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

**Semi-Annual Results Report #1**
**For period September 17 - December 31, 2008**

**Submitted February 13, 2009**

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

***Implemented by:***

**Coastal Resources Center at the University of Rhode Island**
**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 Coastal Resources Center at the University of Rhode Island in collaboration with PATH Foundation Philippines, Inc. and Conservational International.

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**Acronyms**

| | |
|---|---|
| BALANCED | Building Actors and Leaders for Advancing Community Excellence in Development |
| BMS | Behavioral Monitoring Survey |
| CBD | Community Based Distributors |
| CI | Conservation International |
| CRC | Coastal Resources Center |
| CTI | Coral Triangle Initiative |
| CTO | Cognizant Technical Officer |
| EH | Environmental Health |
| FP | Family Planning |
| GH | Global Health |
| GTZ | German Technical Cooperation Agency |
| ICM | Integrated Coastal Management |
| IEC | Information, Education and Communication |
| IR | Intermediate Result |
| IPOPCORM | Integrated Population and Coastal Resources Management |
| JGI | Jane Goodall Institute |
| JHU/CCP | Johns Hopkins University/Center for Communication Programs |
| K4H | Knowledge for Health |
| KM | Knowledge Management |
| NCSE | National Conference on Science and Environment |
| NGO | Non-Governmental Organization |
| OPRH | Office of Population and Reproductive Health |
| PEPFAR | President's Emergency Plan for AIDS Relief |
| PFPI | PATH Foundation Philippines Inc. |
| PHE | Population-Health-Environment |
| PPE | Poverty, Population, Environment |
| PRB | Population Reference Bureau |
| RH | Reproductive Health |
| SO | Strategic Objective |
| SUCCESS | Sustainable Coastal Communities and Ecosystems |
| TCMP | Tanzania Coastal Management Partnership |
| TRG | Training Resource Group |
| URI | University of Rhode Island |
| USAID | United States Agency for International Development |
| WWC | Woodrow Wilson Center |
| WWF | World Wildlife Fund |

## I. Introduction

On September 17, 2008, the United States Agency for International Development Bureau for Global Health (USAID/GH) awarded the new Population, Health and Environment (PHE) 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) and its highly qualified team of international partners, 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

## II. Project Results

This first semi-annual report covers the period from September 17, 2008 (date of award) to December 31, 2008. It describes progress made on the IRs and their accompanying start-up activities, and tasks outlined in the Project's 100-Day Roadmap, which included development of a Year 1 Project workplan and performance monitoring plan (PMP). These documents were developed and refined in concert with the BALANCED USAID cognizant technical officer (CTO) Liz Schoenecker and Technical Advisor Heather D'Agnes. The report also covers challenges, solutions and upcoming priorities for the next six month reporting period. The format of the report follows the BALANCED Year 1 workplan format for ease of reading and tracking actual progress against planned.

### IR 1. Capacity built for integrated PHE implementation

The BALANCED Project's overall capacity building goal is to increase the number of health and environment organizations adopting and implementing PHE approaches globally. During Year 1, BALANCED is focusing on building the capacity of nongovernmental organizations (NGOs) implementing PHE activities in Tanzania and Madagascar. In Tanzania, BALANCED is supporting the integration of family planning into the CRC's on-going USAID/Tanzania funded Sustainable Coastal Communities and Ecosystems (SUCCESS) project implemented through the Tanzania Coastal Management Partnership (TCMP). The SUCCESS project is currently integrating health and environment in villages surrounding the Saadani National Park area through Mission PEPFAR (President's Emergency Plan for AIDS Relief), biodiversity conservation, and water and sanitation earmark funds. While scale-up activities in Tanzania fall under IR 3, there are three capacity building activities for Tanzania included under IR 1. This allows BALANCED to take advantage of these training events to simultaneously build the

capacity of representatives from the PHE network and other NGOs that are already implementing or are new to PHE in Tanzania.

In Madagascar, BALANCED is assessing capacity building needs and planning to conduct a workshop on PHE program design for NGOs implementing or new to PHE interventions.

### Accomplishments

During this reporting period, BALANCED identified key opportunities for building the capacity of NGOs implementing or new to PHE in Tanzania and Madagascar. While the capacity building activities will be implemented during the next reporting period, BALANCED began preparing for them during the first 100 days of the Project.

### 1.1 Conduct training on how to develop integrated PHE IEC materials in Tanzania

In the SUCCESS project site, there is currently no integrated information, education, communication materials (IEC) available. Therefore, BALANCED will conduct a workshop to will train TCMP staff and partners on how to develop integrated PHE messages and IEC materials for use in educating the community and mobilizing them to protect their natural resources, health and family.

In line with the BALANCED objective of advancing and supporting wider use of effective PHE approaches through capacity building, the Project will also invite representatives from non-TCMP NGOs to the IEC materials development workshop. In collaboration with PHE partners and the USAID Technical Advisor for the BALANCED Project, criteria were developed for selecting non-TCMP participants to the IEC workshop. These criteria require that non-TCMP participants come from NGOs or government entities that:

- Implement PHE activities or conservation and/or health interventions and wish to integrate these interventions into a PHE approach to development
- Have some experience developing IEC messages and materials on health, conservation, family planning/reproductive health, HIV, and/or water and sanitation
- Already have developed some core PHE messages on conservation, health, family planning, and/or water and sanitation messages
- Can use the integrated PHE messages and materials developed during the workshop for their project interventions

### 1.2 Conduct training on how to develop performance oriented job aids for CBDs and peer educators

As part of PHE scale-up in Tanzania, BALANCED will also build on an existing GTZ initiative to establish a system of community-based distributors (CBDs) in the Pangani District. During Year 1, BALANCED partner PFPI will strengthen the capacity of TCMP staff to implement a community-based distribution and peer education system. In preparation for this training, BALANCED will work with TCMP staff to identify CBDs and peer educators and develop policies and performance expectations that will be used to guide and assess their performance. Based on these policies and expectations as well as the key integrated PHE messages developed during the IEC workshop, BALANCED will train TCMP staff on how to develop a job aid for their CBDs and peer educators to use as they counsel community members about PHE and family planning. As with the IEC workshop, BALANCED will also invite selected participants from non-TCMP NGOs to learn how to develop performance-oriented job aids for their CBDs. This activity will take place prior to conducting the workshop to train CBDs and peer educators mentioned in activity 1.3 below.

During this reporting period, sample CBD job performance expectations and learning materials from the Philippines were gathered in preparation for the job aid training. Criteria for selecting non-TCMP participants were drafted and will be refined and vetted with PHE partners and USAID in February 2009.

### 1.3 Conduct training on community-based distribution and peer education in Tanzania

As part of our effort to integrate family planning into CRC's multi-sectoral conservation and health project, BALANCED will train CBDs and peer educators from the Pangani district to counsel the community on integrated PHE interventions, including family planning, screen clients for family planning methods, distribute simple FP methods, such as condom and pills, and make referrals for other longer-acting and/or permanent methods. This workshop will also serve as a train-the-trainer opportunity for other NGOs who have a CBD program and are implementing PHE or conservation programs in Tanzania.

During this reporting period, PFPI contacted GTZ to obtain their CBD training materials. Draft criteria for hiring CBDs and peer educators were also developed and forwarded to TCMP for use in selecting CBDs and peer educators for the project. Initial criteria for selecting non-TCMP NGOs as co-facilitators were drafted and will be refined in February 2009.

In the coming months, BALANCED will use GTZ and IPOPCORM CBD training materials to develop a module tailored specifically for training the CBDS in Pangani District site.

### 1.4 Assess program design competencies and gaps of NGOs that implement FP or conservation programs and hold great potential for PHE implementation activities in Madagascar

USAID/GH/PRH recently invested in the development of a training curriculum and materials on PHE program design, which were tested in Ethiopia. During Year 1, the BALANCED Project plans to strengthen the capacity of PHE network members and NGOs implementing or new to PHE activities in Madagascar to design and monitor results-oriented PHE program activities. Madagascar was selected because it has potential to expand on its history of PHE programs, has a PHE network and because there is a possibility of Mission funding to support and expand selected PHE activities there. Further, Conservation International (CI), a BALANCED Project partner, has an office in Madagascar and can assist with information gathering and workshop logistics.

In preparation for the PHE Program Design workshop, BALANCED will explore capacity building needs of NGOs implementing or new to and interested in PHE. BALANCED partner CI will gather data needed to help determine these needs as well as identify opportunities for expanding PHE activities in Madagascar. A scope of work for CI/Madagascar was developed during this reporting period.

Given that World Wildlife Fund (WWF) and Population Reference Bureau (PRB) also have funds to support PHE in Madagascar, BALANCED decided to collaborate with them on Madagascar activities. During this reporting period, BALANCED organized a Madagascar PHE working group as a venue for PHE partners and USAID to coordinate PHE activities in Madagascar and to discuss ideas ways to leverage and secure resources for PHE activities there. The PHE Madagascar working group held two meetings in December. It will continue to meet on a regular basis during the next reporting period.

### 1.5 Prepare for PHE Program Design Workshop in Madagascar

During Year 2, BALANCED plans to conduct a PHE Program Design workshop in Madagascar. Preparations for this will take place during the next reporting period.

<u>Caveat</u>

Since November 2009 BALANCED has held many discussions with CI, PHE partners and USAID to determine the most effective use of USAID resources available to the collective group to re-invigorate PHE in Madagascar. While at the time of this writing BALANCED plans to conduct the PHE Program Design workshop in Madagascar, it is possible that this activity may change as BALANCED gathers information from the field and holds further discussions with the Madagascar PHE working group, USAID Technical Advisor and CTO and USAID/Madagascar.

### IR1 Priorities for next period (January 1 to June 30, 2009)

BALANCED priorities for the next reporting period are:

- Conduct a workshop on how to develop integrated PHE messages and IEC materials for TCMP and other NGOs implementing or new to and interested in PHE in Tanzania.
- Develop a CBD and peer education system for the TCMP project site through the identification of CBDs and peer educators and training these community change agents on integrated PHE, family planning and reproductive health, and community-based distribution of family planning methods.
- Continue to assess the needs and opportunities for the expansion of PHE interventions in Madagascar through in-country assessment, meetings with other PHE partners working in Madagascar and meetings with USAID/Washington and USAID/Madagascar.
- Based on these discussions, plan for a workshop that will build the capacity of NGOs to expand PHE interventions in Madagascar.

**Status of PMP Results for IR 1**

| INDICATOR | YR 1 TARGET | YTD |
|---|---|---|
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA (State of the Art) practices using 21st century learning tools | 51 | 0 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2) | 2 | 0 |
| 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 | 0 |

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

The knowledge management 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 two IRs, and synthesizes and disseminates it back to trainers, training participants, PHE implementers in the field, the larger PHE community of practice and donors. As such, this intermediate result serves as an "integrating" arm of the project.

The BALANCED Project made progress this reporting period on the three key activity areas of IR2:

- Identify, document, and synthesize knowledge on PHE (2.1)
- Organize existing and new knowledge for the PHE website (2.2)

- Share knowledge within the PHE community and beyond (2.3)

### Accomplishments

Although the BALANCED Project was active only for the last three and a half months of this reporting period, significant progress was made on a number of activities as outlined below. These provide important building blocks for ongoing and new tasks in the next six months.

### 2.1 Identify, document, and synthesize knowledge

- Conducted several DC-based meetings with representatives from USAID and key organizations managing PHE programs (i.e. CI, WWF, Jane Goodall Institute (JGI), Technical Resources Group (TRG), PRB, Woodrow Wilson Center (WWC), and the Environmental Health (EH) project) to: 1) introduce the BALANCED Project and 2) learn how the Project, including its knowledge management components, might build from and add to ongoing PHE work and information sharing.
- Conducted preliminary reading and research (via website, one-on-one discussions, etc.) to better understand how PHE actors share knowledge and information—including through formal or informal networks. The results of this and on-going research planned for the next reporting period will be used to: 1) draw maps that visually show the relationships between PHE players and their information flows; and 2) draft a report that outlines the research/discussion findings on information flows. These maps and report will help BALANCED develop an information dissemination strategy to improve PHE information flows moving forward.
- Began preliminary collection and review of documents on the value-added of PHE. This will be followed by discussions with PHE partners, such as WWF, CI and USAID on this same topic. Findings from the review and discussions will be used to design the BALANCED value-added research agenda for Year 2.

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

Significant and important contributions of information, tools, training materials, case studies, etc. have been made to the PHE website that is currently being hosted by CDM's Environmental Health (EH) project's website at www.ehproject.org. Discussions with the PHE network community, however, indicate users often have difficulty finding the information they know or suspect resides on the site. BALANCED has been tasked with re-organizing the PHE website contents, improving its user-friendliness and actively populating the website with the latest PHE documents based on a well-thought out plan.

USAID has contemplated moving the PHE website to the Johns Hopkins University/Center for Communication Program's (JHU/CCP) newly awarded Knowledge for Health (K4H) project. JHU/CCP previously managed the INFO Health project and its very active and robust website. Migration of the PHE website to the K4H website would enable

BALANCED to build on JHU/CCP's many years experience of promoting knowledge management and managing active health-oriented websites for the large international health community.

With this the task of reorganizing the PHE website and the potential move to K4H in mind, the BALANCED Project began discussions and research to inventory the current PHE website. The following tasks accomplished this reporting period have helped lay some of the groundwork needed in order to make progress on this task in the next six months.

- Conducted initial inventory of existing content and materials on PHE sites (e.g., the EH project, INFO Health) and began the process of identifying gaps in content, ease of access to information, categorization/labeling of information. This is an ongoing process for Year 1 and is a critical step in the goal of more clearly defining the criteria for what does and does not get loaded onto the site; providing more organized and rational categorization of the information that resides there; and offering an improved ease of access to that information.
- Deployed a draft BALANCED landing webpage. This is a rudimentary page that provides a basic announcement and overview of the Project and its goals and activities. This landing page and its successive pages will be fully developed in both artistic look and most importantly in context, including links to other PHE and P,H,E sites during the next reporting period. The BALANCED website will only focus on the BALANCED project and will expand as the Project accomplishments grow and its outreach and advocacy strategy (see activity 2.3) becomes more robust and is implemented.
- By invitation, delivered a conference paper on the impacts of PHE integration at the International EcoHealth Forum "Healthy Environments, Healthy People" in Merida, Mexico in December 2008. At this conference the BALANCED PHE Technical Assistance Lead (PTAL), with support from several international and local organizations, presented on "Integrated Population and Coastal Resource Management Impacts on Ecosystems and Human Health". This presentation focused on the case study of the Integrated Population and Coastal Resource Management (IPOPCORM) approach and the BALANCED Project as a scale-up initiative for PHE integration. At the closing plenary, the case study was highlighted as an example of good practices for transdisciplinary projects. A copy of the oral presentation was shared at the conference and with CRC as a possible reference/ tool for the PHE website.

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

During this reporting period, BALANCED staff began crafting a PHE advocacy and communication strategy designed to promote PHE approaches and to create a global PHE community of practice. While development of the strategy continues, BALANCED staff did undertake several activities to promote the Project this reporting period.

- Introduced BALANCED to the PHE community through participation in the November 2008 meeting of the Washington, DC-based PHE Policy and Practice group. This also provided BALANCED key personnel with the opportunity to meet the Cooperating Agencies in the USAID PHE portfolio (e.g., WWF, JGI, WWC's Environmental Change and Security Project, Worldwatch, PRB, TRG, CDM, and others).
- Announced the BALANCED Project to national and international audiences. A press release announcing the BALANCED Project was drafted as part of the Project's 100-Day Roadmap to Action and targeted for delivery to over 300 PHE contacts worldwide. The release will be finalized and disseminated in the next reporting period.
- Drafted a one-page BALANCED Project fact sheet, which was distributed to more than 50 people attending the October 23, 2008 PHE Policy and Practice meeting and subsequent Wilson Center PHE event, featuring CI's field project results in PHE.
- Participated in conferences and other venues for promoting learning and knowledge about PHE and the BALANCED Project. This includes attendance by BALANCED staff at meetings in Washington, DC and the Philippines in which they highlighted the Project and its mission to promote greater technical leadership in the PHE community. Further, TRG consultant, Ms. Leona D'Agnes introduced the BALANCED Project to participants at the PHE program design workshop in Ethiopia and, on the behalf of BALANCED discussed the Project with USAID/Ethiopia.
- During this reporting period, BALANCED staff attended the following key meetings:
    - PHE Policy and Practice meetings (October 23, November 25, 2008) to discuss collaboration with other NGO partners on promoting PHE trainings and knowledge management and fundraising for field activities;
    - Wilson Center panel presentation on "Field Trips: Population-Health-Environment Projects in Kenya, DRC, and Madagascar" highlighting CI's population and environment end-of-project results and announcing the BALANCED Project (October 23, 2008); and
    - PHE session at 9th National Conference on Science and Environment (NCSE) in December 8, 2008. The conference theme was *Biodiversity in a Rapidly Changing World*, and the session title was *Population and Biodiversity.* In collaboration with PRB and WWF, CI staff presented on the importance of PHE approaches to conserving biodiversity.
- Engaged in ongoing efforts to identify information needs of the PHE community. The Project team did this in two ways: 1) they had in depth conversations amongst the team itself about PHE outreach and advocacy priorities—drawing upon both CI and PFPI's years of international PHE experience and 2) identified information needs of the PHE community through outreach sessions. For example, as a result of the NCSE session, CI staff suggested that BALANCED prepare an overview of

PHE and its benefits as a biodiversity conservation approach. The end product (a "fact sheet") could help address the need for simple, clear information on PHE that would appeal to the broader health and environment community.

### IR 2 Priorities for next period (January 1 to June 30, 2009)

BALANCED priorities for the next reporting period are:

Continue to design and upload expanded content and links to the BALANCED Project website.

- Create the social network map(s) that illustrate the communication channels by which PHE information is shared amongst the PHE community. This will become a guide to inform how the BALANCED Project can help facilitate improved PHE information dissemination and knowledge sharing among the PHE community and decision makers.
- Finalize a complete inventory and categorization of information, tools, etc. on the PHE website and provide written recommendations for: 1) criteria used to keep or eliminate documents, 2) what gets transferred to a new and improved PHE site; 2) criteria to guide new materials that are approved for upload; 3) a new scheme for "categorizing" information that is uploaded; and 4) structural redesign for ease and logic of access.
- Finalize a research agenda on the value-added of the PHE approach and action plan for implementing that applied research in 2009.
- Adapt the existing CRC tool for PMP data collection and reporting to accommodate the needs of the BALANCED Project as identified in the current reporting period.
- Finalize and make operational the BALANCED PHE advocacy and communication strategy.
- Disseminate official Project launch announcement to more than 300 health, development and conservation professionals interested in PHE worldwide.
- Establish criteria for selection of listservs with which BALANCED will collaborate and contribute to—e.g., WWC, PHE networks (Packard, Ethiopia Network, Philippines) and others (to be determined).
- 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, UK Department of International Development and other European bilaterals. Focus will be on: the International Marine Conservation Congress in DC (5/09), International Health and Development Conference at Yale (4/09), World Ocean Conference in Manado, Indonesia (5/09) and others to be identified.

**Status of PMP results for IR 2**

| INDICATOR | YR 1 TARGET | YTD |
|---|---|---|
| 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 | **1** (Castro presentation at EcoHealth) |

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

Throughout the life of the Project, BALANCED will support PHE scale-up, replication and start-up activities in countries through additional financing from a mix of Mission and Bureau buy-ins, leveraged funds from non-US government donors, and from BALANCED Project partner cost share. The PHE interventions will focus mainly on the delivery of family planning services to communities in priority biodiversity conservation areas and corridors within USAID's First Tier Intensive Focus countries—particularly Tanzania and Madagascar. The Project team will also continue to build on the strong working relationships and partnerships in existing PHE networks, such as in the Philippines

Based on these existing relationships, funding and partner support, the Year 1 workplan intentionally includes a discrete set of field-based initiatives, which could be started relatively quickly, including:

1) Integrating family planning and reproductive health activities into the CRC-led SUCCESS project in Tanzania, making Tanzania one of several PHE models for East Africa
2) Scaling up PHE initiatives in the Philippines through PFPI's IPOPCORM project, in coordination with the Population, Poverty, and Environment (PPE) project, co-financed by the David and Lucile Packard Foundation. This project is designed to build the capacity of local governments to adapt the IPOPCORM model—particularly in the Danajon Double Barrier Eco-region and Verde Passage
3) Strengthening existing working relationships and partnerships in existing PHE networks, such as in the Philippines and Madagascar
4) Forging new communities of practice in order to promote PHE as an effective development approach
5) Exploring the potential for small-scale PHE activities to provide opportunities for selected NGOs to participate in targeted research on learning topics such as: gender-related value-added outcomes of PHE approaches and how PHE can strengthen climate change adaptation and resilience building

During this reporting period, the BALANCED Project made progress on the first three activities mentioned above, and began the planning for and discussions about how to implement the latter two activities in the future.

### Accomplishments

BALANCED made significant progress in its first quarter by quickly introducing the Project in Tanzania and the Philippines. In both places, the groundwork was laid to start implementing field activities in earnest in the next reporting period

### 3.1 Scale-up PHE activities in Tanzania

During the reporting period, the Project began the process of integrating family planning and reproductive health activities into the CRC-led SUCCESS project in Tanzania— a five-year project to conserve coastal and marine biodiversity while improving the well being of coastal residents through integrated HIV/AIDS prevention and coastal management strategies. UZIKWASA, an NGO based in Pangani town and a local health partner of CRC/URI, implements the HIV/AIDS component including condom social marketing. Livelihoods and natural resource management components are implemented under the leadership of an integrated coastal management (ICM) facilitator located within the Pangani District.

The main activity implemented during the reporting period was a trip to Tanzania in November 2008. BALANCED PHE Technical Assistant Lead, Dr. Joan Castro, and the Monitoring, Evaluation and Learning (ME&L) Specialist, Dr. Elin Torell, traveled to Tanzania to participate in the selection and hiring of a new PHE coordinator. They also assessed the project site and assisted in the planning of the BALANCED PHE component in Tanzania. During the trip, Mr. Juma Dyegula was selected and hired as the PHE coordinator for the project from a pool of 80 applicants. More information about Mr. Dyegula is provided in the Program Management section.

Traveling to the Pangani District to assess the existing health and environment activities and survey the needs for integrating a family planning component, Drs. Castro and Torell made the decision to start the BALANCED field support by building on the existing GTZ initiative to establish a system of CBDs in the Mkwaja ward. The CBD and community peer educator (CPE) system would be built upon the methods and materials used by the successful IPOPCORM project. Other key achievements during the trip included:

- Draft of a year 1 detailed implementation plan (DIP)
- Preparation of a scope of work for the new PHE coordinator
- Collection of reference materials
- Meetings held with groups and individuals in Pangani town (UZIKWASA, the District ICM facilitator, and the District FP/RH officer), in the Mkwaja village (village leaders, dispensary staff, and individuals involved in SUCCESS activities), and at the Saadani National Park headquarter. In all meetings, the BALANCED Project was introduced and plans for integrating PHE were vetted

One slight challenge during the trip was securing the existing CBD manual used by GTZ with the Department of Health of Tanzania. Despite in-person visits to the Department headquarters, Castro and Torell were unable to secure a copy of the manual. The GTZ manual includes guidelines set by the Department of Health in Tanzania in establishing community based distribution programs and will be a necessary reference for refining the CBDs manuals and materials that BALANCED will use for training CBDs and peer educators in the Pangani district. Since the trip, however, BALANCED has identified a way to secure a copy of the manual from the GTZ or Department of Health and is confident it will be available by mid February 2009. PFPI will revise its training materials, incorporating information from the GTZ manual, for use in training CBDs and peer educators in April 2009.

### 3.2 Scale-up PHE activities in the Philippines

The Philippines PHE network consists of active and dynamic organizations that have demonstrated significant PHE results on the ground. Building on these proven successes, BALANCED Project partners PFPI and CI will design and implement a two-tiered approach to scaling up PHE in the Philippines. PFPI will scale-up its field-based approach in new areas with its cost share funds and through BALANCED assess and monitor scale activities and document lessons learned on the scale-up project. In collaboration with PHE network partners in the Philippines, CI and PFPI will work to scale-up existing PHE initiatives and to increase the resources for new PHE projects.

Despite the fact that the PFPI subagreement was not yet in place, they made preparations to document lessons learned in the ecosystems scale-up and provide technical support to the local PHE network in the Bohol province. Also, scopes of work were prepared and finalized for staff and consultants who will be working with the BALANCED Project.

PFPI was also able to leverage US$ 33,157.00 from the David and Lucile Packard Foundation during this reporting period to support PHE implementation and scale-up in the Philippines. The funding was used to orient and consult with local policymakers, develop action plans that integrate FP with private sector partners, and conduct capacity building/training for rural health personnel on integrated population and coastal resource management approaches.

In regards to CI's planned activities in the Philippines, no activities were implemented before December 31st, 2008—again owing to the fact that the CI subagreement with URI/CRC was not yet in place. The subagreement will be finalized and signed in mid-January 2009, after which field implementation can begin.

Due to the delay in signing partner subagreements, PFPI and CI/Philippines were unable to engage in formal discussions concerning future collaboration on IR 3 field-based BALANCED activities in the Philippines. These discussions are planned for early 2009 when areas of mutual cooperation will be identified and a plan of action developed.

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

The majority of funds for field-based PHE activities will need to come from cost share, leveraged funds, and Mission or Bureau buy-ins monies. The BALANCED Project will seek opportunities to expand and support PHE field activities through funding from USAID entities, and non-United States government (USG) organizations. The Project will continue to advocate for support for PHE activities in scale-up and new project sites. For example, PFPI and CI have identified potential PHE projects in the Philippines and plan to develop a fund raising strategy for galvanizing financial support for them. BALANCED will also pursue the interest expressed by several Missions.

**Accomplishments**

- PFPI, leveraged US$ 33,157.00 from the David and Lucile Packard Foundation during this reporting period to support PHE implementation and scale-up in the Philippines.
- CI drafted a fundraising strategy for health and environment funds (direct and cost share) for activities under IR 3. The strategy included a list of potential donors (e.g., US Government, overseas development assistance agencies, foundations and multilateral institutions) with which BALANCED could leverage funds for PHE field activities in Tier One priority countries.
- Explored Madagascar Mission interest in the BALANCED Project and identified potential activities for such support during internal meetings within BALANCED, discussions with the Project's USAID Technical Advisor and meetings with the Madagascar PHE working group.
- During her trip to Ethiopia to conduct the PHE Design workshop, Ms. Leona D'Agnes introduced the BALANCED project to the USAID/Ethiopia Mission and, based on her conversation with them, offered ways in which BALANCED might connect with Mission funded programs in Ethiopia to leverage PHE activities there.
- Pursued discussions with Rene Acosta, from the USAID Regional Development Mission for Asia regarding expansion of PHE approaches to Asia. At the onset of the BALANCED Project, the Coral Triangle Initiative expressed interest in the Project and discussions about collaboration have been initiated.

BALANCED will follow-up on these opportunities and continue exploring funding options for scaling up PHE activities in the Philippines and replicating PHE models in Madagascar, Tanzania, Ethiopia and Asian countries (through CTI) in the coming months.

#### IR 3 Priorities for next period (January 1 to June 30, 2009)

BALANCED priorities for the next reporting period are:

Tanzania

- Train TCMP staff in how to develop integrated PHE messages and IEC materials (See IR 1).
- Develop/modify, translate, pretest and distribute integrated IEC materials developed during IEC workshop.
- Secure available GTZ CBD manuals and guidelines, review these manuals and revise to integrate PHE.
- Establish family planning referral system with District health center.
- Develop policies, job expectations and performance-oriented job aid for CBDs and peer educator and train CBDs and PEs in Pangani district on how to counsel community members on integrated PHE interventions, including family planning, and provide FP methods or refer to higher level facility (See IR 1).
- Establish community-based distribution system in Mkwaja ward.
- Participate in SANAPA stakeholder meeting to integrate PHE in SANAPA park management plan and hold consultations with Pangani District officials and leaders.
- Train TCMP project staff on how to design and use the Behavior Monitoring System (BMS) to monitor and track community attitudes and behaviors related to conservation, water and sanitation, family planning and HIV prevention.
- Translate BMS into Swahili, test, revise, and conduct behavior-monitoring survey in Mkwaja ward, Pangani (to be repeated in Year 3 and 5 of the Project).
- Integrate PHE into the Memorandum of Understanding between TCMP and SANAPA.
- Conduct field monitoring of family planning community based distribution system.
- Begin assessment of potential new geographic and thematic areas for scale-up and integration.

The Philippines

- Conduct a BMS survey in the Danajon eco-region to assess other PHE dimensions such as climate change, food security, poverty, etc. linked to successful PHE behaviors and interventions.
- Document lessons learned in Year 1 of the Danajon and Verde passage scale-up projects.
- Provide technical support to the PHE network in the Danajon eco-region .
- Develop a model for replicating CI's PHE approach used in Baggao to the CI marine sites.
- Provide internal training and advocacy for PHE to CI marine staff .

- In coordination with PFPI, CI will develop a funding strategy for expanding PHE activities in the Philippines.

Madagascar

- Conduct an assessment of NGO capacity for PHE program design, in close collaboration with PHE partners such as WWF and PRB.
- Conduct an assessment of PHE capacity building needs.
- Explore funding possibilities for future field-based PHE projects.
- Plan for a potential PHE design workshop in Madagascar in August 2009.

**Status of PMP results for IR3**

| INDICATOR | YR 1 TARGET | YTD |
|---|---|---|
| SO2 Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (in millions US$) | 0.5 | U$33,157 |
| 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools | 10 | 0 |
| 1.4 Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2) | 2 | 1 (TA provided to TCMP in Tanzania) |
| 3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1) | 1 | 0 |
| 3.2 Number PHE programs scaled up (PRH 3.4) | 2 | 0 |
| 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories) | 1 | |

## III. Key Start-up and Year 1 Management Tasks

The first three and a half months of the BALANCED Project have provided a significant number of progress points in terms of management and a couple of challenges as noted below.

### Accomplishments

Although the BALANCED Project team includes a number of individuals who have no or little experience working together on other projects, the first months have seen significant progress in coming together as a unified team with a common vision and commitment to the overarching goals of the Project and a clearer understanding of each individual's

singular and team roles and responsibilities. The BALANCED team successfully completed the following management tasks.

- Finalized the Project's 100-Day Roadmap to Action during post award meetings with USAID CTO, Liz Schoenecker and Technical advisor, Heather D'Agnes to guide initial Project start-up. The revised 100-Day plan was approved in November 2008.
- Held the BALANCED Partner's meeting with all BALANCED staff to develop BALANCED's vision and Year 1 workplan. BALANCED CTO and Technical Advisor also attended a morning session to meet the entire staff, to learn about progress made toward BALANCED 100-Day Roadmap to Action and to answer questions staff had about management, programs logistics and budget issues.
- Drafted BALANCED Year 1 workplan and budget as well as the five-year performance monitoring plan which was submitted to USAID and revised based on their input and resubmitted to USAID on December 29, 2008. (final approval pending).
- Secured a leased DC-based office for the Project Director at PRB (having a DC-based presence is essential for connecting with and becoming an integral partner in the PHE community). The PRB space was decided upon when planned office sharing with CI (as outlined in the original proposal) was no longer an option.
- Either activated fiscal and administrative systems or developed a draft action plan for how and when they are to be activated (e.g. adaptation of CRC's PMP system to include BALANCED PMP and indicators).
- Developed and negotiated Scopes of Work and subagreements for CI and PFPI partners.
- Attended two Post award meetings (October and November) with BALANCED USAID Cognizant Technical Officer and Technical Advisor to the Project.
- Key personnel of the team, in addition to selected field staff involved in the Project, completed the Family Planning Compliance Training (e-course) with documentation on file at CRC.
- Created a FP compliance monitoring system, including documentation.
- Developed a first draft of a team Operational Manual that provides user-friendly guidance and BALANCED operational procedures such as:
  - TraiNet
  - 508 Compliance
  - Uploading documents to the USAID Clearinghouse
  - PMP data collection and reporting
  - Programmatic and fiscal reporting by partners to CRC
  - Other (under development)

**Challenges**

A CRC TCMP staff member named in the proposal to lead the effort to expand and strengthen PHE in Tanzania, Mr. Baraka Kalangahe, regretfully resigned from TCMP to accept a position with the European Union funded Regional Programme for the Sustainable Management of the Coastal Zones of the Indian Ocean Countries. Mr. Kalangahe has been replaced with the hiring of Mr. Juma Dyegula as the new PHE Coordinator for the Tanzania program. Dyegula has a diploma in clinical medicine (equivalent of a physician's assistant in the U.S), is a certified HIV/AIDS counselor, and has over 10 years experience in the health field including work in reproductive health and family planning

Another management challenge has been communication between BALANCED partners. Including PFPI in all planning and decision making processes is a challenge because of the 14 hours time difference. While communications with PFPI are less spontaneous than is sometimes preferred (i.e. it would be nice to pick up the phone and get immediate input from Joan), the team is getting better at planning ahead for scheduled communications and uses the most economical tools (Skype, Mobile Minutes Calling, etc.) to keep costs of these communications as low as possible. The team has managed to conduct phone communications and have in-person meetings between team members in the US and the Philippines and continues to proactively plan ahead. Further, in January 2009, BALANCED Project Director and other pertinent staff will begin weekly (more if needed) team calls with PFPI to update staff on Project activities and plan and review activities for which PFPI is responsible.

Also, with the Project Director located in a Washington DC office, the rest of the CRC BALANCED team located in Rhode Island and New York, and key partners in Virginia and the Philippines, it is costly to assemble the team in-person very often. This is especially true as flight costs escalate. Again, the BALANCED team is working hard to plan as far in advance as possible to book travel when an in-person meeting is deemed essential to the effective management of the Project. Every opportunity is taken to "piggy back" travel for multiple projects or purposes, so that multiple sources can share the cost of that travel as appropriate.

With CRC being what could be considered more of a "newcomer" to PHE, a certain amount of time has been required to "introduce" URI-CRC to the larger PHE community and vice versa. While this has not been problematic and the reception to date of URI-CRC as lead of the PHE BALANCED Project has been very positive, this critical relationship-building process requires time and effort—time and effort that cannot be skipped over, but which, nevertheless, reduces time that might otherwise go directly to programmatic tasks. CRC expects these Project introductory efforts will subside as the BALANCED Project progresses during Year 1.

Having the lead for the BALANCED Project at a University is both an advantage and sometimes a challenge. While URI-CRC has been the recipient of many USAID and other large donor awards and has always delivered quality services on time and budget, the turn around time involved in decision making and paper processing from University offices and

officials can often feel frustratingly slow for the Project team. That said, the CRC Business Manager and CRC Assistant Director have excellent professional relationships with decision makers in key University offices with which this project must interact and long experience working contractual paperwork through the university system. We expect the BALANCED Project will be no exception.

### Priorities for next reporting period

In the next six-month period, the management team will give priority to the following.

- Make any required changes to secure USAID approval of Year 1 workplan and budget.
- Develop and submit for approval Year 2 budget request.
- Submit first semi-annual narrative report and quarterly financial report to USAID.
- Hold BALANCED Partner's meeting in April 2009 to assess Year 1 activities, refine knowledge management plan, plan for Year 2 and Year 3 activities and conduct any internal training needed.
- Finalize adaptations to administrative, financial, and information/data systems and train BALANCED staff in the use of those systems.
- Finalize the BALANCED team operations manual.
- Continued team building amongst our key staff and partners in the US, Philippines, Tanzania, and Madagascar.

## IV. Performance Management and Reporting Plan

The BALANCED Performance Management Plan (PMP) was developed as part of the Year One workplan. The primary goal of the PMP is to build an evidence base for the value added of an integrated PHE model—i.e., tracking indicators that will demonstrate that integrated projects are more cost efficient, take less time to implement, and are perceived to increase the overall perception of well-being and environmental quality among local communities. A secondary goal of the M&E effort is to report results to USAID, addressing the Results Framework and indicators of both USAID/GH/RPH and Missions that host field activities.

The PMP defines how progress on the BALANCED Program is measured and is used to monitor the activities and accomplishments of the program, determining to what extent the program is successful in meeting its goals and targets.

**The BALANCED Project Indicators and Targets**

| INTERMEDIATE RESULT (IR) | INDICATOR | Y 1 TARGET | YTD (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 | 0 |
| | 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 | U$33,157 |
| 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 | 0 |
| | 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 | 0 |
| | 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 |
| | 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 | 1 |

| | | | |
|---|---|---|---|
| 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 | 0 |
| | 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 | 1 |
| 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 | 0 |
| | 3.2 Number PHE programs scaled up (PRH 3.4) | 2 | 0 |
| | 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories) | 2 | 0 |