development Partner's meeting |
| 2 | Jul-09 | Janet Edmond | Washington | Providence | 5 | PHE content mapping and taxonomy |
| PM, 2 | Aug-Sept-09 | Brian Crawford | Providence | Washington | 3 | Project Management, PHE benefits research |
| 2 | Aug-Sept-09 | Don Robadue | Providence | BWI/ Washington | 2 | PHE website, KM |
| 2 | Aug-Sept-09 | Bob Bowen | Providence | BWI/ Washington | 2 | PHE website, KM |
| PM, 2 | Aug-Sept-09 | Elin Torell | Providence | Washington | 3 | Project Management, PHE benefits research, PMP, learning |
| 1 | Sept-09 | Joan Castro or R. Hernandez | Manila | Indonesia | 5 | Conduct TOT at TNC Global Learning Center |
| 1 | Oct - 09 | Leona D'Agnes | Hawaii | Manila & Indonesia | 15 | Draft lessons learned and BMS report; Study tour facilitator, TOT at TNC Global Learning Center |
| 3 | Sept-09 | Janet Edmond | Washington | Madagascar | 10 | Attend Next Steps conference |
| 2 | Sept-09 | Linda Bruce | Washington | Providence | 3 | Advisory Committee |
| PM & 2 | Sept-09 | L. Squillante | Providence | Washington | 4 | Project Management and KM-related |
| 2 | Oct-09 | Don Robadue | Providence | BWI/ Washington | 2 | PHE website, KM |
| 2 | Oct-09 | Bob Bowen | Providence | BWI/ Washington | 2 | PHE website, KM |
| 1 | Oct-09 | Juma Dyegula | Tanzania | Manila | 10 | Attend study tour |
| 1 | Oct-09 | Linda Bruce | Washington | Manila | 10 | Attend study tour and hold meetings with CTI |

| IR | Approx Date | Person | From | Destination(s) | Days | SOW |
|---|---|---|---|---|---|---|
| | | | | | | |
| 1 & 3 | Nov-09 | Joan Castro | Manila | Tanzania | 14 | Monitor TCMP PHE activities Provide follow up support to TCMP and other BALANCED trainees |
| PM, 1,2,3 | Nov-09 | Elin Torell | Providence | Washington | 3 | Project Management, KM (Learning), Field, and Capacity Building |
| PM, 2 | Nov-09 | Brian Crawford | Providence | Washington | 3 | Project Management, KM (value-added research) |
| 2 | Nov-09 | Janet Edmond | Washington | Providence | 3 | Websites, KM, Communications Strategy |
| PM | Dec-09 | Linda Bruce | Washington | Providence | 4 | Project Management |
| 2 | Jan-10 | Grad Assistant | Providence | Tanzania | 28 | Value added research |
| 2 | Jan-10 | Richard Pollnac | Providence | Tanzania | 28 | Value added research |
| 1 | Jan 10 | Joan Castro | Manila | Indonesia | 5 | TOT for TNC Global Learning Center |
| 1 | Jan 10 | Leona D'Agnes | Manila | Indonesia | 5 | TOT for TNC Global Learning Center |
| 3 | Jan 10 | Joan or Ricky | Manila/Indonesia | Komodo Island | 7 | Develop DIP and proposal for seed grant |
| 3 | Feb- 10 | Joan Castro | Manila | Mindanao | 5 | Attend PHE conference |
| 3 | Feb-10 | R. Hernandez | Manila | Ethiopia | 12 | Provide technical support to the ENWRA seed grant |
| 3 | As needed | Linda Bruce | Washington | Africa | 10 | Responsive trip for resource mobilization |
| PM | Mar-10 | Joan Castro | Manila | Washington | 5 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | L. Squillante | Providence | Washington | 5 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | Elin Torell | Providence | Washington | 3 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | Brian Crawford | Providence | Washington | 2 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | Don Robadue | Providence | Washington | 2 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | Bob Bowen | Providence | Washington | 2 | BALANCED annual Partners' workplanning meeting |
| PM | Mar-10 | Cindy Moreau | Providence | Washington | 3 | BALANCED annual Partners' workplanning meeting |
| PM | Jun-10 | Linda Bruce | Washington | Providence | 2 | Project management meeting |

## Appendix 1: The BALANCED Project Resources Mobilization Strategy

## First Draft – May 1, 2009

### Objective #1 – Obtain Mission Buy-ins (FP, NRM or other) for new and scale up field-based PHE activities in USAID family planning focus countries (including 1st and 2nd and graduated countries) with biodiversity conservation priorities

**EXPECTED OUTCOMES:** Buy-ins from USAID Missions in priority countries to support PHE projects or activities

Indicator: Amount of funds obligated to the BALANCED Project from USG sources

**Audience(s), Activities, Tasks for Objective #1**

| Audiences | Activities | Year 1 & 2 Tasks |
|---|---|---|
| ***Primary:*** Missions:<br>▪ In USAID First Tier Intensive Focus Countries<br>▪ In areas of high biodiversity conservation priority, i.e. Madagascar, CTI<br>▪ Have expressed interest in supporting PHE activities. i.e. Madagascar<br><br>***Secondary:*** Missions:<br>▪ In USAID 1st and 2nd tier countries w/biodiversity conservation funds<br>▪ With activities and interest in integrated PHE approaches | 1. In collaboration with USAID/COTR hold discussions with Missions that have expressed interest in the BALANCED Project and/or supporting PHE activities.<br>2. Monitor websites of selected USAID Missions for APS for FY 2009 related to health, conservation, NRM<br>3. Meet with Mission staff where BALANCED is supporting PHE activities to discuss PHE, its benefits, BALANCED activities, value add of integrated approach to Mission strategic framework.<br>4. Distribute BALANCED fact sheets, supporting documents on PHE to Mission staff | • **Activity #1**: Develop concept paper for possible Mission buy in from USAID/Madagascar<br>• **Activity #1**: Continue discussions with USCTI and develop a resource mobilization strategy to cover CTI with a focus on the Philippines, Indonesia Timor Leste or PNG<br>• **Activity #3**: Visit Missions in Tanzania, Ethiopia, Philippines, Thailand during project development/monitoring visits and conferences<br>• **Activity #3**: Update Missions on BALANCED project activities and successes. Provide fact sheets specifically tailored to Missions' strategic framework, with the benefits of PHE and how integrated programs can help Mission's achieve their SOs.<br>• **Activity #4:** In concert with USAID COTR and Technical Advisor, CRC, CI and PFPI contact Missions about BALANCED |
| ***Primary:*** USAID/W Bureau staff working in Bureaus and other USG initiatives | Meet with USAID/Bureau staff working in priority countries and who would have an interested in integrated PHE approaches, i.e. EGAT/Biodiversity team, DCHA/FFP & OTI | • **Activity #5**: BALANCED Project Director and/or Deputy Director meet with EGAT Biodiversity team, DCHA and other Bureaus with interest in PHE |

**Draft detailed implementation plans for Objective 1**

**Note**: Countries selected based on FP and biodiversity priority and other supporting factors (see Appendix 2).
Countries highlighted in **bold** are emerging as Year 2 priorities for Resource Mobilization activities with USAID

| **1st Tier Inten. + /biodiversity** | **Potential partners** | **Entry Points** | **Next steps** |
|---|---|---|---|
| **Madagascar** | CI, WWF, WCS, V Salama | Mission indicating interest | ▪ Draft concept paper with funding options<br>▪ Conduct National "Next Steps" workshop |
| **Tanzania** | TCMP, WCS, AWF, JGI, WWF, EngenderHealth, PSI | Current BALANCED PHE activities<br>Include an integrated approach in APS | Possible USAID/Tanzania interest if Year 1 results good & CRC wins APS |
| **Ethiopia** | WCS, PHE Network, IIE, Title II NGOs | Seed grant to WICHI | Talk to Productive Safety Net Program (PSNP), which also receives Title II |
| DRC | JGI, WWF | CI presence under CARPE | Discuss with USAID Technical Advisor ways to support PHE in DRC. |
| **Haiti** | | Alex Deprez USAID | Linda Bruce to contact Alex Deprez |
| Kenya | WWF, PHE Network | WWF<br>Members of PHE Network | ▪ Support WWF program<br>▪ If appropriate, visit USAID/East Africa Mission |
| Rwanda | SREAD | Mission interested in TA, not funding | Identify where BALANCED can provide TA |
| Uganda | Gladys Kalema- Zikusoka | Gladys Kalema- Zikusoka | TBD |
| **1st Tier + biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| **Philippines** | CI, PFPI, PHE Network | CTI , CTI | Holding discussion with USCTI |
| **2nd Tier w/ biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| Nicaragua | Sustainable Fisheries Alliance (SFA) | USAID/N (Stephen Fondriest) and USAID/EGAT (Barbara Best) | Follow-up with Chanya Charles (ProDir of SFA) about project and possibilities of PHE |
| Cambodia | TBD | CI presence | |
| **Graduated w/ biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| **Indonesia** | CI, TNC | USAID/CTI | Talk to CTI at WOC<br>Continue discussions w/USAID/CTI |

**Objective #2 – Leverage conservation and health NGO and/or government agencies working in environment, health, agriculture, energy or rural development sectors resources to support new or scale up field-based PHE activities in priority biodiversity conservation areas in USAID/GH/PRH First Tier Intensive and First Tier countries**

**EXPECTED OUTCOME:** Leveraged funds from NGOs and/or local governments to support field-based PHE projects or activities

Indicator: Total value of resources (cash and in-kind) leveraged from NGOs and/or local governments for field-based PHE activities

**Audience(s), Activities, Tasks for Objective #2**

| Audiences | Activities | Year 1 & 2 Tasks |
|---|---|---|
| ***Primary:*** Conservation, rural development and health NGOs working in areas of high biodiversity and high population growth/density<br><br>Note: These NGOs will be identified based targeted criteria, such as presence in biodiversity conservation and FP priority countries, experience with or potential for PHE | 1. Identify health and conservation organizations working in the same high population growth, biodiversity conservation areas<br>2. Initiate targeted discussions with workshop participants on how they can leverage funds to support field-based PHE activities<br>3. Train NGOs on how to develop a conceptual model for an integrated approach and ways to leverage resources to operationally implement integrated activities | • **Activity 1**: When in the field and through contacts identify health and conservation NGOs working in priority countries that may be interested in an integrated approach<br>• **Activity #2**: During field trips hold discussions with NGOs<br>• **Activity #3**: Invite conservation and health NGOs to BALANCED training activities to build their capacity on CBFP, IEC and other skills related to PHE |
| ***Primary:***<br><br>A. Local governments where BALANCED has on-going PHE activities or in countries with existing PHE experience, such as Madagascar<br><br>B. Health agencies in the same above-mentioned countries | Where the BALANCED Project has PHE activities:<br>1. Identify decision makers, committees and councils involved in local development plans and agendas in project sites<br>2. Advocate for the integration of PHE in local policies<br>3. Assist BALANCED local partners to obtain FP commodities from local governments, UNFPA, and other sources (PSI, DKT). Track and report the value of contributed commodities on an annual basis | • **Activity #1**: Project staff to be familiarized with the local policy processes of the BALANCED project area, particularly where local budgets are planned and allocated<br>• **Activity #1:** Assist in facilitating development planning activities to enable allocation of funds to PHE related activities<br>• **Activity #2**: Field staff to advocate PHE among members of the local councils/committees<br>• **Activity #2**: Identify PHE advocates who can sponsor policy reforms to integrate PHE and prepare local political maps<br>• **Activity#2:** Identify and educate local PHE champions at the legislative and executive levels<br>• **Activity #3:** Track and report the value of contributed commodities on an annual basis |

| Audiences | Activities | Year 1 & 2 Tasks |
|---|---|---|
| ***Secondary:*** Contractors managing biodiversity conservation or NRM projects in Tier 1 Intensive and Tier 1 countries | 1. Monitor the websites of selected USAID Missions to determine who are their partners and prime contractors for environment, rural development and NRM programs.<br>2. Make contact with prime contractor to explore if there is a window of opportunity for BALANCED to assist some of their subcontractors (i.e. government agencies, NGOs/CBOs) to use integrated approaches in their subproject activities. | • **Activity 1:** BALANCED staff to monitor priority USAID Mission websites<br>• **Activity 2:** BALANCED staff to **i**nitiate discussions with contractors about BALANCED and the benefit to their programs. |

**Draft detailed implementation plans for Objective 2**

Countries highlighted in **bold** are emerging as Year 2 priorities

| **1st Tier Inten. + biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
|---|---|---|---|
| **Madagascar** | CI, WWF, WCS, Vohary Salama | Identify NGOs during PHE lessons learned assessment | ▪ Invite NGOs to national "next steps" workshop<br>▪ During assessment and workshop, identify areas of mutual collaboration |
| **Tanzania** | TCMP, WCS, AWF, JGI, WWF, Engender Health, PSI, PATHfinder | Invite TCMP, WCS, AWF, JGI Engenderhealth, PATHfinder, MOH, Nat. Park to CBD and IEC workshops | ▪ During workshop, action planning & TA visits, identify areas of mutual collaboration<br>▪ Liaise with MOH to provide FP commodities<br>▪ Explore how to assist w/ facilitating development planning |
| **Ethiopia** | WCS, PHE Network, IIE, Title II NGOs, Packard recipients | Seed grant to WICHI<br>Productive Safety Net Program (PSNP)<br>DKT and JSI | ▪ Build capacity of PHE Fellow<br>▪ Provide TA to Wichi and Packard recipients<br>▪ Discuss provision of FP commodities with DKT and PSI<br>▪ Talk to PSNP program |
| **Zambia**<br>(biodiv. funds??) | WCS | WCS | Invite WCS to IEC workshop |
| **DRC** | JGI | JGI | ▪ Explore who is doing PHE |
| Malawi | Winner of bilateral bid | Winner of bilateral bid | ▪ Find out who won the bilateral bid (closing date 4/30/09)<br>▪ Invite to BALANCED training events |
| **1st Tier + biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| **Philippines** | CI, PFPI, PHE Network<br>CTI NGOs | CTI NGOs<br>Mayors | Invite CTI NGOs and Mayors to PHE Program Design workshop in coordination w/PHE conference |
| Mozambique | Winner of bilateral | Winner of bilateral | Find out who won bid |
| **Graduated w/ biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| **Indonesia** | CI, TNC, Summit Institute for Development | | ▪ Integrate PHE into TNC-CTI Global Training Center in Bali<br>▪ Seed grant support to 1 NGO |

## Objective #3 – Mobilize non-USG resources to support field-based PHE activities

**EXPECTED OUTCOMES:** Resources leveraged from non-USG donors to support PHE projects or activities

Indicator: Total value of resources (cash and in-kind) leveraged from non-USG sources for BALANCED initiated PHE field activities

### Audience(s), Activities, Tasks for Objective #3

| Audiences | Activities | Year 1 & 2 Tasks |
|---|---|---|
| ***Primary:*** Selected non-USG, US-based donors, including private foundations with P, H, and/or E portfolios, corporations, multilaterals and bilateral funding institutions | 1. Identify entry points among non-USG foundations, such as Gates, Packard, Nike, etc., providing international grants for climate change, biodiversity conservation, NRM and/or health<br>2. Propose to develop the capacity of its current and future recipients to design and use PHE approaches to achieve the program objectives in a cost-effective and lasting manner.<br>3. Link with networks on population, reproductive health, and rights<br>4. Restart international PHE fund raising group with WWF, PRB, JSI and PAI to develop proposals for field based PHE efforts | • **Activity #1**: Search the websites of foundations identified to their priority countries for programming; if similar to BALANCED, contact Foundations and/or prepare and submit a concept paper for funding<br>• **Activity #1**: Disseminate Fact sheets tailored for the non-USG audience to entry point contacts from non-USG donors and agencies and initiate discussions<br>• **Activity #2:** If agreeable, provide technical assistance for PHE integration to NGOs supported by private foundations<br>• **Activity #2**: In Ethiopia, discuss providing possible TA to their PHE activities or their grantees<br>• **Activity #3:** Hold discussions with the Executive Directors of PHE and RH networks on possible involvement in future activities<br>• **Activity #4:** BALANCED to initiate the formation of the PHE fund raising group again. |
| ***Secondary***: European bilaterals such as DFID, French Aid, DANIDA, SIDA, etc. | 1. Identify agencies providing support for climate change, biodiversity conservation, NRM and/or health<br>2. Propose to develop the capacity of agency's funded recipients to design and use PHE approaches | • **Activity #1**: Search the websites of agencies working USAID priority countries<br>• **Activity #1**: Initiate discussions with agency; provide tailored fact sheets and other supporting documents on PHE.<br>• **Activity 2:** Include agency's funded recipients to participate in BALANCED capacity building activities |

## Draft detailed implementation plans for Objective 3

| 1st Tier Inten. + biodiversity | Potential partners | Entry Points | Next Steps |
|---|---|---|---|
| Madagascar | TBD | Explore non-USG donors working in biodiversity rich areas in country | ▪ Initiate dialogue with selected non-USG donor<br>▪ Invite non-USG donor recipients to National "Next Steps" workshop |
| Tanzania | TBD | Explore non-USG donors working in biodiversity rich areas in country | ▪ Initiate dialogue with selected non-USG donor<br>▪ Invite non-USG donor recipients to BALANCED workshops |
| Ethiopia | Packard<br>UNFPA | Hold discussions with Packard & UNFPA | ▪ Build capacity of PHE Fellow to provide TA<br>▪ Invite recipients of Packard support to BALANCED training activities |
| **1st Tier + biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| Philippines | TBD | | |
| **Graduated + biodiversity** | **Potential partners** | **Entry Points** | **Next Steps** |
| Indonesia | TBD | | |

## Appendix 2: BALANCED Focus Countries Based on USAID Biodiversity Conservation and Family Planning Priority and Funding Status.

**Note**: Countries highlighted in bold are the BALANCED Project Focus Countries

| Country | 2005 Biodiversity Ranking | Level | FY08 Biodiversity Funds | FP Tier | PEPFAR | Malaria | MCH |
|---|---|---|---|---|---|---|---|
| Peru | 0.6966 | High | yes | G | | | |
| **Indonesia** | **0.6421** | **High** | **yes** | **G** | | | **X** |
| **Madagascar** | **0.6104** | **High** | **yes** | **1+** | | **X** | **X** |
| **Haiti** | **0.5250** | **High** | **yes** | **1+** | **X** | **X** | |
| **Tanzania** | **0.4811** | **High** | **yes** | **1+** | **X** | **X** | **X** |
| **Philippines** | **0.4711** | **High** | **yes** | **1** | | **X** | **X** |
| **Kenya** | **0.4162** | **High** | **yes** | **1+** | **X** | **X** | **X** |
| **DR Congo** | **0.3723** | **High** | **yes** | **1+** | **X** | | **X** |
| Mozambique | 0.3582 | High | yes | 1 | | | |
| **Rwanda** | **0.3356** | **High** | **yes** | **1+** | **X** | **X** | **X** |
| Cambodia | 0.3039 | High | yes | 2 | | | |
| Bolivia | 0.2997 | Medium | yes | 1 | | | |
| **Malawi** | **0.2579** | **Medium** | **yes** | **1+** | | **X** | **X** |
| **Uganda** | **0.2492** | **Medium** | **yes** | **1+** | **X** | **X** | **X** |
| Liberia | 0.2245 | medium | yes | 1 | | | |
| Senegal | 0.2234 | medium | yes | 1 | | | |
| **Ethiopia** | **0.1728** | **medium** | **yes** | **1+** | **X** | **X** | **X** |
| Guatemala | 0.1649 | medium | yes | 1 | | | |
| Honduras | 0.1452 | medium | yes | 2 | | | |
| Guinea | 0.1044 | medium | yes | 2 | | | |
| Zambia | 0.1034 | medium | ? | 1+ | | | |
| Nicaragua | 0.0196 | low | yes | 2 | | | |
| Nepal | 0.0134 | low | yes | 2 | | | |
| Ghana | 0.0042 | low | no | 1 | | | |
| El Salvador | 0.0039 | low | yes | 2 | | | |
| Bangladesh | 0.0035 | low | yes | 1 | | | |

## Appendix 3: Summary of Year 2 PMP Targets

**The BALANCED Project Indicators and Targets**

| INTERMEDIATE RESULT (IR) | INDICATOR | Y 1 TARGET | Y 2 TARGET | Life of Project TARGETS (cumulative) |
|---|---|---|---|---|
| Project objective: Advance and support wider use of effective PHE approaches | SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1) | 0 | 2 | 24 |
| | SO-2: Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (million dollars) (PRH 1.2) | 0.5 | 0.3 | 2.5 |
| IR 1: Capacity built for integrated PHE implementation | 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools | 61 | 63 | 200 |
| | 1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation | 0 | 3 | 45 |
| | 1.3 Number of new and/or strengthened partnerships established and actively involved in advancing and supporting wider use of PHE approaches as a result of BALANCED capacity-building intervention (PRH 1.3) | 0 | 0 | 16 |
| | 1.4 Number of technical support interventions provided by BALANCED to Missions and to organizations to implement PHE within their programs (PRH 3.2) | 2 | 9 | 30 |
| IR 2: PHE Knowledge and tools developed, organized, synthesized and shared | 2.1 Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices with demonstrated programmatic value developed or adapted for country and/or thematic contexts (PRH IR 2.1) | 3 | 2 | 25 |

| INTERMEDIATE RESULT (IR) | INDICATOR | Y 1 TARGET | Y 2 TARGET | Life of Project TARGETS (cumulative) |
|---|---|---|---|---|
| | 2.2 Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings about the PHE approaches, their lessons extracted, and value-added (PRH IR 2.2) | 2 | 6 | 12 |
| IR3: Results oriented PHE field activities implemented in areas of high biodiversity | 3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1) | 1 | 2 | 9 |
| | 3.2 Number PHE programs scaled up (PRH 3.4) | 2 | 2 | 6 |
| | 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories) | 2 | 1 | 8 |