



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

Year 4 Workplan

July 1, 2011 – June 30, 2012

Version 2

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Population Health Environment Technical Leadership Cooperative
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Implemented by:

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

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Acronyms List

ADDO	Accredited Drug Dispensary Outlet
ANE	Asia and Near East
AOTR	Agreement Officer's Technical Representative
ARSH	Adolescent Sexual and Reproductive Health
AWF	Africa Wildlife Foundation
BALANCED	Building Actors and Leaders for Advancing Community Excellence in Development
BINP	Bwindi Impenetrable National Park
BMCT	Bwindi Mgahinga Conservation Trust
BMS	Behavior Monitoring Survey
CA	Collaborating Agency
CBD	Community Based Distributor
CBFP	Community-based family planning
CCP	Center for Communication Programs
CI	Conservation International
CIESIN	Center for International Earth Science Information Network
CI/P	Conservation International Philippines
COMACO	Community Markets for Conservation
COMFISH	Collaborative Management for a sustainable Fisheries Future
CRC	Coastal Resources Center
CRM	Coastal Resources Management
CT	Coral Triangle
CTI	Coral Triangle Initiative
CTSP	Coral Triangle Support Partnership
DBC	Designing for Behavior Change
DKT	DKT International
DSW	German Foundation for World Population
EAC	East Africa Consultant
ECO	Ecological Christian Organization
ECSP	Environmental Change and Security Project
EU	European Union
EWNRA	Ethio Wetlands and Natural Resources Association
FHI	Family Health International
FON	Friends of the Nation
FP	Family Planning
GH	Global Health
GTZ	German Technical Cooperation
HEW	Health Extension Worker
ICFG	Integrated Coastal and Fisheries Governance

ICMPHE	Integrated Community Managed Population, Health, and Environment
IEC	Information, Education and Communication
IFHP	Integrated Family Health Program
IR	Intermediate Result
IPOPCORM	Integrated Population and Coastal Resources Management
JGI	Jane Goodall Institute
JHU	John Hopkins University
JHU-CCP	John Hopkins University, Center for Communication Program
JSI	John Snow International
K4Health	Knowledge for Health
KKPFI	Kabang Kalikasan ng Pilipinas Foundation Inc
KM	Knowledge Management
LGU	Local Government Unit
LLG	Local level government
LOOCIP	Longido Community Integrated Program
MDG	Millennium Development Goals
ME&L	Monitoring, Evaluation and Learning
MGNP	Mgahinga Gorilla National Park
MOH	Ministry of Health
MOU	Memorandum of Understanding
MPA	Marine Protected Areas
MSH	Management Sciences for Health
NGO	Non-Governmental Organization
NRM	Natural Resources Management
OEE	Office of Environment and Energy
OH	Office of Health
OPRH	Office of Population and Reproductive Health
PE	Peer Educator
PEPFAR	President's Emergency Plan for AIDS Relief
PFPI	PATH Foundation Philippines Inc.
PHE	Population, Health and Environment
PHN	Population, Health and Nutrition
PI	Program Integrator
PMP	Performance Monitoring Plan
PNG	Papua New Guinea
PO	People's Organization
P&P	Policy and Practice
PPE	Poverty, Population, Environment
PRB	Population Reference Bureau
PSI	Population Services International
PTAL	PHE Technical Assistance Lead

RDM/A	Regional Development Mission for Asia
RH	Reproductive Health
RH/FP	Reproductive Health/Family Planning
RHU	Rural Health Unit
SACCO	Savings and Credit Cooperative
SANAPA	Saadani National Park
SIGUE	Philippines PHE Network
SO	Strategic Objective
SOTA	State-Of-The-Art
SRH	Sexual Reproductive Health
SSE-PHE	South-to-South Exchange PHE
STI	Sexually-transmitted infections
TA	Technical Assistance
TCMP	Tanzania Coastal Management Partnership
TFDA	Tanzania Food and Drug Authority
TKCP	Tree Kangaroo Conservation Program
TNC	The Nature Conservancy
TOT	Training of Trainers
URI	University of Rhode Island
US	United States
USAID	United States Agency for International Development
USAID/GH	United States Agency for International Development/Global Health
USG	United States Government
VEDCO	Volunteer Efforts For Development Concerns
WCS	Wildlife Conservation Society
WPZ	Woodland Park Zoo
WWC-ECSP	Woodrow Wilson Center, Environmental Change and Security Program
WWF	World Wildlife Fund
WWF-P/KKPFI	World Wildlife Fund-Philippines/Kabang Kalikasan ng Pilipinas Foundation Inc.
YPE	Youth Peer Educator

Overview – Core Workplan Funding

ACTIVITIES YEAR 4: July 1, 2011 to June 30, 2012

IR 1	<ul style="list-style-type: none"> 1.1 Build capacity of NGOs in the Philippines on PHE Program Design 1.2 Build capacity of NGOs in Africa on PHE Program Design 1.3 Build capacity of the PHE Ethiopia Consortium to conduct training activities 1.4 Provide on-going support to BALANCED trainees and PHE practitioners 1.5 Provide technical support to ICM PHE Project 1.6 Support PHE champions to attend CRC/CI's "<i>PHE Coastal Population, Health and Environment: Population, Health and Environment Dimensions</i>" course 	Point person: Linda Bruce	PRH	
IR 2	<ul style="list-style-type: none"> 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 	Point person: Lesley Squillante	PRH	
IR 3	<ul style="list-style-type: none"> 3.1 Scale-up PHE activities in Tanzania 3.2 Scale-up PHE activities in the Philippines (Mission Buy-in) 3.3 Provide seed grant and technical support to ENWRA in Ethiopia 3.4 Provide seed grant and technical support to WCS Zambia 3.5 Provide seed grant and technical support to Woodland Park Zoo for TKCP Project in PNG 3.6 Provide seed grants and technical support to VEDCO and Bwindi Mgahinga Conservation Trust in Uganda 3.7 Implement recommendations from Glacial Melt Study (Asia Bureau Buy-in) 3.8 Secure funding for PHE implementation for at least one country 	Point Person: Joan Castro	PRH; USAID Philip- pines Buy- in ¹ ; Asia Bureau Buy-In	

¹ Excludes anticipated additional mission buy-in from Philippines/OEE

Budget Allocation by Intermediate Result

By Intermediate Result:	July 1, 2011 – June 30, 2012	July 1, 2011 – June 30, 2012	July 1, 2011 – June 30, 2012
	Year 4 Budget	Cost Share	Total Budget All Sources
IR 1. Capacity built for PHE implementation	844,219	57,900	902,119
IR 2. PHE knowledge and tools developed, synthesized, shared	285,400	10,539	295,939
IR 3. Results-oriented PHE field activities implemented in areas of high biodiversity	256,626	112,000	368,626
Total by IR	1,386,245	180,440	1,566,685

Budget Allocation by Object Class Category

By Object Class Category	July 1, 2011 – June 30, 2012	July 1, 2011 – June 30, 2012	July 1, 2011 – June 30, 2012
	Year 4 Budget	Cost Share	Total Budget All Sources
Personnel	165,752	29,455	195,207
Fringe	60,670	10,095	70,765
Consultants	56,402		56,402
Students	1,200		1,200
Other direct costs	93,448		93,448
Subcontracts	708,118	124,675	832,793
Domestic Travel	13,537		13,537
Foreign Travel	109,976		109,976
Total Direct Costs	1,209,103	164,225	1,373,328
Indirect	177,142	16,215	193,357
Total by Object Class Category	1,386,245	180,440	1,566,685

Project Summary

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

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

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

The BALANCED Project Year 4 workplan was submitted to and approved by USAID on June 30, 2011. Shortly after submitting the workplan, USAID and the BALANCED staff received the draft report of the BALANCED mid-term evaluation, which was conducted by Don Lauro in June and July of 2011. The evaluation methodology combined documentation review, key informant interviews and site visits in Tanzania, where BALANCED has extensive on-the-ground activities. The report provided useful conclusions and insights helpful to the BALANCED Project. In response to the evaluation recommendations, the BALANCED Project team met in September 2011 in Washington, DC to refine its strategic direction and focus at the mid-point in the course strategy. Key strategic directions that emerged from this meeting included the need to:

- Implement a key shift in focus—from a products/output orientation to an organizational/practitioner-centered “hand-over” approach—putting greater emphasis on IR1 (capacity building) and reduced and more focused efforts on IR2 (knowledge management/KM) activities designed to contribute to advancing and supporting PHE in Africa and the Coral Triangle (CT) region.
- Concentrate technical and financial support on a core set of identified PHE champions—local and headquarter institutions and PHE practitioners (described under each activity)—in six focus countries. These institutions and PHE champions have the interest and funds to incorporate PHE approaches into their development projects. They offer the best hope for sustaining the PHE approach after the BALANCED support ends, which is at the heart of the BALANCED Life-of-Project goal.

- Where possible, partner with local institutions and other stakeholders to incorporate more health activities into on-going PHE projects in our strategic focus countries.
- Provide key champion organizations/practitioners a suite of services to build their knowledge of the PHE tools and materials—what they are, where they can be accessed, and how to use them—so that they can effectively implement PHE approaches, train and mentor colleagues in-country, be vocal advocates for PHE, and play a role in advancing the PHE agenda in their country.
- With an eye toward Year 5 activities and the end-of-project expected results, begin to gather data and information for the development of BALANCED Project last legacy tools, resources and lessons learned documents.

This revised Year 4 workplan incorporates our new strategic directions from our strategic planning discussion in September 2011, as well as other activities that have emerged since the submission of the June 30th Year 4 workplan. Specific programmatic shifts in the Year 4 Project activities are explained under each intermediate result and in the management section.

IR 1: Capacity built for integrated PHE implementation

Total Year 4 IR 1 Activities	\$ 844,219
1.1 Build capacity of NGOs in the Philippines on PHE Program Design	
1.2 Build capacity of NGOs in Africa on PHE Program Design	
1.3 Build capacity of PHE Ethiopia Consortium to conduct training activities	
1.4 Provide on-going support to BALANCED trainees and PHE practitioners	
1.5 Provide technical support to the ICM PHE Project	
1.6 Support PHE Champions to attend CRC-CI's " <i>PHE Coastal Population, Health and Environment: Population, Health and Environment Dimensions</i> " course	

Building on the mid-course strategy, BALANCED will fine-tune its capacity building activities with a sustainable end in mind and build the capacity of implementing individuals, institutions and governments in the six BALANCED focus countries (e.g. Philippines, PNG, Tanzania, Ethiopia, Zambia, and Uganda) and in whom the Project has already made significant investments. The goal is to reduce reliance on BALANCED technical assistance and have these individuals, institutions and governments take over the role of building PHE capacity within their organization (local and headquarters), and in the country.

We will continue to use a *continuum-style* capacity building strategy that covers the pre-, intra- and post-learning periods. *The pre-learning period* involves assessing regional and institutional capacities, competencies, resources and other factors that influence an organization's capacity to integrate PHE approaches into its on-going conservation programs. Training is more effective if it includes approaches relevant to the actual functions and capacities of the organization. For countries just initiating new PHE activities (Uganda

and PNG) we will assess learning needs, tailor learning events specifically for each country and provide post-learning support as projects are up and running. Experience from the past three years suggests that careful participant selection and matching training content and methods to learners' needs are also essential.

The intra-learning period covers the actual training session(s), including field visits and post-course study in the work environment. Adults (including youth) learn best during this period when training content is competency-based, experiential and involves substantial time to practice new skills/information learned. The Project will continue to use a variety of “intra-learning” approaches from standard competency-based workshops to supportive supervision, mentorship, South-South exchanges or non-traditional ways to foster PHE capacity among learners. In some cases, training may need to be sequenced so that short-term visible results occur and competency is gradually developed as new program elements are added—an approach we use with our seed grant recipients.

The Post-learning period covers the time when formal teaching ends through the end of a person's professional involvement. This period is traditionally neglected and most responsible for poor post-training results and service delivery outcomes. Continuous repetition, learning, mentoring, and regular support, especially in remote locations, are what help build capacity and promote a sense of ownership of PHE within targeted organizations/countries—as a strategy for sustaining PHE efforts after BALANCED support ends. Toward this end, we will continue providing post-training support—mainly to organizations implementing PHE where BALANCED has already made investments. In addition to continuing to post the part-time East Africa consultant (EAC) in Tanzania as an efficient and effective way to deliver these types of post-training support and mentoring to partners and prior trainees in that region, we will also proactively engage more BALANCED trainees/practitioners in providing PHE post-training support and mentoring in the Africa and CT regions. As a way to maintain capacity within the PHE community and among PHE practitioners, we will share the knowledge management tools, such as training curricula, job aids, manuals, and videos that are finalized this year.

Lastly, building on the recommendation of the mid-term evaluation to develop a signature PHE course, the BALANCED Project will commit to supporting the attendance of at least two key PHE champion to the CRC-CI June 2012 course: “*Building Coastal Community Resilience: Population, Health and Environment Dimensions.*”

1.1 Build capacity of NGOs in the Philippines on PHE Program Design

Delayed activity from Year 3	Activity leader: Joan Castro
Activity Start Date: July 1, 2011	Activity End Date: August 30, 2011

RATIONALE FOR ACTIVITY

The Philippines, a CT country, has a number of conservation and development organizations that may benefit from a PHE Program Design workshop. During Year 2, BALANCED provided planning, financial (\$1,000) and organizational support to the Philippines PHE

Network (SIGUE) and worked with them to organize the Fourth PHE Conference. We also planned for limited funds (\$4,000) to support a one-day abridged workshop/training on PHE Program Design for NGOs attending the PHE conference who were interested and able to implement this approach. The conference, originally scheduled for May 2010, was postponed and rescheduled twice due to political unrest in the original venue site in Mindanao and other reasons, but is now scheduled for July 27-29, 2011.

As part of Year 4, BALANCED will continue to coordinate and collaborate with the Philippines PHE network and act on other opportunities to build the interest and strengthen the capacity of existing and/or new NGOs—including conservation NGOs—in the Philippines and other CT countries.

ACTIVITY SUMMARY

The one-day PHE Program Design training—a pre-conference activity—will be organized and co-facilitated by BALANCED partner PFPI. It will help build the skills of NGOs and government agencies such as local government units (LGUs) that are attending the PHE Conference and are either already implementing or interested in implementing PHE interventions in the Philippines or other CT countries. However, participants attending the training will not receive BALANCED post-training support unless they are from NGOs already receiving BALANCED funding and technical support (World Wildlife Fund-Philippines and partners working with PFPI on BALANCED-Philippines scale-up activities).

In coordination with the BALANCED Project's USAID Administrative Officer's Technical Representative (AOTR) and PHE Technical Advisor, BALANCED staff will further discussions with the Coral Triangle Support Partnership (CTSP), the USAID-supported CTI Program Integrator, the USAID Regional Development Mission for Asia (RDM/A), and the USAID Philippines Mission Office of Environment and Energy (OEE) to leverage funds to promote PHE in the CT region.

Specific activities will include:

- In collaboration with SIGUE, conduct a one-day abridged workshop on *Designing and Implementing Integrated Approaches to PHE: Workshop for Planners and Managers* for NGOs from the CT region to implement/scale-up PHE in that region.
- Conduct PHE Program Design workshop for or in other CT countries, if funding is leveraged from other donors.

ORGANIZATIONS INVOLVED

Funded partners: PFPI, CRC, CI

Strategic champion partners: SIGUE, CI Philippines (CI/P)

Collaborative partners: USAID Philippines, RDM/A, CTSP,

KEY OUTPUTS

- Adapted PHE Program Design Trainer's Guide/workshop agenda for one-day PHE Program Design Workshop
- Reports on PHE Program Design workshops with participants' action plans

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 12 representatives from NGOs and LGUs implementing or new to PHE activities have strengthened skills in PHE Program Design (1.1)
- PHE Program Design curriculum adapted for one-day training (2.1)

INDICATOR	YR 4 TARGET
1.1. Number of individuals trained by BALANCED in PHE know-how and SOTA using 21 st century learning tools	12
2.1 Number of 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 Build capacity of NGOs in Africa on PHE Program Design

New	Activity leader: Joan Castro
Activity Start Date: July 1, 2011	Activity End Date: December 30, 2011

RATIONALE FOR ACTIVITY

The first workshop on *Designing and Implementing Integrated Approaches to Population, Health and Environment* (herein referred to as the PHE Program Design workshop) was conducted in Ethiopia in November 2008. It sought to build the capacity of managers and planners working on conservation and rural development projects to design effective PHE integrated projects. Participants learned about different PHE models, how to formulate and use a conceptual model and results chain for their project, develop PHE goals and objectives, and select appropriate PHE indicators and develop a monitoring plan. The David and Lucile Packard Foundation/Ethiopia and the BALANCED Project funded a number of the NGOs that attended the 2008 workshop to use what they learned in the training to integrate PHE approaches into their on-going conservation/health activities. No PHE Program Design workshop has been conducted in Africa since 2008.

In order to build the capacity in PHE among new health and conservation organizations and government officials receiving funding to implement PHE activities in Africa, BALANCED will conduct a four-day workshop on PHE Program Design. The individuals selected to attend are will be those who already have adequate funding to use what was learned in the training and to implement the action plans that will be developed in the workshop, and are BALANCED strategic champion organizations and practitioners.

ACTIVITY SUMMARY

Immediately following the November 2011 International Conference on Family Planning in Dakar, Senegal, BALANCED will conduct a four-day workshop on PHE Program Design that will include a session on scaling-up. The session on scaling-up will be led by Partners in Expanding Health Quality and Access/Expandnet. An explicit decision was made not to open the training to attendees of the Family Planning Conference. Rather, those invited will be limited to BALANCED strategic champion organizations with the funds to implement PHE activities. This includes three NGOs working on the recently awarded Integrated Community Managed Population, Health, and Environment (ICMPHE) project funded by John T. and Catherine D. Macarthur/David and Lucile Packard Foundation's; the two new BALANCED seed grant recipients from Uganda—Volunteer Efforts For Development Concerns (VEDCO) and Bwindi Mgahinga Conservation Trust (BMCT); the new *Pwani* project director and two key government officials from Tanzania where BALANCED is planning to hand-over activities to the district government; and one to two other NGOs working on PHE in Africa.

In-country staff of CRC's *Collaborative Management for a Sustainable Fisheries Future in Senegal* (USAID/COMFISH) Project will help organize logistics for the workshop. The PHE Program Design workshop will use the 2008 *Designing and Implementing Integrated Approaches to PHE: Workshop for Planners and Managers* training materials, which will be slightly revised to incorporate lessons learned from PHE implementation in Africa and the Philippines over the past three years under the BALANCED Project.

BALANCED will also provide post-training support—provided, as appropriate and within BALANCED manageable interests—to workshop participants who will need further technical assistance in implementing their PHE action plans.

Specific activities will include:

- Adapt the PHE Program Design training materials to incorporate lessons learned from implementing PHE activities under the BALANCED Project.
- Conduct a four-day workshop on *Designing and Implementing Integrated Approaches to PHE: Workshop for Planners and Managers* for NGOs from Africa who are implementing/scaling up PHE. The workshop includes a session on scale-up conducted by Partners in Expanding Health Quality and Access/Expandnet.

ORGANIZATIONS INVOLVED

Funded partners: PFPI, CRC

Strategic champion partners: Pathfinder International, Ecological Christian Organization, OSIENALA, VEDCO, BMCT, CTPH, Tanzania Coastal Management Partnership (TCMP); Pangani District government

KEY OUTPUTS

- Representatives from NGOs trained on PHE Program Design

- PHE Program Design materials informally adapted and upgraded for the workshop
- Report on PHE Program Design workshops with participants' action plans

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 16 representatives from NGOs implementing or new to PHE activities have strengthened skills in PHE Program Design (1.1)
- At least two PHE implementers training others on PHE Program Design (1.2)

INDICATOR	YR 4 TARGET
1.1. Number of individuals trained by BALANCED in PHE know-how and SOTA using 21 st century learning tools	16
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	2

1.3 Build capacity of PHE Ethiopia Consortium to conduct training activities

On-going	Activity leader: Linda Bruce
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

The PHE Ethiopia Consortium (PHE Ethiopia) was established in May 2008 in response to commitments made at the 2007 PHE Conference held in Addis Ababa, Ethiopia. This network is currently registered as an NGO and receives funding from the David and Lucile Packard Foundation (hereafter referred to as the Packard Foundation) and other international donors to support its 38 member organizations. In her document, *Reflections on Population, Health, and Environment Projects in Ethiopia: the Packard Foundation's First Three Years Investing in PHE in Ethiopia* (here forth referred to as *Reflections Paper*), Annie Wallace, the 2009 USAID PHE Fellow in Ethiopia, noted that "PHE Ethiopia staff capacity should be built to offer technical assistance to its members" and that "this organization should begin to take the lead in providing technical assistance to its members."

Since Year 2, the BALANCED Project has provided technical support to build the capacity of PHE Ethiopia to mobilize and train its members. PHE Ethiopia staff have participated in all of BALANCED key workshops—PHE Community-based Distribution (CBD) and PHE Adult Peer Education Train-the-Trainer (TOT); How to Develop Integrated Information, Education, and Communication (IEC) Materials; and Youth Peer Education (YPE) TOT. BALANCED staff has also provided PHE Ethiopia with hands-on technical support. They also participated in a working group facilitated by the BALANCED Monitoring, Evaluation and Learning (ME & L) Specialist on selecting indicators to monitor and evaluate PHE activities. PHE Ethiopia is now well placed to take the lead in organizing on its own PHE workshops and training for its members.

ACTIVITY SUMMARY

Although the 2008 PHE Program Design workshop was held with NGOs interested in PHE projects in November 2008, Ms. Wallace noted in her *Reflections Paper* that the Packard Foundation-funded organizations received the training before their projects began. This gap between the time of the training and the time when participants could apply what they learned in their projects has contributed to the need for a refresher course on this topic. As noted by Negash Teklu, Executive Director of the PHE Ethiopia Consortium, and confirmed by the BALANCED EAC, a PHE Program Design refresher training is needed not only by this group that attended the 2008 workshop, but as well by other organizations currently implementing PHE activities in Ethiopia.

Building on the expressed desire for a refresher course on PHE Program Design or other PHE topic (as identified by the new PHE Fellow recently stationed in Ethiopia) and the need to strengthen the capacity of PHE Ethiopia Consortium to provide technical assistance to its members, BALANCED will provide partial funding (up to \$4,000) and technical support to PHE Ethiopia to conduct this refresher, or other training, course. BALANCED will encourage PHE Ethiopia to raise other funds for the course, organize it, engage local BALANCED trainees/PHE practitioners as workshop facilitators, and conduct the course for the Consortium's member organizations—with priority going to participants from NGOs currently receiving Packard funding to implement PHE activities. While PHE Ethiopia and its facilitators will take the lead in the course, the USAID PHE Fellow will also assist. The course will use the PHE Program Design Participant Manual, which was translated into Amharic during BALANCED Year 2.

Specific activities will include:

- Provide PHE Ethiopia with financial and technical support to conduct a refresher training on *Designing and Implementing Integrated Approaches to PHE: Workshop for Planners and Managers* or workshop on other PHE topic for PHE Ethiopia members. Topic of workshop will depend on PHE Fellow's assessment of capacity building needs.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: PHE Ethiopia, USAID PHE Fellow, Packard Foundation

KEY OUTPUTS

- Representatives from NGOs that participated in the 2008 PHE Program Design Workshop as well as those new to PHE have upgraded skills on PHE Program Design or other PHE topic
- Report on PHE Program Design workshops with participants' action plans

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 20 representatives from NGOs implementing or new to PHE activities have strengthened skills in PHE Program Design (1.1)
- At least two NGOs implementing PHE in Ethiopia training others on PHE Program Design (1.2)

INDICATOR	YR 4 TARGET
1.1. Number of individuals trained by BALANCED in PHE know-how and SOTA using 21 st century learning tools	20
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	2

1.4 Provide on-going support to BALANCED trainees and PHE practitioners

On-going	Activity leader: Joan Castro/East Africa Consultant
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

Continuous post-training repetition, learning, mentoring, and regular support, especially in remote locations, are what help build sustainable capacity, promote a sense of ownership of PHE within targeted organizations and is the BALANCED Project's key strategy for helping NGOs sustain PHE efforts after BALANCED support ends. Since the beginning of the Project, BALANCED has provided post-training support to as many of its trainees as possible as a means for strengthening capacity beyond one-stop training workshops, as well as galvanizing interest in this integrated approach. During BALANCED Year 3, team members provided hands-on mentoring and/or virtual post-training support to 14 organizations in five countries, including participants who attended BALANCED workshops since 2009, participants in the South-to-South Exchange PHE (SSE-PHE) study tour, and to organizations that were new to PHE project implementation and that requested technical assistance. This support included sending all BALANCED trainees copies of revised training manuals and training materials, virtual Skype and e-mail support, and most importantly, hands-on mentoring on PHE project design, IEC message development, project implementation and youth peer education.

However, in Year 4, as the project enters its final two years, all capacity building, especially post-training support, will have one end in mind—the handover of PHE implementation and training to BALANCED PHE champion organizations and practitioners as a way of increasing the chances that PHE will be sustained after the Project support ends. Post-training support will be provided only to implementing individuals, institutions and governments in BALANCED focus countries (e.g. Philippines, Tanzania, Ethiopia as well as Ghana) and in whom the Project has already made significant investments. Further, more and more BALANCED trainees will be given opportunities to provide technical support to their

own and other organizations working in their country. Post-training support to seed grant recipients is described under IR 3 of this workplan.

ACTIVITY SUMMARY

Depending on their capacity building needs and action plans, a core set of identified PHE champions—local and headquarter institutions and PHE practitioners—in BALANCED focus countries will be the target of BALANCED post-training support. These institutions and PHE champions have the interest, the organizational support /mandate and funds to incorporate PHE approaches into their development projects. They offer the best hope for sustaining the PHE approach after the BALANCED support ends, which is at the heart of the BALANCED Life-of-Project goal.

The Year 4 post-training plan includes technical support to organizations that received BALANCED assistance in Years 2 and 3 and who continue to implement their PHE activities. In Africa, this includes four Packard-funded NGOs implementing PHE activities in Ethiopia, the PHE Ethiopia Consortium, the USAID PHE Fellow, CRC's *Hen Mpoano* Project in Western Ghana, and TCMP and local governments in Tanzania. In Asia, BALANCED will also continue to provide post-training mentoring and virtual technical support to World Wildlife Fund-Philippines/Kabang Kalikasan ng Pilipinas Foundation Inc.(WWF-P/KKPFI), and CI in Papua New Guinea. (See Appendix 1 – Year 4 Post-training Plan).

The type of post-training support will depend on discussions with BALANCED trainees; trainees/NGOs' action plans developed during workshops; trainees' current capacity; assessments made during hands-on technical assistance visits by BALANCED; and other factors. It will include, but is not be limited to, virtual email support, hands-on mentoring, supervision, refresher training, and /or new innovative learning techniques. Every effort will be made to use seasoned BALANCED trainees to facilitate selected post-training activities.

To most effectively provide the support needed by East African NGOs to strengthen, build and sustain their PHE activities, BALANCED will continue to place the EAC in Tanzania for six months (two three-month stints—one in quarter 1 and one in quarter 3 of Year 4). The BALANCED PHE Technical Assistance Lead (PTAL) and other key BALANCED staff will provide both hands-on or remote capacity building and post-training mentoring and virtual technical support as needed. While travel for the EAC is included in the Year 4 workplan travel schedule, if additional travel is needed by the EAC or other BALANCED staff, the BALANCED Project Director will seek guidance from its AOTR/PHE Technical Advisor.

Specific activities will include, but are not limited to, providing post-training support to:

- USAID PHE Fellow based in Ethiopia on PHE implementation ,and monitoring and evaluation
- In coordination with the USAID PHE Fellow, PHE Ethiopia Consortium on monitoring and use of PHE indicators, PHE Program Design, and other topics identified during BALANCED staff visits to Ethiopia

- NGOs currently funded and working in PHE in the six BALANCED focus countries:
 - Ethiopia: at least six institutions
 - Tanzania: at least four institutions
 - Ghana: at least three institutions
 - Philippines: at least three institutions
 - PNG: at least one institution

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: PHE Ethiopia, USAID PHE Fellow, TCMP, Friends of the Nation (FON), The Nature Conservancy (TNC), Pathfinder (Ethiopia and Tanzania), WWF-P/KKPFI, CI-PNG, and local governments in above-mentioned countries

KEY OUTPUTS

- Conservation and rural development organizations from five USAID Family Planning Tier 1 countries receiving PHE technical assistance support
- Trip reports on technical assistance support provided by BALANCED team members

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 20 trainees from 17 or more NGOs/institutions who participated in BALANCED capacity building events receiving post-training support (1.1 & 1.4)
- At least two BALANCED trainees providing PHE technical assistance to others in-country (1.2)

INDICATOR	YR 4 TARGET
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	2
1.4a Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE within their programs (PRH 3.2)	17

1.5 Provide technical support to the ICMPHE Project

On-going	Activity leader: Joan Castro
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

The John D. and Catherine T. MacArthur/David and Lucile Packard Foundations recently awarded Pathfinder International funding to work with the Ecological Christian Organization (ECO), Conservation Through Public Health (CTPH) and OSIENALA (Friends of Lake Victoria) to implement the ICMPHE project. Under this project, partners will develop and test a set of coordinated and scalable activities in Uganda and Kenya that address the interconnections between human life and the Lake Victoria Basin ecosystem.

The ICMPHE project aims to use PHE field programming in demonstration sites in the Lake Victoria Basin region of two neighboring countries, Kenya and Uganda, to advocate to the Lake Victoria Basin Commission and the governments of Kenya and Uganda about the benefits of an integrated approach, making an argument for the need to strengthen FP and sexual and reproductive health (SRH) care within environmental and conservation activities as a critical aspect of attaining Lake Victoria conservation targets and Millennium Development Goal (MDG) targets in both countries. While the PHE field has developed successful models of integrated development approaches, many are not sustainable or scalable models that can be implemented by the local communities and governments once the funding has ended.

Working with ExpandNet, Pathfinder, ECO, CTPH, and OSIENALA will develop and test two models of integrated interventions in Uganda and Kenya that have the potential for sustainability and can be scaled-up to other districts in the regions, with the possibility of expanded relevance and replication for the other countries in the LVB region. ExpandNet is an informal global network of health professionals that has developed a framework for scaling-up and related tools on how to 1) design pilot projects for sustainable scale-up, 2) develop scaling-up strategies once interventions have been successfully tested, and 3) provide general practical guidance with scaling-up. During BALANCED Year 4, ExpandNet will provide technical support to the ICMPHE Project to help ensure the PHE interventions chosen for implementation are appropriate to the settings, are implemented in sustainable ways, and are designed from the start to accommodate future scaling-up to surrounding areas and more generally in the participating countries. ExpandNet/WHO recently developed the tool *“Beginning with the end in mind: Planning pilot projects and other programmatic research for successful scaling-up”*, which will be used to help guide this process.

ACTIVITY SUMMARY

USAID/PRH awarded the BALANCED Project with additional funding to provide technical assistance support to the partners implementing the ICMPHE project. As part of this support, BALANCED will fund eight ICMPHE Project staff to attend the PHE Program Design workshop it will host immediately after the Family Planning Conference in December 2011 in Senegal (see Activity 1.2). BALANCED will work with Pathfinder to identify the type of post-training support that should be provided to the ICMPHE participants, based on their action plans and other identified technical needs.

In addition to providing technical support directly to ICMPHE, BALANCED is partnering with Expandnet to help them learn more about PHE and to incorporate lessons learned from PHE implementation and scale-up into its own technical support to the ICMPHE. At the

same time, BALANCED will be learning more about ExpandNet's scale-up methodology as we begin to think of drafting lessons learned from scaling-up PHE in the Philippines.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: Pathfinder International, CTPH, ECO, OSIENALA, Partners in Expanding Health Quality and Access/Expandnet

KEY OUTPUTS

- Reports on BALANCED technical support provided to ICMPHE
- Reports on Expandnet technical assistance to ICMPHE

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 8 participants from Pathfinder, CTPH, ECO, OSIENALA attending the Dakar PHE Program Design Workshop (will be reported under Activity 1.2)
- At least two ICMPHE partners training others on PHE (Program Design, CBD/PE systems, IEC)
- At least 7 ICMPHE partners trained on how to implement PHE activities

INDICATOR	YR 4 TARGET
SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1)	3
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	2
1.4b Number of new Missions and organizations receiving TA from BALANCED	3

1.6 Support PHE champions to attend CRC/CI's "*Building Coastal Community Resilience: Population, Health and Environment Dimensions*" course

On-going	Activity leader: Lesley
Activity Start: October 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

Building a cadre of PHE practitioners and champions is an overarching goal of the BALANCED Project and it works toward this goal with a combination of capacity building interventions, including training courses. The Project recognizes that while there have long been curricula on PHE Program Design, and various courses focusing on training community-based distributors and peer educators, there has not been a PHE writ large

training with equal focus on the P, H and E elements and their integration. With this recognition and the fact that Squillante and Torell/CRC have significant experience in designing and delivering revenue-based training courses, they—along with Janet Edmond—took the lead in securing the agreement of their respective organizations to develop such a course for June 2012 delivery, with the course focusing this first time on those individuals specifically working in coastal areas. While Squillante, Torell and Edmond will play key roles in the design and delivery of this course, their time on this activity is not funded by BALANCED. That said, by default they will bring BALANCED PHE training materials, tools, and experience to the table and can help shape this course in a way that promotes it serving as a springboard for a similar BALANCED Year 5 course that is adapted and targeted to the needs of BALANCED key audiences in Africa and Asia.

ACTIVITY SUMMARY

The “*Building Coastal Community Resilience: Population, Health and Environment Dimension.*” course, and Squillante, Torell and Edmond’s time to design and deliver the course, is being supported by non-BALANCED funds. However, other BALANCED staff will commit to providing limited support to the CRC-CI June 2012 course. This will take the form of helping market the course, providing input and/or review—upon request—in the curriculum design and planning, and in providing at least two scholarships for BALANCED strategic champion partners from one or more of the BALANCED focus countries. The recipient(s) of BALANCED scholarship(s) would then help design and serve as co-trainers in a BALANCED hosted/funded PHE course in Year 5 in either the Africa or Asia region.

ORGANIZATIONS INVOLVED

Funded partners: CRC, CI, PFPI

Strategic champion partners: TBD

KEY OUTPUTS

- Representatives from NGOs that participated in the “*Building Coastal Community Resilience: Population, Health and Environment Dimension.*” Course have upgraded skills on PHE Program Design

EXPECTED RESULTS AND INDICATORS

- At least two BALANCED scholarship recipients from BALANCED strategic champion partners with the skills to help adapt the 2012 course curricula for a 2013 BALANCED-hosted/supported course for BALANCED targeted audiences; and possibly the skills to help co-train in the 2013 course

INDICATOR	YR 4 TARGET
1.1. Number of individuals trained by BALANCED in PHE know-how and SOTA using 21 st century learning tools	2

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

Total Year 4 IR 2 Activities:	\$ 285,400
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	

This revised Year 4 workplan acknowledges the recommendation from the BALANCED mid-term evaluation to maintain and build only modestly on the knowledge management/KM-specific activities and outputs from the Project's first three years. As discussed among BALANCED Project key staff in the September 2011 strategic planning meetings, the Project KM activities will continue to serve as a conduit between the Project activities in and outputs from its efforts in capacity building and field support, but will be more strategic and focused.

Toward this end, KM tools, publications and other efforts will be specifically targeted and designed to contribute to effective PHE implementation. This will require more regular communications between technical staff working in the field and staff working on BALANCED KM activities to identify potential PHE news items, success stories and PHE champion stories, video opportunities, and lessons learned on what is working in the Project's capacity building interventions and technical support to the field. The team will also finalize, aggressively market, and disseminate a select number of publications and tools that were already well-developed and nearing completion at the end of Year 3. This includes six PHE training manuals²; and the article developed on the Tanzania Baseline Monitoring System (BMS), which was accepted by the Journal of Ocean and Coastal Management, pending revisions suggested by two external reviewers.

KM, an integral part of the overall BALANCED Project design, will continue to play a role in the Project. However, the team will develop a very limited number of new PHE tools between now and the end of the Project. Much thought and discussion—not only amongst the BALANCED team, but including with other members of the larger PHE community of practice—has gone into determining which tool(s) would be most valuable to and are most needed by PHE practitioners. Based on these discussions, the team has decided to develop one tool that pulls together lessons learned from PHE implementation. Development of this tool will begin in Year 4 and be finalized and disseminated in Year 5. (Some aspects of the previously planned tools listed in the previous version of the Year 4 workplan submitted last June will be included in the new PHE implementation tool.) It was also decided to only produce one newsletter in Year 4, the topic of which was gleaned during the September 2011 PHE stakeholder's meeting.

² These include the PHE CBD & PE TOT curriculum, PHE CBD training manual, PHE Adult PE training manual, CBD and PE Reference Guide, Guide on how to Develop Integrated PHE Messages and IEC Materials, and Designing for Behavior Change curriculum

The BALANCED team will maintain the current functionality of the PHE Toolkit site with no pursuit of increased features, and it will limit the upload of resources to only new documents as they become available/disseminated publicly by others (i.e., the team will not proactively “search” for resources that might add value to the site). Based on the reduced level of effort on the Toolkit, there is no longer a need to have a content management team, and this group will be disbanded.

In support of the BALANCED KM goal of serving as a learning and knowledge-sharing function, the Project will continue to actively participate in—and where possible support PHE field-based practitioners from BALANCED focus countries to actively participate in—strategically important conferences. This includes presentations on the PHE panel at the 2011 Family Planning Conference in Senegal. Other potential candidate conferences would be those with more of an environment/conservation focus, such as the RIO+20 Conference in Brazil in June 2012 or the World Conservation Congress in South Korea in September 2012. BALANCED staff and partner implementers are encouraged to submit abstracts and apply for scholarships.

2.1 Identify, document, and synthesize knowledge

On-going	Activity leader: Lesley Squillante
Activity Start Date: July 1, 2011	Activity End Date: June 30, 2012

RATIONALE FOR ACTIVITY

In Year 3 BALANCED adapted, field-vetted and finalized drafts of four essential PHE training manuals and one reference guide on community-based distribution and peer education systems. In Year 3 BALANCED conducted a Designing for Behavior Change (DBC) workshop in coordination with the World Wildlife Fund (WWF), and revised the DBC curriculum to the PHE context. The team also completed research articles on a cross-country (Philippines and Tanzania) comparative BMS, and on research findings (Year 3 research) on PHE in the Philippines. In Year 4, the BALANCED team will focus on finalizing and disseminated these six essential tools and having the research articles by peer-reviewed journals to widen the audience to which they can be disseminated.

In addition to focusing on disseminating already completed research articles and tools as noted above, BALANCED will begin development of one tool. Based on the results of a survey conducted in Year 3 to identify what PHE practitioners believe are gaps in the tools they need to do their work, on the basis of BALANCED staff field experience, and from discussions with representatives of the DC-based PHE community, BALANCED has identified one tool that it will begin developing during Year 4.

In its focus on serving as the nexus between the Project’s capacity building and field support efforts, the KM staff will continue to identify and produce PHE champion and success stories from the field and to share these and other important PHE-relevant news and information through additional communications venues in an effort to expand our reach to new audiences.

ACTIVITY SUMMARY

In Year 4, the Project will submit two BALANCED research documents—one article on the value add research conducted by Richard Pollnac in Year 3 on PHE in the Philippines and one on the cross-country (Philippines and Tanzania) comparative BMS developed by Elin Torell. BALANCED will also finalize the baseline BMS baseline of targeted family planning/reproductive health (FP/RH) and coastal resources management (CRM) behaviors in the sites of BALANCED-Philippines (Mission Buy-in), the result of which will help refine integrated communication messages and serve as a baseline for end-of-Project surveys to assess the degree of change in targeted behaviors for the field supported activities.

Based on the results of Year 3 survey and input from team members and PHE community members in Washington, DC, BALANCED will also develop a very simple "how-to" guide—"PHE Field Implementation: A Simple PHE Practitioner Guide"—a guidebook on practical basics of and "how to" tips for those implementing PHE activities and projects. This simple guide will be developed in Year 4 and finalized, and disseminated in Year 5. Several aspects of tools proposed in the previous Year 4 workplan submitted in June 2011 will be incorporated into this "how to" guide, such as simple monitoring and evaluation guidance, tips for talking to local stakeholders about PHE, etc.

In Year 4, BALANCED will finalize the three key training manuals (PHE CBD/PE TOT Curriculum, PHE CBD Training Manual and PHE Adult PE Training Manual) and the CBD/PE Reference Guides for PHE CBDs and PHE Adult PEs, which were in the final stages of editing at the end of Year 3. These will be disseminated widely at conferences, workshops and on the PHE Toolkit and BALANCED website. The training manual on "How to Develop Integrated PHE Messages and IEC Materials" is currently being revised by BALANCED staff and should be finalized field tested by the third quarter of Year 4. The DBC curriculum, which was revised for the PHE context in collaboration with WWF, is the first of its kind and still needs to be reviewed by BALANCED staff members and WWF prior to its finalization.

BALANCED will continue to gather stories of individual PHE champions as well as "champion" PHE projects, which will then be disseminated (see activity 2.3) in various forms such as short story pieces, blog posts for the New Security Beat, video clips, e-newsletters, etc. We plan to collaborate with our PHE partners on several of these products, particularly with the Woodrow Wilson Center (WWC) on the blog posts and videos. One collaborative activity already identified is a joint BALANCED-WWC video on PHE on-the-ground in Tanzania.

On all KM products, the team will confer with selected Advisory Committee members in cases where their individual or collective expertise could be valuable.

Specific activities will include:

- Submit two articles to research journals (Benefits Research in Philippines/Pollnac; Tanzania/Philippines Cross-Country Comparative BMS). (Q1, Q2)

- Complete the baseline BMS on FP/RH and CRM behaviors in select BALANCED-Philippines Buy-in sites and prepare a technical report on the findings. (Q1, Q2) (carry over from Year 3)
- Finalize the PHE CBD/PE TOT Curriculum, PHE CBD Manual and PHE Adult PE Manual (Q1, Q2) (carry over from Year 3)
- Finalize the Reference Guides for PHE CBDs and PHE Adult PEs (Q2) (carry over from Year 3)
- Finalize the curriculum on “How to Develop Integrated IEC Messages and IEC Materials.”(Q2) (carry over from Year 3)
- In collaboration with WWF-US, finalize the curriculum on DBC for PHE Projects. (Q3, Q4) (carry over from Year 3)
- Begin development of “PHE Field Implementation: A Simple Guide for PHE Practitioners”. (Q3, Q4)
- Identify and craft stories that highlight successful PHE projects and/or “champions” from the field and distribute via the New Security Beat blog, videos, etc.(Q 1 to 4)
- Provide updates for Advisory Committee members at least semi-annually. (Q2, Q4)

ORGANIZATIONS INVOLVED

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

Collaborative partners: PRB; WWF-US, Woodrow Wilson Center's Environmental Change and Security Program (WWC-ECSP), selected Advisory Group members on case-by-case basis

KEY OUTPUTS

Articles/Stories

- Two articles submitted to peer-reviewed journals
- BMS baseline report on FP/RH and CRM behaviors in BALANCED-Philippines sites
- Four champion stories (individuals or projects)

Tools

- PHE CBD/PE TOT Curriculum ready for dissemination
- PHE CDB Training Manual ready for dissemination
- PHE Adult PE Training Manual ready for dissemination
- Reference Guide for PHE CBDs and PEs
- How to Develop Integrated PHE Messages and IEC Materials curriculum finalized and ready for dissemination (carry over from Year 3)
- Designing for Behavior Change (DBC) for PHE Projects finalized

EXPECTED RESULTS AND INDICATORS

Expected Results:

- 6 tools, protocols, guides, etc. made publicly available (2.1)
- 6 success stories, peer reviewed articles, etc. published (2 peer-reviewed articles; 1 technical report; 1 BMS report, 4 champion stories) (2.2)

INDICATOR	YR 4 TARGET
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)	6
2.2a 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)	6
2.2b. Number of peer reviewed articles and research studies	2 (Subset of six listed above)

2.2 Organize existing and new knowledge for PHE website

On-going	Activity leader: Lesley Squillante
Activity Start Date: July 1, 2011	Activity End Date: June 30, 2012

RATIONALE FOR ACTIVITY

A key tool for outreach and communications on PHE is the PHE Toolkit located on the Johns Hopkins University (JHU) Center for Communications Program (CCP) Knowledge for Health (K4Health) website. It provides a one-stop PHE reference/resource library where users can access a wide range of the best of PHE publications, training curricula, research articles, and other resources. In Year 3, BALANCED both improved the functionality of the PHE Toolkit and expanded its content with the best of both older and more recently produced resources. In Year 4, the focus will turn to populating the site only with important new PHE materials and on simply maintaining the current level of the sites functionality and features and will no longer actively pursue additional upgrades to the Toolkit. With the reduced volume of materials that will need to be uploaded to the Toolkit, the need for a content management team is diminished and as such that team will be disbanded.

The BALANCED Project website will continue to be a venue for PHE approaches and tools and sharing information on the BALANCED Project and its accomplishments and, consequently, the team will continue to periodically update it with tools and documents developed by BALANCED and to provide important links to and from the PHE Toolkit.

ACTIVITY SUMMARY

With reduced efforts on the Toolkit, activities will be limited to writing abstracts for and uploading important new PHE materials and resources, periodically spot checking the site to

ensure links are working properly and that the RSS feed to the PHE Ethiopia's website PHE document library is functioning as it should and is feeding truly PHE-relevant materials. The content management team will also be disbanded.

The team will continue, however, to refine and implement its strategy for increasing traffic to the Toolkit, identifying and implementing activities that are the most feasible and that offer the potential for the greatest return on investment. Examples of such activities include: 1) activate the new PHE Gateway; 2) produce posts for the New Security Beat blog on stories from BALANCED staff visits to the field and 3) send updates to listservs as new resources are uploaded to the Toolkit. The team will continue to track data reports on usage of the Toolkit—number of visitors, most frequently accessed resources, etc. In a supporting role to the Toolkit, the team will update and maintain the BALANCED Project website.

Specific activities will include:

- Continue to update the PHE Toolkit with new content only
- Work with the JHU/CCP K4Health to establish a PHE Gateway that would allow NGOs and others organizations engaged in PHE to be directly indexed by the K4Health website for more rapid access to their activities and publications
- Track Toolkit usage patterns, including visits to the on-line PHE Ethiopia Network library collection.
- Maintain the BALANCED website

ORGANIZATIONS INVOLVED

Funded partners: CRC, CI and PFPI

Collaborative partners: JHU K4Health Project, members of the Content Management Team (WWF, PRB, Center for International Earth Science Information Network/CIESIN), PHE Project implementers and PHE networks

KEY OUTPUTS

- PHE Toolkit with increased number of tools
- Increased PHE Toolkit usage

EXPECTED RESULTS AND INDICATORS

Expected results:

- PHE Toolkit maintained with an increased number of new resources uploaded, number of visits and hits
- BALANCED Project website maintained and expanded

2.3 Share knowledge within the PHE and broader community

On-going	Activity leader: Janet Edmond
Activity Start Date: July 1, 2011	Activity End Date: June 30, 2012

RATIONALE FOR ACTIVITY

As with most communities of practice, it can be a challenge to keep abreast of both the best of existing and promising new resources—research, technical articles, training curriculum, etc.—that can inform and help advance PHE in one's own work. The BALANCED Project plays an active role in reminding the PHE community—and those outside of the PHE community, but who could be potential advocates—of the resources available and where and how to access them (including via the PHE Toolkit). Following on recommendations in the BALANCED mid-term evaluation, the focus in Years 4 and 5 will be in more aggressively performing this sharing role and helping promote the PHE tools and resources that are available for the practitioner community to access in their work. Recognizing that different audiences respond to different communications mechanisms, the BALANCED Project shares information using a range of tools and techniques that include in-person presentations at regional and global fora and conferences; electronic/on-line media such as the PHE Toolkit, e-newsletters, websites, listservs, blog posts and videos and news postings on the BALANCED Project website; and through distribution of hard copy technical reports, fact sheets, guides, etc.

ACTIVITY SUMMARY

Building on the BALANCED Project's communications and outreach efforts in the first three years of the project, Year 4 activities will target both old and new audiences at the field, regional, national and international scales—PHE field practitioners, networks and organizations to receive targeted messages about PHE events, resources available on the PHE Toolkit, conference and professional development opportunities and other PHE-related topics. We will continue to promote the PHE Toolkit and its varied features to both field practitioners and policy level advocates for PHE in East Africa and Asia.

In line with the streamlined focus on KM activities, BALANCED proposes to produce only one e-newsletter in Year 4 on the topic of how the integrated PHE development approach can help in making progress toward the MDGs of: End Poverty and Hunger; Gender Equality; Maternal and Child Health; Combat HIV/AIDS; Environmental Sustainability; and Global Partnerships. The e-newsletter will be distributed in February 2012 to more than 1,000 interested PHE professionals, including audiences at the Rio +20 Conference in June 2012 and other potential policy venues.

BALANCED Project's will distribute the e-newsletter and tools to the vast list of audiences targeted in the communication strategy, including new audiences and stakeholders—especially those working in family planning and health—in countries where BALANCED is working to raise awareness and interest in the benefits of PHE approaches. We will also foster PHE champions by supporting them to participate and demonstrate leadership in conference venues and key public speaking roles; and spreading news of their successes. In

collaboration with NRM, FP and health partners we plan to leverage existing PHE community investments in communications and outreach events to call attention to the importance of PHE at critical times, such as the milestone of world population reaching seven billion in October 2011 and the Rio+20 Summit in June 2012.

Specific activities will include:

- Through targeted email and listserv announcements, continue to maintain regular dialogue with the PHE community to increase access to and promote PHE tools, knowledge, etc. that are accessible on the PHE Toolkit and BALANCED websites.
- Develop one e-newsletter—on PHE as a development approach that addresses a majority of MDGs
- In an effort to build capacity of developing country partners and promote these champions and their success stories, support and promote approximately four champions to attend and/or speak at conferences and/or at the Wilson Center and other venues. We will also ask these champions to contribute to technical reports, newsletters, blog posts for WWC’s New Security Beat, think pieces, etc.
- BALANCED staff or partners will present at three conferences—July, Coastal Zone Conference in Chicago (Robadue); October, WIOMSA 2011 Symposium in Mombassa (Torell); November FP conference (Baraka Kalangahe) Possible participation in Rio+20 in June 2012 will be considered.
- Collaborate with PHE community partners and champions to sponsor PHE-related seminars and outreach events (virtual or in person) to promote PHE around key current events such as the day the world population reaches seven billion (October 31, 2011) and the Rio+20 Summit (June 2012).

ORGANIZATIONS INVOLVED

Funded partners: CI, CRC and PFPI

Collaborative partners: WWC, PHE Policy & Practice Group and other organizations and networks with active listservs; WWF, PRB, WCS, EWNRA; Blue Venture, and PHE networks, K4Health Project and other organizations interested in PHE

KEY OUTPUTS

- PHE and BALANCED related news and information feeds to selected outlets
- One electronic newsletter published and disseminated
- Three conference presentations by BALANCED staff and/or BALANCED-funded or BALANCED cost-share partners
- PHE partners/champions presenting at two external events (virtual or in person)
- Two PHE champions presenting at WWC and two PHE champions presenting at international conferences.

INDICATORS AND EXPECTED RESULTS

Expected Results:

- PHE news and outreach-specific content disseminated via PHE Toolkit and BALANCED Project websites
- One electronic newsletter developed and disseminated (2.2)
- Three conference presentations (2.2)
- At least 18 new BALANCED documents and/or tools uploaded to PHE Toolkit

INDICATOR	YR 4 TARGET
2.2a 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)	4

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

Total Year 4 IR 3 Activities	\$ 256,626
3.1 Scale-up PHE activities in Tanzania	
3.2 Scale-up PHE in the Philippines (Mission Buy-in)	
3.3 Provide seed grant and technical support to EWNRA in Ethiopia	
3.4 Provide seed grant and technical support to WCS Zambia	
3.5 Provide seed grants and technical support to Woodland Park Zoo for TKCP Project in PNG	
3.6 Provide seed grant and technical support to VEDCO and Bwindi Mgahinga Conservation Trust in Uganda	
3.7 Implement recommendations from Glacial Melt study (Asia Bureau Buy-in)	
3.8 Secure funding for PHE implementation for at least one country	

Building on the gains achieved in Years 1 to 3, the BALANCED Project continues to facilitate the replication and scale-up of results-oriented PHE field-based activities in Tanzania, Zambia, Ethiopia and the Philippines. During Year 3, BALANCED expanded PHE activities to three new wards in Pangani and one ward in Bagamoyo in Tanzania. We also executed a seed grant to WCS Zambia to integrate community-based family planning (CBFP) around the Luangwa Valley surrounding Zambia's largest national park where the thriving Wildlife Conservation Society (WCS) Community Markets for Conservation (COMACO) livelihoods program is taking place. Further, we assisted WCS Zambia to develop a successful proposal to the Flex Fund to scale-up the PHE approach to additional districts in Eastern and Western Zambia. In Ethiopia, we provided the 2nd tranche of funds as well as technical support to strengthen the ENWRA PHE model and integrate youth peer education into their activities. BALANCED also began the seed grant process with

Woodland Park Zoo's Tree Kangaroo Conservation Project (TKCP) in PNG and solicited concept notes for two additional seed grant recipients in Africa. Finally, with a Mission Buy-in, BALANCED is scaling-up PHE in the South Sea and Visayan bioregions in the Philippines.

In Year 4, BALANCED will continue to support implementation and replication/scale-up of PHE activities in Tanzania, particularly in the Pangani and Bagamoyo Districts. In Zambia, we will continue to strengthen the PHE model in three districts and help WCS replicate PHE in three additional districts. Through USAID Philippines field support, BALANCED-Philippines will strengthen past PHE activities in 20 municipalities and scale-up the approach to nine new municipalities in two significant bioregions. We fund and provide support to three new seed grant recipients—one in Papua New Guinea and two in Uganda—to integrate CBFP into conservation and/or rural development projects in the Africa and the CT regions.

As part of its Asia Near East (ANE) Bureau-funded activity, BALANCED will provide logistics support for and participate in a workshop for representatives from USAID Washington, Missions from the Asia Near East region, and the Asia Bureau. The purpose of the workshop will be to discuss options for implementing recommendations from the research conducted by BALANCED in Year 3 and finalized in a report early in Year 4—recommendations for building synergies and integration across initiatives that span multiple countries in the region and that span different earmarks, but which—if working collectively—could help address glacier melt vulnerability in the region.

3.1 Scale-up PHE activities in Tanzania

On-going	Activity leader: Ricky Hernandez, Elin Torell
Activity Start: July1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

In Tanzania, BALANCED is supporting the integration of family planning into CRC's on-going work through the TCMP and its *Pwani* Project, which implements integrated PHE environment activities in villages surrounding Saadani National Park. These efforts are supported by the USAID Tanzania Mission with PEPFAR (President's Emergency Plan for AIDS Relief) and biodiversity conservation earmark funds. BALANCED provides modest funding to support the integration of CBFP into TCMP's integrated activities—specifically by supporting CBDs, PHE PEs, and PHE providers.

In Year 2, BALANCED initiated the integration of CBFP activities in Mkalamo and Mkwaja wards in Pangani District, where 30 Ministry of Health (MOH) CBDs, 62 PHE adult PEs and 47 PHE providers (storeowners) were trained to provide information on PHE linkages, family planning and conservation. CBDs were also trained to provide certain FP commodities and refer clients interested in other methods to the local health facility. A total of 1,500 posters with integrated IEC messages were distributed to the Pangani Hospital, two

health dispensaries, six village offices, CBDs, PHE providers, adult PEs, theatre groups, Pangani district council, local NGOs, and the Pangani ferry and market.

In Year 3, BALANCED expanded the PHE CBD network to three new wards in Pangani—Mwera, Mikinguni, and Kipumbwi—which already had MOH-certified CBDs. Twenty of the CBDs were trained on PHE concepts and given refresher updates on contraceptive methods, prevention of pregnancy and gossip and rumors related to the use of FP methods. Additionally, CBDs and PHE PEs from Mkalamo and Mkwaja wards were given refresher training. Fifty-four PHE adult PEs from the same wards will be trained in June 2011. A Designing for Behavior Change survey was conducted and the results used to fine tune IEC messages on four behavior problems related to family planning, fuel efficient stoves, sexually active youth, and community-based savings and credit associations (SACCOs). IEC materials and activities (posters/leaflets, radio shows, community theater, etc) will be finalized and produced in Year 4. The Ministry of Health signed a Memorandum of Understanding (MOU) with TCMP to initiate youth activities in the Pangani District.

BALANCED is working to scale-up PHE to other conservation groups and toward this goal, in Year 3 the team provided technical support to AWF, WCS, TNC and Pathfinder to replicate PHE approaches in the Iringa, Arusha and Mahale regions respectively as part of our post-training support activities (See Activity 1.4). Further, we have partnered with EngenderHealth to promote mobile clinics for long acting methods through our CBDs and adult PE and our volunteers are promoting FHI's M4RH mobile telephone hotline on reproductive health and family planning. TCMP has also been invited to participate with other USAID-funded CAs in the MOH's Family Planning Working Group.

ACTIVITY SUMMARY

In Year 4, BALANCED will continue supporting the PHE volunteers operating in the five wards in Pangani District, with the goal of gradually turning over the PHE activities to the *Pwani* Project and the Pangani District government. The end goal is to have PHE mainstreamed into the Pangani District Development Plan. Strategies to reach this goal include sending two key district government staff to the BALANCED-designed and led PHE Program Design Workshop in Senegal (where they will develop a PHE design for the Pangani District); holding periodic advocacy meetings with government officials; featuring Pangani in a Tanzanian PHE Program Design Workshop; and provide regular follow-up support to BALANCED-trained CBDs and PEs. The latter support will be provided by the PHE coordinator as well as *Pwani* staff and will include periodic monitoring and follow-up visits (every six weeks) to the CBDs, PHE adult PEs, and PHE providers in the five wards and an annual meeting of all PHE volunteers. BALANCED staff will also follow up with PHE PEs trained by the *Pwani* project in the Bagamoyo District.

In order to expand community access to FP methods, BALANCED will train selected accredited drug dispensary outlets (ADDOS) in Bagamoyo or Pangani that sell oral contraceptive methods to become PHE adult PEs. Management Sciences for Health (MSH), the organization that worked closely with the Tanzanian Food and Drug Authority (TFDA) to develop the accreditation process for the ADDOs and train these pharmacy outlets, was very supportive of the BALANCED Project providing refresher training on reproductive

health, family planning and PHE linkages to ADDOs in Pangani or Bagamoyo. The trained ADDOs will be connected to existing CBDs and PHE adult PEs in one of the two districts as well as be encouraged to become involved in TCMP's livelihoods and HIV prevention activities.

We will continue to work with EngenderHealth and PSI to promote their mobile clinics for long acting methods through our CBDs and adult PEs, and to promote FHI's M4RH mobile telephone hotline on reproductive health and family planning. Also, TCMP is joining the National Family Planning Working Group and will make a presentation in October on TCMP, the PHE approach and the BALANCED Project.

IEC materials and activities, e.g. posters, radio and theater shows, will be developed following the finalization of IEC messages related to family planning, fuel-efficient stoves, sexually active youth, and community-based SACCOs. We will work with a local IEC consultant to ensure IEC activities most effectively reach our target audience(s).

In collaboration with the MOH, which is leading the youth center in Pangani, BALANCED will train youth PHE PEs in the Mkwaja and Mkalamo wards to promote pro-environment and pro-health messages. The youth PEs will support and promote the PHE community-based CBD systems in the Mkwaja and Mkalamo wards (carry-over activity from Year 3).

Through the *Pwani* Project, PHE activities will be replicated in the Bagamoyo district and BALANCED staff will train PHE adult PEs in two villages (Saadani and Mkange). The PHE adult PEs are connected to the SACCOs and energy saving technologies supported by *Pwani*.

Finally, *Pwani* will implement a PHE Program Design Workshop in Tanzania. Although two organizations (AWF and WCS) that were in the initial stages of PHE planning have lost their PHE champions, BALANCED will continue efforts to build the capacity of those organizations' new leaders and other new initiatives (e.g., a new Pathfinder/TNC project), BALANCED will hold a PHE Program Design Workshop in Pangani that will feature PHE activities ongoing in Pangani. The workshop will be transferring knowledge and lessons learned to individuals from other organizations in tandem with serving as encouragement for the Pangani district to mainstream PHE into its development plan. The three Tanzanians who attend the workshop following the Family Planning Conference in Senegal will facilitate the training workshop in Pangani together with the PHE Coordinator and the BALANCED EAC.

Specific activities will include:

- Conduct monitoring, mentoring, and follow-up meetings with existing CBDs, PHE providers, and adult PEs to improve the effectiveness and impact of the PHE community-based distribution and peer education outreach and service delivery systems, and to ensure trainees refer and distribute modern contraceptives as well as provide integrated PHE messages.
- Conduct annual meeting for all Pangani PHE volunteers (CBDs, PEs).

- Develop IEC materials/activities based on the revised IEC messages (activities could include radio and theater shows, and/or distribution of print media such as posters and/or fliers).
- Train ADDOs (fully accredited) in Bagamoyo and Pangani on PHE linkages and update their RH/FP skills, including training them to become adult PEs, and encouraging them to become SACCO members.
- Conduct advocacy meetings and train PHE champions with the goal of integrating PHE into the Pangani District Development Plan.
- Train youth PEs in the coastal wards between Pangani town and Saadani National Park.
- Conduct a Tanzania PHE Program Design Workshop in Pangani.

ORGANIZATIONS INVOLVED

Funded partners: CRC and PFPI

Strategic champion partners: TCMP, Pangani District Council, Mkalamo, Mkwaja, Mwera, Mikinguni, and Kipumbwi wards and village governments, SANAPA, UZIKWASA, MSH, TFDA, Bagamoyo District Council, WCS, AWF, Pathfinder/TNC

KEY OUTPUTS

- ADDOs provided with refresher training on PHE linkages, and FP/RH
- Selected ADDOs trained as PHE adult PEs
- Youth PEs trained on adolescent reproductive health, conservation and PHE linkages
- IEC materials (posters and radio spots) distributed in Pangani and Bagamoyo
- Tanzanian NGOs and local government staff trained in PHE Program Design
- PHE mainstreamed into the Pangani District Development Plan
- Success stories and materials developed for BALANCED e-newsletter
- Field indicator results related to family planning, HIV/AIDS, biodiversity conservation, and economic development collected

EXPECTED RESULTS AND INDICATORS

Expected Results

- At least 10 ADDOs trained in PHE and FP/RH (1.1)
- At least 10 individuals trained in PHE Program Design
- At least 30 young individuals trained on PHE youth peer education (1.1)
- At least 2 BALANCED TOT participants training youth PEs (1.2)

INDICATOR	YR 4 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	50
1.2 Number of participants who received BALANCED training and/or	2

mentoring that are now providing training or TA to others on PHE implementation

3.3 Number of BALANCED field site activities that produce results that can feed into knowledge management/KM activities (development of tools and success stories) 1

3.2 Scale-up PHE in the Philippines (Mission Buy-in)

New	Activity leader: Joan Castro
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

In Year 3, USAID/ Office of Health (OH) Philippines provided a U\$500,000 Buy-in to the BALANCED Project to support results-oriented PHE field activities in biodiversity-rich marine areas of the Philippines. CRC, with PFPI at the lead, are the implementing agents for the OH-funded BALANCED-Philippines project.

BALANCED-Philippines will use the integrated PHE strategy to advance FP activities in selected of the country's key bioregions where demographic factors threaten the biodiversity and productivity of marine ecosystems and the sustainability of conservation gains. It will build upon the lessons and best practices of prior PHE projects implemented by PFPI in the Danajon Bank and in the Verde Island Passage. During the next two years, strategic activities will help achieve the goal of BALANCED-Philippines *"to meet unmet need for family planning services in targeted marine bioregions where population is identified as a threat to sustainable resource management."*

Since submitting the Year 4 workplan, USAID Philippines Office of Energy and Environment (OEE) agreed to award \$800,000 to the BALANCED Project to incorporate coastal resources management (CRM) into the OH-funded BALANCED-Philippines Project, which is described below.

ACTIVITY SUMMARY

The BALANCED-Philippines OH-funded activities will focus on establishing the PHE CBD and PE systems that will provide FP/RH information and services to communities living in two important marine bioregions—the Danajon Bank and the Verde Island Passage. As part of the CBD/PE system, we will develop and/or strengthen referral systems for FP/RH services and implement an IEC strategy to promote the linkages of health-seeking and pro-environment behaviors in improving health, food security and availability of natural resources for the future.

We will also begin galvanizing LGU support for providing FP/RH services and integrated PHE approaches and policy reforms and advocating for the allocation of a local budget for family planning and for the conservation of important natural resources. BALANCED-Philippines will also work towards integrating both fisheries/CRM and FP/RH activities into

municipalities' planning processes as a step toward institutionalizing and making PHE sustainable over the long term. BALANCED-Philippines will also gather necessary baseline information for its PMP (e.g., current level of contraceptive prevalence, number of FP acceptors, number of current local policy reforms, etc.), which is essential in monitoring progress over the life-of-project. The BALANCED-Philippines Year 1 workplan is included as Appendix 3 of this report, while the Year 2 workplan is being revised based on USAID Philippines feedback and input.

CRC, PFPI and CI are finalizing the Project Design Document and workplan for the OEE-funded portion of the BALANCED-Philippines activity. OEE funds have enabled a partnership with PFPI and CI-Philippines to integrate CRM activities into the existing OH-funded project. The combined OH and OEE field-supported activities have three phases:

- Initial phase with OH-only funding support from December 2010 to September 2011 (nine months)
- Overlapping phase with combined OH and OEE funding support from October 2011 (estimated start-up date) to December 2012 (15 months)
- End phase with OEE-only funding support from January to August 2013 (eight months)

During Year 4, BALANCED will use core funds to complete a BMS in select BALANCED-Philippines sites to monitor health and pro-environment behaviors. Carry over funds from Year 3 will be used to complete the survey and draft the report (See Activity 2.1 above).

Organizations Involved

Funded partners: CRC, PFPI, CI

Collaborative Partners: LGU, rural health units (RHU), NGOs, relevant USAID SO3 collaborating agencies (CAs), Municipal Planning and Development Office, Barangay and Municipal Development Councils, Environment/CRM Office, people's organizations (POs), non-clinical/non-pharmaceutical outlet owners, deputized wardens, DKT Philippines, Alphamed, PRISM 2 and/or other private sector sources of FP supplies

3.3 Provide seed grant and technical support to EWNRA in Ethiopia

Ongoing	Activity leader: Joan Castro
Activity Start July 1, 2011	Activity End October 31, 2011 (with possibility of extension)

RATIONALE FOR ACTIVITY

Since Year 2, BALANCED has provided seed grants and technical assistance to EWNRA to strengthen the FP component of its PHE approach in the Wichi wetland-watershed region and its project in the Agelo Shenkora watersheds, the objectives of which are to:

- Design, implement and assess sustainable PHE activities,

- Increase awareness of key community stakeholders (i.e. wetland committee members, village leaders, etc) of family planning and its role in conservation and family health,
- Increase target communities' awareness of family planning and its role in conservation and family health, and
- Increase access to and use of modern FP methods.

In Year 3, EWNRA received its second tranche of seed grant funding to monitor the existing cadre of PHE PEs and PHE providers, provide refresher training to PHE PEs and PHE providers, recruit and train youth PEs, develop youth IEC materials and strengthen PHE interventions to expand access to FP information and products at the grassroots level. As part of the grant, BALANCED staff provided technical assistance on project implementation, monitoring, and YPE training. At the end of BALANCED Year 3, EWNRA had funds remaining, hence BALANCED awarded them a no-cost extension to December 31, 2011.

ACTIVITY SUMMARY

During the remainder of the seed grant (July to December 2011), local PHE advocacy will be intensified towards institutionalizing and mainstreaming the PHE approach. Activities will include field visits to EWNRA's BALANCED project sites by both government and organizations interested in implementing PHE. PHE providers will continue distributing commodities to FP users and making referrals for new acceptors to MOH health extension workers (HEWs) for screening and other methods. PEs will continue implementing IEC and PE activities utilizing traditional community activities such as the coffee ceremony, edir (village assembly), and dabo (work groups). Youth PEs will counsel other youth on adolescent sexual and RH and pro-environment behaviors. Community theater groups will perform during micro-watershed committee meetings. New approaches will also be tried, such as working with existing groups, clubs and champions, and providing indirect incentives. As part of their final report, EWNRA will describe lessons learned from the seed grant process. Specific EWNRA activities in Year 4 will include:

- Continue to distribute FP commodities through PHE providers.
- Continue to conduct PHE adult PE and YPE activities, including conducting traditional community activities such as the coffee ceremony, edir, and dabo.
- Tap community theater groups and youth groups to perform during micro-watershed committee meetings.
- Submit final report including lessons learned from the seed grant process.

BALANCED staff decided not to extend EWNRA's seed grant beyond the no-cost extension owing in part to challenges in obtaining the quality of data that was agreed upon when the seed grant was awarded. Instead, valuable financial and human resources will be diverted to PHE projects that are working well and have fewer reporting challenges. That said, whenever BALANCED technical staff are in Ethiopia, they will continue to provide EWNRA with technical support, to the extent possible, in helping them turn their PHE project into a learning site for the 40 members of PHE Ethiopia.

BALANCED will draft lessons learned from its experience working with EWNRA on this seed grant. This will be useful for the BALANCED Project as it awards seed grants in Years 4 and 5 and to others who are trying to effectively support small conservation groups to integrate FP/RH and health into their conservation projects.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: EWNRA, local MOH of Metu and Illu Bora zones

KEY OUTPUTS

- Report on the second year of seed grant activities

EXPECTED RESULTS AND INDICATORS

Expected results:

- Report on EWNRA seed grant results, which summarizes key findings and lessons learned.

INDICATOR	YR 4 TARGET
2.2a Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings about the PHE approaches, their lessons extracted, and value-added (PRH IR 2.2)	1

3.4 Provide seed grant and technical support to WCS Zambia

New	Activity leader: Joan Castro
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

The BALANCED Project executed a two-year seed grant to WCS Zambia, a conservation organization with a mission to save wildlife and wild places. WCS Zambia currently implements the COMACO program, providing sustainable sources of alternative incomes and other incentives for conservation to families living around Zambia's national parks in the Luangwa valley. They believe in promoting family planning/reproductive health within the broader issues of health, food security, poverty alleviation, and environmental conservation. BALANCED provided an initial amount of US\$20,000 to integrate FP and other PHE components into the COMACO program, working toward the following objectives:

- Increase awareness among COMACO families of family planning and its role in health, food security, poverty alleviation, and environmental conservation
- Improve access and use of FP methods/services

In Year 3, the BALANCED EAC assisted WCS Zambia to develop its detailed implementation plan for the seed grant activities and conducted a CBD/PE TOT course for WCS/COMACO extension officers. Follow-up technical assistance helped WCS/COMACO to review its guidelines/policies and identify entry points for PHE integration; to refine seed grant monitoring and reporting systems; and to improve COMACO's Learning Pages booklet—a key IEC material for COMACO and its BALANCED and scale-up activities. Subsequently, WCS Zambia began working with and through existing lead farmers, extension officers and producer groups to plan, implement and monitor CBFP activities into ongoing conservation activities in the Mfuwe, Lundazi and Chama regions. They also executed an MOU with the local MOH for FP/RH referral and commodities; collected baseline information in collaboration with producers groups; and conducted PHE activity orientation meetings with field staff and key community stakeholders/COMACO members. They also trained adult PEs to talk to community members about health and family planning as well as provide FP commodities and/or refer potential FP users to local MOH clinics.

With assistance from BALANCED, WCS Zambia also developed a successful proposal to the USAID Flex Fund to replicate PHE in three additional districts.

ACTIVITY SUMMARY

In Year 4, BALANCED will provide the second tranche of the seed grant funding support to the WCS/Zambia's COMACO program and the technical assistance needed to continue to build the WCS/Zambia organizational and partner capacity to implement and sustain the community-based integrated PHE activities. YPEs will be identified and trained during this period. The trained adult PEs and YPEs will be supervised and mentored as they deliver PHE and FP information using traditional and/or other media. The adult PHE PEs will receive refresher training to keep their skills updated/refreshed and to keep them motivated. BALANCED will also assist WCS to develop and implement an IEC strategy using existing traditional and non-traditional materials and activities.

BALANCED will provide technical support through TOTs, training, and workshops to the extension officers/trainers from the new Flex Fund sites on PHE CBD and PE systems. This will enable WCS staff to identify and train youth and adult PEs, and to monitor and provide supervision and mentoring assistance to volunteers in the BALANCED and Flex Funds sites.

Specific Activities include:

- Conduct refresher training for adult PHE PEs (1-day).
- Implement IEC strategy, including developing IEC materials for young people.
- Identify and train YPEs (male and female) for BALANCED sites.
- Conduct PHE CBD/PE TOT with WCS trainers from new Flex Fund sites.
- Continue to monitor and provide supportive supervision to adult PEs as needed.
- Continue to deliver PHE and FP information using traditional (i.e., field day) and/or other media.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: WCS/Zambia COMACO, local MOH

KEY OUTPUTS

- WCS/COMACO personnel and partners trained on YPE
- YPEs selected and trained in community-based PHE YPE
- YPE manuals used by WCS Zambia in their work
- Adult PHE completing refresher training
- PHE adult PEs and YPEs actively volunteering
- WCS/COMACO staff from Flex Fund sites trained on PHE CBD/PE and YPE systems
- At least two IEC materials revised/activities developed for youth

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 420 adult PEs provided with refresher training
- At least 220 YPEs recruited and trained
- At least 10 WCS trainees training adult PEs and providing refresher training in new and scale-up sites
- At least 2 WCS trainees conducting YPE training

INDICATOR	YR 4 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	220
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	12
1.4a Number of technical interventions provided by BALANCED to Missions and organizations to implement PHE in their programs (PRH 3.2)	2

3.5 Provide seed grant and technical support to Woodland Park Zoo for TKCP Project in PNG

Carry over from Year 3	Activity leader: Joan Castro
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

During Year 3, BALANCED explored options for providing a seed grant to an organization from the CT region. After many conversations with CTSP and other organizations—

especially CI—the Tree Kangaroo Conservation Project (TKCP) in PNG emerged as a potential grant recipient. Following the BALANCED PTAL visit in June 2011 to the TKCP, the decision was made to award a seed grant to the Woodland Park Zoo to integrate family planning into the TKCP conservation and health project, and the grant process was initiated.

ACTIVITY SUMMARY

The TKCP, an initiative to protect the endangered Matschie's tree kangaroo (*Dendrolagus matschiei*) in Papua New Guinea (PNG), was founded in 1996 by Dr. Lisa Dabek, Senior Conservation Scientist and Director of TKCP at the Woodland Park Zoo (WPZ). During Year 4, BALANCED will execute an 18 month seed grant to TKCP to integrate family planning into its conservation and health activities in the YUS Conservation Area (YUS CA). YUS is an acronym for the Yopno, Uruwa and Som Rivers, the primary watersheds in the region. This conservation area is a mixed landscape, encompassing approximately 187,000 acres of forests, villages, grasslands and agricultural areas

BALANCED will also provide technical support in its first year of seed grant funding—the key to the success of this PHE project is providing the proper training to the appropriate members of the community in order to carry out adult and youth peer PHE education. The initial TOT on PHE and peer education will be held with TKCP team members and key stakeholders and partners. Technical assistance will also be provided on how to develop integrated PHE messages, IEC materials for use by trained community PEs when talking to community members about the benefits of conservation and family planning/reproductive health and its impact on food security, health of water, and health of families. BALANCED will also help TKCP to strengthen the link between YUS local level government (LLG) and the Provincial Health Department in order to strengthen the long-term access to healthcare services and provide long term sustainability.

TKCP staff will share lessons from this project with other conservation programs in PNG, such as Conservation International's Milne Bay project (part of the Coral Seas Initiative) to encourage them to integrate PHE into their conservation activities. CI and other partners will be included in all training events and will be provided with technical support, as appropriate, during BALANCED follow-up/post-training visits to PNG.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI, CI

Strategic champion partners: Woodland Park Zoo, CI-PNG, local MOH

KEY OUTPUTS

- TKCP, LLG and CI staff trained on PHE and PHE peer education
- Adult PEs selected and trained in community-based PHE peer education
- Active PHE adult PEs
- At least one IEC material with integrated PHE messages adapted/developed for use by TKCP project in YUS CA

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 15 TKCP and LLG staff trained on PHE and peer education
- At least 10 adult PEs recruited and trained
- At least 2 TKCP staff using BALANCED curriculum and training adult PEs

INDICATOR	YR 4 TARGET
SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1)	1
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA (State of the Art) practices using 21st century learning tools	25
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	2
1.4b Number of new Missions and organizations receiving TA by BALANCED (PRH 3.2)	3
3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)	1
3.2b Number of geographical areas replicating PHE (PRH 3.4)	1

3.6 Provide seed grants and technical support to VEDCO and Bwindi Mgahinga Conservation Trust in Uganda

Carry over and new	Activity leader: Joan Castro
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

In Year 4 BALANCED will provide seed grants to two new organizations in Africa. To best identify these two new recipients, BALANCED distributed a targeted notice to a selected group of PHE practitioners from East Africa and to BALANCED partners (PRB, WWC, BALANCED Advisory Committee members, etc.) to elicit concept notes from organizations in Africa interested in applying for a seed grant and receiving technical support to integrate FP/RH into on-going conservation activities. Twenty concept notes were received from organizations in Tanzania, Uganda, Kenya and Rwanda. Based on a review of these, four final candidates were short-listed for further consideration. Three of these four were Ugandan NGOs. .

After the BALANCED mid-term evaluation, a decision was made to select seed grant recipients in countries with a supportive environment for PHE, and Uganda is just such a country. In Year 2, BALANCED conducted a PHE orientation with staff from several organizations interested in PHE in Uganda. While many were interested in partnering with BALANCED, they lacked the funds to implement PHE at the time. The situation has since changed. First, there is now a budding PHE network led by PHE champion and advocate,

Gladys Kalema from CTPH, with support from FHI and PRB. Second, the new ICM-PHE project brings funding and new partners beginning PHE activities in Uganda, which provides opportunities for cross-training and sharing lessons learned. Third, CAs have a strong interest in this integrated approach—as evidenced by FHI and Pathfinder’s contributions to the field in Uganda. Lastly, USAID Uganda is very supportive of PHE as a result of advocacy by FHI, CTPH and others. For these reasons, and the positive findings from visiting the three short-listed seed grant applicants, BALANCED sent the EAC to Uganda to visit the three final candidates to assess their potential as seed grant recipients. Based on the EAC assessment and strength of their candidates’ concept notes, it was decided to award a seed grant each to two of these candidates—VEDCO and Bwindi Mgahinga Conservation Trust (BMCT).

ACTIVITY SUMMARY

VEDCO and BMCT were two of the three Uganda-based organizations that were shortlisted from seed grant applicants and were visited to assess their potential to implement, scale-up and sustain BALANCED technical and financial support beyond the project life. Both VEDCO and BMCT have existing organizational structure; and funds, livelihoods development, and/or environment activities that support the PHE approach. Integrating PHE and addressing family planning and reproductive health in their existing projects and activities will sustain the gains and provide value-added benefits for the targeted communities.

VEDCO, an indigenous NGO, was established in 1989 in response to challenges of poverty aggravated by social and economic disruption caused by the military conflicts between 1980 and 1986 in Luwero. VEDCO started as a self-help organization working with other relief organizations to support communities in accessing basic needs—particularly safe water, adequate food and health care. VEDCO is currently implementing a five-year strategic plan (2010-2014) whose goal is “equitable wealth creation among farmers in Uganda.” VEDCO’s work addresses crosscutting issues like HIV/AIDS, reproductive health, gender and environment management, which are mainstreamed and integrated within their program activities. Further, VEDCO constitutes a strong governance structure and works with the organizations and farmer groups using a community-led action approach that is guided by VEDCO’s advocacy strategy and participatory monitoring and evaluation approach.

As part of the seed grant, BALANCED will conduct a TOT on PHE peer education and guide participants to develop integrated PHE messages and materials. With BALANCED support, VEDCO will train a system of PHE PEs to increase awareness on PHE links among the community and refer potential FP users to service providers within their localities. BALANCED will also provide VEDCO with technical support as it engages in PHE advocacy with local governments.

BMCT was established in March 1994 with a capital endowment fund of US \$ 4.3 million from the Global Environmental Facility (GEF)—initially administered by the World Bank, but now in the hands of a multi-sectoral Trust Management Board with a Trust Administration Unit to manage the day-to-day operations. BMCT’s aim is to provide long-

term reliable support for projects promoting research or conservation of biological diversity and sustainable use of natural resources in the Mgahinga Gorilla National Park (MGNP) and Bwindi Impenetrable National Park (BINP), while at the same time promoting the welfare of neighboring communities.

With BALANCED seed grant support, BMCT will train a team of experts and community mobilizers for community awareness/sensitization in the BMC area to ensure up-to-date information about family planning reaches all stakeholders, especially women, youths and indigenous peoples. The team will adapt BALANCED training materials, participate in radio talk shows, do hands-on training, conduct build the capacity of their volunteers to act as community sensitization/change agents and take action to ensure that FP methods are demystified and accepted by all. BMCT will require BALANCED support to help build the capacity of BMCT staff on FP/RH, service delivery and community mobilization to effectively integrate FP/RH issues into their conservation and development work.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI

Strategic champion partners: VEDCO, BMCT, FHI, local government agencies

KEY OUTPUTS

- Seed grant recipients' implementation plans developed
- Adapted curricula and other learning tools used by seed grant recipients
- VEDCO and BMCT personnel and partners trained on CBD/PE systems
- Active PHE CBDs/PEs in seed grant project sites

EXPECTED RESULTS AND INDICATORS

Expected results:

- At least 15 seed grant NGOs' trainers trained on PHE CBD and PE systems or other skills as identified in the seed grant recipient detailed implementation plan (1.4)
- At least 5 BALANCED trainees from the seed grant recipients training CBDs and PHE adult PEs (SO-1 & 1.2)
- At least 2 MOUs executed with NGOs and/or local government agencies for referral system; or, seed grant agreements with 2 NGO partners (1.3)

INDICATOR	YR 4 TARGET
SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1)	2
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA (State of the Art) practices using 21st century learning tools	15
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	5

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 activities	2
1.4b Number of new Missions and organizations receiving BALANCED TA (PRH 3.2)	2
3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)	1

3.7 Implement recommendations from Glacial Melt Study (Asia Bureau Buy-in)

New	Activity leader: Lesley Squillante
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

In Year 3, BALANCED implemented desktop research that built upon the 2010 report *"Changing Glaciers and Hydrology in Asia: Addressing Vulnerabilities to Glacier Melt Impacts,"* which assessed the science on glacier melt in the Asia Near East (ANE) region, identified the region's vulnerability to melt impacts, and offered recommendations for actions that the USAID ANE Bureau and country Missions in the region might take to address these vulnerabilities and impacts. The Year 3 follow-on desktop research will result in two Year 4 products—a report of expanded issues analysis and recommendations to USAID; and a workshop in the region that brings together representatives from USAID Washington, countries in the region, and the Asia Regional Bureau to discuss options for implementing these and other recommendations.

ACTIVITY SUMMARY

In Year 4, BALANCED in partnership with its Project AOTR and Mary Melnyk, NRM senior advisor to the USAID Asia Near East Bureau, will review, approve and disseminate to selected key stakeholders the follow-on desktop report entitled *"Exploring Options for Addressing Accelerated Glacier Melt Vulnerability in Asia."* BALANCED will also work with these and other individuals to plan and facilitate logistics for a 20-person, several-day workshop in the region to discuss USAID options for implementing integrated, multi-sectoral programming in those ANE countries at highest risk for health and livelihood impacts from glacier melt—building on recommendations in the BALANCED report. Participants would include individuals from both the USAID Global Health Office as well as from the Economic Growth and Trade/NRM/Water team.

ORGANIZATIONS INVOLVED

Funded partners: CRC, TBD

Collaborative partners: TBD

KEY OUTPUTS

- Report entitled “*Exploring Options for Addressing Accelerated Glacier Melt Vulnerability in Asia*”
- Workshop to review opportunities for and develop plan of action for implementing report recommendations

3.8 Secure funding for PHE implementation for at least one country

New	Activity leader: Linda Bruce
Activity Start: July 1, 2011	Activity End: June 30, 2012

RATIONALE FOR ACTIVITY

The BALANCED Project needs to seek opportunities to support replication and start-up of field-based PHE activities through additional financing from a mix of Mission and Bureau Buy-ins, non-US government (USG) donor support, leveraged funds from NGOs and local governments, and from BALANCED Project partner cost share.

In Year 3, the BALANCED Project received \$500,000 in field support from the USAID Philippines/OH for a two-year project to strengthen and scale-up the PHE approach in the South Sea and Visayan Bioregions. After submitting a concept note to the USAID/Philippines OEE for scale-up of CRM activities in the OH-funded PHE sites, OEE agreed to provide US \$800,000 to BALANCED to integrate CRM activities into the BALANCED-Philippines activity. Activities will commence once the Project Design Document and workplan have been approved by USAID.

Building on the BALANCED mid-course strategy, we will focus resource mobilization efforts for any final Buy-in opportunities at the USAID Tanzania Mission (concept paper pending Mission approval/rejection).

ACTIVITY SUMMARY

Building on a recommendation from the BALANCED mid-term evaluation, we will focus efforts for any final Buy-in opportunities at the USAID Tanzania Mission. Upon the request of Tim Manchester, Family Planning and Reproductive Health Advisor for USAID Tanzania, BALANCED submitted a concept note for scale-up of the PHE approach to other regions in the country in March 2011. After revising its mid-course strategy for Tanzania, the BALANCED Director reworked and resubmitted the concept note requesting a modest amount of field support to scale-up PHE within the Pangani District.³

We will continue to leverage funds from conservation and health NGOs, government agencies working in environment, health, agriculture, energy or rural development sectors and/or donors to support new or scaled-up field-based PHE activities in priority biodiversity

³ A revised concept was sent to USAID Tanzania on September 30th.

conservation areas in USAID FP focus First Tier Intensive and First Tier countries. Opportunities that will be explored during Year 4 include:

- CT region: Continue to seek leveraged support from USAID RDM/A to support training activities in at least one country in the CT region. Toward this end, we will continue to engage the RDM/A and CSTP in discussions about the benefits of PHE and how BALANCED can leverage its resources with USAID support to NGOs in the CT region as well as showcase the successful PHE activities in the Philippines as models for other CT countries.
- Tanzania: Leverage resources from targeted collaborating partners in the field such as Pathfinder, EngenderHealth, FHI, TNC, GTZ, and local government institutions.
- Ghana: Leverage funds from CRC's *Hen Mpoano* Project to integrate PHE in Ghana's Western region.
- Philippines: Leverage funds from our partners, such as WWF-P/KKPFI and others, to co-finance capacity building and/or scale-up of PHE activities in the field.

ORGANIZATIONS INVOLVED

Funded partners: CRC, PFPI and CI

Collaborative partners: USAID Tanzania; USAID CTI RDM/A, CTSP and other BALANCED partners

KEY OUTPUTS

- Regular email communication with USAID Washington on discussions with Missions and the RDM/A regarding support for PHE projects in other CT countries
- MOUs and/or reports on discussions with NGOs and local governments to leverage local resources for local PHE activities

EXPECTED RESULTS AND INDICATORS

Expected results:

- US \$100,000 in leveraged support from USAID Tanzania
- \$10,000 leveraged from RDM/A
- US \$50,000 in NGO and/or non-USG resources leveraged for Year 4

INDICATOR	YR 4 TARGET
SO2 Dollar value of funds leveraged from USAID Missions and non-USG sources to support PHE implementation and scale-ups (in millions \$) (PRH 1.2)	0.16

Project Management

Staff Responsibilities for Year 4 Key Program Results and Associated Activities

The following table lists key staff responsible for the successful implementation of various activity areas within each results category of this workplan.

Program Areas	Key Staff Responsible	Organization
IR 1 PHE Capacity Built		
1.1 Build capacity of NGOs in the Philippines on PHE Program Design	Joan Castro	PFPI
1.2 Build capacity of NGOs in Africa on PHE Program Design	Linda Bruce	CRC
1.3 Build capacity of the PHE Ethiopia Consortium to conduct training activities	Linda Bruce	CRC
1.4 Provide on-going support to BALANCED trainees and PHE Practitioners	Joan Castro	PFPI
1.5 Provide technical support to the ICMPHE Project	Joan Castro	PFPI
1.6 Support PHE Champions to attend CRC/CI's Building Coastal Community Resilience: Population, Health and Environment Dimensions" course	Lesley Squillante	CRC
IR 2 PHE Knowledge and Tools Developed, Synthesized and Shared		
2.1 Identify, document, and synthesize knowledge	Lesley Squillante	CRC
2.2 Organize existing and new knowledge for PHE website	Lesley Squillante	CRC
2.3 Share knowledge within the PHE and broader community	Janet Edmond	CI
IR 3 Results-oriented PHE Field Activities Implemented in Areas of High Biodiversity		
3.1 Scale-up PHE activities in Tanzania	Elin Torell	CRC
3.2 Scale-up PHE activities in the Philippines (Mission Buy-in)	Joan Castro	PFPI
3.3 Provide seed grant and technical support to EWNRA in Ethiopia	Joan Castro	PFPI
3.4 Provide seed grant and technical support to WCS Zambia	Joan Castro	PFPI
3.5 Provide seed grant and technical support to Woodland Park Zoo for TKCP Project in PNG	Joan Castro	PFPI
3.6 Provide seed grant and technical support to VEDCO and BMCT in Uganda	Joan Castro	PFPI
3.7 Implement recommendations from Glacier Melt Study (Asia Bureau Buy-in)	Lesley Squillante	CRC

Program Areas	Key Staff Responsible	Organization
3.8 Secure funding for PHE implementation for at least one country	Linda Bruce	CRC

Key Year 4 Management Tasks

The Project Director and each key Project personnel will work diligently to ensure the entire Project team is working to implement successfully the BALANCED mid-course strategy and working on improving Project team communications and dynamics.

The Project Director will work closely with the new AOTR and new Technical Representative for the Project to brief them on important aspects of the history and current trajectory and activities of the Project.

The Project Director and Deputy Directors will work together to streamline the format of all Project workplans and semi-annual reports to make them more concise while still informative.

The Project Director and BALANCED staff in the field will continue to monitor FP compliance in BALANCED field sites and note any areas in which the process for monitoring of compliance could be improved.

Staff at the CRC home office in RI will continue to provide backstopping support in TraiNet, branding, and 508 compliance—helping to ensure the Project complies with federal and USAID-specific administrative regulations and guidelines.

Management Challenges

- With a team located in offices spread across Rhode Island, Washington DC, Virginia, and the Philippines, communications and planning remains a challenge. In Year 3, we increased our phone communication with the Philippines office to help ensure that they are intricately involved in strategic planning, project management and implementation. In order to minimize the costs of such communication, we use Skype to stay in frequent phone/chat contact. Staff has also taken advantage of many opportunities when PFPI is traveling to the field or to Washington, DC for non-BALANCED activities to include PFPI in team meetings and in meetings with other PHE players, such as Population Action International, PRB, WWF, JGI, etc. CRC staff has also taken advantage of existing opportunities to visit each other in Rhode Island or Washington, DC. This has greatly improved communication and synchronicity of the team.
- The process for developing the Philippines Buy-in program statement and Year 1 workplan was inefficient and problematic. Too often, CRC engagement in discussions and decisions made with the Mission were secondary to that of PFPI and USAID PHE Technical Advisor. In the case of any future/additional Buy-in opportunities, CRC would require a greater first-hand involvement. CRC, as lead for the BALANCED cooperative

agreement, needs to be intimately involved from the start in the design and development of the program and the negotiation of the terms of any Buy-in. This said, we appreciate the assistance provided to the team by the USAID PHE Technical Advisor in helping with the initial and follow-on discussions that played an instrumental role in the final award of this first Buy-in. We look forward to a much more engaged process with between CRC, USAID Mission and our USAID AOTR for future buy-ins.

- The mid-term evaluation of the BALANCED Project was conducted between June and July of 2011. The evaluation report provided useful conclusions and insights helpful to the BALANCED Project, however, staff noted some inaccuracies and incomplete information in the report and sent our responses to some of these inaccuracies to USAID. Subsequently, we met with the evaluator in August 2011 to discuss the mid-evaluation findings and found the discussion insightful. Shortly thereafter, the entire Project team met in Washington, DC, in September 2011, to refine our strategic focus over the remaining project period in response to some of the conclusions and recommendations offered in the mid-term evaluation. During the weeklong meeting the team also held a one-day meeting with key PHE stakeholders and decision makers in DC to present the draft strategic direction and gather their input. Management changes resulting from this mid-course strategy include:
 - Fine tune and make explicit each team member's roles, responsibilities and priorities, taking into account the programmatic redirections
 - To improve efficiency and team dynamics, explicitly delegate responsibilities to avoid bottlenecks, streamline procedures and maintain clarity of roles.
 - Delegate to Lesley Squillante selected chief operating officer (COO)-type responsibilities that support the work of the Project Director in an effort to optimize Project day-to-day operations, oversee team management and encourage positive team dynamics, ensure teams stay on budget and deliver on time, and revise existing or put in place new systems and procedures that remove or minimize bottlenecks so as to help the Project run more smoothly and efficiently. This includes overseeing all operational and administrative functions that support the IR teams thereby freeing up the Project Director to focus on external matters such as ensuring strategic direction, fundraising, networking, partnerships, liaison with USAID and a greater involvement in leading IR1.
 - Involve more CRC senior management in setting and monitoring the strategic direction of the Project, including conducting a quarterly review of progress being made in terms of achieving performance targets and maintaining project strategic direction.

Routine Project Management and Administration Activities

The following table lists the routine and recurring Project management and administrative activities, reports and plans required annually. It covers the Year 4 workplan period of July 1, 2011 to June 30, 2012.

Activity	July 2011 – June 2012												Responsible Person / Institution
	J	A	S	O	N	D	J	F	M	A	M	J	
Work Planning													
Year 4 revised workplan to USAID				X									LB
Year 5 Workplan and Budget Request to USAID							x						LB
Year 5 final Workplan to USAID											x		LB
Progress Reports													
Semiannual program report to USAID		x						x					LB
Semiannual PMP report		x						x					ET
Quarterly PMP reporting to CRC		x			x			x			x		CI, PFPI
Results Review				x									
Input TraiNet data into USAID web	x	x	x	x	x	x	x	x	x	x	x	x	KK
Financial Management/Reports													
Quarterly expenditure reports from subcontractors to CRC/URI	x			x			x			x			CI & PFPI
Quarterly expenditure reports to USAID from CRC/URI		x			x			x			x		CM
Quarterly 269 report to USAID from URI. CRC to send electronic copy to Nonie Hamilton (new AOTR) with PHE Technical Advisor and H. Marqusee		x			x			x			x		URI and CRC

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 IRs and Project management activities for the Year 4 workplan period of July 1, 2011 to June 30, 2012.

IR	Approx Date	Person	From	Destination(s)	Days	SOW (workplan activity)
1, 3	July '11	Ricky Hernandez	Manila	Housed in Tanzania but trips to - Zambia (1), - Uganda (1) - Pangani (1)	Total-37 12 (Z) 5 (U) 30 (TZ)	Provide follow-up to PHE activities and BALANCED trainees in Tanzania, Zambia; develop seed grant with two NGOs in Uganda (1.4, 3.1, 3.4, 3.5)
2	July '11	Richard Pollnac	Providence	Philippines	5	Help design the BMS Plus baseline survey (2.1, 3.2)
3	August '11	Linda Bruce	Providence	Philippines	10	Assess status of BALANCED-Philippines and assist with its Year 2 workplan draft (3.2)
M	Sept' 11	Joan and Ricky	Manila	DC	6	Participate in strategic planning meeting (M)
2	Oct '11	Elin	Providence	Mombasa	4	Give PHE presentation at WIOMSA symposium. Present and participate in special PHE side event. Funding for this trip is leveraged from the <i>Pwani</i> Project (2.3)
3	Nov 11	Janet Edmond	Washington, DC	Manila	9	Assist CI and PFPI with strategic planning meeting for BALANCED Philippines (3.2)
1	Nov/Dec '11	Linda	DC	Accra	10	Provide TA to continue building PHE into CRC's <i>Hen Mopano</i> project (1.4)
1	Dec '11	Joan	Manila	Dakar	9	Give presentation at PHE panel at the 2011 FP conference Facilitate the PHE Program Design workshop (1.2, 2.2)

IR	Approx Date	Person	From	Destination(s)	Days	SOW (workplan activity)
1	Dec '11	Elin	Providence	Dakar	8	Attend ICMPE Meeting of minds meeting (1.5) Co-facilitate the PHE Program Design workshop (1.2)
1	Jan '12	Joan Castro	Dakar	Accra	10	Provide follow-up support to PHE activities in Ghana (1.4)
M	Jan'12	Joan Castro	Accra	Providence	10	Attend BALANCED Partners meeting (M)
1 + 3	January '12	Ricky Hernandez	Manila	Tanzania Zambia Uganda Ethiopia	90	Provide follow-up to PHE activities and BALANCED trainees in Tanzania, Ethiopia, Zambia (1.4) Develop DIP and train two seed grant recipients in Uganda (3.6) Provide TA support to ICMPE (1.5)
3	Jan-Feb 2012	Joan Castro	Manila	PNG	12	Provide TA to TKCP
3	2012 TBD	Linda Bruce	DC	Africa	14	Responsive trip (3.6) (multi-country to include Ethiopia)
3	TBD	Joan or Ricky	Manila	Uganda	7	Provide TA to ICMPE and/or seed grant recipient (3.5)
M	Apr '12	Joan & Ricky	Manila	Washington	10	Workplan meeting (M)
Domestic Travel						
2, M	Aug '11 Sept '11 Jun '12	Brian Crawford	Providence	Washington	3 trips: 4, 1, 3 days	Project Management; PHE benefits research; BALANCED Partner's meeting (2.1)
2,	Sept '11 Feb 12	Bob Bowen	Providence	BWI/ Washington	2 trips: 4 days	PHE website; KM BALANCED Partner's meeting (2.2)
2, M	Aug '11 Sept '11 Jun '12	Elin Torell	Providence	Washington	3 trips: 2, 3, 3 days	PHE benefits research; PMP; Learning; BALANCED Partner's meeting (2.3)
2, M	Aug '11 Sept '11 Jun '12	Lesley Squillante	Providence	Washington	3 trips: 4, 5, 3	Project Management and KM-related (M)

IR	Approx Date	Person	From	Destination(s)	Days	SOW (workplan activity)
					days	
M	Apr '12	Cindy Moreau	Providence	Washington	2 trips, 5 days	BALANCED and USAID meetings (M)
M,2	July '11 June '12	Linda Bruce	Washington	Providence	3 trips 10 days	Project Management
2	July '11 June '12	Janet Edmond	Washington	Providence	3 trips, 6 days	KM activities

Appendix 1 – Draft Year 4 Post-training Plan

Technical support will be provided by the EAC, PTAL as well as other BALANCED staff working in the region. This list excludes seed grant recipients, who receive technical support as part of the seed grant process.

Tanzania

Tanzania Organization	TA needs per NGO Action Plan or trainer's suggestions
TCMP	<ul style="list-style-type: none"> • Monitor recruitment and training of local youth peer educators • Assist with development of new IEC materials and activities for Pangani and areas where PHE will be replicated • Assist TCMP to continue to operationally link its P, H and E activities • Monitor PHE activities and provide guidance to PHE Coordinator and other TCMP staff as appropriate
Pangani District Hospital	<ul style="list-style-type: none"> • Support for training local youth peer educators • Support to implement new IEC activities for Pangani and areas where PHE will be replicated
Pangani District NRM Office	<ul style="list-style-type: none"> • Support on PHE activities in Pangani District
Pathfinder/TNC	<ul style="list-style-type: none"> • Assist with design/revision of PHE activities based on assessment of Mahale region

Ethiopia

Organization	TA needs per NGO Action Plan or trainer's suggestions
USAID PHE Fellow	<ul style="list-style-type: none"> • Invite to the Senegal PHE Program Design workshop and provide opportunities to co-facilitate, as appropriate • Provide support in the organization of the PHE Program Design workshop in Ethiopia • Provide assistance on how to monitor and support PHE activities in Ethiopia
PHE Ethiopia	<ul style="list-style-type: none"> • In coordination with the USAID PHE Fellow help develop a profile of PHE activities results, successes and how these successes contribute to USAID international family health program, i.e. USAID Ethiopia's Integrated family planning and health project (IFHP), especially if the PHE activities and USAID programs are implemented in the same woreda • Provide virtual technical support on organizing a PHE Program Design workshop.
Pathfinder	<ul style="list-style-type: none"> • Give an orientation on PHE to Pathfinder staff (as discussed during Ethiopia General Assembly meeting)
GPSDO, REST,	<ul style="list-style-type: none"> • In coordination with USAID PHE fellow, provide technical support to

Organization	TA needs per NGO Action Plan or trainer's suggestions
LEM, CDRA	strengthen the capacity of these four Packard-funded NGOs to implement and report on PHE activities

Ghana

Organization	TA needs per NGO Action Plan or trainer's suggestions
FoN	<ul style="list-style-type: none"> Provide guidance on integrating CBFP into the <i>Hen M'poano</i> Project
MOH	<ul style="list-style-type: none"> Support to post training activities (i.e. CBD/PE, youth, IEC) as identified during June 2011 visit
Esiamma Community Health Nurses Training School	<ul style="list-style-type: none"> Provide TA to incorporate PHE into the nursing school curriculum

Philippines (TA provided by PFPI staff and consultants)

Organization	TA needs per NGO Action Plan or trainer's suggestions
WWF/P	<ul style="list-style-type: none"> Support to Filemon Romero's action plans developed during SSE Support on PHE youth activities funded by the EU
Mindanao State University/Municipal Fisheries and Aquatic Resources Management Committee	<ul style="list-style-type: none"> Support on PHE youth activities funded by the EU
Department of Education	<ul style="list-style-type: none"> Support on PHE youth activities funded by the EU

Papua New Guinea (TA provided by PFPI staff and consultants)

Organization	TA needs per NGO Action Plan or trainer's suggestions
CI	<ul style="list-style-type: none"> CI will be invited to any training activities provided to Woodland Park Zoo as part of their seed grant. We will provide follow up support to CI every time that BALANCED staff is in country.

Appendix 2 – Summary of Year 4 PMP Targets

BALANCED Project Indicators and Targets

	Year 4 Target Summary ⁴	Cumulative results Year 1-3	Year 1-5 cumulative target from program description
SO-1: Number of target organizations incorporating PHE tools, protocols, etc. into their work (PRH 1.1)	6	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)	0.16	1.6	2.5
1.1 Number of individuals trained by BALANCED in PHE know-how and SOTA using 21st century learning tools	360	1,193	200[L1]
1.2 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE implementation	29	20	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)	2	11	16
1.4a Number of technical support interventions provided by BALANCED to Missions and to organizations to implement PHE within their programs (PRH 3.2)	27	50	30
1.4b Number of new Missions and organizations receiving TA by BALANCED (subset of 1.4a)	8	19	No cumulative target[L2]
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)	7	10	25
2.2a 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)	11	38	12[L3]
2.2b Number of peer reviewed articles and research studies	2	2	No cumulative target[L4]
3.1 Number of PHE tools, methodologies, and actionable findings replicated in new countries and geographic areas (PRH 3.1)	2	16	9
3.2a Number PHE programs scaled up (PRH 3.4)	0	3	2
3.2b Number of geographical areas replicating PHE	2	5	6

⁴ Yearly targets are those set by planned activities and are used internally to be able to reach LOP targets

	Year 4 Target Summary⁴	Cumulative results Year 1-3	Year 1-5 cumulative target from program description
(PRH 3.4)			
3.3 Number of BALANCED field site activities that produce results that can feed into KM activities (development of tools and success stories)	1	6	8

Appendix 3 – BALANCED-Philippines Year 1 Workplan



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

BALANCED-Philippines Project Overview and Year 1 Workplan

December 1, 2010 – September 30, 2011

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

Implemented by:

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

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Acronyms List

ADB	Asian Development Bank
BALANCED	Building Actors and Leaders for Advancing Community Excellence in Development
BHWs	Barangay Health Workers
BMS	Behavioral Monitoring Survey
CA	Collaborating Agency
CBD	Community Based Distributors
CBFP	Community-based family planning
CI	Conservation International
CRC	Coastal Resources Center
CRM	Coastal Resource Management
CT	Coral Triangle
CTI	Coral Triangle Initiative
CTSP	Coral Triangle Support Partnership
CYP	Couple Year Protection
DOH	Department of Health
FISH	Fisheries Improved For Sustainable Harvest
FP	Family Planning
GH	Global Health
GH/OPRH	Global Health/Office of Population and Reproductive Health
ICM	Integrated Coastal Management
ICRMP	Integrated Coastal Resource Management Program
IEC	Information, Education and Communication
IPC	Interpersonal Communication
IPOPCORM	Integrated Population and Coastal Resources Management
LGU	Local Government Units
ME&L	Monitoring, Evaluation and Learning
MOA	Memorandum of Agreement
MPA	Marine Protected Areas
NGO	Non-Governmental Organization
NRM	Natural Resources Management
OEE	Office of Environment and Energy
OH	Office of Health
PE	Peer Educator
PFPI	PATH Foundation Philippines Inc.
PHE	Population, Health and Environment
PMP	Performance Monitoring Plan
PPE	Poverty, Population, Environment
PTAL	PHE Technical Assistance Lead
RH	Reproductive Health
RH/FP	Reproductive Health/Family Planning
RHU	Rural Health Unit
SIGUE	Philippines PHE Network
STI	Sexually-transmitted infections

TOT	Training of Trainers
URI	University of Rhode Island
US	United States
USAID	United States Agency for International Development
WRA	Women of Reproductive Age
YPE	Youth Peer Educator

Project Summary

The United States Agency for International Development (USAID) Philippines is providing a 22 month—December , 2010 through September 30, 2012—US\$500,000 Buy-in to the BALANCED (*Building Actors and Leaders for Advancing Community Excellence in Development*) Project to support results-oriented population, health, environment (PHE) field activities in biodiversity-rich marine areas of the Philippines. The Coastal Resources Center (CRC) at the University of Rhode Island (URI), with PATH Foundation Philippines Inc. (PFPI) at the lead, are the implementing agents for the BALANCED-Philippines project.

BALANCED-Philippines will use the integrated PHE strategy to advance family planning (FP) activities in selected key bioregions within the country where demographic factors threaten the diversity and productivity of marine ecosystems and the sustainability of conservation gains. As a Buy-in, the BALANCED-Philippines project furthers the overall BALANCED Project goal to advance and support PHE approaches on the ground as an effective development strategy.

During the next two years, strategic activities are planned to help achieve the goal of BALANCED-Philippines “*to meet unmet need for family planning services in targeted marine bioregions where population is identified as a threat to sustainable resource management.*” Our vision is that at the end of project, communities in the target marine bioregions will be empowered to meet their expressed needs for voluntary family planning services and information and will understand the underlying linkages between reducing population pressure and improving coastal resources management. Based on our experience with successful integrated PHE projects, we also aspire to create an enabling environment among policymakers at all levels of government (from the barangay to provincial levels) that promotes the integration of PHE into governmental plans and budgets. This vision and these goals are reflected in the first year workplan activities as outlined starting on page 11 of this document.

The program goal will be achieved through three intermediate results (IRs).

IR1- Improved access to family planning/reproductive health services in key bioregions

IR2 – Increased community awareness and support of family planning and conservation as a means to improve health, food security and natural resources

IR3 – Increased policy makers' commitment to promote/support FP/RH services and integrated approaches

Within 22 months of working in the three types of sites described below, we estimate that BALANCED will assist between 31-41 municipal governments to establish/strengthen community-based service delivery mechanisms that would serve more than 1.1 million people and reach an estimated 125,000 under-served women (15-49 years) with FP methods and PHE information in a cost-effective and sustainable manner. The map entitled *Geographic Location of the Various Scale-Up Sites* (see page 10) shows the geographic location of the various scale-up sites (new, maintenance and rider) and the populations to be served in each bioregion.

Geographic Scope

These results will be achieved by working with and through local government units (LGUs), conservation and health groups, Peoples Organizations (PO) and other local institutions in two biographic regions: 1) South Sea Bioregion covering Verde Island Passage and 2) Visayan Bioregion covering Danajon Bay and the Camotes Sea. In these regions USAID Philippines, the USAID Coral Triangle Support Partnership (CTSP) and others are programming investments for fisheries and coastal resources management by building the capacity of these local institutions to develop and sustain community-based mechanisms for the delivery of FP services and PHE information and education to marine-dependent communities.

The project will build upon the lessons and best practices of prior PHE projects funded by USAID and the David and Lucile Packard Foundation and implemented by PFPI in the Danajon Bank (FISH-Reproductive Health Project/FISH-RH, Alternative Advocacy Project/AAP, and the Integrated Population and Coastal Resource Management Initiative /IPOPCORM) , and in the Verde Island Passage (the Poverty-Population-Environment/PPE project). Over 2.8 million Filipinos reside in these two bioregions of which an estimated 250,000 are women (15-49 years) with unmet need for FP or with a need for more use-effective methods of contraception. Verde Island Passage is the global epicenter of marine biodiversity and a focal area for USAID's CTSP Project, which also endorses the PHE approach. The Danajon Bank has regional significance being one of only three double-barriers reefs in Indo-Pacific. Under the FISH-RH and IPOPCORM initiative, demonstration sites were established in this bioregion and these continue to serve as PHE "learning areas". By building upon the groundwork, networks and institutions fostered under previous projects and by dovetailing the BALANCED Project with current and planned coastal resources management (CRM) programs of USAID, the Asian Development Bank (ADB), local governments and others in the Philippines, this project will be able to achieve a scale of PHE effort that otherwise would not be attainable if BALANCED were to deliver the services independently.

Project Strategy

Building on the PHE experience in the Philippines, BALANCED-Philippines will scale-up best practices and lessons learned reaching additional new communities living in municipalities and areas where coastal/fisheries management activities are ongoing in the South Sea and Visayan Bioregions. BALANCED-Philippines will also maintain PHE initiatives established by PFPI in previous PHE projects in the same two bioregions. To be able to reach more communities, and cover other important bioregions, the project will conduct cross-site exchanges for local government and nongovernment executives from other bioregions where ongoing CRM/fisheries activities are supported by other donors and stakeholders (herein called rider sites) in year 2. Over the next two years of project implementation, a complement of PHE activities is planned for the new, maintenance, and rider sites as follows:

New Sites

The bulk of the project's funds will be invested in nine coastal municipalities in the South Sea bioregion that are "*new*" to PHE⁵ but have ongoing LGU coastal resource/fisheries management

⁵ Meaning that neither PFPI or other agency has introduced PHE activities into these sites

activities (see Map 1 entitled *Network of MPAs in Batangas*) and contain 231 barangays where an estimated 41,797 women with unmet FP need reside (see Table 1: *Scale-up Coverage per Bioregion*). In the “*new*” sites, BALANCED will provide the full packet of PHE services (PHE advocacy; community-based distribution (CBD) system; peer education (PE) system; contraceptive supply chain; information, education, and communication (IEC); and monitoring), replicating the public-private PHE model (LGU community-based distribution and social marketing of FP methods and PHE concepts) that was developed and refined under a previous Population-Poverty-Environment (PPE) project⁶.

Maintenance Sites

The project will invest moderate resources in activities to strengthen the functionality and sustainability of existing CBD operations and systems in 20 coastal municipalities located in both the South Sea and Visayan bioregions. Those CBD systems, which were established in the private sector under previous PHE projects, were designed to serve 511 barangays where 57,979 WRA are estimated to have unmet FP needs (Table 1- *Scale-up coverage per Bioregion*). Some of the CBD agents, however, have discontinued their operations while others potentially could serve larger numbers of clients. BALANCED will conduct a CBD needs assessment in these municipalities, herein referred to as “maintenance sites,” and extend tailored technical assistance (based on assessment findings) and periodic monitoring and mentoring support. In these sites, we will reorient the ongoing PHE model (NGO community-based distribution) by involving more LGUs to increase coverage and ensure sustainability as observed from previous PHE projects. Building a public-private-partnership in these sites will enable a larger scale of PHE effort that otherwise could not be achieved solely through private sector involvement.

Rider Sites

Minimal investment will be made in areas where other donors such as ADB are supporting integrated coastal resource management project (ICRMP) activities implemented by provincial and local government units. ICRMP works in 68 coastal towns of five provinces⁷ where resources are earmarked for population-environment advocacy and information, education, and IEC campaigns during 2009-2013. These campaigns are expected to create demand for population management (among LGU staff) and family planning (among the general public). BALANCED could capitalize upon this demand and extend technical assistance to enlightened LGU officials that want to establish a CBD system in their municipality. Because BALANCED could theoretically “ride” on ADB’s investment, these areas of PHE scale-up are referred to as “Rider Sites.”

The provinces of Cebu and Siquijor offer interesting opportunities for dovetailing ICRMP and BALANCED resources, particularly given Cebu’s jurisdiction over the Danajon and given Siquijor’s proximity to the same bioregion. Masbate in the Central Bioregion offers similar potential. Approximately 285,500 people could be served if BALANCED were to enable 12 ICRMP municipalities to establish CBD systems in the same towns where ADB is supporting population-environment IEC and advocacy efforts. This can, however, be done if PFPI was to be chosen as the partner to implement the PHE IEC activities in the ICRMP sites.

⁶ During Apr 2008-Mar 2010 PFPI worked with 22 LGUs to develop/refine this public-private sector PHE model.

⁷ ICRMP is working in the provinces of Cagayan, Masbate, Siquijor, Cebu, Davao Oriental and Zambales

Year 1 activities—outlined in the workplan starting on page 11 of this document, will focus on developing a functional CBD and PE system capable of effectively and rapidly providing family planning and reproductive health (FP/RH) information and services to the target marine bioregions as well as promote the linkages of health-seeking and pro-environment behaviors in improving health, food security and availability of natural resources for the future. We will also begin galvanizing LGUs to support FP/RH services and integrated PHE approaches. Table 2 below summarizes the activities planned for the new, maintenance and rider sites over the next two years. The document outlines the workplan for the first 12-months of PHE activity of the BALANCED-Philippines project.

As can be seen from Map 2 (page 10) the “new” sites and the “rider” sites are clustered around the 22 “maintenance” sites, which will not only will facilitate project savings in terms of transportation and monitoring expenditures but will also provide opportunities for cross-fertilization of experience between veteran LGU executives and those that are novices in terms of PHE awareness and experience.

Table 1: Scale-up Coverage per Bioregion

Biogeographic Representation	Province	Municipality (clusters)	New (# brgs)	Maintenance (# brgs)	Rider (# brgs)	Population 2007	Unmet FP Need	Unmet FP Need	Unmet FP Need	Unmet FP Need
							(# WRA ⁸)	New Sites	Maintenance Sites	Rider Sites
South Sea Bioregion: Verde Island Passage (VIP)	Batangas	Batangas City/ Isla Verde		6		5,876	514		514	
		Calatagan	25			51,544	4,510	4,510		
		Tingloy	15			18,548	1,623	1,623		
		Lobo	36			37,798	3,307	3,307		
		Mabini	34			40,629	3,555	3,555		
		Nasugbu	42			113,926	9,969	9,969		
		San Juan	42			87,276	7,637	7,637		
	Oriental Mindoro	Puerto Galera		14		28,025	2,452	2,452	2,452	
		San Teodoro		8		1,5039	1,316	1,316		
		Baco		27		34,127	2,986	2,986		
	Occidental Mindoro	Abra de Ilog		9		25,152	2,201		2,201	
		Paluan	12			13,718	1,200	1,200		
		Looc	9			11,310	990	770		
		Lubang	16			28,267	2,473	2,473		
Visayan Bioregion: Danajon Bay and Camotes Sea	Bohol	Bien Unido		15		23,412	2,049		2,049	
		Buenavista		35		26,443	2,314		2,314	
		Clarin		24		18,871	1,651		1,651	
		Getafe		24		27,852	2,437		2,437	
		Inabanga		50		43,331	3,791		3,791	
		CP Garcia		23		25,118	2,198		2,198	
		Trinidad		20		27,580	2,413		2,413	
		Talibon		25		59,274	5,186		5,186	

⁸ WRA - women of reproductive age

Biogeographic Representation	Province	Municipality (clusters)	New (# brgs)	Maintenance (# brgs)	Rider (# brgs)	Population 2007	Unmet FP Need	Unmet FP Need	Unmet FP Need	Unmet FP Need
							(# WRA ⁸)	New Sites	Maintenance Sites	Rider Sites
		Tubigon		34		44,434	3,888		3,888	
		Ubay		44		65,900	5,766		5,766	
	Leyte	Bato		32		33,930	2,969		2,969	
		Hilongos		51		53,911	4,717		4,717	
		Hindang		20		19,927	1,744		1,744	
		Matalom		30		31,055	2,717		2,717	
		Inopacan		20		19,276	1,687		8,971	
	Cebu	Cordova			13	45,066	3,943			4,000
		Daanbantayan			20	73,254	6,410			6,410
Central Bioregion: San Miguel	Siquijor & Masbate	10 Towns			200	285,500				24,981
TOTAL	8 provinces	41 towns	231	511	233	1,149,869	125,595	41,797	57,979	35,391

Table 2: Strategies and Activities per IR per Site

Site Type	Yr 1 Activities (Jan 2011 – Sept 2011)	Yr 2 Activities (Oct 2011 – Sept 2012)
New 9 coastal municipalities, 231 barangays	IR 1: Improved access to FP/RH services in key bioregions	
	<ul style="list-style-type: none"> Conduct Training of Trainers (TOTs) on CBD and PHE Peer Educators (PEs) systems. <ul style="list-style-type: none"> 3 trainings and 60 LGU/NGO (health & Environment) personnel trained Trainers recruit and train/updated CBDs <ul style="list-style-type: none"> 246 CBDs trained in new sites Establish social marketing arrangements at each municipality <ul style="list-style-type: none"> 9 social marketing arrangements established in new sites Train RHU staff on FP/RH information and services and CBD systems <ul style="list-style-type: none"> 110 RHU staff trained Provide monthly monitoring/ support to LGUs, CBDs 	<ul style="list-style-type: none"> Provide monthly monitoring/mentoring support to LGU, CBDs (on CBD reporting , CBD service quality assessment, etc) Train RHU staff on FP/RH information and services and CBD systems <ul style="list-style-type: none"> 110 RHU staff trained
	IR 2: Increased awareness and support of FP and conservation in key bioregions	
	<ul style="list-style-type: none"> LGU trainers recruit and train adult PEs <ul style="list-style-type: none"> At least 155 PEs trained by LGU/NGO trainers Adult PEs conduct IPCs <ul style="list-style-type: none"> At least 4,000 IPCs conducted Develop/adapt and implement PHE IEC package and monitoring <ul style="list-style-type: none"> Existing PHE, FP/RH, CRM IEC materials collected, assessed, reprinted/disseminated PHE messages and IEC materials developed, pretested and disseminated, as needed IEC Monitored planned and adjusted Provide monthly monitoring/mentoring for adult PEs and LGUs 	<ul style="list-style-type: none"> Conduct adult PE training <ul style="list-style-type: none"> At least 155 adult PEs trained by LGU/NGO trainers Adult PEs conduct IPCs <ul style="list-style-type: none"> At least 10,000 IPCs conducted Implement community level IEC activities <ul style="list-style-type: none"> At least 10 community IEC activities conducted (1 per LGU) IEC materials disseminated IEC activities monitored <p>Monthly monitoring/ mentoring for adult PEs and LGUs</p>
	IR 3: Increased policymakers commitment to integrated PHE Policies in key bioregions	
	<ul style="list-style-type: none"> Conduct LGU PHE orientation Establish MOAs with LGUs 	<ul style="list-style-type: none"> Advocate for PHE activities /budgets to be integrated into LGU policies (CRM,

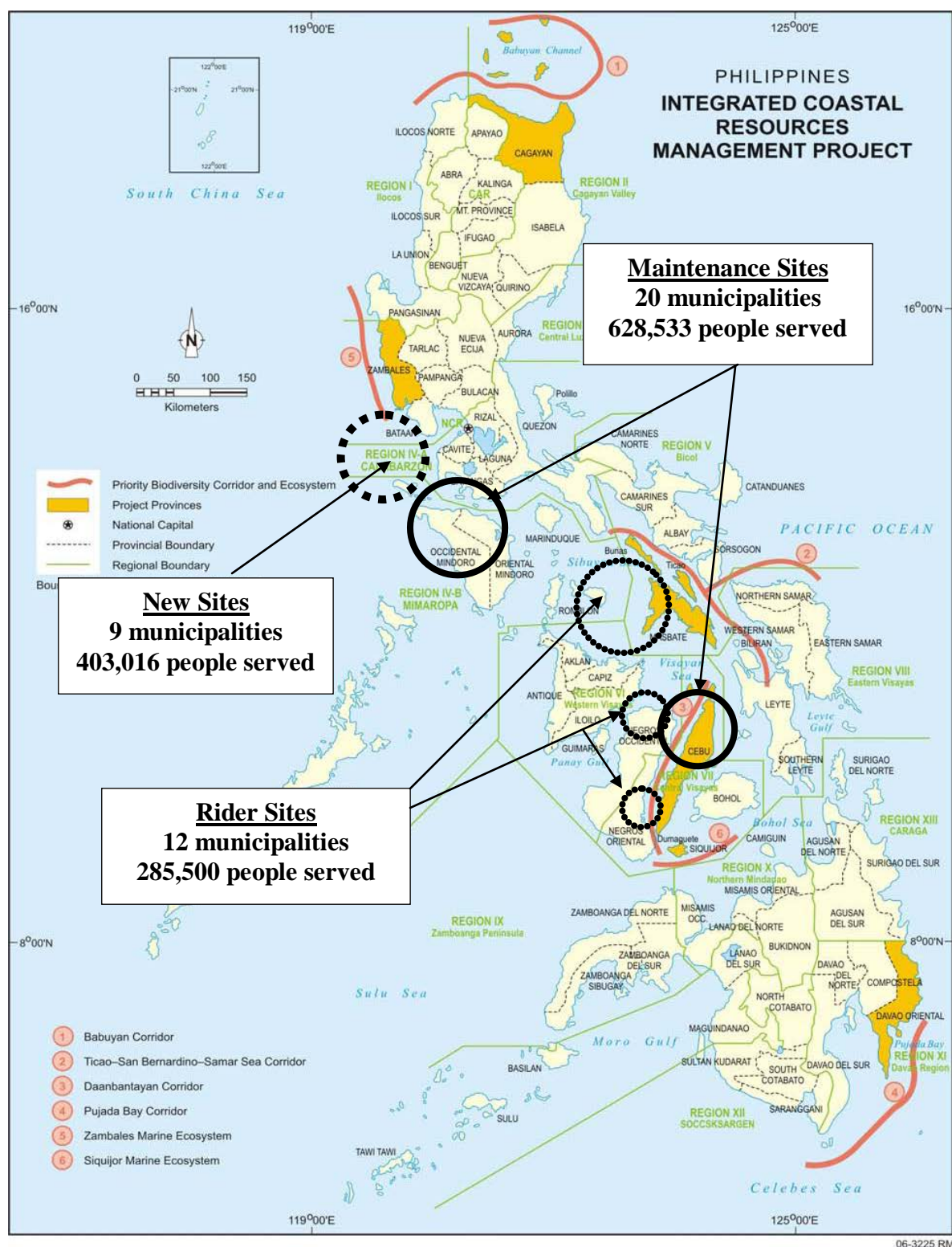
	<ul style="list-style-type: none"> - At least 5 MOAs executed • Advocate for PHE activities/budgets to be integrated into LGU policies (CRM, development plans, investment plans, etc. - At least 10 integrated policy reforms/plans initiated 	<ul style="list-style-type: none"> development plans, investment plans, etc.) • Regularly monitor/support MOA compliance and PHE integration in LGU CRM/development plans
Maintenance 15 coastal municipalities, 510 barangays	IR 1: Improved access to FP/RH services in key bioregions	
	<ul style="list-style-type: none"> • Capacity assessment of existing LGU, RHU, CBD, and social marketing franchises in each municipality • CBD and RHU refresher training <ul style="list-style-type: none"> - 249 CBDs receive refresher training - 48 RHUs trained on FP/RH and CBD systems • Establish social marketing arrangements at each municipality <ul style="list-style-type: none"> - 10 social marketing arrangements assessed and functioning - Monthly monitoring/support to LGUs, CBDs 	<ul style="list-style-type: none"> • CBD and RHU refresher training <ul style="list-style-type: none"> - 248 CBDs receive refresher training - 47 RHUs trained on FP/RH and CBD systems - At least 300 CBDs active and functioning • Monthly monitoring/support to LGU and CBDs
	IR 2: Increased awareness and support of FP and conservation in key bioregions	
	<ul style="list-style-type: none"> • Adult PEs recruited and trained by LGU/NGO trainers <ul style="list-style-type: none"> - At least 249 adult PEs trained by LGUs • Adult PEs conduct IPCs <ul style="list-style-type: none"> - At least 6,000 IPCs conducted • PHE IEC activities and materials developed, pretested & implemented <ul style="list-style-type: none"> - Existing PHE, FP/RH, CRM IEC materials collected, assessed, reprinted/disseminated - PHE messages and IEC materials developed, pretested and regularly disseminated - Community IEC activities implemented (at least 5) • Monthly monitoring/ mentoring 	<ul style="list-style-type: none"> • Adult PEs recruited and trained by LGU/NGO trainers <ul style="list-style-type: none"> - At least 248 adult PEs trained by LGU/NGO trainers • Adult PEs conduct IPCs <ul style="list-style-type: none"> - At least 16,000 IPCs conducted • Community level IEC activities implemented <ul style="list-style-type: none"> - At least 10 IEC activities (1 per municipality) - IEC materials disseminated • Monthly monitoring/mentoring for adult PEs & LGUs

	for adult PEs & LGUs	
	IR 3: Increased policymakers commitment to integrated PHE Policies in key bioregions	
	<ul style="list-style-type: none"> • LGU PHE orientation • MOAs reviewed/established LGU <ul style="list-style-type: none"> - At least 5 MOAs executed • Advocacy for PHE activities /budgets to be integrated into LGU policies (CRM, dev. plans, investment plans, etc.) 	<ul style="list-style-type: none"> • Advocacy for PHE activities /budgets to be integrated into LGU policies (CRM, development plans, investment plans, etc.) • Monitoring on MOA compliance and/or PHE policy reforms
Rider Sites 12 coastal municipalities, 33 barangays	IR 2: Increased awareness and support of FP and conservation (<i>ONLY funded by ADB if ICRMP awards project to PFPI</i>)	
	<ul style="list-style-type: none"> • PHE IEC traditional and non-traditional campaigns developed • PHE IEC campaigns implemented 	<ul style="list-style-type: none"> • PHE IEC campaigns implemented and scaled up
	IR 3: Increased policymakers commitment to integrated PHE Policies (<i>funded by BALANCED-Philippines</i>)	
	<ul style="list-style-type: none"> • 1 LGU Study Tour to successful BALANCED-Philippines sites <ul style="list-style-type: none"> - At least 5 PHE Action plans developed by LGUs 	<ul style="list-style-type: none"> • TA to LGUs to implement PHE action plans developed during study tour

Map 1: Network of MPA in Batangas Province



Map 2: Geographic Location of the Various Scale-Up Sites



Year 1 Workplan

Start-up Activities

During the first quarter of the BALANCED–Philippines project, start-up activities will include hiring project staff, working with USAID Philippines to refine site selection, and meeting with USAID Philippines strategic objective 3 (SO3) collaborating agencies (CAs), as well as other local partners in target sites—e.g., LGUs, rural health units (RHUs), health and conservation NGOs/civil society, community-based organizations (CBOs), and others to galvanize their interest in PHE approaches and develop partnerships with them to initiate project activities. BALANCED Philippines will also gather necessary baseline information (e.g., current level of contraceptive prevalence, number of FP acceptors, MPAs established and planned) that is essential to monitor progress during the duration of the project. As management, financial, and administrative systems are already in place as part of the global BALANCED Project, non-programmatic start-up needs will be minimal. That, as well as PFPI’s established track record in PHE in the Philippines, and the fact that some IEC materials and resources for capacity building in PHE are already developed and tested allow for a rapid start to BALANCED-Philippines programmatic activities as outlined in this workplan.

IR 1: Improved access to family planning/reproductive health services in key bioregions

Total Year 1 IR 1 Activities

- 1.1 Conduct Training-of-Trainers on PHE CBD and adult PE systems
 - 1.2 Recruit and train non-clinical, non-pharmaceutical outlets, PO members, deputized wardens BHWs and other community members to serve as CBD outlets and promote family planning and PHE linkages
 - 1.3 Develop or strengthen the system for supplying FP methods to CBD outlets
 - 1.4 Strengthen LGU and RHU personnel knowledge and skills on FP/RH , PHE linkages and managing CBD systems
-

A whole complement of capacity building activities will be conducted in all the “*new*” project sites. A team of trainers per municipality will be trained, mentored and supervised to establish a PHE CBD system in each of the villages in their own municipalities. In “*maintenance*” sites, we will scale up reach and coverage by assessing, upgrading and realigning the existing CBD system to provide coverage for every barangay and by ensuring that FP commodities are easily accessible

During Year 1, BALANCED-Philippines will expand access to FP information and methods to poor marginalized women living around target bioregions and help increase their understanding of the benefits that a PHE approach can bring to people’s quality of life and to the marine environment. A focus will be on new sites with high population and high-unmet need, i.e. those with limited or no access to FP/RH information and services.

To achieve this goal, we will develop a network of CBD outlets and strengthen the RHU referral systems. We will build the capacity of the local governments involving the various line agencies, i.e., environment, RHU, and development planning CBOs and/or POs, such as fish wardens, women's groups, fisheries and aquatic resource management councils; and non-clinical/non-pharmaceutical outlets to deliver FP and PHE information, to make referrals, and to serve as the CBD outlets. We will also build the skills of RHU health personnel to effectively counsel women referred to them on FP/RH as well as serve as CBDs when private-sector CBD outlets are not possible in the target area. Further, we will work with private sources of FP supplies such as DKT Philippines, Alphamed and PRISM 2 to establish franchisee and other arrangements that can help ensure there is a continuous supply of contraceptive products to the CBDs and RHUs trained under the project.

In the “*new*” sites, BALANCED Philippines will work towards replicating the public-private PHE model (LGU-social marketing organization-CBD) developed and refined under the previous PPE project. For the “*maintenance*” sites we will upgrade the ongoing PHE model, which was more private sector centered (NGO-community-based distribution) towards becoming a public-private model of PHE service delivery. This modification will enable broader coverage and ensure sustainability of the CBD systems beyond the project.

1.1 Conduct training of trainers on PHE CBD and adult peer education system

This activity will take place in the new sites only—as maintenance sites have already received these trainings under previous projects. *In the new sites*, a five-day training of trainers (TOT) will be conducted for a selected team of at least five LGU/nongovernmental organization (NGO) staff per targeted municipality. The training will build their knowledge and skills in the local relationships between population dynamics, family planning and reproductive health, fisheries and coastal environments and poverty and/or food security (hereafter referred to as “PHE linkages”), interpersonal communications (IPC) techniques on PHE linkages, and facilitation skills—all to strengthen their ability to train local PHE CBDs and PHE Adult PEs in selected sites and bioregions. All information provided about family planning and reproductive health will emphasize the importance of informed choice and volunteerism. These TOT participants will be responsible for developing a training plan and conducting the local workshops for PHE CBDs and adult PEs (see IR2) in their community. They will also regularly supervise them and monitor their activities. Building a cadre of LGU/NGO trainers and making them responsible for the training, supervision and monitoring will also ensure sustainability of efforts within the local institutions.

At least five participants per municipality from both the health and environment line agencies of the LGU will be selected for the TOT. If possible and present in the project site, NGOs will also be invited to become trainers. BALANCED-Philippines staff will work closely with LGUs and local leaders and other influential people to identify and select TOT participants.

PFPI will use the BALANCED Project's PHE CBD and PE training and reference materials adapted from those developed by PFPI as part of its IPOPCORM project and updated under the BALANCED Project. These training modules and reference materials also promote informed choice and voluntarism. The training will use a participatory, dual capacity building learning methodology that enables participants to acquire skills in PHE training delivery at the same time they acquire knowledge on PHE content (as noted above). All training materials and resources

developed and/or identified for use will be cleared with USAID Philippines prior to use in training activities.

Organizations Involved

- Collaborative Partners: LGU, RHUs, NGOs and relevant USAID SO3 CAs

Key Expected Results

- At least 60 selected LGU/NGO staff trained as PHE CBD and adult PE training facilitators in 9 municipalities.
- PHE CBD training and reference materials made available to newly trained TOT participants

1.2 Recruit and train non-clinical/non-pharmaceutical outlet owners, PO members, deputized wardens, BHWs and other community members to serve as CBD outlets and promote family planning and PHE linkages

In new sites, those that have participated in the TOT outlined in activity 1.1 will develop a plan for training PHE CBDs. Subsequently, they will go out into the project sites and, in consultation with the local community leaders, RHU staff, and other stakeholders, identify and recruit potential CBDs. CBDs will be chosen from target groups such as non-clinical/non-pharmaceutical outlet owners, Barangay Health Workers (BHWs), representatives from POs engaged in fisheries and/or coastal protected area management, and cooperative members. In cases where these private sector or community groups are not available to act as CBDs or are not sufficient in number, RHU personnel or barangay health workers (BHWs) will also be trained as CBDs. Next, those identified and interested to become active volunteer CBDs of the project will be trained on the social marketing of FP products (pills and condoms) and the provision of information on PHE linkages, family planning, and relevant site-specific fisheries conservation. They will then serve as CBD outlets for pills and condoms, deliver information on FP PHE linkages to the community, and refer clients to the RHU health center for other RH/FP needs. In the new sites, the project will train at least one CBD for each village/barangay in each municipality covered by the project.

In the maintenance sites—where CBDs were recruited, trained, and deployed by local NGOs under previous PHE projects—BALANCED Philippines will assess the status of the CBDs to determine if they are still active, have adequate and reliable supplies of FP commodities and the capacity to serve a larger catchment area. The assessment, which will be performed in collaboration with RHU personnel, will also afford an opportunity for forging an alliance between the government and private-sector CBD agents. For active CBDs, the project will conduct refresher trainings that will upgrade their capacity to deliver quality FP/RH services, referral information and PHE education, and their understanding of the joint effort and collaborative relationship with the RHU.

In barangays where there are no active CBDs, the project will conduct new trainings for CBD candidates identified in consultation with local leaders. To the extent possible, PFPI will utilize LGU personnel that were developed under previous projects as master trainers to facilitate the above trainings. Approximately one CBD per barangay will receive a refresher or new training in all 511 maintenance barangays.

Organizations Involved

- Collaborative Partners: LGUs, POs, RHUs, non-clinical/non pharmaceutical outlet owners, POs, deputized wardens, local USAID SO3 CAs

Key Expected Results

- At least 495 non clinical/non pharmaceutical outlet owners, POs, deputized wardens, etc. trained/updated to be PHE CBDs (246 newly trained CBDs in new sites and 249 CBDs in maintenance sites skills updated)
- PHE CBD training and reference materials made available to newly trained and existing and updated CBDs

1.3 Develop or strengthen system for supplying FP methods to CBD outlets

The PHE CBD system needs a cost-recovery mechanism that makes FP supplies readily available and helps ensure their distribution is sustained over the long term. Toward this end *in the new sites*, BALANCED-Philippines will work with private sector FP suppliers such as the Global Development Alliance partner Alphamed, DKT Philippines, and PRISM 2 to establish franchisee and other arrangements that keep an uninterrupted supply of affordable, quality contraceptive products flowing to the RHUs and the CBDs that are trained under the project not just for the short term but after the project ends in 2012. This will be necessary if they are to maintain and sustain the CBD social marketing activities initiated by BALANCED-Philippines. In the *maintenance sites*, BALANCED Philippines will assess existing social marketing franchisee or other current arrangements and will work with FP suppliers to improve existing systems if necessary.

Organizations Involved

- Collaborative Partners: RHU partners, DKT Philippines, Alphamed, PRISM 2 and/or other private sector sources of family planning supplies

Key Expected Results

- Cost recovery supply system for community-based distribution of FP supplies established or strengthened in 19 new and maintenance municipalities
- Partnership with private sources of FP supplies established and CBDs linked to sources to ensure continuous FP supply

1.4 Strengthen LGU and Rural Health Unit (RHU) staff knowledge and skills on FP/RH, PHE linkages, and managing CBD systems

CBDs and community volunteers will be referring community members to public RHUs for FP methods and RH services not available at CBD outlets. However, most RHU personnel in rural areas of the country have not received FP/RH refresher training over the past 10 to 15 years, and many have misconceptions and out-of-date information about contraceptives and consequently misinform potential acceptors. *In new sites*, LGU and RHU personnel will be oriented on PHE and provided with the current updates on FP/RH. *In maintenance sites*, BALANCED-Philippines will provide refresher training to RHU staff on the most up-to-date FP/RH information and

methods, the reporting systems to link CBD-generated data to the RHU, and PHE linkages. This training will strengthen RHU capacity in new and maintenance sites to deliver quality FP and PHE information and services to both men and women clients referred by CBDs and peer educators—particularly persons seeking intrauterine devices, surgical methods of contraception, treatment for sexually transmitted diseases, and other RH/FP services. BALANCED-Philippines will also work closely with RHU staff to develop and/or strengthen the referral system for women who are seeking FP methods that are not available at the CBD outlets. LGU/RHUs will manage and supervise the CBDs, ensure they are resupplied with commodities, and collect and collate service statistics.

Organizations Involved

Collaborative Partners: LGUs, RHUs, relevant USAID SO3 CAs

Key Expected Results

- At least 158 RHU public health personnel trained/updated and providing information on PHE links and family planning (110 RHUs trained in new sites and 48 RHUs trained in maintenance sites);
- At least 15 RHUs serving as referral points for other FP/RH services by clients referred by project CBDs and PEs in both new and maintenance sites.

SUMMARY OF IR1 EXPECTED RESULTS AND INDICATORS

- At least 60 master trainers able to deliver RH/FP and PHE training to community volunteers (PHE CBDs and PEs) in new sites
- At least 495 CBDs in new and maintenance sites trained/updated, active /established and functional
- At least 158 RHU public health personnel trained/updated in new sites and maintenance sites
- At least 15 RHUs serving as referral points
- At least 15% of FP users obtaining their method from project-trained CBDs
- Community-based distribution system for continuous supply of FP methods to CBDs established in 19 municipalities
- LGUs with training and skills on PHE that demonstrate the commitment to assume management/supervision of CBDs and private sector commodity supply chain by the project end

INDICATOR	YR 1 TARGET
Number of couple years protection (USAID/PH/FP-PE1)	17,160
Number of people counseled in RH/FP as a result of USAID assistance (USAID/OH/PE-2)	22,000
Number of New Users of Family Planning	9,900

Number of people trained in FP/RH with USG funds (USAID/OH + BALANCED 1.1) (New sites: CBD-246, TOT-60, RHU-110 = 416) (Maintenance sites: CBD-249, RHU-48 = 297)	713
Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE (BALANCED 1.2)	60
Percent of FP users of modern methods obtaining supplies and services from private sectors sources (CBDs, etc.)(USAID/PH/FP)	15%
Number of USG-assisted service delivery points providing FP services (BALANCED field indicator) (New sites: 246 CBDs (Maintenance sites: 249 CBDs)	495
Number of target organizations incorporating PHE tools, protocols, etc. into their work (BALANCED SO-1)	15 LGUs

IR 2: Increased community awareness and support of family planning and conservation as a means to improved health, food security and natural resources in key bioregions

Year 1 IR 2 Activities

2.1 Recruit, train and deploy PHE adult peer educators

2.2 Develop and implement PHE IEC strategy

To promote pro-health and pro-environment behaviors, we will also develop a network of PHE adult PEs chosen from among the communities' indigenous leaders and/or individuals living in key bioregions who might be members of CBOs or POs engaged in fisheries conservation and MPA management. This approach is based on past experience under previous PHE projects that demonstrate the effectiveness of community volunteers in promoting health-seeking and pro-environment behaviours.

The project will work within the Department of Health's (DOH) family planning communications framework linking PHE IEC strategies and activities geared toward a variety of audiences, with special emphasis on fishers and coastal resource users, both men and women, as the target groups. In developing the PHE IEC strategy, the project will consider existing IEC materials on integrated PHE, FP/RH, and CRM and fisheries in the Philippines to enrich the strategy. IEC materials developed and/or identified for use will be cleared with USAID Philippines prior to re-printing/printing and distribution. PFPI and partners may also gather additional data from other NGOs, SO3 CAs, collaborators (health and environment sector) and beneficiaries to refine appropriate messages and materials relevant for certain target areas.

The IEC strategy will primarily focus on IPC by the adult PEs, CBDs, and LGUs tailored to specific target communities such as fishers and policymakers to encourage positive behavior change. Whenever possible, BALANCED-Philippines will build upon existing LGU IEC strategies to incorporate traditional (i.e. group discussions, display of posters, calendars, etc.) and non-traditional (e.g., street drama) IEC activities. Integrated IEC messages will emphasize the

interrelationships between people and the marine environment to change individual behaviors around family planning and fisheries conservation.

2.1 Recruit, train, and deploy PHE Adult Peer Educators

To increase demand for family planning and promote pro-environment behaviour, BALANCED-Philippines will develop a network of volunteer PHE adult PEs (male and female) ages 15-49 years old in *both new and maintenance sites*. As was the process for identifying the CBDs, the TOT participants (from Activity 1.1) will develop a plan for training adult PES and subsequently meet with local officials, indigenous leaders and other influential individuals, stakeholders and communities to identify peer educators. They will use a set of selection criteria/guidelines to identify and recruit representatives from POs engaged in fisheries and/or protected area management, deputized fish wardens, and other indigenous community leaders living in the selected key bioregions to serve as adult PEs. At least one adult per barangay will be chosen and trained as a PE. Additional PEs will be selected particularly in areas where there are existing MPAs and where organized fisher organizations/MPA management committees exist. These PEs will then receive a two-day training on PHE linkages, family planning and referral system—including the importance of informed choice and volunteerism—fisheries conservation, IPC, and on educating their peers on the benefits of family planning and protecting their coastal and fisheries resources.

Working together, the trained LGU/NGO staff, adult PEs and CBDs will use their newly gained information and experience to conduct peer outreach to educate fishers, women and men on modern FP methods. Each peer educator will be expected to conduct at least two new or repeat contacts with their peers per week.

Throughout, the BALANCED-Philippines team will assist supervise, monitor FP compliance and mentor the TOT participants in each municipality as they conduct the local adult PE training. They will also provide technical support and backstopping as they monitor and supervise the CBDs and adult PEs. Regular supervision, mentoring and monitoring will likewise be provided by the field-based coordinators who will be strategically placed in key target sites to provide monitor project activities and provide technical support as needed.

Organizations Involved

- Collaborative partners: LGUs, RHUs, NGO, POs, relevant USAID SO3 CAs

Key expected Results

- At least 155 in new and 249 in maintenance adult peer educators recruited and trained
- At least 400 adult peer educators actively providing community outreach and information on PHE links, FP/RH and referrals to CBDs and RHUs

2.2 Develop and implement IEC strategy

A key strategy in implementing PHE projects is to develop strong, persuasive IEC messages and activities that build awareness of the linkages between family planning and fisheries and marine conservation and how cross sectoral linkages work in tandem to improve human health, food security and the health of natural resources. For example, IPOPCORM developed targeted IEC

messages that encouraged youth to become “stewards of their sexuality and the environment.” For communities, the preferred message was “IPOPCORM fits with our life style.”

During Year 1, BALANCED-Philippines will prepare a PHE IEC package framed within the DOH Family Planning framework. It will include communications objectives, integrated PHE messages, a package of PHE activities and IEC materials geared toward a variety of audiences but targeting fishers, other coastal resource users and policy makers in the BALANCED-Philippines project sites. BALANCED-Philippines will also draw on the best IEC materials and activities from past PHE activities and will collect, assess, reprint these materials for use in project activities, as well as develop a limited number of new materials based on the IEC strategy. The IEC materials and activities will seek to promote and monitor positive behavior change both in the health and fisheries/CRM areas and will be geared toward a variety of target communities, especially fishers and LGU policy makers.

In order to achieve impact in changing individual fisheries or CRM behaviors, it will be important to tailor these IEC materials and messages to the specific environmental behaviors that need to be changed, for example stopping all fishing in MPAs, reporting illegal fishermen and poachers, or participating in coastal clean-ups. BALANCED-Philippines will coordinate with the implementing partners of the follow-on FISH project to better understand and link key IEC messages. In the event of further funding, this activity could be strengthened and expanded to specifically target key fisheries and coastal management behaviors for each bioregion.

Normally the BALANCED Project would also gather qualitative information via Focus Group Discussions (FGDs) and other qualitative methods to inform IEC strategy and message development. However, we are restricted by the limited funds available under this project. As such, existing IEC materials developed under previous PHE project and existing FP/RH materials developed by the DOH will have to suffice for Yr 1 implementation. However, BALANCED Philippines would be able to conduct qualitative research among representatives of the main target groups in order to refine the IEC strategy and materials should USAID consider incremental resources during Yr 2.

Organizations Involved

- Collaborative partners: LGUs, FISH follow on implementing partners, DOH, relevant USAID SO3 CAs

Key Expected Results

- PHE IEC communications and monitoring plan
- Printed IEC materials
- Traditional and non-traditional IEC activities implemented in each municipality

SUMMARY OF IR2 EXPECTED RESULTS AND INDICATORS

- At least 400 adult peer educators trained in new and maintenance sites educating the community on the benefits of family planning and conservation measures and making referrals
- IEC materials and activities with integrated messages reprinted/developed and distributed

- At least 75,000 individuals having seen or heard specific FP/RH message(s)

INDICATOR	YR 1 TARGET
Number of people trained in FP/RH with USG funds (USAID/OH + BALANCED 1.1)	404
Number of people who have seen or heard a specific FP/RH message (USAID/OH)	75,000

IR 3: Increased policy makers commitment to FP/RH services and integrated PHE policies

Year 1 IR 3 Activities

3.1 Conduct PHE orientation and planning with LGUs, NGOs, POs and project stakeholders

3.2 Advocate and provide support for local Development/Environment/CRM/Fisheries plans and leverage resources for PHE into local policies and agenda

The BALANCED-Philippines project will capitalize on PFPI's PHE experience in the Philippines to galvanize acceptance and support for integrated approaches among local policymakers. Existing sites and areas with successful PHE programs will serve as learning sites for the local policymakers from the new BALANCED-Philippines project sites (where PHE integration will be implemented and/or scaled-up). While achieving policy reforms takes time and entails a process embroiled in the local governance process, the project will also build on existing collaboration and partnership with existing PHE leaders and champions. It will also build on the existing Memoranda of Agreement (MOA) with the League of Municipalities in the Philippines to gain support and a commitment to the PHE integrated approach. During Year 1 *in the new sites*, PFPI will conduct various group and one-on-one meetings, such as courtesy calls, project orientations to the local chief executives, LGU PHE orientations, planning, regular project briefing and updates, with local policy-makers and other local stakeholders to increase support and commitment for integrated PHE policy reforms and to advocate for the allocation of a local budget for family planning and for the conservation of important natural resources. Key activities during year one includes:

3.1 Conduct PHE orientation and planning with LGU, NGO, PO and project stakeholders

At the start of the BALANCED-Philippines, project staff will conduct courtesy calls to local chief executives and officials in target sites to introduce them to the project, galvanize their support and help establish a partnership and mutual collaboration. PHE orientation meetings will be conducted for municipal and barangay officials in *both new and maintenance sites*. This one-day PHE orientation for relevant stakeholders, such as those from the Executive and Legislative offices and line agencies, will be organized collaboratively with the local chief executive's office. Participants will include representatives from the LGUs (municipal and barangay leaders), executives of local NGOs and POs—such as representatives of fisher folk organizations—and management councils. The purpose of the PHE orientation meeting is to: a) stimulate dialogue about the PHE dynamics in the bioregions and the main threats to human and ecosystem health and wellbeing in their respective municipality; b) share information about ongoing programs/projects (NRM, conservation, FP, micro-credit etc. implemented by different stakeholders; c) identify gaps in services and resources; and d) mobilize participation across the sectors (public, private and commercial) and disciplines (family planning, environment, health, governance etc.) for a coordinated response to redress the FP unmet needs and achieve LGU fisheries objectives. This and other advocacy activities will be used to ensure LGU support for project activities and ensure sustainability by developing a municipal-specific integrated PHE action plan.

BALANCED Philippines will follow up on the progress of the site-specific action plans developed during these consultations for the duration of the project. Staff will also work to help ensure compliance and integration into local policies such as through MOAs, investment plans, development plans, etc

Organizations Involved

- Collaborative partners: LGUs, NGOs, POs

Key expected Results

- At least 15 site-specific PHE action plans (one per municipality new and maintenance)
- NGO, PO, LGU representatives participating in the PHE orientation

3.2 Advocate and provide support for local development environment, CRM and/or fisheries plans and leverage resources for PHE into local policies and agenda

Building on the support generated by various advocacy activities—including the one-on-one advocacy meetings—and on LGU involvement in the various community-based project activities, BALANCED-Philippines will also work towards integrating both fisheries/CRM and FP/RH activities into municipality's planning processes as a development approach to food security and/or poverty alleviation. These efforts will initiate the process towards institutionalizing PHE and the long-term sustainability of the PHE approach and ensuring the gains achieved by the project are not lost. The process may entail a series of consultations and meetings to assess existing plan/s such as fisheries or coastal management plans and/or municipal medium term development plans to identify entry points for PHE interventions; and outline specific FP/RH or CRM activities and the corresponding budgetary implications for those activities.

During Year 1, the project will work with local development councils and support municipal planning activities to ensure the integration of PHE perspectives and to assist with identifying realistic budgets to implement PHE activities.

Organizations Involved

- Collaborative partners: LGUs, Municipal Planning and Development Office, Environment/CRM Office, RHUs, Barangay Development Council, Municipal Development Council

Key Expected Results

- At least 10 Local Development/Environment/CRM/Fisheries plans with PHE and FP/RH activities initiated
- Funds leveraged for PHE activities

SUMMARY OF IR3 EXPECTED RESULTS AND INDICATORS

- At least U\$15,000 leveraged from local sources (cash and in-kind)

- At least 10 local Development/Environment/CRM/Fisheries plans with PHE and FP/RH activities initiated

INDICATOR	YR 1 TARGET
Amount of in-country public and private financial resources leveraged by USG programs for FP/RH (USAID/OH + BALANCED)	At least US \$15,000
Number of local policy reforms/plans with integrated PHE	10

Project Management

PFPI and CRC-URI will assemble a team of experts with technical and management skills in integrating population, health and environment to address the needs and the challenges of the project. The team will be supported by consultants and institutions that are established in the field of PHE integration. The expertise offered by the staff and consultants include project management, monitoring and evaluation, training, behavior change communication, policy advocacy in health and environment both in the Philippines and internationally. All staff and consultants will be obligated to take USAID's Family Planning E-Learning course (at <http://www.globalhealthlearning.org>). Those who took the training at the start of the BALANCED Project will repeat the course as refresher training.

The project manager will be based in Manila, but will travel extensively with the support of the deputy project manager. The BALANCED PTAL will also provide technical and field support as needed. The team also includes an RH training specialist who will help train and provide hands-on support to the LGU and to the field coordinators in the key bioregions who will be assisting with implementation of BALANCED-Philippines PHE activities. The field coordinators will be responsible in helping plan, organize and coordinate technical and logistics support of the various training/workshops and meetings with LGUs, the community and other key stakeholders. They will also help monitor the compliance of site action plans, identify gaps and opportunities for scale-up and relevant support activities.

CRC-URI as the prime contractor will backstop the project and will conduct an end-of-Year 1 assessment to determine the success of the scale-up approach implemented by the BALANCED-Philippines project and, as such, inform and discuss with USAID any needed re-design or adjustments in Year 2 project activities, targets, etc. that would help ensure that the intended goals for the life-of the project have the greatest chance of being achieved. As well, there will be an end-of-project evaluation to: 1) encourage continued learning and adaptations to the PHE approach/model, 2) promote the sharing of best practices for PHE on-the-ground implementation, 3) and to document those factors that encourage or challenge long-term sustainability of the PHE approach and its benefits to the individuals, communities, and countries that adopt this integrated strategy.

Project implementation key staff includes:

Project Manager: Ronaldo Quintana, MD is a Senior Program Officer of PFPI. Dr. Quintana played an instrumental role in PFPI's PHE projects funded by the David and Lucile Packard Foundation and United Nations Population Fund. His expertise is in capacity building, health behavior change communications, integrated PHE, family planning, STI/HIV/AIDS prevention programs, and reproductive health. He provides PFPI Programs with leadership and technical support for reproductive health, integrated PHE and behavior change activities. Dr. Quintana collaborates with local partners to mobilize communities and develop practical, gender-sensitive approaches to involve key stakeholders in integrated PHE programs. He has over nine years of experience designing and implementing PHE approaches under the IPOPCORM Initiative, the expanded IPOPCORM Project and the Integrated FISH-RH project in the Philippines. He has completed certificate courses on disaster risk reduction and climate change from the World Bank

Institute and Earthquakes Megacities, Inc. Before joining PFPI, he was a medical officer and program manager at ReachOut Foundation.

Deputy Project Manager: Francis Magbanua worked as a program officer in the IPOPCORM Project from 2004-2006. He is the proposed Deputy Project Manager for this initiative. His technical areas of expertise are capacity building, research, integrated CRM-FP/RH and participatory resource monitoring and assessment. Mr. Magbanua is an expert on integration given his role and experience with IPOPCORM. He had a Masters of Science in Environmental Science and recently completed his PhD studies in zoology at the University of Otago, Dunedin, New Zealand. His previous professional experiences includes serving as technical staff to the Office of the Secretary, Department of Agriculture; and as Technical Assistant for Monitoring & Evaluation with the World Bank and the Department of Finance's Community-based Resource Management Project (CBRMP). Mr. Magbanua brings important skills in conservation as well as government work experience that rounds out the project team.

Technical Support Lead: Joan L. Castro, MD is the Executive Vice-President of PFPI and PHE Technical Assistance Lead of the BALANCED Project, which is advocating for and expanding PHE approaches worldwide. Dr. Castro has 10 years of experience designing and implementing PHE approaches under the IPOPCORM Initiative (2001-2007), the expanded IPOPCORM Project (2005-2007), and the Integrated RH-FISH project (2004-2008) in the Philippines and the BALANCED Project (2008-present). Dr. Castro is a medical physician and a fellow of the International Family Planning Leadership Program in Santa Cruz, California, USA.

CRC Lead: Linda Bruce as BALANCED Project Director has overall responsibility under BALANCED for ensuring that the results expected of this Buy-in are achieved. Ms. Bruce has over 20 years experience in capacity building, behavior change communication, and designing, implementing and managing reproductive health and family planning programs in Asia, Africa and Latin America.

Additional technical support will be provided by the following individuals:

Leona D'Agnes has over 20 years of international health experience in Southeast Asia. Her technical expertise is in capacity building, family planning, food security, health policy, health behavior change communications, HIV/AIDS prevention, integrated population programming, policy development, reproductive health, organizational development, program management, reproductive health, and training. Prior to PFPI, Ms. D'Agnes was Country Director for the Program for Appropriate Technology (PATH) Philippines and Indonesia offices. She established PATH's presence in the Philippines, developed and managed PATH's program in Indonesia and served as an advisor to the Population and Development Association of Thailand.

Enrique Hernandez, MD, MPH is a Senior Policy Consultant/Reproductive Health for PFPI. His technical expertise is in capacity building, health behavior change communications, HIV/AIDS prevention programs, HIV/AIDS care and support, multi-sectoral approaches to HIV/AIDS, operations research, reproductive health, STD programs, training, voluntary counseling and testing, and youth/adolescent health. He managed the Tetra-Tech/USAID supported Fisheries for Improved Sustainable Harvest – RH Component. He worked as an expert in training and communication for the HIV/AIDS Prevention Project at Brown University, USA

and provided technical assistance, developed training curricula, and conducted training sessions for Philippine-based HIV/AIDS NGOs. Dr. Hernandez was the first program manager for the Philippines' Department of Health's National AIDS/STD Program.

Brian Crawford, PhD, is the Director of International Programs at CRC. He has over 25 years of experience working in coastal and fisheries management projects and managing large scale long-term USAID projects. Brian lived for four years in the Philippines during his previous Peace Corps experience there and has continued to be involved with CRC initiatives in that country and the region over the past decade. He has limited local language capability in Tagalog and Ilocano

Elin Torell, PhD, is the BALANCED Project's Monitoring, Evaluation and Learning Specialist. She has over 10 years experience designing and coordinating monitoring, evaluation, and learning initiatives in South East Asia, East Africa and Latin America. Through her work in East Africa, she has pioneered the integration of HIV/AIDS and population and gender issues into coastal and marine conservation initiatives. She brings extensive expertise in monitoring and evaluation, HIV/AIDS prevention, gender mainstreaming, and the design and implementation of USAID performance management plans.

General roles and Responsibilities of Project Personnel

<p>Project Manager (100% FTE): Dr. Ronald Quintana <i>Reports to Joan Castro, PFPI Executive Vice President and BALANCED Project PHE Technical Assistance Lead</i></p> <ul style="list-style-type: none"> • Provides overall technical management, supervision and implementation of the project • Responsible for coordination with USAID Philippines, LGUs, NGOs, DOH, Bureau of Fisheries and Aquatic Resources (BFAR), Department of Environment and Natural Resources (DENR) and other key stakeholders • Monitors family planning compliance • Ensures efficient project implementation and team synergy • Supervises Deputy Project Manager • Responsible for collecting PMP data for Philippines activities and reporting to CRC • Prepares all project reports for USAID on the BALANCED-Philippines project (for this activity), subcontracts, scopes of work for consultants and other related documents • Submits any revised training materials, narrative, and financial reports and other documents that go to USAID Philippines for CRC for review and approval
<p>Deputy Project Manager (50% Year 1): Francis Magbanua, PhD candidate <i>Reports to PM Ronald Quintana</i></p> <ul style="list-style-type: none"> • Supports the Project Manager in all aspects of technical and management aspects of the project implementation • Responsible for supervising selected technical consultants and monitoring of administrative staff
<p>RH Training Specialist (100%): Dr Luz Escubil, MD, MPH <i>Reports to PM Ronald Quintana</i></p> <ul style="list-style-type: none"> • Conducts training needs assessment and use the findings to draft a training plan. • Assesses knowledge and skills for LGU/RHU TOT trainings and CBD refresher courses or those not covered in BALANCED CBD/PE and other training materials.

<ul style="list-style-type: none"> • Develops additional PHE training modules, manuals and materials, as needed. • Facilitates training and capacity building activities in the project sites. • Identifies other capacity building inputs that may be required to enable the partners to adequately support the trained PHE service providers in the field • Supervises and monitor training activities conducted in the field • Coordinates and conducts post-training monitoring and evaluation activities and assess transfer of learning. • Collects data on training activities and develop/maintain a training database in coordination with CRC
<p>4 Field Coordinators Officers (100% LOE): TBA <i>Reports to PM Ronald Quintana</i></p> <ul style="list-style-type: none"> • Based in selected bioregions, their main function is to coordinate activities working closely with the LCE and the respective lines of agencies to establish a functional CBD • Liaises with local partners and local stakeholders • Monitors all field activities with the LGU, identify opportunities ,gaps and assist in resolving issues • Coordinates all activities with local government with the executive and legislative to help the LGU identify and train CBDs and PEs and assist in all field activities • Helps facilitate local advocacy activities
<p>PHE Technical Assistance Lead (3.5% per year LOE): Dr. Joan Castro <i>Reports to Linda Bruce, BALANCED Project Director</i></p> <ul style="list-style-type: none"> • Provides overall strategic vision, technical leadership and oversight • Assists in the implementation of the Project • Supervises Project Manager and Deputy Project Manager • Provides financial oversight for management of buy-in budget • Liaises with USAID Philippines Mission for and on behalf of the BALANCED-Philippines regarding the technical and strategic directions of the project • Communicates with CRC on project activities, challenges, etc. • Serves as a member of the larger BALANCED cross-portfolio learning initiatives

International Travel

Elin Torell – Year 1 - to assist with project monitoring, assess lessons learned from Year one activities, help with Year 2 workplanning, and provide technical support on PMP reporting – Mission field support

Brian Crawford – Year 1 (end of) – to provide technical guidance on CRM integration and conduct Year 1 assessment – BALANCED Core funds

Linda Bruce – Year 2 – to monitor project activities, assess lessons learned and assist with project reports, etc. – BALANCED Core funds

Project Monitoring and Performance Monitoring Plan

The level of funding for this 22-month initiative is insufficient to support the development and implementation of a behavioral change monitoring (BMS) system in the project sites, which would entail primary data collection and the fielding of trained enumerators as well as expenditures for data management and analysis. Instead, we will conduct basic program monitoring in both the *new and maintenance sites utilizing* secondary information from various sources (e.g., the Municipal Health Office, Rural Health Units, Municipal Planning and Development Offices, etc.) to monitor the levels of family planning practice (e.g., contraceptive prevalence rate) and protected area management (number and size of MPAs under improved management) in the project sites. PFPI has already developed and applied this simplified program monitoring approach in the 22 municipalities where it implemented the PPE project, and the LGUs have continued to report data to PFPI from the system even through the project has been completed.

During the first month of BALANCED-Philippine and every six months thereafter, the field coordinators will gather information pertaining to the IR Indicators (see PMP table below) from LGUs (provincial, municipal and local), CBD agents and other sources. This data will provide some insights as to whether the anticipated outputs of the project have been achieved. The CYP data that will be gathered and collated from the RHUs will reveal trends in contraceptive use among WRA over the 22-month period of the project which, theoretically, could be attributed in part to the project's inputs. Although not ideal, this simple program monitoring method will, nonetheless, generate the information needed to meet more of the IR data requirements.

Intermediate Results	Indicator	Expected Year 1 Results
IR1: Improved access to RH/FP services in key mKBAs	1.1 Number of couple years protection (USAID/PH/FP-PE1)	17,160
	1.2 Number of people counseled in RH/FP as a result of USAID assistance (USAID/OH/PE-2)	22,000
	1.3 Number of New Users of Family Planning	9,900
	1.4 Number of people trained in RH/FP with USG funds	713
	1.5 Number of participants who received BALANCED training and/or mentoring that are now providing training or TA to others on PHE (BALANCED 1.2)	60
	1.6 Percent of FP users (new and current) of modern methods obtaining supplies and services from private sector sources (CBDs, etc) (Surrogate BALANCED field indicator)	15% ⁹

⁹ % computed from baseline data in non clinic based service points (CBDs, etc.)

	1.7 Number of USG-assisted service delivery points providing FP services (BALANCED field indicator)	495
	1.8 Number of target organizations incorporating PHE tools, protocols, etc. into their work (BALANCED SO-1)	15
IR2: Increased community awareness of family planning and conservation as a means to improved health, food security and natural resources	2.1 Number of people who have seen or heard a specific RH/FP message (USAID/OH)	75,000
	2.2 Number of people trained in RH/FP with USG funds	404
IR 3: Increased LGU Policymakers commitment to RH/FP services and integrated PHE policies	3.1 Amount of in-country public and private financial resources leveraged by USG programs for RH/FP (USAID/OH + BALANCED)	At least US\$15,000
	3.2 Number of local policy reforms/plans with integrated PHE (BALANCED field indicator) initiated	10

Annex 1: Year 1 Timeline

Activities	Q1	Q2	Q3	Q4
Preparatory Phase				
Hiring, staff project orientation and planning , meetings with relevant CAs, private sector, etc.				
Field site visit: Meet with LGUs, etc introduce project,				
Prepare PHE IEC strategy				
Implementation Phase				
PHE Orientation/planning with municipal LGUs, NGOs, POs and project stakeholders				
Conduct Training of Trainers on PHE CBD and PE System				
Local partners recruit and train PHE Community Based Distributors				
Local partners recruit and train PHE Adult Peer Educators				
Train public health personnel on integrated PHE and CBD system				
Implement PHE IEC strategy to include development/ reproduction and distribution of PHE IEC materials and related materials ,LGU advocacy, etc				
Study tour/cross site visit				
Monitoring/Evaluation Phase				
Field project monitoring				
Prepare and submit project reports				
End of Year 1 Assessment				

Annex 2: Indicator Definitions

Indicators and definitions

1.1 Number of couple years protection: The estimated protection provided by family planning services during a one-year period, based upon the volume of all contraceptives provided to clients during that period, including sales of contraceptives and services for non-supply FP methods.

1.2 Number of people counseled in RH/FP as a result of USAID assistance: Number of individuals counseled on FP by trained clinic-based or itinerant health service providers, community workers/volunteers, and peer educators through USG-assisted programs. Note that “counseling visits” include one-on-one and small group discussions with 2-10 participants.

1.3 Number of new users of family planning: A user is a person using any modern contraceptive method for the first time in his or her life within the last year. Modern contraceptive methods include IUDs, the pill, injections, condoms, NFP, LAM, tubal ligation, and vasectomy.

1.4 Number of people trained in RH/FP with USG funds: Number of people (health professionals, primary health care workers, community health workers, volunteers, non-health personnel) trained in FP/RH (including in-service delivery, communication, policy and systems, research, etc.). For the BALANCED-Philippines Project, this indicator tracks the number of individuals (gender disaggregated) that are trained by the project. All trainings in RH/FP and PHE-know how (knowledge and skills on how to design, implement, and promote PHE) and state-of-the-art (SOTA) (the highest level and most successful) procedures, processes, techniques to implement and assess the impacts of PHE interventions conducted by BALANCED-Philippines will be reported under this indicator. It will measure participation in a broad range of training activities, including classroom trainings, workshops, and one-on-one mentoring.

1.5 Number of participants who received BALANCED-Philippines training and/or mentoring that are now providing training or TA to others on PHE implementation: This indicator measures the number of individuals that have been trained and/or mentored by BALANCED-Philippines 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.

1.6 Percent of FP users of modern methods obtaining supplies and services from private sectors sources (CBDs, etc.): This indicator measures the percentage of new and current FP users who are obtaining FP supplies from private sources such as CBDs, etc. It will be computed from baseline data in non-clinic based service points such as CBDs, etc.

1.7 Number of USG-assisted service delivery points providing FP services: A service delivery point must either offer a range of modern contraceptive methods. Modern contraceptive methods include IUDs, the pill, implants, injections, condoms, spermicides,

diaphragms, tubal ligation, and vasectomy. A facility must offer more than condoms to count. However, facilities that only offer condoms count if they provide referrals for other modern contraceptives.

1.8 Number of target organizations incorporating PHE tools, protocols, etc. into their work: 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-Philippines capacity building and initiatives. Target organizations include organizations new to PHE, donors, 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 and organization.

2.1 Number of people who have seen or heard a specific RH/FP message: Size of target population that has seen or heard a specific USG-supported FP/RH message in USG-assisted sites through mass media, group orientation/discussion/IEC activities with more than 10 participants and interpersonal communication.

3.1 Amount of in-country public and private financial resources leveraged by USG programs for RH/FP: Dollar value of monetary contributions, staff time, and in-kind contributions. It counts funding leveraged by our partners to implement activities that complements or directly contribute to BALANCED-Philippines. The leveraged funding can come from local sources, LGUs, NGOs, private sectors and other donor agencies which includes but is not limited to volunteer time (CBD, PE, etc.) computed as % per daily wage established per region to participate in project activities, office space, LGU time, allocation from investment funds, etc

3.2 Number of local policy reforms/plans with integrated PHE: An enabling policy refers to a policy that promotes integrated municipal and/or regional plans linking human and ecosystem health. This could be on a variety of topics or technical areas involving forests or marine ecosystems and different issues that enhance the quality of human life. Achieving this is a strong indication that elements in local government are supportive of PHE integration. For BALANCED-Philippines project, this includes plans with integrated PHE.