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

**Year 1 Workplan**

**September 17, 2008 – June 30, 2009**

***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**

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For more information contact: Linda Bruce, Project Director    Email: [Linda.Bruce@crc.uri.edu](mailto:Linda.Bruce@crc.uri.edu)



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## List of Acronyms

BALANCED	Building Actors and Leaders for Advancing Community Excellence in Development
BMS	Behavioral Monitoring Survey
CBD	Community Based Distributors
CHOWS	Community health outreach workers
CI	Conservation International
CRC	Coastal Resources Center
CRM	Coastal Resource Management
CTI	Coral Triangle Initiative
DC	District of Colombia
DCHA/OTI	Democracy, Conflict, and Humanitarian Assistance Bureau/Office of Transition Initiatives
EH	Environmental Health
EGAT	Bureau for Economic Growth and Trade
FP	Family Planning
GH	Global Health
GH/HIDN	Bureau for Global Health/Office of Health, Infectious Disease and Nutrition
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
K4H	Knowledge for Health
KM	Knowledge Management
LGU	Local Government Units
LMP	League of Municipalities in the Philippines
ME&L	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding
MPA	Marine Protected Areas
NGO	Non-Governmental Organization
NRM	Natural Resources Management
OPRH	Office of Population and Reproductive Health
PEPFAR	President's Emergency Plan For AIDS Relief
PFPI	PATH Foundation Philippines Inc.
PHE	Population-Health-Environment
PHH	Preventing HIV/AIDS and Hepatitis B&C Project
PPE	Poverty, Population, Environment
PRA	Participatory Rural Appraisal
PRB	Population Reference Bureau

PRH	Population and Reproductive Health
RH	Reproductive Health
SO	Strategic Objective
SANAPA	Sadaani National Park
SOTA	State Of The Art
SUCCESS	Sustainable Coastal Communities and Ecosystems
TCMP	Tanzania Coastal Management Partnership Sustainable Coastal Communities and Ecosystems Project
TRG	Training Resource Group
URI	University of Rhode Island
US	United States
USAID	United States Agency for International Development
USG	United States Government
WCS	Wildlife Conservation Society
WRA	Women of reproductive age
WWF	World Wildlife Fund

## Overview – Core Workplan Funding

### ACTIVITIES YEAR 1: September 17, 2008 – June 30, 2009

IR1	<p>1.1 Conduct training on how to develop integrated PHE information, education, communication (IEC) materials in Tanzania</p> <p>1.2 Conduct training on how to develop performance oriented job aids for community-based distributors and peer educators in Tanzania</p> <p>1.3 Conduct training on community-based distribution and peer education in Tanzania</p> <p>1.4 Assess program design competencies and gaps of nongovernmental organizations (NGOs) that implement FP and/or environment activities and hold great potential for PHE implementation in Madagascar</p> <p>1.5 Prepare for PHE Program Design workshop in Madagascar</p>	Point person: Linda Bruce	PRH	\$371,379
IR 2	<p>2.1 Identify, document and synthesize knowledge</p> <p>2.2 Organize existing and new knowledge for PHE website</p> <p>2.3 Share knowledge within the PHE and broader community</p>	Point person: Lesley Squillante	PHH	\$268,700
IR 3	<p>3.1 Scale-up PHE activities in Tanzania</p> <p>3.2 Scale-up PHE activities in the Philippines</p> <p>3.3 Secure funding for PHE expansion or scale-up for at least two countries for Year 2</p>	Point Person: Joan Castro	PRH	\$ 106,311

### Budget Allocation by Intermediate Result

By Intermediate Result:	PRH	Cost Share	Total
IR 1. Capacity Built for PHE implementation	\$371,379		\$371,379
IR 2. PHE Knowledge and tools developed, synthesized and shared	\$268,700	\$ 66,221	\$334,921
IR 3. Results-oriented PHE field activities implemented in areas of high biodiversity	\$ 106,311	\$158,250	\$264,561
<b>Total by IR</b>	<b>\$746,390</b>	<b>\$224,471</b>	<b>\$970,861</b>

### Budget Allocation by Object Class Category

By Object Class Category	PRH	Cost Share	Total
Personnel	\$175,888	\$ 27,125	\$203,013
Fringe	40,808	12,749	53,557
Consultants	30,068		30,068
Other direct costs	24,971		
Subcontracts	278,815	168,250	447,065
Travel	45,340		45,340
Total Direct Costs	\$595,890	\$208,123	\$804,012
Indirect	150,500	16,348	166,849
<b>Total by Object Class Category</b>	<b>\$746,390</b>	<b>\$224,471</b>	<b>\$970,861</b>

## Project Summary

Population, Health and Environment (PHE) projects acknowledge and address the complex connections between humans, their health, and their environment. The key objective of these projects is to simultaneously improve access to health services, especially family planning and reproductive health, while helping communities manage the natural resources on which they depend. The underlying philosophy is an integrated approach to meeting communities' family planning, basic health, and natural resource management needs that is more effective than delivering these services in stand-alone or parallel programs. PHE projects play an important role in areas where demographic trends such as growth and migration place pressure on the environment; where degraded natural resources impact the health and livelihoods of local communities; and where a lack of health services, especially family planning and reproductive health, threatens long-term prospects for sustainable development.

As part of its efforts to support and expand 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, 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). (These have been reordered from the original approved proposal to better demonstrate linkages between IRs and match the USAID/GH/PRH results framework):

- IR 1 – Capacity built for integrated PHE implementation (formerly IR2)
- IR 2 – PHE knowledge and tools developed, organized, synthesized and shared (formerly IR1)
- IR 3 – Results-oriented PHE field activities implemented in areas of high biodiversity

The Project will expand USAID's global leadership in integrated PHE activities by building capacity at a global level, disseminating knowledge based on lessons that emerge from country-specific PHE field activities, and implementing PHE activities in the Philippines and Tanzania. BALANCED staff will also seek to expand PHE activities in countries where funding for these exist, particularly in Madagascar and Ethiopia where interest in supporting PHE has been expressed. These activities will focus on building PHE capacity and scaling up proven integrated PHE approaches, building on successful PHE activities that have taken place over the past five years under previous PHE projects.



## IR 1: Capacity built for integrated PHE implementation

Year 1 IR 1 Activities	\$371,379
1.1 Conduct training on how to develop integrated PHE IEC materials in Tanzania	
1.2 Conduct training on how to develop performance oriented job aids for community based distributors (CBDs) and peer educators in Tanzania	
1.3 Conduct training on community-based distribution and peer education in Tanzania	
1.4 Assess program design competencies and gaps of non-governmental organizations (NGOs) that implement FP and/or environmental activities and hold great potential for PHE implementation in Madagascar	
1.5 Prepare for PHE Program Design workshop in Madagascar	

The BALANCED Project's overall capacity building goal is to increase the number of health and environment organizations adopting and implementing PHE approaches globally by marshalling leading edge as well as non-traditional capacity building approaches. We aim to shape the future of PHE capacity building standards by building that capacity during a continuum composed of pre-, intra- and post-learning periods. This continuum-style of learning is one of the components that helped foster the development of the gold standard PHE programs in the Philippines.

In Year 1, BALANCED will focus on building the capacity of 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). While scale-up activities in Tanzania fall under IR 3, we have placed three capacity building activities for Tanzania under IR 1. This is so that BALANCED can take advantage of these training events to simultaneously build the capacity of representatives from the PHE network and other NGOs implementing or new to PHE activities in Tanzania. These capacity building activities will serve as train-the-trainer opportunities for non-TCMP organizations in an effort to advance and support wider use of effective PHE approaches in the country.

To this end, BALANCED will hold an IEC development workshop for TCMP project staff and selected representatives from NGOs implementing or new to PHE to adapt or develop IEC materials with integrated PHE messages. For TCMP, these will include messages on environmental protection, water and sanitation, family planning and HIV prevention for use in their project sites.

As part of its support to PHE scale up in Tanzania, BALANCED will also build an active network of CBDs and peer educators to promote integrated PHE activities. Prior to training these CBDs and peer educators, BALANCED will work with TCMP staff to develop policies and performance expectations for its CBDs and peer educators. Then, a small training will be held with TCMP staff to develop a performance-oriented job aid that will be used by CBDs and peer educators to counsel community members on integrated PHE messages. Selected representatives from NGOs implementing or new to PHE who also have a CBD program will be invited to the job aid training.

Subsequent to the development of the CBD and peer educators job aid(s), BALANCED will train TCMP CBDs and peer educators in family planning and integrated PHE interventions. Selected participants from NGOs working in or new to PHE who also have CBD programs will be invited to participate in the CBD training activities as guest facilitators, irrespective of their training experience. As part of the training, BALANCED will use its dual capacity building technique whereby facilitators build skills in CBD training delivery while learning integrated PHE content, including family planning.

In Year 2, BALANCED will continue to build capacity of IEC and CBD workshop participants, including non-TCMP participants. During monitoring visits BALANCED staff will provide on-going support to TCMP and non-TCMP participants (to the extent possible) by way of meetings, mentoring, twinning and other post-learning support mechanisms.

For Madagascar, BALANCED will assess the program design and monitoring competencies and gaps of the PHE network and NGOs implementing or new to PHE in Madagascar in preparation for the PHE Program Design workshop scheduled for Year 2. Findings from the assessment will be used to adjust the workshop training materials to better meet Malagasy learners' information needs.

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

New	Activity leader: Linda Bruce
Activity Start Date: 4/09	Activity End Date: 4/09

#### RATIONALE FOR ACTIVITY

As part of BALANCED scale-up of PHE activities, we are supporting the integration of family planning into CRC's on-going USAID/Tanzania funded TCMP project in Tanzania. TCMP 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. A small amount of BALANCED funds will be used to integrate family planning and reproductive health activities into the TCMP project, making the Tanzania site one of several PHE models for East Africa.

First, BALANCED will need to mobilize the community around the integrated PHE interventions. To this end, BALANCED will conduct a workshop with project staff to adapt or develop IEC materials on integrated PHE, including family planning—currently, no such materials are available in the TCMP project site. TCMP staff as well as selected representatives from NGOs implementing or new to PHE in Tanzania will be invited to the workshop to build their capacity to develop IEC materials with integrated PHE messages for their projects. IEC materials developed for TCMP will be used to educate the Pangani community on PHE and family planning as an integrated component of protecting the environment and improving health. 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. These messages will be tested during the IEC workshop and honed as the project progresses.

During project monitoring visits in Year 2 BALANCED 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 meetings, mentoring, and other post-learning support mechanisms. A behavior change monitoring survey will be developed during Year 1 (see IR 3). This survey and interviews with members of the Pangani community will be used to assess the target audience's behaviors related to the PHE interventions and determine whether and how IEC messages need to be adapted to support desired behavior change.

### **ACTIVITY SUMMARY**

During Year 1, the BALANCED Technical Assistance Lead and Project Director will conduct a weeklong workshop on the development of IEC materials. The purpose of the workshop is to build NGO capacity to develop sound IEC materials with integrated PHE messages. TCMP project staff as well as selected representatives from NGOs implementing (i.e. Jane Goodall Institute (JGI), UZIKWASA – a Tanzanian health NGO) or new to and interested in PHE (i.e. World Wildlife Fund (WWF) Tanzania, Africare, CARE, Africa Wildlife Foundation) will be invited to attend the workshop. Criteria for selecting non-TCMP participants will be developed in consultation with input from the field, PHE partners, consultants working on PHE in Tanzania and USAID. However, one key criterion will be that participating organizations will have already developed their conservation and/or health messages.

During the training the facilitators will cover the basics of effective IEC materials development and work closely with all participants to help them draft IEC materials with integrated PHE messages appropriate for their project sites. Some of the draft IEC materials (especially those developed by TCMP) will be pretested in Pangani, where the workshop will be held. All participants will be capable of further testing their messages and materials when they return to their respective project sites.

Prior to the workshop, BALANCED will develop a short, performance-oriented manual entitled, "*Developing IEC materials for integrated PHE projects*" that will be used for the workshop and provided to all workshop participants. This manual will be tested in several countries before it is made available as a generic manual for PHE practitioners

Specific activities will include:

- Develop a generic performance-oriented manual on how to develop IEC materials with integrated PHE messages for PHE projects.
- Develop IEC training materials for use during the IEC workshop
- Develop criteria for identifying non-TCMP workshop participants
- Identify 5 additional participants from Tanzania's PHE network and/or NGOs implementing or new to PHE to attend the training.
- Conduct a workshop on IEC materials development for TCMP staff and other NGOs implementing or new to PHE activities
- Develop or adapt IEC materials participants' respective organizations

## ORGANIZATIONS INVOLVED

Funded partners:

- CRC and PFPI to draft manual on how to develop integrated PHE IEC materials
- CRC and PFPI to develop training materials for use in Tanzania IEC workshop
- CRC and PFPI to conduct IEC workshop in Tanzania
- CRC, in consultation with TCMP, PHE partners and USAID, to identify 5 representatives from PHE network partners and/or NGOs implementing or new to PHE in Tanzania to attend the IEC workshop

Collaborative partners: GTZ (German Technical Cooperation Agency), WWF, JGI, UZIKWASA, and the Tanzanian PHE network members to help select workshop participants and participate in IEC workshop

## KEY OUTPUTS

- Manual entitled, *Developing Integrated PHE IEC Material: A Manual for Program Planners*
- Draft IEC materials on integrated PHE, including coastal conservation, water and sanitation, family planning and HIV prevention for use by TCMP staff
- Draft IEC materials on integrated PHE specifically for use by non-TCMP organizations attending IEC workshop

## INDICATORS AND EXPECTED RESULTS

Expected results

- Manual on how to develop IEC materials for PHE projects developed (2.1)
- At least 13 TCMP project staff and partners trained on the development of IEC materials on family planning (1.1)
- At least 5 representatives from the NGOs implementing or new to PHE activities in Tanzania capable of training on IEC materials development (1.1)
- Draft IEC materials (See IR 3)

INDICATOR	YR 1 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	18
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 Conduct training on how to develop performance oriented job aids for CBDs and peer educators

New	Activity leader: Linda Bruce
Activity Start Date: 4/09	Activity End Date: 4/09

### RATIONALE FOR ACTIVITY

As part of BALANCED scale-up in Tanzania through CRC's TCMP project, FP/RH activities will be implemented in the Mkwaja ward, which includes four villages. The main activity will build on an existing GTZ initiative to establish a system of community-based distributors in the District. During Year 1, BALANCED partner PFPI will strengthen the capacity of TCMP project staff to implement a community-based distribution and peer education system, which will be integrated into the ongoing coastal conservation, HIV/AIDS, and water and sanitation activities already being implemented in this site. Year 1 technical support will begin with the development of a job aid for CBDs and peer educators.

Despite years of training and supervising community health outreach workers (CHOWs) and peer educators, PFPI observed that some of its CHOWs were neither following policies nor providing effective counseling to the community. This led PFPI to develop performance-oriented job aids, which the CHOWs then incorporated into their work with very positive results. The job aid helped all CHOWs perform at the same high-performing level. The CHOWs liked the job aid so much they made many useful suggestions for its improvement and suggested it be replicated for the peer educators. Given the improvement in CHOWs' performance<sup>1</sup> and the extremely positive input on the job aid from PFPI's community workers, PFPI now incorporates job aids into all its community-based activities. Competency-based job aids provide excellent post-learning support to learners and strengthen their on-the-job performance.

### ACTIVITY SUMMARY

The BALANCED Technical Assistance Lead and Project Director will remain in county to help TCMP project staff draft policies and performance expectations for the Project's CBDs and peer educators. Based on these policies and expectations as well as the key messages developed for the IEC materials, 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 integrated PHE messages. Selected representatives from other NGOs implementing or new to PHE that also have CBD programs will also be invited to the job aid training. Criteria for selecting non-TCMP participants will be developed in collaboration with input from the field, PHE partners and USAID

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<sup>1</sup> As part of the USAID-funded PRIME II project, a job aid was used to help PATH youth peer educators to integrate family planning into a successful HIV prevention program in the Philippines. This resulted in a significant increase in the use of dual protection and modern contraception among youth engaging in high-risk behaviors.

During the training participants will develop a performance-oriented job for their CBDs and/or peer educators. They will learn specific job aid methodology that will enable them to test and revise their job aids as needed. During Year 2 monitoring trips and e-mail correspondence, BALANCED will mentor participants on how to further refine the job aids developed, once they have been used by the projects' CBDs for several months.

Specific activities will include:

- Develop policies and performance expectations for TCMP CBDs and peer educators promoting family planning in the scale-up community
- Develop criteria for selecting non-TCMP participants to the CBD job aid training
- Conduct training on how to develop job aids for CBDs and peer educators
- Develop job aids for TCMP and non-TCMP participants' CBDs and peer educators

## ORGANIZATIONS INVOLVED

Funded partners:

- PFPI and CRC will assist TCMP staff to develop policies and performance expectations for the newly trained CBDs and peer educators
- CRC and PFPI will mentor TCMP staff and selected representatives from NGOs implementing or new to PHE activities in Tanzania on job aid development

Collaborative partners: GTZ, WWF, JGI, UZIKWASA and Tanzanian PHE network partners to assist in participant selection

## KEY OUTPUTS

- Job aid developed for TCMP CBDs and peer educators
- Job aids developed by at least 3 other PHE NGOs attending the IEC training.

## INDICATORS AND EXPECTED RESULTS

Expected results

- Job aid for TCMP developed (2.1)
- At least 5 TCMP staff mentored on how to develop performance-oriented job aids for CBDs and peer educators (1.1)
- At least 3 representatives from NGOs implementing or new to PHE in Tanzania capable of developing a job aid for their community-based workers (1.1)

INDICATOR	YR 1 TARGET
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools	8
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

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

New	Activity leader: Joan Castro
Activity Start Date: 4/09	Activity End Date: 4/09

#### RATIONALE FOR ACTIVITY

After developing the policies, performance expectations and a job aid for TCMP CBDs and peer educators BALANCED will train TCMP CBDs and peer educators selected by project staff. The intent of the training is to build the capacity of selected CBDs and peer educators to promote integrated messages on environmental protection, water and sanitation, HIV prevention and family planning, including the provision of simple family planning methods. CBDs will be trained to screen clients for family planning methods, provide simple methods such as pills and condoms, and make referrals for longer acting and/or permanent methods in the scale-up sites. This workshop will also serve as a train-the-trainer opportunity for other NGOs implementing PHE or conservation programs in country.

#### ACTIVITY SUMMARY

Prior to the training, PFPI will work closely with TCMP staff to develop or adapt current criteria for selecting appropriate CBDs and peer educators for the project. Based on these criteria and job performance expectations, PFPI will adapt training materials as needed and conduct the CBD workshop using its very successful CBD and peer educator-training model that has been refined over PFPI's 15 years of working with community health educators and peer educators in the Philippines.

Representatives from selected PHE network partners and/or other NGOs implementing PHE activities with CBDs and peer educators in Tanzania will be invited to participate in the workshop to build/strengthen their skills in training CBDs and peer education. Criteria for selecting non-TCMP participants will be developed in consultation with input from the field, PHE partners, consultants working on PHE in Tanzania and USAID. However, one key criterion will be that participating organizations will have already have CBD and peer educator programs. Non-TCMP participants attending the job aid development workshop will likely also attend the CBD training workshop, although exceptions may exist.

It is anticipated that non-TCMP participants attending the IEC workshop will not be the same as those attending the CBD job aid and/or CBD training workshops. However, it is possible that one or two non-TCMP participants may be eligible (and appropriate) for both the IEC and CBD workshops. In this case, workshop and travel schedules may be readjusted accordingly.

Specific activities will include:

- Develop criteria for selecting BALANCED CBDs and peer educators
- Assist with selection of Project CBDs and peer educators

- Revise CBD training materials previously used by PFPI for its IPOPCORM project for the Tanzanian context
- Develop criteria for selecting non-TCMP participants to attend the CBD training workshop.
- Conduct the CBD training workshop in the Pangani project area

## ORGANIZATIONS INVOLVED

Funded partners:

- PFPI and CRC to assist TCMP staff to select CBDs and peer educators
- PFPI to adapt training materials and conduct CBD training

Collaborative partners: GTZ, WWF, JGI, UZIKWASA and selected Tanzanian PHE network partners to assist with non-TCMP participant selection

## KEY OUTPUTS

- Tanzania specific training curriculum on community-based distribution and peer education
- Trip report on CBD training workshop

## INDICATORS AND EXPECTED RESULTS

Expected results

- Curriculum on community-based distribution and peer education adapted for Tanzania (2.1)
- At least 20 CBDs and volunteers trained on community-based distribution and FP/RH from TCMP (1.1)
- At least 5 staff from TCMP and/or NGOs implementing or new to PHE in Tanzania capable of training CBDs and peer educators (1.1)

INDICATOR	YR 1 TARGET
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools	25
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



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

New	Activity leader: Linda Bruce
Activity Start Date: 12/08	Activity End Date: 4/09

#### RATIONALE FOR ACTIVITY

USAID/GH/PRH recently invested in the development of a training curriculum and materials on PHE program design, which were tested in Ethiopia for appropriateness of content. Based on the results of this test, revisions are being made to these training materials. The BALANCED Project will use the revised curriculum and materials to strengthen the capacity of PHE networks members and NGOs implementing or new to PHE activities in Madagascar to design and monitor results-oriented PHE program activities there.

Madagascar was selected because it has active PHE programs and a PHE network and because there is a possibility of Mission funding to support and expand selected PHE activities. Further, Conservation International (CI), a BALANCED Project partner, has an office in Madagascar and can assist with workshop logistics.

#### ACTIVITY SUMMARY

BALANCED will develop a tool to assess the program design competencies and gaps of NGOs currently implementing PHE activities in Madagascar. This tool will most likely be a survey instrument or standardized tool that CI staff can easily use to collect data on program design competencies and gaps of organizations with PHE experience in Madagascar. Small group discussions and/or individual interviews may also be conducted, depending on the tool developed and the skill of the interviewer. This is in preparation for the PHE Program Design workshop that will take place in Madagascar early in Year 2. Results of the assessment will be used to prepare training materials best suited to Malagasy learners' needs. BALANCED will also explore other capacity building needs of NGOs implementing or new to PHE in Madagascar.

Specific activities will include:

- Design a methodology and tool to review NGO capacity to design PHE programs in Madagascar and Tanzania
- Use the tool to assess program design competencies and gaps of NGOs implementing or new to PHE in Madagascar
- Review existing information on NGO and PHE practitioners other capacity needs
- Collaborate with CI, Population Reference Bureau (PRB), and WWF in data collection

#### ORGANIZATIONS INVOLVED

Funded partners:

- PFPI and CRC will develop assessment methodology and tool(s)

- CI and CRC will assess program design capacity and other training needs in Madagascar

Collaborative partners: PRB, WWF, UZIKWASA

**KEY OUTPUTS**

- Program Design assessment tool
- Reports on assessment findings

**INDICATORS AND EXPECTED RESULTS**

Expected results:

- Program Design assessment tool developed (2.1)

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

New	Activity leader: Linda Bruce
Activity Start Date: 3/08	Activity End Date: 6/09

**RATIONALE FOR ACTIVITY**

In consultation with USAID’s Technical Advisor for the BALANCED Project, it was decided to conduct a PHE Program Design workshop for NGOs implementing PHE projects in Madagascar. While the actual workshop will take place in Year 2 (Qtr 1), the training materials will be adapted to learners’ needs in Year 1. Prior to implementing the workshop, BALANCED will consult with USAID/Madagascar, CI/Madagascar and other in-country counterparts to organize workshop logistics and field site visits.

**ACTIVITY SUMMARY**

BALANCED will use the results of the PHE program design assessment conducted in Madagascar (under activity 1.4) to adapt the PHE project design training materials to Malagasy participants’ learning needs. At the same time, BALANCED will consult with USAID/Madagascar on workshop specifics, develop participant selection criteria and organize workshop logistics with in-country counterparts.

Specific activities will include:

- Adjust the current PHE project design training materials, as needed, based on the findings from the program design assessment conducted in activity 1.4 to accommodate Malagasy NGO learning needs.
- Develop participant selection criteria for Program Design workshop
- Organize workshop logistics with CI/Madagascar and in-country counterparts

**ORGANIZATIONS INVOLVED**

Funded partners:

- CI to help with participant selection criteria, participant selection, workshop organization and logistics in Madagascar

- TCMF to help with participant selection in Tanzania

Collaborative partners: PRB, WWF, JGI, The Training Resource Group (TRG), Wildlife Conservation Society (WCS) to help with participant selection

## KEY OUTPUTS

- Participant selection criteria
- Training materials PHE Program Design appropriate for use in Madagascar

## INDICATORS AND EXPECTED RESULTS

Expected results:

- Training materials adapted for Madagascar (2.1)

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

Total IR 2	\$ 268,700
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 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, synthesizes it, 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 results serves as an “integrating” arm of the project.

During Year 1, the BALANCED Project will develop and synthesize PHE knowledge and tools through three important activities:

- Identify, document, and synthesize knowledge on PHE
- Organize existing and new knowledge for the PHE website
- Share knowledge within the PHE community and beyond

#### 2.1 Identify, document, and synthesize knowledge

New	Activity leader: Lesley Squillante
Activity Start Date: 1/09	Activity End Date: 6/09

## RATIONALE FOR ACTIVITY

During the past eight years of USAID-supported PHE projects, a large volume of PHE documents and tools have been developed and disseminated by various organizations. In response to the perceived need for a PHE “Clearinghouse,” the USAID-funded Environmental Health Project (EH project) has hosted a PHE website since 2005 to serve as a repository for PHE knowledge and tools. The BALANCED Project will build on this

and other existing efforts in PHE knowledge management (KM) to develop a KM system to learn from, prove, showcase, and share the value-added of the integrated PHE approach to development. Documenting and synthesizing the information, however, is only the first step. Equally important are understanding the process and social networks through which PHE information sharing occurs and this activity addresses this as well.

Other important activity under the BALANCED KM agenda is the documentation of Project achievements and results of applied research on the value-added of the integrated PHE versus single or dual sector approach. Documenting this value-added is essential to increasing the number of donors supporting PHE, the number of project designs based on the PHE approach, and the number of practitioners implementing PHE in the field. Lastly, BALANCED will aim to effectively build social capital and information flows.

### **ACTIVITY SUMMARY**

Learning from practitioner experience is at the center of the BALANCED Project, with the three-pronged goal of: 1) providing evidence for the value-added of the PHE approach, 2) showcasing “gold standard” PHE field projects, and 3) demonstrating how PHE projects fit into a larger donor focus on equity, food security, poverty alleviation, and climate change. While much information on the above already exists, it is often dispersed, diffuse, and not always easily accessible. During Year 1 BALANCED will begin to address this challenge by 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.

Findings from this research will also help formulate field-based applied research on value-added of PHE.

Specific activities will include:

- Assemble an Advisory Committee drawn from the PHE community to help inform the process and content of BALANCED knowledge management activities and research on the value added of the PHE approach. Members of the Advisory committee will be identified in consultation with CRC project staff and our USAID CTO and Technical Advisor.
- Assess PHE social networks for knowledge and map out how information flows amongst the PHE community of practice and others who might want information on PHE, i.e. PHE partners, members of PHE networks, PHE practitioners in the field, USAID, conservation organizations, health and family planning organizations, etc. To this end, CRC will conduct audience research with users of PHE information and knowledge to explore how these end users define PHE, what terms and phrases they use to find information, types of documents they search for, and behaviors and perceptions that influence how they access information. BALANCED will use small group discussions, meetings, individual interviews, observation, phone calls and other media to explore users’ knowledge,

- perceptions, and information needs. We will supplement this information with literature reviews on the results of PHE concept mapping conducted by others.
- Conduct a series of meetings with USAID and key representatives from organizations managing PHE programs, i.e. CI, WWF, JGI, TRG, PRB, Woodrow Wilson Center (WWC), EH project and others to discuss the Project strategy roadmap for knowledge sharing using concept mapping and other tools. The meetings will cover the knowledge sharing operation itself, including initial mapping of the network of PHE actors, their relationships and information flows, and discussion of literature review findings. Input will be solicited from these partners on past knowledge sharing recommendations, current knowledge management needs, and on BALANCED proposed recommendations and KM framework. Meetings will include, but are not limited to:
    - Meeting with representatives from WWC, WWF, PRB, EH project, and Johns Hopkins University's Knowledge for Health (K4H) project to discuss PHE knowledge management needs and BALANCED concept mapping framework.
    - E-mail and phone communication with PHE experts and academicians, such as David Carr, Lori Hunter and others
    - Advisor Committee meetings with PHE partners in Washington, DC to discuss concept mapping results and gather input
    - March/April 2009 BALANCED Project Partner meeting to include presentation of concept map and draft topic maps and taxonomy and refine within the BALANCED team
    - PHE expert to work with CRC in RI for to ground truth the topic maps and taxonomy
  - Synthesize findings of the audience research and results from the above-mentioned meetings with PHE partners in a report that includes recommendations on how PHE information can be most effectively and efficiently shared and through which mechanisms. A sample framework for best organizing PHE knowledge for improved access will be developed and vetted with PHE partners, USAID and the Advisory committee.
  - Conduct a review of the documentation of value-added of PHE through literature reviews and discussions with PHE partners, such as WWF, CI, USAID, to identify further information and research needed to demonstrate the value added of the PHE integrated approach to development. As part of the review, identify and report on the context in which value-added research is still needed. Findings from the review of the value-added of PHE and subsequent recommendations will be used to design the BALANCED value-added research agenda for Year 2. The report on the results value-added review will be posted on the BALANCED website for 1) others to use as they formulate their value-added research agenda, and 2) for USAID cooperating agencies, i.e. family planning organization and conservation organizations, and donors to learn about the demonstrated value-added of the integrated PHE approach.
  - Develop a knowledge sharing strategy and framework that will incorporate how lessons learned will be documented through:

- Published articles in peer reviewed journals
  - Teaching case studies and other tools used to build skills in integrating PHE at the field level (IR 1 and 3) and made available to the wider PHE community
  - PHE and Project websites
  - Manuals on specific PHE-related topics (e.g. mainstreaming gender into PHE programs and “Where There is No Donor”)
  - South-south exchanges (e.g. expert meetings and email-discussion lists) to draw-out **tacit** knowledge omitted in most formal written reports
- Adapt the existing CRC web-based system for PMP baselines and data collection to incorporate the approved BALANCED performance monitoring plan (PMP) and targets. The PMP comprises the system for establishing baselines and routine data collection on outcomes linked to the Program’s PMP indicators (see Appendix 1: Performance Monitoring Plan). Data from the BMS will not be tracked in this system – see note on this in PMP section.
  - Vet field-site lessons and experiences on KM during the annual BALANCED partners meeting in April 2009 to understand how results compare with goals and objectives; and identify and learn from failures and successes.

## **ORGANIZATIONS INVOLVED**

Funded partners:

- CRC in consultation with PFPI and CI on all activities

Collaborative partners: WWF, JGI, PRB, WWC, EH project, K4H project and representatives from key academic institutions with expertise in PHE (e.g., including but not limited to David Carr at University of California, Santa Barbara; Lori Hunter from University of Colorado, Boulder and editor of the Population and Environment Journal) for consultation during development of concept maps, value-added research, and social network analysis

## **KEY OUTPUTS**

- Social network analysis as input to KM strategy
- Team generated concept maps to guide IR 2 strategy
- Background research that will feed into the Year 2 design of value-added research
- Knowledge sharing strategy for life of Project
- Web-based BALANCED PMP reporting system

## **INDICATORS AND EXPECTED RESULTS**

Expected Results:

- Report on the state of added value of PHE integrated approach and recommendations for further research published and added to the BALANCED website for others working in PHE to use as they develop their value-added research agenda.
- Guide and framework for the BALANCED Project information-sharing strategy

## 2.2 Organize existing and new knowledge for PHE website

New	Activity leader: Lesley Squillante
Activity Start Date: 11/08	Activity End Date: 6/09

### RATIONALE FOR ACTIVITY

Members of the PHE Partners network have made significant and important contributions of information, tools, training materials, case studies, etc. to the PHE website which is currently being hosted by the EH project at [www.ehproject.org](http://www.ehproject.org). It offers a wealth of useful data, information, and experience on the PHE approach to the donor and practitioner communities alike. Discussions with the PHE network community, however, indicate users often have difficulty finding the information that they know or suspect resides on the site.

During Year 1, the PHE website will be moved to the Johns Hopkins University K4H project's global website. Prior to the move, BALANCED will develop a framework for how the information on the current PHE website will be reorganized to provide better ease of access to both existing and new PHE inputs. This framework will be used when the current PHE website is migrated to the K4H website. As a result of this activity, BALANCED seeks to increase the number of users accessing the valuable information already residing on the PHE website and to grow that volume of users even more through the addition of timely new information and improved ease of access.

### ACTIVITY SUMMARY

A list of the documents, manuals, reports and data from the field, capacity building materials, and other materials made available by the PHE community on the EH project PHE website will be organized and collated based on audience research results and concept mapping exercise conducted under above-mentioned 2.1 activity. This list will be used to migrate and populate the reorganized PHE website on the K4H global website. Recommendations will reflect input from the Advisory Committee and made in close collaboration with the K4H which currently manages the K4H website that will house the new PHE site.

The list of documents (data) will be stored in a searchable data system that will facilitate mining of the information contained within to create meta data structures around taxonomies supporting the PHE community efforts. This will greatly improve the ability to search for data, allowing links between the document library and topic oriented web-based forums where knowledge and best practices will be synthesized and shared. Information synthesis from these data collections and information storage and retrieval procedures will be developed in close collaboration with the K4H project at Johns Hopkins University.

During Year 1, CRC will also develop a website for the BALANCED project that will house the documents, manuals, and reports, etc. developed as part of the project.

Specific activities will include:

- Deploy a 'phase 1' draft BALANCED website that will be descriptive in nature

- Catalog and evaluate existing content and materials on PHE sites (e.g., the EH project, K4H project, WWF, WWC, PRB and CI sites) and identify gaps in content
- Assess existing features and identify gaps and use findings from this assessment to inform KM decisions moving forward
- In consultation with PHE partners, EH project, K4H project and USAID identify existing communications tools (blogs, listservs, etc.) to be maintained or transferred for improvements to the new PHE site housed at K4H project.
- Make recommendations regarding reorganization and design of PHE web site as well as of functionality and capabilities for serving and aggregating relevant content on PHE, including:
  - Complete basic style and framework for revised version of PHE website and pathway for adding content and functionality
  - Develop criteria for posting documents to and creating links on the revamped PHE website and apply these to available content
  - Develop/elaborate on existing PHE topic map and related thesaurus of terms to categorize the facets of existing content and set boundaries on materials to be incorporated, referenced and linked
  - Hold a content management work session at URI. A lead content advisor will be appointed by the BALANCED Project leader (along with a technical expert), to work with URI team to develop and apply the topic map to existing content, develop the classification schema, and prepare the document-specific annotations and explanatory text. By the end of the session, existing content is categorized, annotated and ready for the reorganization/upload to the PHE website.

## **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 for consultation and Johns Hopkins where the new PHE website will be hosted.

## **KEY OUTPUTS**

- Inventory of existing PHE website materials
- Topic map based on existing content and gap analysis
- Recommendations for enhanced appearance & functionality of PHE website
- Initial BALANCED Project web page at CRC online
- Recommendations for an enhanced PHE website. This includes suggestions for improved content management, criteria for documents and content to be uploaded, a PHE topic map and related thesaurus of terms to categorize content, and application of this to existing content. It is assumed that the structural implementation of the recommendations will be the responsibility of the K4H Project.



## INDICATORS AND EXPECTED RESULTS

Expected results:

- Guidelines for adaptation for new structure of PHE website (2.1)
- BALANCED Project website online (2.1)

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

New	Activity leader: Janet Edmond
Activity Start Date: 11/08	Activity End Date: 6/09

### RATIONALE FOR ACTIVITY

The Project will build on and support existing PHE networks to create a global PHE community of practice and foster south-south learning. Knowledge, insights, and experiences will be shared within the community both virtually and through national, regional, and international forums. The donor community will be a special target audience. Key messages will be developed based on the audience research and concept mapping exercise described under section 2.1 and customized for different types of audiences accessing information about PHE. For example, for the environmental community, the message might be that successful PHE programs are more likely to create equity, access, and overall more resilient communities. For health and family planning audiences, key messages might emphasize that through PHE health and family planning services can be expanded to underserved and vulnerable populations in need of such services. Messages for organizations and donors working on safety net projects might focus on meeting women and family's immediate needs and addressing long term population threats, securing livelihoods, and better preparing populations to meet the challenges of climate change. BALANCED will make sure that "Core" message will be honed and tested for the specific target audiences to which it is delivered.

### ACTIVITY SUMMARY

A PHE advocacy and communication strategy will be formulated that guides selected implementation activities, including website content, and information feeds using RSS, listservs and other virtual methods of content delivery.

During Year 1 BALANCED will:

- Develop a PHE advocacy and communication strategy
- Develop a strategy and initial content for news/outreach components of BALANCED Project website
- Establish criteria for selection of listservs with which BALANCED will collaborate and contribute to, i.e. 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 EU, DFID and other European bilaterals. Our focus will be on the following conferences: EcoHealth Forum (12/08), MPA Conference in DC (3/09), International Health and

Development Conference at Yale (4/09) Coastal Zone 09 Conference (7/09) and others to be identified.

## ORGANIZATIONS INVOLVED

Funded partners

- CI to develop PHE advocacy and communication strategy in coordination with Project Director
- CI, PFPI, CRC to present and participate in selected conferences, assist with listserv selection and posting, and website content

Collaborative partners: WWC, EH project, TRG, PHE Policy & Practice Group and other identified organizations with active listservs

## KEY OUTPUTS

- PHE advocacy and outreach strategy document

## INDICATORS AND EXPECTED RESULTS

Expected Results:

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

INDICATOR	YR 1 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 IR 3	\$106,311
3.1 Scale-up PHE activities in Tanzania	
3.2 Scale-up PHE activities in the Philippines	
3.3 Secure funding for PHE expansion or scale-up for at least two countries for Year 2	

Building on the capacity building and PHE knowledge management initiatives under IR 1 and IR 2, the BALANCED Project will facilitate the scale-up of results-oriented PHE field-based activities. We will continue to build on the strong working relationships and partnerships in existing PHE networks, such as in the Philippines and Madagascar, and forge new communities of practice in order to promote PHE as an effective development approach. New projects implemented under IR 3 will continue to provide opportunities to refine, learn from, and document integrated PHE interventions.

Throughout the life of the Project, BALANCED will support PHE scale-up, replication and start-up activities in countries with existing PHE networks 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.

During Year 1, we will support small field-based PHE interventions in selected East African countries. To this end, BALANCED is supporting the integration of family planning into CRC's on-going USAID/Tanzania funded TCMP project in Tanzania. TCMP is currently integrating health and environment in villages surrounding the Saadani National Park through Mission PEPFAR, biodiversity and water and sanitation earmark funds. A small amount of BALANCED funds will be used to integrate family planning and reproductive health activities into the TCMP project, making the Tanzania site a model for East Africa.

In addition to the development of IEC materials and CBD and peer educator training described under IR1, BALANCED will adapt a Behavior Monitoring System for use in gathering information on Tanzanian scale-up activities. BALANCED partner PFPI created a behavior change monitoring system for its IPOPCORM project to provide essential, accurate, timely, and systematized information on the quantitative and qualitative performance of the individual project components and progress toward achieving the project's objectives.

Information from the monitoring system allows managers and implementers to track performance and achievements and to respond to problems and opportunities as they occur. A Behavioral Monitoring Survey (BMS) will be used to monitor the project and track changes in community attitudes and behaviors over time. This BMS is designed to describe target groups in the community in order to monitor progress toward desired changes and to calibrate implementation strategies accordingly. The survey gathers information on knowledge, attitudes and behavior related to project indicators.

In the Philippines, BALANCED will assess and refine the scale-up of an eco-system wide PHE model, based on PFPI's IPOPCORM project, as well as document lessons learned from this scale up. This Population, Poverty, and Environment (PPE) project, co-financed by the David and Lucille Packard Foundation, will build the capacity of personnel of the local League of Municipalities in the Philippines (LMP) to adapt the IPOPCORM model—particularly in the Danajon Double Barrier Eco-region, where the BALANCED Project expects to assess the reach and access to PHE information and family planning services to 17 municipalities bordering this area.

In Year 1, BALANCED will also help to scale-up existing PHE networks and non-PHE initiatives in the Philippines. In collaboration with PFPI and the PHE SIQUE network, CI will develop a country-specific communications and advocacy strategy, designed to increase awareness among local decision makers and regional and national policymakers about the impacts and effectiveness of PHE approaches. We will develop fact sheets and

policy briefs which will inform CI marine staff and partners, as well as others involved in the Coral Triangle Initiative (CTI), in order to promote the geographic replication of PHE initiatives, as well as PHE scale up from site level to regional levels in other CTI countries, such as Indonesia and the Solomon Islands.

Scale-up will also include training PHE practitioners in PHE approaches to bolster regional networks as well as help establish a “center of excellence” for PHE knowledge and learning in collaboration with CI’s institutional learning initiative. CI will also work to integrate family planning into the agenda for conserving and protecting the globally significant Verde Island corridor.

In Year 1, BALANCED will also explore 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. These cross-site research activities will generate information and new evidence of added value of integrated PHE approaches that will be disseminated through existing and new channels of information diffusion and sharing discussed under IR2.

### 3.1 Scale-up PHE activities in Tanzania

New	Activity leader: Joan Castro
Activity Start Date: 11/08	Activity End Date: 6/09

#### RATIONALE FOR ACTIVITY

CRC has been working with coastal management in Tanzania since 1997. Under the USAID/Tanzania funded TCMP project, CRC is integrating health and environment in villages surrounding the Saadani National Park (SANAPA). Through TCMP, CRC receives funds from three earmarks—biodiversity conservation, water and sanitation, and PEPFAR. These funds are used to implement activities related to natural resource management (NRM), livelihood development, construction of VIP latrines and rainwater harvesting, and HIV/AIDS behavior change communication (including condom social marketing).

To make our efforts a full-fledged PHE initiative, we needed to incorporate an explicit family planning (FP) component. This is where BALANCED will contribute. Through the provision of a relatively small amount of money, the Project will implement targeted FP and reproductive health (RH) activities that integrate with the other CRC-led activities in the same area to create a cohesive PHE program. The same staff and partners that work on the TCMP-led activities in the Saadani National Park will implement BALANCED activities. This will help ensure that the PHE activities are regarded as one integrated initiative in the villages.

Over the life of Project, the FP/RH component will be implemented in two wards, Mkwaja and Mkalamo, in the Pangani District. In Year One, we will focus on the Mkwaja ward, which includes four villages, Mkwaja, Bujuni, Mikocheni, and Sange. A participatory rural appraisal (PRA), conducted by CRC together with the PRB in 2005, found that the Mkwaja ward has a population of 3,770 individuals living in 932

households. The Mkalamo ward includes two villages and has a population of 4182, living in 1041 households. There are about 880 women of reproductive age (WRA) in Mkwaja and about 970 WRA in Mkalamo. Each ward has a single dispensary located in the main village (Mkwaja and Mkalamo villages). Over the life of project, we expect to reach all the WRA through the PHE CBD system. Two specific target groups will be unmarried women and women that have not yet given birth. These women currently have minimal access to birth control because culturally it is inappropriate for unmarried women to use birth control.

The PRA conducted in 2005 was part of a larger threats assessment, which formed the basis for all conservation and PHE interventions in the area. The threats assessment found that deforestation and destructive fishing practices were the main biodiversity threats in the villages surrounding SANAPA.

Inland Village	Key Biodiversity Threats
Mkalamo	Deforestation due to population growth and conversion of forestland to agriculture, fuel wood (domestic use and sale) and charcoal making.
Mikocheni	Deforestation caused by charcoal making, tree cutting for construction, and agricultural expansion Destructive fishing practices (use of poison and small mesh nets)
Fishing Village	Key Biodiversity Threats
Mkwaja	Over fishing and number of fishers from outside the Mkwaja-Buyuni-Sange Fisheries Management Plan Deforestation from illegal logging and charcoal making Beach erosion
Sange	Deforestation outside of mangroves caused by tree cutting for charcoal making, fuel wood and poles for home construction Destructive fishing practices (poisons, spears and Juya)
Buyuni	Over fishing (commercial trawlers)

During Year 1, the technical assistance that will be provided by BALANCED includes:

- Incorporation of FP/RH in village and district integrated coastal management plans and multi-sectoral HIV/AIDS plans
- Implementation of integrated PHE IEC and advocacy to WRA and couples in Pangani villages (including interactive theater shows with integrated PHE messages)
- Training CBDs on how to talk to the community on integrated PHE messages. They will also be taught how to counsel women on family planning and to distribute condoms and pills (supplied through the Pangani district hospital).
- Training health personnel from Pangani District hospital on family planning and referral for long acting and permanent methods (LAPM)
- In addition to the CBDs, explore already established social marketing outlets as vehicles to distribute FP commodities such as condoms, pills, and, if appropriate, injectables

- Condom promotion activities focusing on dual-protection attributes of condom use, e.g., simultaneous protection against unwanted pregnancy and sexually transmitted infections

## **ACTIVITY SUMMARY**

In Year 1, the FP/RH activities will be implemented in the Mkwaja ward, which includes four villages. The main activity will build on an existing GTZ initiative to establish a system of CBDs in the District. Over the year, we will establish a community based distribution system in the ward, develop IEC materials to educate the community on PHE and family planning, and conduct a behavior monitoring survey that will provide a baseline for measuring the effectiveness of field-based activities and track changes in target groups' awareness and practices over the duration of the project. Activities under this intervention are linked closely to other key BALANCED result areas. For example, training of project staff on community-based distribution systems and on the development of IEC materials is linked to IR 1 (capacity building). The revision of CBD guidelines, manuals and job aids are integrated to both IR1 and IR 2 (knowledge management). It is our goal to use the materials developed and experience gained in Year 1 as BALANCED plans scale-up activities in other wards and coastal regions in Tanzania through the TCMP project or other forms of Mission buy-in.

The family planning activities will be part of a holistic integrated PHE approach that is part of the Pangani integrated coastal management (ICM) action plan implementation. We will work with the Saadani National Park to implement biodiversity conservation activities related to the marine portion of the park, promote fuel efficient stoves with chimneys to reduce pressure on forest resources and improve respiratory health, build VIP latrines and hand washing stations in schools and market places, promote sustainable livelihoods (primarily beekeeping and milkfish farming), and improve access to family planning services and implement HIV/AIDS prevention activities. Three extension officers responsible for natural resources, family planning, and HIV/AIDS will work together as an integrated team to synergistically implement these activities. The Pangani ICM facilitator will act as the local coordinator as he oversees the implementation of the Pangani ICM action Plan under supervision of the SUCCESS ICM manager.

The community members already see the activities implemented through SUCCESS and BALANCED as integrated. When we visited the Mkwaja village in November 2008, the villagers were enthusiastic about the new FP component and said “thank you for all the different activities that you are helping us implement in our village — all the activities combined are improving our lives”. The villagers also said that they see an important link between family planning and the ongoing livelihood projects and perceived that women involved in livelihood activities will be more empowered to make decisions about family planning. BALANCED will build on the community's perception of these integrated linkages between activities.

Specific activities will include:

- Visit project site and assess TA needs
- Secure available CBD manuals and guidelines (GTZ)

- Review existing FP/RH CBD manuals and revise to integrate PHE
- Establish referral system with District health center
- Develop policies, job expectations and performance-oriented job aid for CBDs and peer educators and conduct training on community based distribution systems and peer outreach in Pangani (See IR 1)
- Establish community based distribution system in Mkwaja ward
- Conduct training on integrated PHE IEC materials development (See IR 1)
- Develop/modify, translate, pretest & distribute integrated IEC materials (See IR1)
- Participate in SANAPA stakeholder meeting to integrate PHE in park management plan for SANAPA
- Hold consultation meetings with Pangani District officials and leaders
- Train TCMP project staff on how to design and use the BMS for use in monitoring and tracking 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, which will be repeated during Year 3 and 5 of the project.
- Integrate PHE into the MOU between TCMP and SANAPA
- Conduct field monitoring of community based distribution system
- Begin assessment of potential new geographic and thematic areas for scale-up and integration

Once the CBD system is established, BALANCED will build a network of peer educators for couples and you in Year 2. The role of the peer educators will be to educate their peers in integrated PHE, including family planning and to refer youth and couples to CBDs and/or health facilities for FP/RH services.

## **ORGANIZATIONS INVOLVED**

Funded partners:

- CRC implementing activities on the ground
- PFPI providing technical assistance to overall project and conducting training on how to design and implement BMS

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

## **KEY OUTPUTS**

- CBD training materials (*Reported under IR 1*)
- IEC materials on integrated PHE, including coastal conservation, water and sanitation, family planning and HIV prevention for use by TCMP staff
- Job aid for CBDs and peer educators (*Reported under IR 1*)
- CBDs and peer educators trained and ready to counsel community members on integrated PHE messages
- Behavior monitoring survey for Tanzanian scale-up sites

## INDICATORS AND EXPECTED RESULTS

Expected results:

- At least 13 TCMP project staff and partners trained on the development of IEC materials on family planning (*Reported under IR 1*)
- Job aid developed (*Reported under IR 1*)
- At least 5 TCMP staff mentored on how to develop performance-oriented job aids for CBDs and peer educators (*Reported under IR 1*)
- At least 20 CBDs and volunteers trained on community-based distribution and FP/RH from TCMP (*Reported under IR 1*)
- At least 10 project staff and volunteers trained on how to conduct behavior-monitoring surveys. (1.1)
- Project scale up (3.2)
- Behavior change survey specific for TMCP project site monitoring (3.1)

INDICATOR	YR 1 TARGET
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools	10
3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)	1
3.2 Number PHE programs scaled up (PRH 3.4)	1

### *Field-Based Indicators*

In addition to the global BALANCED indicators, we expect to report on a number of field-based indicators related to the population, health, and environment activities. These indicators will be selected from the field-based indicator list presented in the PMP annex of this work plan. The indicator data, which will be collected as part of the TCMP data collection, will feed into our value-added research as well as the USAID reporting to Congress.

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

New	Activity leader: Joan Castro
Activity Start Date: 11/08	Activity End Date: 6/09

### **RATIONALE FOR ACTIVITY**

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. 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.



PFPI received a grant from the David and Lucile Packard Foundation to implement the Poverty-Population-Environment (PPE) project during 2008-2010. The initiative is a scale up of the Integrated Population and Coastal Resource Management (IPOPCORM) approach to selected local government units (LGUs) and communities located in high biodiversity areas, particularly the Danajon Bank and Verde Passage in the Central Visayas Region of the Philippines. As part of this project, PFPI and the League of Municipalities of the Philippines (LMP) have entered into a Memorandum of Agreement (MOU) to work together to alleviate poverty and promote environmentally sustainable development through scaling-up the geographic coverage of the IPOPCORM model.

Through PPE, PFPI will build the capacity of LGUs and private sector partners, and representatives from the government's rural health unit to 1) integrate RH/FP into NRM/Coastal resource management (CRM) planning processes; 2) establish and maintain a sustainable system for community based distribution of contraceptives using social marketing approaches, 4) train peer educators and 5) establish a low-cost program monitoring system. The technical support will build capacity of local governments to plan and implement cross-sectoral approaches (poverty reduction, population and environment conservation) to development. However, funds are lacking to assess and monitor PPE project strategies and interventions.

With support from the BALANCED project, PFPI will conduct behavior monitoring surveys (BMS) to assess other links, such as poverty, climate change, food security, etc. that influence PHE in these sites. Results from the surveys will also assist PFPI to adapt and refine the PPE project strategy and interventions, as well as behavior change messages. Through survey results, BALANCED will also document lessons learned from this ecosystem scale up and offer guidance to the local PHE network in the Bohol province.

Through BALANCED, CI and PFPI will also contribute to the expansion of the PHE network and CI initiatives in the Philippines. During Year 1, CI and PFPI will work closely together to develop and implement a strategy for increasing financial support to expand or create new PHE approaches in the Philippines. The focus of the strategy will be to expand financial support for CI and PFPI to implement PHE interventions. As members of the PHE network, CI and PFPI will work collaboratively with other network members to assist them in exploring sources of support for expanding PHE in the country.

### **ACTIVITY SUMMARY**

PFPI currently implements the PPE project in the Danajon Bank and Verde Passage regions, which is funded through cost share funds. During year 1, PFPI will provide technical support to LGUs and private sector partners in the Verde Passage, e.g., the First Philippines Conservation Inc. (NGO) and the Lopez Group of Companies. This technical support will enable local governments to plan, implement and monitor cross-sectoral approaches (poverty reduction, population and environment conservation) to development activities in these areas that lie within the poorest provinces of the country.

The BALANCED Project will provide supplemental support to PFPI to conduct a BMS to assess other PHE links such as poverty, food security, climate change, etc that influence PHE behaviors and interventions. Results from this survey will provide important information on the status of the PHE scale-up in the Danajon Bank and Verde Passage regions and will allow PFPI to refine or adapt the PHE approaches and interventions to best achieve PPE project objectives. Results from the BMS will also provide important lessons learned from Year 1 of the PPE scale up. These lessons learned will be used to teach PHE network members in Bohol on scale-up know how as well as to help mobilize resources for future PHE interventions. During Year 2 BALANCED will continue to monitor PPE scale up results and document important lessons learned.

Also in Year 1 of the BALANCED project, CI will collaborate with PFPI to develop a replicable PHE methodology for CI's marine projects, using the lessons learned in the Sierra Madre PHE project. Further, CI will work with PFPI to educate marine staff and Coral Triangle Initiative (CTI) partners about the importance of PHE approaches and to develop and implement a strategy to mobilize resources for expanding PHE projects in the CTI countries.

Specific activities will include:

- 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

## **ORGANIZATIONS INVOLVED**

Funded partners:

- PFPI to conduct BMS survey, draft lessons-learned paper, and provide support to the PHE network in Danajon region
- CI to develop model for replication of Baggao PHE approach
- CI and PFPI to draft and implement a funding strategy for expanding PHE in the Philippines

Collaborative partners: First Philippines Conservation, Lopez Group, Bohol and Verde Corridor LGU

## **KEY OUTPUTS**

- Report on BMS survey findings which will be used to refine PPE interventions as well as feed into additional indicators to be incorporated into the BMS that is being applied in Danajon

- Paper on lessons learned from the Danajon scale-up gleaned from BMS findings and Year 1 PPE report.
- Funding for BALANCED from CTI or other USAID mechanisms to expand PHE scale up initiatives in the Philippines.

## INDICATORS AND EXPECTED RESULTS

Expected results:

- PHE projects in Danajon eco-region scaled up (3.2)
- Results of BMS survey and report on how findings will be used to adapt/refine PPE scale up activities
- Report on lessons learned PPE scale-up project gleaned from Year 1 PPE report and BMS findings (3.3)

INDICATOR	YR 1 TARGET
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

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

New	Activity leader: Linda Bruce
Activity Start Date: 11/08	Activity End Date: 6/09

## RATIONALE FOR ACTIVITY

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 are developing a fund raising strategy for galvanizing financial support for them. BALANCED will also pursue the interest expressed by several Missions.

## ACTIVITY SUMMARY

As part of our IR 3 strategic approach, the BALANCED Project will develop priority-setting criteria for pursuing potential field-based PHE projects. The criteria will prioritize countries and/or sites based on existing PHE interest and experience, socio-economic and cultural factors, high unmet needs for family planning, high biodiversity values and other enabling conditions. Based on preliminary analyses, BALANCED will develop a strategy for PHE fundraising and outreach. BALANCED staff has already initiated discussions with potential donors in Madagascar, Coral Triangle Initiative and other countries.

In Year 1, the BALANCED team will liaise with various Missions that have expressed interest in the BALANCED Project. We will also approach other non-USG donors for

potential funding. In addition, the team will develop a PHE resource mobilization strategy to cover the areas of the CTI with a focus on the Philippines, East Timor and Indonesia. Leveraged funds will be used to implement the PHE model developed for easy use by CTI based on the IPOPCORM project.

In coordination with the BALANCED Project’s USAID Cognizant Technical Officer and Technical Advisor, specific activities will include:

- Discussions with USAID/Madagascar regarding potential support for a Year 2 small seed grants program to support NGOs showing promise in PHE program design and implementation
- Discussions with USAID/Tanzania regarding potential support to integrate FP and health into existing conservation projects
- Advocating for USG funding for potential new PHE sites in the Philippines
- Discussions with USAID/Ethiopia regarding potential support for a Year 2 small seed grants programs to support NGOs showing promise in PHE program design and implementation
- Discussions with USAID/Washington staff from GH/HIDN, EGAT, and DCHA/OTI regarding support for potentially integrating nutrition, health, biodiversity, and democracy activities into PHE project sites

#### **ORGANIZATIONS INVOLVED**

Funded partners:

- CI and CRC to identify financial support for PHE activities in Madagascar
- PFPI and CI to explore funding possibilities in the Philippines

Collaborative partners: WWF, PRB

#### **KEY OUTPUTS**

- Reports and e-mails on discussions with USAID on potential support to PHE projects in Madagascar, Ethiopia, Tanzania and other countries as interest develops

#### **INDICATORS AND EXPECTED RESULTS**

Expected results:

- \$500,000 leveraged for Year 2 of the Project

INDICATOR	YR 1 TARGET
SO2 Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (in millions US\$) (PRH 1.2)	0.5

## **Project Management**

### **Key Implementing Partners**

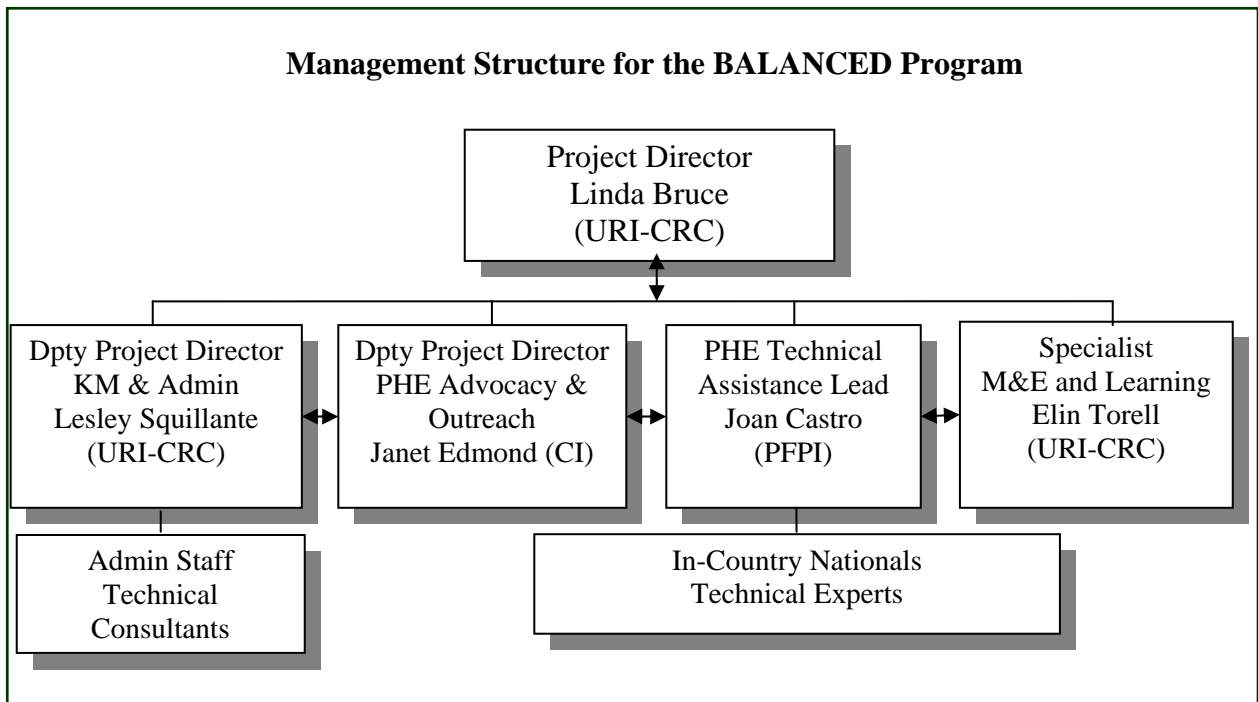
The Coastal Resources Center (CRC) at the University of Rhode Island (URI) serves as Leader of the BALANCED Project, supported by two strategic partners—Conservation International (CI) and PATH Foundation Philippines, Inc. (PFPI). This team provides expertise and experience that spans a wide range of 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 through 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, 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, representing CRC/URI, serves as the BALANCED 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 Cognizant Technical Officer (CTO) and with USAID Missions and Bureaus. As Project Director and representative of URI/CRC, she directs this Project on a full time basis 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 Washington D.C. She 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 CRC/URI. Janet Edmond, Deputy Director for PHE Advocacy and Outreach, is based at Conservation International in Washington D.C. Dr. Joan Castro, the PHE Technical Assistance Lead, is based in Manila at PFPI.

The BALANCED team management structure and lines of authority are depicted in the organizational chart below. This is a geographically dispersed, virtual management team that meets at least annually for program reviews and work planning.



### General Roles and Responsibilities of Key Staff Positions

The roles and responsibilities of the key staff are outlined in the Table below.

<p><b>Project Director (100% FTE) Bruce</b></p> <p><i>Reports to: Brian Crawford, Director International Programs, CRC-URI</i></p> <ul style="list-style-type: none"> <li>• Provides overall leadership and management of the</li> <li>• Responsible for project execution and management reporting to USAID</li> <li>• Principal liaison to USAID/GH-CTO and</li> <li>• With the USAID/GH- CTO, convenes advisory committee meetings; attends other meetings</li> <li>• Supervises Deputy Directors, PHE Tech. Assistance Lead, &amp; selected in-country tech. staff</li> <li>• Designs the results framework for the overall program</li> <li>• Oversees performance on all sub-agreements/contracts</li> <li>• Provides technical oversight for Project Intermediate Result 1: Capacity built for PHE</li> <li>• Monitors compliance with correct usage of family planning/reproductive health funds under the child Survival and Health (CSH) guidance</li> <li>• Provides technical guidance on Family Planning/Reproductive Health</li> <li>• Provides technical guidance on information, education and communication (IEC), training materials, job aids, print communications and publications</li> <li>• Collaborates in identifying PHE SOTA practices &amp; approaches for analysis, documentation</li> <li>• Serves as primary liaison with existing FP/RH SOTA content providers</li> <li>• Prepares USAID reports, field program designs and workplans</li> <li>• Directs resource leveraging for the and advocacy for new donors</li> <li>• Provides financial oversight for management of core funds and funds</li> <li>• Responsible for containing costs and monitoring compliance with cost-share requirements and expenditures (working with fiscal administrator at CRC)</li> </ul> <p><b>Deputy Director (Knowledge Management &amp; Administration) (67% FTE) Squillante</b></p>
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*Reports to: Linda Bruce, Project Director*

- Provides technical oversight for project IR 2, Knowledge Management (KM)
- Responsible for design and implementation of Project's KM and information dissemination
- Serves as liaison to GH/PRH's existing knowledge management projects
- Collaborates in identifying PHE SOTA practices & approaches for analysis & documentation
- Key technical trainer for PHE KM and member of cross-portfolio learning initiatives
- Collaborates with Director in preparing USAID reports, field program designs, work plans
- Assists Director in Project administration and execution
- Administers sub-agreements with in-country PVOs and NGOs
- Supervises selected technical consultants and administrative staff
- Assists Director and PHE Technical Assistance Lead with logistics for regional and country-specific training, south-to-south exchange, and other capacity building interventions

**Deputy Director (PHE Outreach and Advocacy) (25% FTE) Edmond**

*Reports to: Linda Bruce, Project Director*

- Responsible for development & implementation of the PHE advocacy & outreach strategy
- Assists the Director with PHE advocacy to new donors
- Reviews subproject agreements and terms of reference to assure compliance with the guidelines for USAID's biodiversity earmark
- Provides technical guidance on improving natural resource management outcomes among underserved communities living in areas of high biodiversity
- Collaborates in identifying PHE SOTA practices & approaches for analysis & documentation
- Monitors cost-share expenditures to assure compliance with USAID's requirement
- Serves as member of cross-portfolio learning initiatives
- Collaborates with Director to prepare USAID reports, field program designs, work plans

**PHE Technical Assistance Lead- PTAL (75% FTE) Castro**

*Reports to: Linda Bruce, Project Director*

- Technical oversight for the Project's Intermediate Result 3, PHE field activities
- Technical leadership and assistance to field-based organizations in designing and implementing PHE activities and subprojects
- Assists Director and Deputy Directors with planning and delivery of regional and country-specific training workshops, south-to-south exchange, other capacity building interventions
- Serves as key technical trainer for PHE integration and CBD-family planning services
- Develop scopes of work with in-country NGOs for implementation of PHE activities in areas where population dynamics pose threats to biodiversity
- Responsible for oversight of NGO subprojects and certification of deliverables to CRC
- Assists the M&EL Specialist to monitor PHE scale-up activities in Philippines (IPOPCORM) and Tanzania (TMCP project)
- Collaborates in the identification of PHE SOTA for analysis and documentation
- Assists the Director with leveraging funds particularly for field-based PHE activities
- Serves as member of cross-portfolio learning initiatives

**Monitoring, Evaluation and Learning (M&EL) Specialist (25% FTE) Torell**

*Reports to: Linda Bruce, Project Director*

- Responsible for design and execution of monitoring and evaluation plan
- Assists Director in the design of results frameworks for overall Project
- Develops protocol for the appraisal of PHE scale-up activities for implementation
- Supervises the implementation of PHE country-level scale-up studies and formulates the terms of reference and documentation of the results, lessons, best practices and obstacles
- Supervises the preparation and submission of journal articles and other print communication to disseminate the SOTA scale-up practices and other learnings
- Conducts training/mentoring on adaptive management & learning in and across projects
- Serves as primary liaison for cross-portfolio learning and performance monitoring initiatives
- Serves as team member of the cross-portfolio learning initiatives
- Collaborates identifying PHE SOTA practices & approaches for analysis & documentation
- Assists Deputy Director with learning network and other deliverables under IR 2

**Staff Responsibilities for Year 1 Key Program Results and Associated Activities**

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

<b>Program Areas</b>	<b>Key Staff Responsible</b>	<b>Organization</b>
<b>IR 1 PHE Capacity Built</b>		
1.1 Conduct training on how to develop integrated IEC materials in Tanzania	Joan Castro	PFPI
1.2 Conduct training on how to develop performance oriented job aid for CBDs and peer educators in Tanzania	Linda Bruce	CRC
1.3 Conduct training on community-based distribution and peer education in Tanzania	Joan Castro	PFPI
1.4 Assess program design competencies and gaps of NGOs that implement FP and/or environmental activities and hold great potential for PHE in Madagascar	Linda Bruce	CRC
1.5 Prepare for PHE Program Design workshop in Madagascar	Linda Bruce	CRC
<b>IR 2 PHE Knowledge and Tools Developed, Synthesized and Shared</b>		
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
<b>IR 3 Results-oriented PHE Field Activities Implemented in areas of high biodiversity</b>		
3.1 Scale-up PHE activities in Tanzania	Joan Castro	PFPI



Program Areas	Key Staff Responsible	Organization
3.2 Scale-up PHE activities in the Philippines	Joan Castro	PFPI
3.3 Secure funding for PHE expansion or scale-up for at least two countries for Year 2	Linda Bruce	CRC

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

There are a number of important start-up and Year 1 management tasks required to address certain regulatory compliance and reporting issues. These include development and orientation of all key staff and partners on Family Planning Compliance, training requirements and use of the USAID TraiNet reporting system, submission of PMP data and evidence over the CRC web-based system, 508 Compliance for all documents that will be posted on the web or sent to the USAID clearinghouse, on the branding and marking plan, and administrative and fiscal policies and procedures. For each of these compliance areas, the BALANCED Project will develop specific internal standard operating procedures that conform to the overall guidance provided in various USAID administrative circulars and guidelines.

**Family Planning Compliance:** All key project staff and field implementing partner lead staffers will be required to successfully complete the USAID on-line course on FP compliance and submit certifications of completion for filing at CRC. In addition, the Project Director will develop a set of training materials for orientation of all new staff along with specific monitoring protocols and job aids for field implementation. All staff involved with implementation of PHE activities will be oriented using the developed training packet including on-going follow-up, particularly during field visits by senior management to the field. Each country level initiative will collect information required for proper monitoring and submit documentation to CRC where it will be filed. CRC will also develop an FP compliance plan and reporting system.

**PMP Reporting System:** CRC maintains a specialized web-based PMP reporting system for all USAID Projects for use by key implementing partners and field initiatives. This system will be slightly modified and customized to fit the specialized indicators for the BALANCED Project. It will include the global indicators as well as generic indicators for field initiatives. The system has password-protected access and can be used by USAID and senior project staff to generate reports at any time and from any location with a web browser.

**Training and TraiNet:** CRC has developed a minimal set of standardized forms and procedures for use in all training events that meet USAID participant training requirements. These forms are submitted to CRC for compliance review and filing, and are used by CRC support staff to enter required data into the USAID TraiNet reporting system. Depending on the size and scale of field initiatives, the TraiNet reporting system can be decentralized to field staff, but will initially be a centralized CRC function.

**508 Compliance and USAID Clearinghouse:** CRC has standardized internal procedures for producing documents that will be placed on any website in 508 compliant format and will train the BALANCED Project staff in these protocols. Uploading to the

USAID clearinghouse is done by CRC to ensure quality control checks for 508 compliance. A list of key BALANCED documents for providing to the clearinghouse will be circulated to all project staff. Ideally, the producer of the document is the one to make it 508 compliant. In cases where local partners have difficulty with this requirement, CRC will assist in with making the documents fully compliant.

A schedule of key tasks and the responsible person for the above-mentioned key start-up and management activities is provided below.

Activity/Task	2008			2009									Responsible Person / Institution
	O	N	D	J	F	M	A	M	J	J	A	S	
<b><i>508, TraiNet, Branding Compliance</i></b>													
Standard Operating Procedures for 508, TraiNet, Branding/Marking developed and disseminated		x	x	x									LS
<b><i>Family Planning Compliance</i></b>													
Develop and disseminate training packet for staff		x	x	x									LB
Develop a monitoring protocol checklist and documentation needed for use during field visits and procedures for field reporting on compliance to CRC		x	x	x									LS
FP on-line training all key staff		x	x										KK
Orient/train field staff on FP compliance				x	x	x	x	x	x	x	x	x	LB
<b><i>PMP</i></b>													
Revisions to CRC web-based system				x									ET
Train field staff on PMP data collection and system						x	x	x	x				ET
Compile data and do DQA checks for semiannual reporting				x						x			ET

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

## 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 extends beyond the Year1 workplan dates and covers the 12-month period of October 2008 – September 2009.

Activity	2008			2009									Responsible Person / Institution
	O	N	D	J	F	M	A	M	J	J	A	S	
<b>Management Review</b>													
Directors and USAID meeting in DC									x				LB, LS, JE, USAID
<b>Work Planning</b>													
Year 1 workplan to USAID		x											LB
Year 2 1 <sup>st</sup> Draft to USAID				x									LB
Year 2 final to USAID						x							LB
<b>Progress Reports</b>													
Semiannual program report to USAID				x			x			x			LB
Semiannual PMP report				x			x			x			ET
Quarterly PMP reporting to CRC				x			x			x			CI, PFPI
Input TraiNet data into USAID web	x	x	x	x	x	x	x	x	x	x	x	x	KK
<b>Financial Management/Reports</b>													
Quarterly expenditure reports to CRC/URI				x			x			x			CI PFPI
Quarterly expenditure reports to USAID from CRC/URI				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 1 workplan period of September 17, 2008 – June 30, 2009.

IR	Date	Person	From	Destination(s)	Days	SOW
PM*	Oct-08	Linda Bruce	DC	Providence	1	CRC staff start-up meeting
PM	Oct-08	Lesley Squillante	Providence	DC	1	Attend meeting with Heather
PM	Oct-08	Elin Torell	Albany	DC	1	Attend meeting with Heather
PM	Oct-08	Lesley Squillante	Providence	DC	1	Attend post award meeting
3	Nov-08	Joan Castro	Manila	Tanzania	8	Assist w/ Tanzania activities
3	Nov-08	Elin Torell	Albany	Tanzania	8	Assist w/ Tanzania activities
PM	Nov-08	Joan Castro	Tanzania	Washington,	4	Attend BALANCED Partner/workplan meeting
PM	Nov-08	Elin Torell	Albany	Washington	3	Attend BALANCED Partner/workplan meeting
PM	Nov-08	Lesley Squillante	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
PM	Nov-08	Cindy Moreau	Providence	Washington	4	Attend BALANCED Partner/workplan meeting
PM	Nov-08	Brian Crawford	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
PM	Feb-09	Linda Bruce	Washington	Providence	2	Project management meeting
2	Apr-09	Bob Bowen	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
2	Apr-09	Don Robadue	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
2	Apr-09	PHE KM Specialist	Washington	Providence	5	PHE Website content enhancements
3	Apr-09	Linda Bruce	Washington	Tanzania	15	Co-facilitate IEC workshop & develop job aid for CBDs
3	Apr-09	Joan Castro	Manila	Tanzania	15	Conduct CBD training and co-facilitate IEC workshop
PM	Apr-09	Joan Castro	Tanzania	Washington - Manila	4	Attend BALANCED Partner/workplan meeting
PM	Apr-09	Elin Torell	Albany	Washington	3	Attend BALANCED Partner/workplan meeting
PM	Apr-09	Lesley Squillante	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
PM	Apr-09	Cindy Moreau	Providence	Washington	3	Attend BALANCED Partner/workplan meeting
3	May-09	Rona de la Cruz	Manila	Tanzania	9	Conduct BMS training
3	May-09	Ronald Qunitana	Manila	Tanzania	9	Conduct BMS training
PM	Jun-09	Linda Bruce	Washington	Providence	2	Project management meeting

\* PM = Project Management

## Appendix 1: Performance Management and Reporting Plan

### Introduction

“Performance management is the systematic process of monitoring the results of activities; collecting and analyzing performance information to track progress toward planned results; using performance information to influence program decision making and resource allocation; and communicating results achieved, or not attained, to advance organizational learning and tell the Agency’s story.” (ADS 200.6)

The primary goal of the Performance Management and Reporting Plan (PMP) is to track progress on the BALANCED Project in relation to its stated objective and intermediate results as well as to report results to USAID. This is a management tool to help design, and if needed, modify activities to achieve the results desired over the 5-year life of the Project. The PMP also defines how progress on the BALANCED Project is measured. The Project results framework and associated indicators also conform and contribute to the results framework and indicators of the USAID/GH/PRH and Mission programs that host field activities. The PMP is designed not only to assess whether Project activities are leading to intended results, but also to describe how monitoring information will be used to learn from experience, and inform how lessons will be shared.

A secondary goal of the monitoring and evaluation (M&E) effort 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. The BALANCED Project will draw from monitoring and learning methods developed by the Coastal Resources Center (CRC) and PATH Foundation Philippines, Inc (PFPI)’s Integrated Population and Coastal Resource Management (IPOPCORM) project as well as use the USAID sponsored guide “Monitoring and Evaluating Population-Health-Environment Programs.”

The PMP begins by presenting the overarching results framework (Figure 1), which outlines the Project logic—showing how the Project Objective is achieved through the Intermediate Results (IRs) and presenting the indicators that will be used to assess whether IRs and the Project Objectives are being met. The results framework also shows how project indicators contribute to generic USAID/PRH indicators. The PMP lays out a calendar of performance management tasks, describes how data is collected and how BALANCED will assess the limitations and quality of data. Furthermore, it describes how the monitoring framework will be used for learning and adaptive management. It will also highlight how the results are captured and shared through a web-based knowledge management system. Finally, the methods and indicators for field-based monitoring of the value-added of an integrated approach are presented. The indicator description section provides a detailed overview of each indicator including bi-annual targets, definitions, data source and evidence required. The data quality assessment (DQA) section provides DQA checklists following ADS Chapter 203 guidance.

## The BALANCED Project Logic and Results Framework

**Project Objective: Advance and support wider use of effective PHE approaches**

### SO Level Indicators

- SO 1. Number of target organizations incorporating PHE tools, protocols, etc. into their work (*PRH 1.1*)  
 SO 2. Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (*PRH 1.2*)

### **IR1: Capacity built for integrated PHE implementation**

#### IR 1 Indicators

- 1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools
- 1.2 Number of participants who received BALANCED training and/or mentoring who are now providing training or TA to others on PHE implementation
- 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*)
- 1.4 Number of individual technical interventions provided by BALANCED to Missions and organizations to implement PHE into their programs (*PRH 3.2*)

### **IR2: PHE Knowledge and tools developed, organized, synthesized and shared**

#### IR 2 Indicators

- 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 2.1*)
- 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 2.2*)

### **IR3: Results oriented PHE field activities implemented in areas of high biodiversity**

#### IR 3 Indicators

- 3.1. Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (*PRH 3.1*)
- 3.2 Number PHE programs scaled up (*PRH 3.4*)
- 3.3 Number of BALANCED field site activities that produce results that can feed into KM activities

**Figure 1.** Schematic of the BALANCED Project Framework

The BALANCED Project’s objective is to “advance and support wider use of effective PHE approaches worldwide.” The end result we envision beyond the life of Project and as described in the Project statement is that:

“Cadres of competent PHE champions and practitioners from Africa and Asia are promoting the comparative advantage of approaches that simultaneously support family planning and conservation, are working collaboratively with other groups globally to apply PHE knowledge and state-of-the-art practices in biodiversity-rich areas, and, actively documenting and sharing evidence of added-value and better practices of PHE using 21st century knowledge management and learning tools.”

As shown by the Result Framework Schematic (Fig. 1), there is a set of indicators and targets connected to the Project Objective (and related to USAID Strategic Objectives/ SO) and to each intermediate result (IR). The targets for each indicator are presented in the table below. More details on the indicators and targets are presented in the indicator description section.

#### The BALANCED Project Indicators and Targets

INTERMEDIATE RESULT (IR)	INDICATOR	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (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	12	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	1.5	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	120	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	15	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	8	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	15	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	15	25
	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	6	9
	3.2 Number PHE programs scaled up (PRH 3.4)	2	4	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	4	8



## Performance Management Tasks

The table below lists the schedule of general performance management tasks that are conducted over the life of the BALANCED Project. The BALANCED monitoring, evaluation and learning (ME&L) specialist coordinates these tasks under supervision by the Project Director and Deputy Director responsible for knowledge management (KM) and administration. Each Project partner has a designated monitoring and evaluation specialist who is responsible for collecting PMP data and conducting data quality assessments. These specialists are:

- PFPI/Philippines: Joan Castro
- CI/Madagascar: Janet Edmond
- CRC/Tanzania: Juma Dyegula
- Program-wide indicators and overall coordinator: Elin Torell (CRC)

The BALANCED ME&L specialist provides semi-annual technical assistance to the field-based M&E specialists in monitoring and evaluation to ensure that the results framework is properly monitored. In the first year, the counterparts will be trained on how to report PMP data through the web-based system. Training and regular communications ensure that approaches are being used to capture appropriate information, which combined with monitoring of Project milestones and activities is used for in-Project adaptations and cross-site learning.

### Schedule of General Performance Management Tasks

Federal Year	1 <sup>st</sup> quarter (Oct 1 – December 31)	2 <sup>nd</sup> quarter (Jan 1 – March 31)	3 <sup>rd</sup> quarter (April 1 – June 30)	4 <sup>th</sup> quarter (July 1 – September 30)
FY 09	First work plan due	Semi annual report (Feb 15)	Yr 2 Work plan	Semi-annual report (Aug 15)
FY 10		Semi annual report (Feb 15)	Yr 3 Work plan	Semi-annual report (Aug 15)
FY 11		Semi annual report (Feb 15)	Yr 4 Work plan	Semi-annual report (Aug 15)
FY 12		Semi annual report (Feb 15)	Yr 5 Work plan	Semi-annual report (Aug 15)
FY 13		Semi annual report (Feb 15)	Final report	

### Data Collection

Performance monitoring data will be collected quarterly by Project counterparts who submit the information to the ME&L specialist through CRC's web-based system. The ME&L specialist will conduct quarterly data quality assessments on all data submitted. Most of the data collection will be captured as artifacts/Project documents. For instance, for workshops and other capacity building events, participant lists will be used to document the number of individuals and percentage of women who attended.

In a few cases, the data collection will be more complicated. For indicators measuring the value-added results of BALANCED interventions, data will be collected through surveys

and interviews with field Project staff and partners. Examples of these more complicated indicators are:

- Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)
- Number of training of training participants that are now providing training or TA to others on PHE implementation
- Number of new and/or strengthened PHE 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)

Progress towards expected results and targets for each indicator will be included in semi-annual reports and the annual workplan. This information will also be used to assess implementation strategies and make adjustments as necessary.

### **Data Limitations and Quality Assessment**

According to the ADS 203.3.5.1, the performance data in the PMP needs to meet five data quality standards:

- *Validity*: Data should clearly and adequately represent the intended result. It should also be clear whether the data reflect a bias.
- *Integrity*: Data that are collected, analyzed, and reported should have established mechanisms in place to reduce the possibility that they are intentionally manipulated for political or personal reasons.
- *Precision*: Data should be sufficiently precise to present a fair picture of performance and enable management decision-making at the appropriate levels.
- *Reliability*: Data should reflect stable and consistent data collection processes and analysis methods from over time.
- *Timeliness*: Data should be timely enough to influence management decision-making at the appropriate levels.

Some of the indicators and targets measured through the BALANCED Project are simple and straight forward (e.g. materials published and individuals trained). For these indicators, we will follow the schedule laid out above; with deliverables and artifacts used as data sources and evidence that the targets have been met. Other indicators and targets are more complex, such as the number of participants in Training-of-Trainers workshops that are now providing training or technical assistance to others on PHE implementation. To ensure that they are appropriately measured, we will use the data quality assessment checklists (see pages 51-55).

### **Learning and Adaptive Management**

The monitoring framework is applied to track yearly progress in each field site over the life of BALANCED. An annual self assessment, which will be part of the work planning meeting, will evaluate the Project logic, i.e. understanding if the Project is achieving its goals and exploring to what extent Project activities have led to desired results. The self-assessments will also connect the milestones, targets, and intermediate results to the

overarching goal—i.e., paying attention to both near and long-term effects. If the Project has been unsuccessful in achieving its purpose or contributing to the goal, the evaluation may explore which Project assumptions proved inadequate. Further, the self-assessments make recommendations for how to adapt Project activities and targets to better achieve the IRs. These recommendations feed into the annual revisions of the PMP.

### **Web-Based M&E System**

With the web-based system (<http://www.crc.uri.edu/mande/>), the field-based M&E coordinators can upload and manage their own content—documenting and submitting the Project artifacts as evidence. Through a password protected website, Project partners—including USAID—can search the system for monitoring data and create time-specific reports. From the M&E reporting, we will also identify newsworthy items and project vignettes that can be added to the Project website.

### **Field-Based Monitoring of the Value-added of an Integrated PHE Approach**

Evidence of outcomes that illustrate the value-added of an integrated PHE approach will be collected through a set of common field-level PMP indicators that can add to an evidence base on the value-added of an integrated PHE approach. Data on these indicators will be collected on an annual basis in field sites where BALANCED is working. Each field site will select only those indicators that fit within the scope of their specific activities (e.g., a field project that does not include HIV/AIDS activities will not report on the indicators related to that topic). The menu of common field-based indicators includes but is not limited to:

#### General

- Number of individuals trained (disaggregated by population (P), health (H), and environment (E) topic-specific training, integrated trainings, and gender)
- Leveraged funding

#### Family Planning and Reproductive Health

- Number of new users
- Number of counseling visits for family planning/reproductive health (FP/RH) as a result of USG assistance
- Number of USG-assisted service delivery points providing FP counseling or services
- Average household distance/time to access family planning commodities

#### Biodiversity

- Number of hectares in areas of biological significance showing improved biophysical conditions for selected parameter(s)
- Number of sustainable natural resource management and conservation policies, strategies, and guidelines implemented
- Number of hectares with improved natural resource management, including biologically significant areas, watersheds, forest areas, and sustainable agricultural lands

### Economic growth

- Number of full time jobs in excess of two weeks created

### HIV/AIDS prevention

- Number of targeted condom service outlets
- Number of individuals reached through community outreach that promotes HIV/AIDS prevention through other behavior change beyond abstinence and/or being faithful
- Number of local organizations provided with technical assistance for HIV-related policy development

### Water and sanitation

- Number of people in target areas with access to improved drinking water supply
- Number of people in target areas with access to improved sanitation facilities

### Maternal and Child Health<sup>2</sup>

- Number of antenatal care visits by skilled providers from USG-assisted programs
- Number of deliveries with a skilled birth attendant in USG-assisted programs

### Integrated indicators

- Number of PHE intersectoral committees formed
- Number of population, health, environment organizations addressing non-traditional audiences
- Number of local ordinances enacted that integrate PHE

Building on simple, field based research methods developed by PFPI, local implementers will be trained to carry-out brief behavioral monitoring surveys that collect information on the field indicators. (Please note: while the Behavior Monitoring survey will be conducted as one of the information systems for monitoring the project and tracking changes in community attitudes and behaviors over time, the field level PMP level are designed to be general USAID roll-up indicators that can be picked up and used in any field project. The PMP primarily measures first order outcomes (outputs), although a few (e.g. hectares showing improved biophysical condition) indicate second order (behavior change) and third order (environmental and socio-economic) improvements. During the first year of BALANCED, we will design the value added research agenda. Since the BALANCED field interventions might be quite different both geographically and activity wise - with different mixes of RH/FP, water and sanitation, livelihoods, conservation (coastal, inland, etc.) HIV/AIDS, etc. we expect that the field level Behavioral Monitoring Surveys will have to be tailored for each site (starting with Tanzania this spring). However, as we design the value added research, we will also identify some key generalized research questions that we would like to explore across sites. Once those research questions are defined, we will revisit the PMP to see if it would be appropriate to add new indicators related to behavior change that would be useful to monitor across all field sites.)

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<sup>2</sup> None of the current BALANCED sites have activities covering maternal and child health. If these sorts of activities are funded through buy-ins, we may have to revisit these indicators to ensure we select indicators that best represent the work that we will be doing.

The field research will also aim to collect data that directly shows the value-added of a PHE approach. Field personnel will be trained on how to sample, interview respondents, and record the information on already coded survey forms. They will also follow up with qualitative in-depth interviews and focus groups. This will be cost effective by reducing the time and travel of international technical assistants at the same time that it builds local capacity. Local M&E coordinators will collect, process, and analyze the data and prepare a brief report on the findings, which is then shared and discussed to draw out lessons learned and to adapt implementation strategies.

The indicator data collection will feed into qualitative and quantitative research, such as problem mapping that show the core dynamics of the problems related to population, health, and environment and the integrated intervention points, behavior-change monitoring, and regression analyses, already tested by CRC affiliated researchers (e.g. Crawford, Pollnac, Redding, and Torell) and PFPI in East Africa and Indonesia. Together, the research and indicator monitoring will measure how integrated PHE approaches are: a) more cost and time efficient and b) lead to more resilient communities (e.g. are more food secure, have better access to reproductive health systems, and have healthier environments) than purely sectoral approaches and c) - add a third FP/RH or health related ultimate goal such as “provides access to underserved communities.”

Using a set of common indicators and data collection methods in each field site and cross-site research, will help us draw lessons and improve the PHE practice through introducing state-of-the-art teaching case studies and other activities undertaken within IRs 1 and 2. An annual meeting for strategic partners will be a forum to share experience among our collective field projects for the purpose of learning and extracting “rules of thumb” and best practices. At these meetings, participants may agree to test certain pilot activities to allow cross-comparisons of management hypotheses. Knowledge generated through cross-project learning will be disseminated and used in improving field programs (IR 3) as well as determining new capacity building needs of target groups, including communities, policy makers, and donors (IR 2).

## Indicator Descriptions

INDICATOR: SO 1	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1)	0	12	24
PURPOSE: The purpose of this indicator is to measure the number of target organizations implementing PHE interventions.			
DEFINITION: This indicator measures evidence that target organizations and projects incorporate PHE tools, protocols, procedures, systems, methodologies, guides, curricula, indices, and/or key actionable findings etc. promoted by BALANCED capacity building and KM initiatives. Target organizations include organizations new to PHE, donors, bilateral USAID Missions, local governments. Projects that have already started to implement PHE activities can also be counted if they incorporate BALANCED tools, protocols, etc to improve their PHE implementation. Disaggregated by type of tool, country, and organization.			
DATA SOURCE: Post intervention (training, study tour, TA etc.) surveys and informal interviews with individuals that are involved in BALANCED training and KM initiatives. This will include members of PHE networks that BALANCED is affiliated with.			
EVIDENCE: Surveys, transcripts of interview notes			
WHERE WILL DATA BE COLLECTED? Field sites			
FREQUENCY OF DATA COLLECTION: Semi-annually and as part of training and KM initiatives			
ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: Field M&E coordinators			
STRENGTHS AND LIMITATIONS: Indicators show that integration is taking place. The indicator is complicated as it involves tracking all the individuals participating in KM and capacity building and assessing to what extent they use skills gained.			
INDICATOR: SO 2	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
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	1.5	2.5
PURPOSE: The purpose of this indicator is to measure the amount of funding leveraged from Mission and non-USG to support PHE implementation and scale up.			
DEFINITION: Dollar value of monetary contributions, staff time, and in-kind contributions. This indicator measures NEW and additional funding to BALANCED from sources other than the previously agreed-upon cost-share that is provided by BALANCED Partners. It counts funding leveraged by our partners to implement activities that complements or directly contribute to BALANCED. Funds leveraged by network members who have attended BALANCED workshops will not be counted, unless they directly link to BALANCED activities. The leveraged funding can come from NGOs, foundations, in-country governments, USAID missions, etc. This indicator will be disaggregated by donor, USAID/Non-USAID, and by P, H, and E.			
DATA SOURCE: Project records			
EVIDENCE: Letters of commitments and award letters			
WHERE WILL DATA BE COLLECTED? Global and field sites			

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FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: CRC: Elin and Cindy + Field M&E coordinators

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STRENGTHS AND LIMITATIONS: Indicators show buy-in and expansion of the BALANCED Project and the PHE concept.

---

INDICATOR: 1.1	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools	61	120	200

---

PURPOSE: The purpose of this indicator is to measure the number of people who receive training and/or mentoring on PHE know how (as described below) and/or SOTA (as described below)

---

DEFINITION: This indicator tracks the number of individuals (gender disaggregated) that are trained by the BALANCED Project. The trainings must be integrated (not single sector). All trainings in PHE-know how (knowledge and skills on how to design, implement, and promote PHE) and SOTA (the highest level and most successful procedures, processes, techniques to implement and assess the impacts of PHE interventions) conducted by BALANCED will be reported under this indicator. It will measure participation in a broad range of training activities, including classroom trainings, workshops, study tours, and twinning (mentoring). Participants will include those participating in regional PHE learning workshops as well as local trainings (e.g. a local training on how to monitor behavior change as a result of PHE interventions).

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DATA SOURCE: Project records

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EVIDENCE: Participant list, TraiNet records

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WHERE WILL DATA BE COLLECTED? Global and Field sites

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FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: Trainers w back-up from Elin

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STRENGTHS AND LIMITATIONS: Indicator is a simple measure of the number of individuals that are reached by BALANCED training programs. It does not measure the quality of trainings or the extent to which individuals use the knowledge gained.

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INDICATOR: 1.2	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	0	15	45

---

PURPOSE: The purpose of this indicator is to measure how many participants that are training and/or providing TA on integrated PHE processes to representatives of their own organizations as a result of having participated in BALANCED training and/or mentoring interventions.

---

DEFINITION: This indicator measures the number of individuals that have been trained and/or mentored by BALANCED that are now providing training or technical assistance on PHE to others. We expect that most of the individuals will provide training or TA within their own organizations. Disaggregated by gender and country.

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DATA SOURCE: Post training or mentoring inquiry (via personal communication, e-mail, telephone, skype) conducted within 6 months of BALANCED training and/or mentoring intervention.

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EVIDENCE: Trip reports, reports on personal conversations, surveys, transcripts of interview notes, e-mails

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WHERE WILL DATA BE COLLECTED? Global

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FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: Trainers, w back-up from Elin

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STRENGTHS AND LIMITATIONS This indicator measures the impact of trainings. It might be difficult to catch all the instances where trainees are using their skills because it might happen after follow-up was conducted and/or participants might fail to respond to the survey.

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INDICATOR: 1.3	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
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	8	16

---

PURPOSE: The purpose of this indicator is to measure the 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

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DEFINITION: A partnership is a relationship between organizations, private sector donors, or government agencies to fund, advocate, or implement integrated activities in population, health and environment. A partnership is a formal arrangement that should include a charter, MOU, or other document that outlines the rules for the partnership

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DATA SOURCE: Secondary records

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EVIDENCE: Post-intervention survey, Partnership charter, Mission, MOU, and guidelines

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WHERE WILL DATA BE COLLECTED? Global and Field sites

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FREQUENCY OF DATA COLLECTION: Semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: CRC: Elin + field M&E coordinators

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STRENGTHS AND LIMITATIONS Indicator does not measure the level of success of partnership or how long it lasts. It does give an easy measurement of whether new and formal partnerships are made among varying sectors for the purpose of integrated work.

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INDICATOR: 1.4	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of individual technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2)	2	15	30

---

PURPOSE: The purpose of this indicator is to demonstrate the process of building capacity of Missions and organizations to implement sound PHE activities for the first time or improve their current PHE implementation.

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DEFINITION: Technical support provided by BALANCED to Missions, organization new to or working in PHE, emerging leaders and/or PHE practitioners on specific individual interventions (i.e. PHE program

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design, communication and outreach, CBD and peer education, or M&E). Technical support can come in the form of tailored training, mentoring, peer education, twinning, job aids, manuals or other support that transfers PHE know how.

DATA SOURCE: Project records

EVIDENCE: Travel expense vouchers, meeting minutes, trip reports, participant lists.

WHERE WILL DATA BE COLLECTED? Field sites

FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: Field M&E coordinators

STRENGTHS AND LIMITATIONS: Indicator provides a simple measure for the number of extension support and technical assistance provided by the project staff and partners. Does not provide evidence for the quality of technical assistance provided.

INDICATOR: 2.1	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
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	15	25

PURPOSE: The purpose of this indicator is to document the number of tools developed and/or adapted by BALANCED that have demonstrated program value for Missions, organizations (new to or working in PHE), PHE practitioners, and the donor community

DEFINITION: Web-based and printed materials and tools can include e-learning courses, printed materials, videos (on website), training curricula, job-aids, teaching case studies, manuals, handbooks, videos, etc. that educate and demonstrate the linkages between population, health, and environment. These will be counted when they are made available to the public for general use.

DATA SOURCE: Project website, records and secondary sources

EVIDENCE: Copies of the materials

WHERE WILL DATA BE COLLECTED? Global (e.g. CRC) and field sites

FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: CRC: Elin + field M&E coordinators

STRENGTHS AND LIMITATIONS: This indicator does not measure the quality of the tools, protocols, procedures, systems, methodologies, guides, curricula, or indices, nor does it measure the extent to which they are distributed and used.

INDICATOR: 2.2	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
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

PURPOSE: The purpose of this indicator is to document the number of success stories and lessons learned from BALANCED that are published and made available to the public through written media.

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DEFINITION: Success stories and program lessons learned published as peer reviewed and non-peer reviewed articles, through other forms of media and at international PHE-related conferences.

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DATA SOURCE: Project records

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EVIDENCE: Copies of the materials

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WHERE WILL DATA BE COLLECTED? Collected by BALANCED team, including field sites

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FREQUENCY OF DATA COLLECTION: Ongoing, reported semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: CRC: Kim (printed materials reported to USAID library) and Elin.

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STRENGTHS AND LIMITATIONS: The indicator is simple and straightforward to collect, but does not give information on if messages were used, adopted, and disseminated. It also does not show the quality of the messages or if they reach target audiences.

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INDICATOR: 3.1	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)	1	6	9

---

PURPOSE: The purpose of this indicator is to understand to what extent Missions, country programs, and organizations are using the actionable findings and/or tools developed/adapted by the BALANCED project

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DEFINITION: This indicator will measure the number of PHE tools (i.e. protocols, systems, guides, curricula, indices), methodologies, and actionable findings developed by BALANCED that are 1) incorporated into Missions and existing or new country programs; or 2) adopted/applied in new geographical areas or by organizations that are not BALANCED Partners. Data will be collected through interviews with PHE network members, organizations implementing PHE, PHE practitioners and/or field staff.

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DATA SOURCE: Secondary records

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EVIDENCE: Trip reports, project reports, individual interviews, observation, and PHE project work plans

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WHERE WILL DATA BE COLLECTED? Field sites

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FREQUENCY OF DATA COLLECTION: Semi-annually

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ORG./PERSON RESPONSIBLE FOR DATA COLLECTION: Field M&E coordinators

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STRENGTHS AND LIMITATIONS: Indicators show that integration is taking place. The indicator is complicated as it involves tracking all the individuals participating in KM and capacity building and assessing to what extent they use tools and/or skills or know how gained.

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INDICATOR: 3.2	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number PHE programs scaled up (PRH 3.4)	2	4	6

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PURPOSE: The purpose of this indicator is to measure the number of PHE programs that have been scaled up (at the field and policy/environment levels) as a result of the BALANCED project.

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**DEFINITION:** This indicator will measure the number of PHE implementation models that are scaled up. The definition of scale-up includes increased geographical scope (expand an existing site or replicate actions in new sites within a country), financial resources for implementation, or client base as well as broadening the PHE implementation (e.g. moving from PH implementation to full-fledged PHE implementation) and increased collaboration and communication at the policy/environment level.

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**DATA SOURCE:** Secondary records

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**EVIDENCE:** Project work plans and reports

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**WHERE WILL DATA BE COLLECTED?** Field sites

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**FREQUENCY OF DATA COLLECTION:** Semi-annually

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**ORG./PERSON RESPONSIBLE FOR DATA COLLECTION:** Field M&E coordinators

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**STRENGTHS AND LIMITATIONS:** Indicators show that integration is taking place and that the PHE approach is adopted in new geographical areas, among new client base, or at the policy/environment level. The indicator is complicated as it involves tracking initiatives that might not be part of the BALANCED Project.

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INDICATOR: 3.3	Y 1 TARGET	Y 3 TARGET (cumulative)	Y 5 TARGET (cumulative)
Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories)	1	4	8

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**PURPOSE:** The purpose of this indicator is to document that BALANCED field site activities demonstrate the value added of a PHE approach.

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**DEFINITION** This indicator focus on the results of activities implemented in BALANCED field sites. Based on site level learning and results monitoring, we will count those field site activities that are showing value-added results. The value-added results will be measured through field-site monitoring of selected PHE-related indicators

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**DATA SOURCE** Field-site PMP reports, research and learning studies

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**EVIDENCE** PMP reports, research reports

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**WHERE WILL DATA BE COLLECTED?** Field sites

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**FREQUENCY OF DATA COLLECTION** Annually in field sites only

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**ORG./PERSON RESPONSIBLE FOR DATA COLLECTION** Field M&E coordinators

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**STRENGTHS AND LIMITATIONS** Indicator shows the results and value-added of a PHE approach. Collecting data for the indicator is costly and time consuming.

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### Data Quality Assessment Checklists<sup>3</sup>

<b>Name of Strategic Objective:</b>
<b>Name of Intermediate Result (if applicable):</b>
<b>Name of Performance indicator:</b>
<b>Data source(s)/evidence:</b>
<b>Partner or contractor who provided the data (if applicable):</b>
<b>Year or period for which the data are being reported:</b>
<b>Is this indicator reported in the Annual Report? (circle one) YES NO</b>
<b>Date(s) of assessment:</b>
<b>Location(s) of assessment:</b>
<b>Assessment team members:</b>

<sup>3</sup> Source: Adapted from the Performance Management Toolkit: A Guide to Developing and Implementing Performance Management Plans. Policy and Program Coordination Bureau. 2003.

**1. VALIDITY—Do the data adequately represent performance?**

	Yes	No	Comments
<b>Face Validity</b>			
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Representativeness of Data</b>			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Did all units of the population have an equal chance of being selected for the sample?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the sample of adequate size?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are the data complete? (i.e., have all data points been recorded?)	<input type="checkbox"/>	<input type="checkbox"/>	

**Recommendations for improvement:**

<b>2. RELIABILITY—Are data collection processes stable and consistent over time?</b>			
	<b>Yes</b>	<b>No</b>	<b>Comments</b>
<b>Consistency</b>			
➤ Is a consistent data collection process used from year to year, location-to-location, data source to data source (if data come from different sources)?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the same sampling method used from year to year, location to location, data source to data source?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Internal quality control</b>			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Do these procedures provide for periodic sampling and quality assessment of data?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Transparency</b>			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are data problems at each level reported to the next level?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are data quality problems clearly described in final reports?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Recommendations for improvement:</b>			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
<b>Frequency</b>			
➤ Are data available on a frequent enough basis to inform program management decisions?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is a regularized schedule of data collection in place to meet program management needs?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Currency</b>			
➤ Are the data reported in a given timeframe the most current practically available?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?)	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Are the data reported as soon as possible after collection?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the date of collection clearly identified in the report?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Recommendations for improvement:</b>			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is the margin of error acceptable given the likely management decisions to be affected? (Consider the consequences of the program or policy decisions based on the data)	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Have targets been set for the acceptable margin of error?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Has the margin of error been reported along with the data?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Recommendations for improvement:</b>			

<b>5. INTEGRITY—Are data are free of manipulation?</b>			
	<b>Yes</b>	<b>No</b>	<b>Comments</b>
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ Has there been independent review?	<input type="checkbox"/>	<input type="checkbox"/>	
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Recommendations for improvement:</b>			

<b>For indicators for which no recent relevant data are available</b>
<b>If no recent relevant data are available for this indicator, why not?</b>
<b>What concrete actions are now being undertaken to collect and report this data as soon as possible?</b>
<b>On what date will data be reported?</b>