



JSI Research & Training Institute, Inc. (JSI) * Helen Keller International (HKI) * International Food Policy Research Institute (IFPRI) * Save the Children (SC) * The Manoff Group (TMG)

SPRING/Bangladesh Work Plan

FY14

October 1, 2013–September 30, 2014

Cooperative Agreement Number: AID-OAA-A-11-00031

August 15, 2013

The Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) Project is supported by the United States Agency for International Development (USAID) under Cooperative Agreement No. AID-OAA-A-11-00031. SPRING is managed by JSI Research & Training Institute, Inc.

Abbreviations and Acronyms

A&T	Alive and Thrive
AHI	Assistant Health Inspector
AICC	Agriculture Information and Communication Center
AIS	Agriculture Information Service
BDHS	Bangladesh Demographic and Health Survey
CBO	Community-based Organization
CCP	Community Clinics Project
CHCP	Community Health Care Provider
DAE	Department of Agricultural Extension
DGFP	Directorate General of Family Planning
DGHS	Directorate General of Health Services
ENA	Essential Nutrition Actions
ENHA	Essential Nutrition and Hygiene Actions
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FPI	Family Planning Inspector
FSNSP	Food Security and Nutrition Surveillance Program
FTF	Feed the Future
FWA	Family Welfare Assistant
GHI	Global Health Initiative
GOB	Government of the People's Republic of Bangladesh
HA	Health Assistant
HFP	Homestead Food Production
HI	Health Inspector
HKI	Helen Keller International
HMIS	Health Management and Information Systems
HPNSDP	Health, Population and Nutrition Sector Development Program
IFPRI	International Food Policy Research Institute
IPHN	Institute of Public Health and Nutrition
IP NGOs	Implementing Partner Non-Governmental Organizations
IYCF	Infant and Young Child Feeding
JSI	JSI Research & Training Institute, Inc.
MDG	Millennium Development Goal
MI	Micronutrient Initiative
MOA	Ministry of Agriculture
MOHFW	Ministry of Health and Family Welfare
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NNS	National Nutrition Service
NWG	Nutrition Working Group
PLW	Pregnant and Lactating Women

RCHCIB	Revitalization of Community Clinic Health Care Initiatives in Bangladesh
RFLDC	Regional Fisheries and Livestock Development Component
SAAO	Sub-Assistant Agriculture Officer
SBCC	Social and Behavior Change Communication
SC	Save the Children
SPRING	Strengthening Partnerships, Results and Innovations in Nutrition Globally
SUN	Scaling Up Nutrition
THP	The Hunger Project
UNICEF	United Nation Children’s Fund
USAID	United States Agency for International Development
USG	United States Government
WFP	World Food Program

Background

The Bangladesh Demographic and Health Survey (BDHS) indicates that the rate of reduction of stunting in Bangladesh between 2004 and 2011 is 1.3 percentage points per year¹. This is far below the ideal of 2 - 3 percentage points per year. Nearly 50 percent of children under 5 and three out of every ten women of childbearing age suffer from malnutrition and malnutrition is a concern across socio-economic status². Though Bangladesh has made commendable progress in areas of health related to maternal and infant mortality malnutrition, specifically undernutrition, remains an area of slow and variable progress.

Fiscal Year 2014 (FY14) marks the third of a five-year cooperative agreement between Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) and the U.S. Agency for International Development (USAID).

SPRING's global platform centers on maternal, infant, and young child nutrition (MIYCN) programming with a focus on the first 1,000 days of life. The SPRING agenda includes testing and documenting innovative country-specific experiences in nutrition programming and uses this knowledge to strengthen, design, implement and expand quality country programs and research activities for high impact nutrition interventions.

I. Goal and objectives

The goal of SPRING/Bangladesh is to improve the nutritional status of pregnant and lactating women and children under the age of 2 years in Barisal and Khulna divisions between 2011 and 2016 by promoting and supporting the adoption of essential nutrition and hygiene actions (ENHA) and the consumption of nutritious and diverse diets.

A. Progress for FY12 and FY13

USAID/Bangladesh has invested \$4.5 million in FY12 and FY13 in SPRING activities in Bangladesh. Over this period SPRING has established and fully staffed three operational offices in Dhaka, Khulna and Barisal. The project contracted five Bangladeshi Implementing Partner Non-governmental organizations (IPNGOs) who established 23 upazila-level SPRING offices across 40 upazilas. SPRING established 1,301 Farmer Field School (FFS) groups reaching 29,217

¹ MEASURE. 2011. *Bangladesh Demographic and Health Survey*. <http://www.measuredhs.com/pubs/pdf/FR265/FR265.pdf>

² Howlader, Sushil Ranjan; Sethuraman, Kavita; Begum, Ferdousi; Paul, Dipika; Sommerfelt, A. Elisabeth; Kovach, Tara. 2012. *Investing in Nutrition Now: A Smart Start for Our Children, Our Future. Estimates of Benefits and Costs of a Comprehensive Program for Nutrition in Bangladesh, 2011–2021. PROFILES and Nutrition Costing Technical Report*. Washington, DC: Food and Nutrition Technical Assistance III Project (FANTA), FHI360.

pregnant and lactating women (PLW) in the lowest two socio-economic quintiles in the 40 target upazilas. Each of these 29,217 targeted women established a home garden with nutrient-dense seasonal vegetables and were trained on nutrition, hygiene, vegetable production, poultry rearing and fish production (where appropriate). SPRING's capacity building activities focused on counseling on ENHA for 4,249 Government of Bangladesh (GOB) frontline health workers. These trainings enabled the GOB health workers to conduct over 235,176 counseling sessions, through which "contacts" were given to 163,604 pregnant women and caregivers of children under two.

In FY12 and FY13, SPRING initiated 11 major partnerships including: the GOB's National Nutrition Services (NNS), the Revitalization of Community Clinic Health Care Initiative in Bangladesh (RCHCIB), the Directorate General of Health Services (DGHS), the Directorate General of Family Planning (DGFP), the Department of Agriculture Extension (DAE), the Agricultural Information Services (AIS), the USAID-funded WorldFish project, the USAID Horticulture Project, Alive and Thrive (A&T), Regional Fisheries and Livestock Development Component (RFLDC) and The Hunger Project (THP).

B. Overview of Plan for FY14

SPRING/Bangladesh's three primary objectives for FY14 (year 3) are to:

1. Integrate and scale up the promotion of ENHA within the MOHFW, MOA and health and agriculture projects in Barisal and Khulna divisions;
2. Enhance the capacity of frontline health and agriculture workers within the MOHFW, MOA, field facilitators, peer facilitators and community groups to deliver quality services and counseling on ENHA for pregnant and lactating women and children under 2 years in Khulna and Barisal;
3. Increase household access and utilization of diversified foods through homestead food production.

In FY14, SPRING will assess current collaborations to adapt and intensify productive relationships for greater effectiveness in influencing positive nutrition practices, including providing supportive supervision visits to follow up with staff after training. SPRING will continue to identify and explore opportunities for further collaborations with projects or institutes that have activities which directly enrich nutrition, water, sanitation and livelihoods that target pregnant and lactating women and children under two years. Some examples of possible collaborations include the WASHplus project, implemented by FHI360 through Wateraid, the USAID NGO Health Service Delivery Project (NHSDP), which runs the Smiling Sun Franchise Program with a network of 327 static clinics, and Digital Green (DG). The relationship

with NHSDP promises to benefit both projects, with clinics serving as a referral point for FFS members, helping the project reach more poor patients. SPRING is currently collaborating with DG in India in the adaptation of their agricultural-focused community video model for nutrition and will build on this learning in Bangladesh.

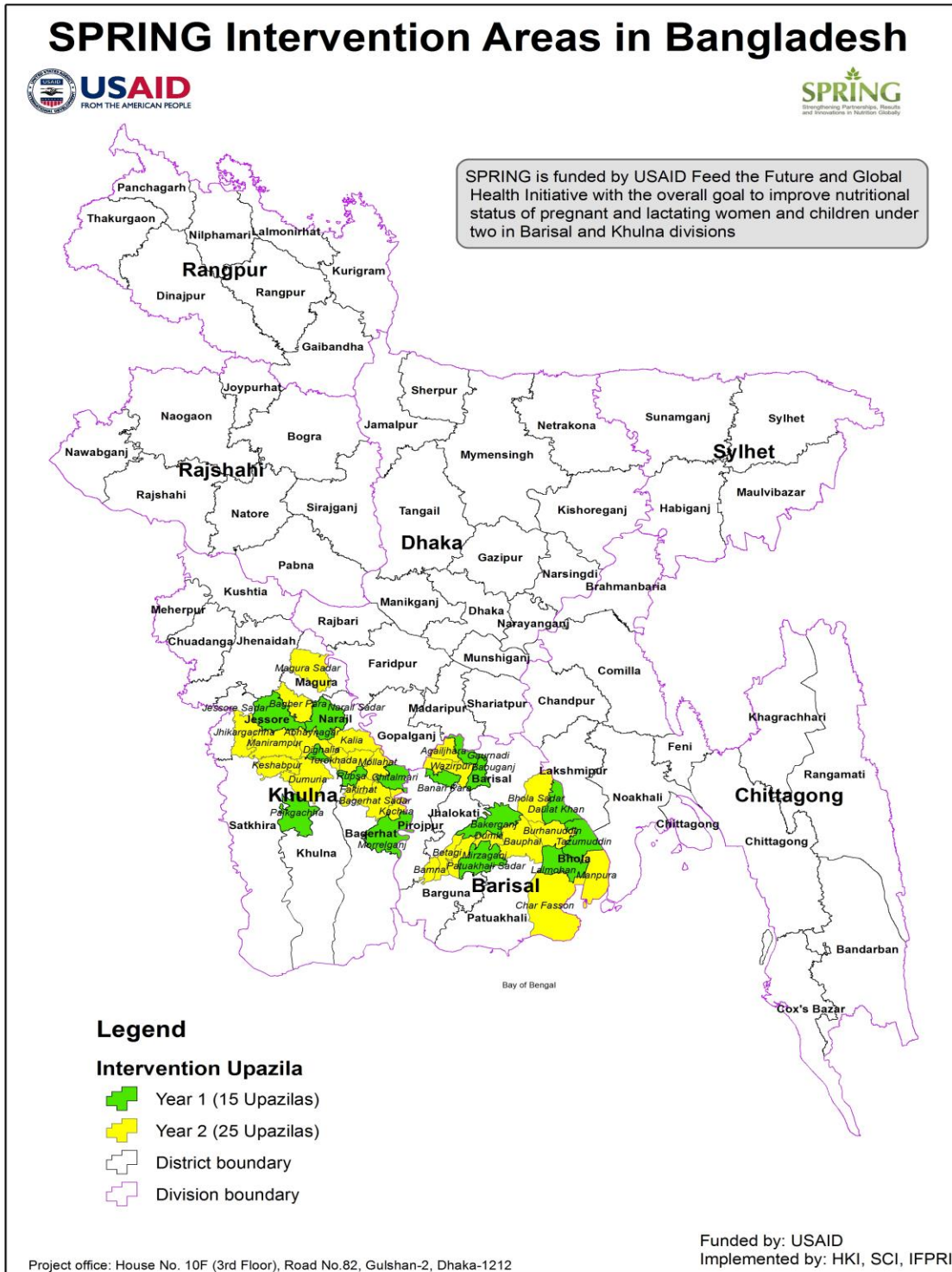
II. Geographic Scope

The geographic scope of SPRING/Bangladesh will continue to be the USAID FTF target zones of the southern delta divisions of Barisal and Khulna.

During the past two fiscal years, SPRING attained rapid and broad coverage across 40 upazilas in nine districts in the two target divisions, covering a population of 5.7 million people. Figure 1 below shows these areas. In FY14, SPRING proposes to maintain the same geographic area but increase its proportionate coverage of pregnant and lactating women in the lower two socio-economic quintiles by doubling its target reach of FFS households. The total number of households enrolled with established home gardens during FY14 will initially increase to 72,000 by February of 2014 (24,000 from FY13 plus 48,000 added in FY14) then stabilize to 48,000 households by the end of the FY14 when the households recruited in FY13 have graduated³. This expansion will increase SPRING's proportionate coverage through FFS from 17% to 60% of PLW within the lower two socio-economic quintiles in these 40 upazilas. SPRING's coverage of PLW in these 40 upazilas will be further expanded through a number of follow-up activities, to include continuous support to trained GOB MOHFW and MOA staff, by collaborative partners, and social and behavior change communication (SBCC) campaigns for the targeted household level decision makers to increase knowledge and improve adoption of healthy nutrition and hygiene practices.

³ “Graduation” in this context means that the households have attended all training sessions.

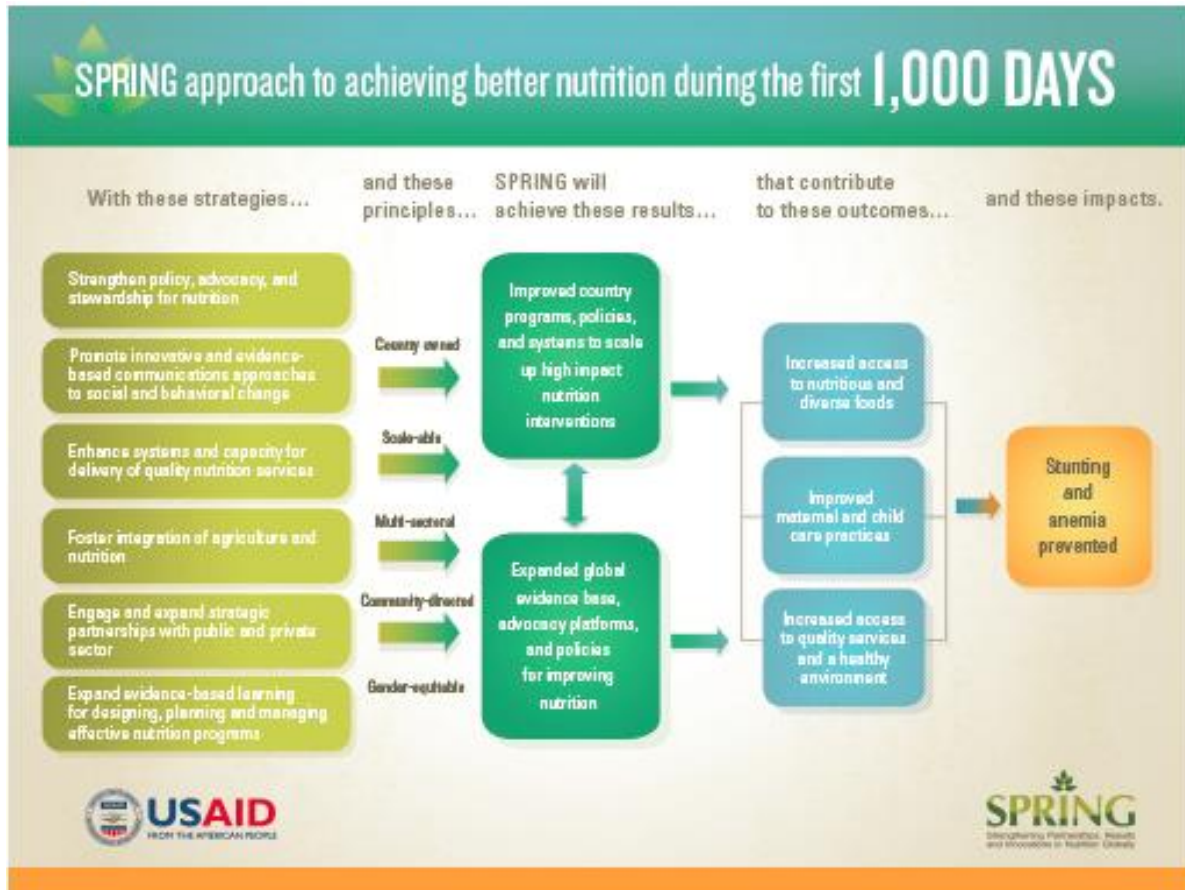
Figure 1: SPRING/Bangladesh FY14 intervention upazilas



III. Implementation Approach

All of SPRING/Bangladesh's activities are based on five underlying principles: country-owned, scalable, multi-sectoral, community-directed and gender equitable. Under the **country-owned** principle, activities are aligned with the GOB through the National Nutrition Strategy (NNS), the Revitalization of Community Clinic Health Care Initiatives in Bangladesh (RCHCIB), the Directorate General of Health Services (DGHS), the Directorate General of Family Planning (DGFP), and the Directorate of Agriculture Extension (DAE). All activities are designed for sustainability so the changes are institutionalized, and all stakeholders will actively participate in planning, implementing, monitoring and evaluating. Activities are **scalable**, meaning that they are designed for scale-up to new communities within existing upazilas and are expandable to new upazilas. Activities are **multi-sectoral** and coordinated across agriculture, health, nutrition, water, sanitation and community mobilization projects to maximize synergies, where appropriate, with GOB ministries, USAID-funded programs and other NGO partners' projects. Activities are **community-directed**, meaning that the primary focus of SPRING/Bangladesh is at the community and household levels. Activities are **gender equitable**, meaning that special attention is being made to address gender imbalances related to food production and consumption. These principles guide program design, planning and implementation and ensure that SPRING/Bangladesh activities are carried out in line with the SPRING causal pathways from inputs through intermediate steps to final expected outcomes as illustrated in figure 2 below.

Figure 2: SPRING approach to achieving better nutrition during the first 1,000 days



In FY14, SPRING/Bangladesh will solidify the progress made in FY12 and FY13 by undertaking activities that reinforce and strengthen the promotion of key practices and behaviors in the 40 target upazilas. SPRING will use its global approach to ensure that all key strategies are being met in Bangladesh. In its first two years of implementation, SPRING worked on fostering the integration of agriculture and nutrition, promoting innovative and evidence-based communications approaches to social and behavioral change and strengthening policy, advocacy and stewardship for nutrition. In FY14 and in subsequent years, SPRING/Bangladesh will work on incorporating the three remaining strategies, namely enhancing systems and capacity for delivery of quality nutrition services, engage and expand strategic partnerships with the public and private sector, and expand evidence-based learning for designing, planning and managing effective nutrition programs. In FY12 and FY13, SPRING/Bangladesh SPRING will continue to work to build the capacity of MOHFW and MOA staff, establish new FFS while

maintaining support for existing FFS, train new IP NGO partners, and continue to support existing partners to carry out activities related to nutrition and hygiene. In addition to these platforms, the project will employ additional strategic SBCC activities taking advantage of efficient and low-cost media opportunities that will enhance the reach to a wider coverage area than SPRING's current interventions. Planned communication campaigns will leverage partnerships with SISIMPUR, the Agricultural Information Service (AIS), and others to target specific and contextualized messages and materials for PLW and household decision makers to increase knowledge and promote and/or reinforce the adoption of priority nutrition and hygiene practices. In FY 14, SPRING/Bangladesh will transition its focus from training to the establishment of a strong supportive supervision system for continuous mentoring during the implementation of interventions.

In FY14, SPRING has proposed three types of assessments to document the level of effectiveness and synergy among approaches and to explore the unintended consequences (positive and negative) of its various interventions to provide programmatic lessons for adaptation/redesign in FY15 and FY16 as necessary. In consultation with USAID, SPRING will plan on carrying out operational research in FY14 as proposed in IR 2.2 in section IV below.

IV. Planned Activities

This section provides a detailed description of the planned activities for achieving SPRING/Bangladesh's objectives in FY14. It describes the activities to be implemented and their expected outcomes and is organized by SPRING/Bangladesh's five intermediate results (IR).

IR 1: Scaling up nutrition programs

IR 1.1: Country specific social and behavior change (SBCC) programs strengthened and scaled up

1. Expand community-based SBCC activities through new and existing partnerships

In FY12 and FY13, SPRING initiated expansion of nutrition and hygiene work to include aquaculture, horticulture and community mobilization projects through providing training for field and technical staff, sharing key practices that are easily incorporated into on-going projects, sharing materials and serving as a technical resource as requested. In FY14, SPRING/Bangladesh will expand its partnerships to the USAID-funded WASHplus project, WaterAid, and the NGO Health Service Delivery Project (NHSDP).

In June 2013, SPRING signed a letter of collaboration with Wateraid which will have SPRING providing training on ENHA for technical officers working with Wateraid. The components of this collaboration will continue to be implemented through FY14. Wateraid and SPRING target areas overlap in Char Fasson and Daulatkhan upazilas in the district of Bhola, and the collaboration proposes co-targeting the efforts of both projects where feasible.

Similarly, in FY13 SPRING started discussions with NHSDP to explore the possibility of developing a referral system between clients of Smiling Suns' (SS) 327 static and 8,838 satellite clinics and SPRING's current 1,301 FFS, plus any additional FFS in FY14. USAID/NHSDP is a four year project that started in December 2012 and supports the delivery of an Essential Service Package (ESP) through a network of static and satellite clinics and 6,320 Community Service Providers (CSPs), implemented by 26 NGO partners throughout the country. NHSDP is continuing the work that the SS started and has the mandate to ensure that it provides free or subsidized health services to the poor and that they constitute 40 percent of its total clientele, while SPRING recruits pregnant and lactating women from households in the lowest two socio-economic quintiles in its target communities into its FFS. In FY14, the collaboration through a two-way referral system will help focus on encouraging households in SPRING's FFS to patronize SS clinics for maternal and child health services while NHSDP will refer clients in its network in the lowest two socio-economic quintiles with difficulties in accessing nutritious diets to SPRING's FFS. SPRING will continue to encourage patronage of GOB facilities and will only provide SS clinics as a viable alternative for FFS participants where such clinics are accessible. Using GIS technology, SPRING and NHSDP will identify areas of overlap between clinic catchment areas and SPRING FFS. SPRING will also train NHSDP technical officers on ENHA and the construction of tippy-taps.

2. Expand SBCC activities through Agriculture Information Services (AIS), SISIMPUR and other materials

Towards the end of FY13, SPRING articulated the SPRING/Bangladesh SBCC strategy that depicts activities under three SBCC strategic approaches: advocacy, social mobilization, and interpersonal communication/counseling. In FY14, SPRING will use the SBCC framework as a guide to build on the SBCC work initiated in FY13, ensure SBCC activities are increasingly focused and strategic, and to expand on new opportunities. Additionally, during FY13, SPRING carried out qualitative research in Bangladesh to understand men's motivations for buying children's foods at the market and choices related to the foods involved in homestead gardens. The results of this research will be used to enhance ongoing SBCC activities by better tailoring messages and activities to the local context. This research will also inform the selection of additional communication channels, target audiences and the expansion towards new SBCC opportunities.

SPRING will build on last year's investment with the ENHA training for community-level Agriculture Information Services' (AIS) Agriculture Information and Communications Centers (AICC) staff. The purpose of the training was to better equip staff to promote and advocate for these concepts; it will also help position them as key opinion leaders within both households and the communities for key nutrition and hygiene practices. In FY14, SPRING will further network to further enhance encourage the adoption of, reinforcement, and maintenance of key nutrition and hygiene practices by using the information from the results of the qualitative research previously noted to design short messaging service (SMS) messages focused on health and nutrition services, targeting men within AIS's network (i.e. diversified diet, breastfeeding, etc.).

SPRING began discussions for a potential collaboration with the USAID-funded edutainment project SISIMPUR in FY13. In FY14 SPRING will examine the possibility of leveraging this collaboration to jointly produce audio-visual materials on ENHA to be showcased using mass media and community mobilization tactics. These messages would primarily focus on hand-washing and dietary diversity. The planned communication channels include airing ENHA segments during SISIMPUR television programming and hosting community screenings through FFS and through other partner organizations. These audio-visual materials will be pre-tested to ensure they appeal to the SISIMPUR target audience (3-8 years of age) as well as the SPRING target audience of pregnant and lactating women and caregivers of children under 2 years of age. Broadening the reach of ENHA promotion will help to stimulate wider social change and can leverage older children who may serve as catalysts for change within their households. Additionally, audience research by SISIMPUR has shown that mothers, mothers-in-law and fathers regularly watch the program with their kids and absorb the content along with their children. SPRING will produce "edutainment" segments related to select priorities, such as hygiene and ENHA messages, and will allow SISIMPUR to design, pretest, and deliver a compilation of materials with SPRING. SPRING will subsequently have permission to screen the high quality health edutainment segments through various community mechanisms. SISIMPUR will air these segments within their national television programming at no additional cost to SPRING. This will enable broadcasting of SPRING-vetted key nutrition and hygiene practices to a wide national audience and reinforce the community-level activities with consistent messaging.

In FY13 SPRING received approval from the GOB's MOHFW Technical Committee for Information, Education and Communications (IEC) for SPRING's dietary diversity poster as well as a two-page flyer on the construction of tippy taps. The flyer was designed in response to a request from the GOB's RHCIB, the department in charge of community clinics nationwide. Since then, SPRING has provided 20,000 copies that have been distributed to all frontline health workers (CHCPs) across 13,000 community clinics in all divisions of Bangladesh. In addition, the

flyer ensures SPRING's responsiveness to the demand from SPRING's community members to be able to make their own household tippy-taps. Both the tippy-taps flyer and the dietary diversity poster will continue to be printed in FY14 and will be distributed to interested projects and collaborating NGO partners. Similarly, SPRING will supervise and document the use and acceptance of these communication materials to improve hand washing practices.

3. Participate in National Nutrition Working Group (NWG) meetings, Civil Society Alliance for Scaling-Up Nutrition (SUN), BCC working group, RCHCIB NGO Coordination Meeting and other national level meetings

SPRING/Bangladesh continues to be an active participant at the NWG and the Civil Society Alliance for SUN. In FY13, SPRING proposed the NNS form a committee to review the current NNS nutrition training manual in order to and develop an improved national basic nutrition training manual for health workers. The committee began working in April 2013; in FY14, SPRING will continue to be an active participant of that review committee to ensure that all key components of ENA and appropriate hygiene measures (especially hand-washing practices) are given full consideration and adequate prominence in the nutrition training materials. SPRING will also keep pace with the NNS's progress on the inclusion of nutrition indicators into the national health management information system (HMIS) by assisting the NNS to pilot the data collection of these indications in some of the upazilas with SPRING-trained MOHFW frontline workers. SPRING's IPNGO staff and UCs will assist the NNS in monitoring the data collection and reporting by frontline health workers.

4. Upazila and union advocacy events on mainstreaming nutrition into health and agriculture

As part of the activities started in FY12 and FY13, SPRING/Bangladesh conducted 398 joint MOHFW/MOA advocacy events covering two divisions, seven districts, 40 upazilas and 373 unions in its current geographic scope. In FY14, SPRING/Bangladesh will continue to engage the GOB, NGOs, and community stakeholders in its target upazilas to advocate for the nutrition and hygiene measures for pregnant and lactating women and children under the age of two. Some of these events will include commemoration of key national and global nutrition events, world breastfeeding week, as well as water, sanitation and hygiene days.

5. Increase coordination among relevant sectors at the upazila and district level to promote nutrition programs

In order to ensure sustained progress is made in institutionalizing the promotion of evidence-based nutrition interventions across the health and agricultural sectors, SPRING/Bangladesh will engage with national and local nutrition programming efforts through the NNS to coordinate the promotion of nutrition activities at the upazila and district levels. Collaborations and memoranda of understanding established in FY12 and FY13 stipulate that

SPRING/Bangladesh will meet with partners on a quarterly or twice annual basis at the upazila, district and national level. Members of the SPRING/Bangladesh divisional teams will also engage with GOB officials and NGOs working in the communities to share best practices, lessons learned, challenges and innovations in achieving optimal delivery of nutrition interventions. For example, GOB officials are regularly invited to participate in technical trainings for partners and community members.

Key outcomes include:

- Support social and individual behavior change for ENHA using local and national health communication opportunities
- Strengthen collaboration between maternal and child health services, sanitation and nutrition
- Support NNS efforts for developing a national basic nutrition manual
- Coordinate nutrition programs at the district and upazila levels.

IR 1.2: Country-specific approaches to improve dietary quality and diversity (including micronutrient adequacy) advanced

1. Continued support for graduating FFS

In FY14, SPRING will be graduating 29,217 households recruited into FFS in FY12 and FY13 from the current FFS program. These households have completed a 9-month FFS training curriculum that covers all key components of winter and summer vegetable production, fish production, poultry rearing, nutrition and hygiene. Practices were reinforced over the same period through home-visits, peer training and support systems. SPRING believes these groups of graduates have been adequately prepared to continue cultivating vegetable gardens, rearing poultry, and raising fish in small ponds (as appropriate). They have been equipped to make informed decisions about what to grow, how to grow it, and who in the family should consume the outputs from their production. They have also been equipped to better understand the importance of exclusive breastfeeding, complementary feeding, women's nutrition, household dietary diversity, micronutrient supplementation, proper health seeking behavior, as well as prevention and control of diarrheal diseases.

In FY14 SPRING will conduct community celebration events with graduating FFS. Each FFS will commemorate the completion of the FFS curriculum and celebrate healthy mothers and children, elect mothers and children with the most improved nutritional status, healthiest gardens, healthiest weight for mothers and children, and active participation throughout the FFS. Each participant will get useful souvenirs, such as nutrition balls and posters, of their

participation at the SPRING FFS which will also serve as incentives for completion and as cues to action or reminders for continuing with ENHA. The event will be a community-wide event with community stakeholders and will be used to further galvanize support for healthy nutrition practices for mothers and children within the community.

Towards the end of FY13, SPRING initiated a peer-to-peer support system with the graduating FFS members who are willing to serve as community nutrition champion. They will keep contact and support other pregnant/lactating women and mothers with children under two from their original groups and will reach out to any newly pregnant women within their community. At the beginning of FY14, SPRING will facilitate discussions within each FFS to determine how community nutrition activists will function and which support they will need, and how SPRING can assist in reinforcing these practices. The information gleaned from the groups will be used to determine and tailor simple ways SPRING could assist community nutrition champion in supporting the continuation and promotion of ENHA in their communities. The progress of the graduating FFS will be carefully documented so SPRING uses lessons from them to guide support activities for the much larger graduating group of FFS recruited in FY13.

2. Expand coverage for resource poor households through FFS

SPRING's stance on the importance of access to nutritious foods as well as knowledge of proper nutrition and hygiene was further reinforced by recent studies by IFPRI on pathways from agriculture to nutrition⁴. The report highlights that one of the pathways to effective positive change in nutrition for children and women is achieved through establishing a family's own production of food for consumption. This pathway is a combination of access - comprised of food production, food consumption, food purchase and nutrient intake and linked with adequate nutrition knowledge and equitable household food distribution. SPRING's FFSs integrate agricultural extension and adult participatory learning to enhance the capacity of households to make well-informed crop management decisions and combines these with an orientation on nutrition and hygiene. In FY13, SPRING updated existing training manuals on homestead food production, poultry rearing and raising fish by incorporating additional sessions on key nutrition and hygiene behaviors. In FY14, SPRING will increase its FFS targets by 200 percent to increase its coverage of pregnant/ lactating women and women with children under the age of 2 in the lowest two socio-economic wealth quintiles in the 40 target upazilas. New FFS participants will receive agricultural inputs (seeds) and support to achieve quality

⁴ Gillespie S., Harris J., Kadiyala S., 2012. The Agriculture-Nutrition Disconnect in India, What Do We Know? IFPRI Discussion Paper 01187. International Food Policy Research Institute (IFPRI), Washington D.C.

vegetable production. Additionally, about 50 percent of the participants will be mentored to have improved poultry sheds for the enhanced poultry production. SPRING will continue to explore economic avenues for fish production where households possess adequate inputs for production, and will receive aquaculture training through World Fish's USAID-supported FTF Aqua program. In addition, the project will seek new innovations, such as orange flesh sweet potato, to boost productivity of home gardens through its current partnership with the USAID Horticulture Project.

SPRING/Bangladesh will encourage men to participate in the FFS sessions with their wives during the land preparation period of the planting season and both men and mother-in-laws to participate with or as proxies for late-term pregnant women or women within two months of delivery. During these sessions, husbands and mothers-in-law will be counseled on appropriate nutrition and hygiene practices for their households, especially for pregnant or lactating mothers and children under age 2. Furthermore, SPRING/Bangladesh will conduct home visits to FFS participating households where mothers will be counseled along with their husbands and mothers-in-law, as these are important influencing factors.

The sessions will continue throughout the cropping season and will give each participant a chance to observe and demonstrate improved agronomic practices in his or her own homestead. Training through FFS has been proven to be sustainable over the long term and the farmers generally participate in on-going groups to access inputs and markets at lower costs. Additionally, SPRING uses the FFS methodology as a means to ensure adequate agronomic, nutrition and hygiene practices are taught to households in ways that entrench those practices for continuous cultivation and consumption of nutrient dense diets for pregnant, lactating women and children under the age of two years. SPRING/Bangladesh will work with each group of beneficiaries over two planting seasons (winter and summer). Follow-up will include home visits for monitoring from FFS facilitators and upazila coordinators, peer learning, supportive supervision, and joint visits with officials from the GOB to ensure uptake of practices and long-term skills building and sustainability.

3. Support FFS through a partnership with Digital Green

One of the already identified areas of support is to provide reinforcement of the agricultural, nutrition and hygiene practices through audio-visual aids. One very promising audio-visual option is the development and dissemination of community videos, developed by and for community members, based on the Digital Green model, which is currently being adapted and tested under the SPRING collaboration in India. The Digital Green "human-mediated digital learning approach," which has been successfully used for the diffusion of improved agricultural

practices, has now been adapted for the promotion of high impact maternal, infant and young child nutrition (MIYCN) and hygiene practices through participatory, community-based videos. The adoption of key practices are tracked and recorded by community agents. In FY14 SPRING/Bangladesh will adapt and test the use of this method in the Bangladesh context by using participants of on-going FFS to create video materials on agricultural, nutrition and hygiene practices which will be shown to households from graduated FFS to reinforce already acquired knowledge. SPRING will organize bimonthly meetings with graduated FFS and will use these videos during these gatherings. A discussion session will be facilitated by a SPRING union facilitator and the FFS community nutrition activist for that FFS. This will be a less labor intensive means of follow-up and reinforcement of the knowledge.

Key outcomes include:

- Expand access to nutritious foods for resource-poor households with pregnant and lactating women and children under age 2 through FFS
- Distribute agricultural inputs to FFS participants
- Establish homestead gardens for FFS participants with diverse vegetables
- Identify community nutrition champions to continue FFS activities
- Continue support to participants of graduated FFS to continue vegetable gardens, poultry production, and fish ponds.

IR 1.3: Country-specific scale-up of evidence-based nutrition interventions supported

1. Refresher trainings for master trainers in nutrition within the MOHFW, MOA and partner NGOs

One of the main components of SPRING's activities over the last two fiscal years has been to build capacity within the MOHFW, MOA and NGOs. SPRING has successfully trained all frontline health and agriculture workers within the DGFP, DGHS and DAE in the SPRING targeted 40 upazilas. Additionally, supervisory level health workers within the DGFP and DGHS were also trained as master trainers. In this fiscal year, SPRING will solidify these efforts by focusing on identifying areas of difficulty experienced by trained staff in carrying out nutrition activities and target refresher trainings to address knowledge gaps. SPRING will also identify newly transferred or recruited staff in these upazilas for ENHA trainings as needed. Activities of MOHFW staff will continue to be monitored and supervised for greater effectiveness in delivering nutrition services and counseling. Similarly, SPRING will enhance monitoring and supervision of the IPNGOs and partner projects, such as WorldFish and the USAID Horticulture Project, to identify areas of needed follow-up and reinforcement. Drawing on learning for FY13, SPRING will have its SBCC and Nutrition Specialist, along with its senior technical officers, provide supportive supervision to partner NGO staff conducting nutrition activities. This SPRING

team member will visit nutrition activities carried out by these staff to provide on-the-spot support and report back to partner management about ways to further develop and improve their efforts to integrate nutrition.

SPRING will support the government health workers (Family Health Assistants and Health Assistants) and community groups to establish a “nutrition booth” during existing EPI/FP outreach sessions, fairs and campaigns. GOB health workers and/or community members will be available during this time to provide any information related to nutrition and hygiene. The food diversity poster, the instructional tippy-tap flyer and the ENA/EHA/FDP community handbook will be available as health communication materials that can be used to provide support for training and counseling. This approach will reinforce the integration of health and nutrition efforts and greatly expand the reach to the community level as FP/EPI outreaches are already well attended by SPRING target communities.

2. Nutrition and hygiene orientation for community clinic community and support group members

RCHCIB selected community management and support group members, representatives of the community to serve in a management and administrative capacity of community clinics within their vicinity. The members of the groups are representatives of older, adolescent, administrative and women’s groups or serve as other gate keepers within their community. These groups are apolitical and are focused solely on ensuring the continual functioning of the community clinics irrespective of the political party in power. As a component of the MOU among SPRING, NNS and RCHCIB, SPRING was requested to conduct nutrition trainings for these groups and began these trainings in FY13; SPRING will continue assisting RCHCIB in FY14. The ENHA trainings will enhance community support for nutrition and hygiene activities in the 40 upazilas.

3. Enhance and strengthen the capacity of facility and NGO-based frontline workers

During this fiscal year, SPRING/Bangladesh will focus on intensifying follow-up through monthly visits to frontline health workers. SPRING will also increase its supportive supervision visits to assess the quality of the nutrition delivery and counseling and to identify future needs. Supportive supervision visits will be conducted jointly with their MOHFW supervisors to establish a culture of monitoring of nutrition and hygiene activities.

SPRING will continue to partake in monthly meetings with the upazila-level health, family planning and agriculture MOHFW and MOA officers, quarterly meetings with district-level health, family planning and agriculture MOHFW and MOA officers and bi-annual meetings with national-level health, family planning and agriculture MOHFW and MOA officers. These

meetings will be an avenue through which to share successes and challenges of the project's activities. SPRING will consider piloting a supportive supervision model using mobile phones or another similar technology to ensure the quality and effectiveness of the supportive supervision activities, which can also be used to collect information on the delivery of nutrition by frontline health workers.

4. Enhance IPNGOs' capacity in managing and implementing nutrition interventions

SPRING/Bangladesh contracted five local IPNGOs to carry out some of its activities, and they have been on board for little more than a year. SPRING is committed to enhancing local capacity of its IPNGOs in managing and implementing high quality ENHA and HFP interventions for SPRING and beyond. In FY14, SPRING/Bangladesh proposes facilitating an overall self-assessment of the five IPNGOs that will be used to identify which types of support our partner IPNGOs will need in order to improve their own management and program skills to support the delivery of quality nutrition interventions.

Key outcomes include:

- Enhance capacity for MOHFW staff on nutrition counseling
- Establish community advocates for nutrition through community management groups
- Support NGO partners' efforts to incorporate nutrition and hygiene into their activities.

IR 2: Evidence, advocacy, and policy

IR 2.1: Policy and advocacy efforts to support food and nutrition policies and programming strengthened

1. Mobilize communities on nutrition

In FY14, SPRING/Bangladesh will provide technical and logistical support to participate in and/or plan and execute outreach activities commemorating World Breastfeeding Week, National Handwashing Day, Vitamin A campaigns, and other nutrition-focused activities. The specific activities will be identified, planned and executed in close collaboration with the MOHFW and other stakeholders. SPRING/Bangladesh will encourage smaller community level events that involve SPRING/Bangladesh participants and trainees within the GOB. It is important to mobilize the community as a whole and not only pregnant and lactating women because often the decision-making on children and household diets and nutrition practices rests with the husbands or mothers-in-law within the household. Through these efforts, SPRING will be able to convey important messages surrounding nutrition and hygiene to help sensitize a larger portion of the community and facilitate social change. SPRING/Bangladesh will also

explore working with GOB partners to jointly and strategically use mass media to promote appropriate messages during these periods.

Key outcomes include:

- Increase coordination between SPRING/Bangladesh and nutrition actors at the community, upazila, district, divisional and national levels
- Increase awareness of evidence-based nutrition practices among community members and the general public.

IR 2.2 (Strategic Information): Evidence-based learning, monitoring, and evaluation for effective approaches to scale-up nutrition services expanded

1. Learn from Food Security Nutrition Surveillance Program (FSNSP)

USAID provided funding to FSNSP to produce some outcome level data on agricultural, nutrition and hygiene practices in Barisal and Khulna over the next year (FY14). SPRING is poised to learn from these data collection efforts to adapt or intensify its interventions as necessary. FSNSP will also produce a retrospective report which will show baseline figures for these practices at the beginning of FTF nutrition interventions.

2. Qualitative research on nutrition & agriculture

In FY14 SPRING will explore a number of research and learning opportunities available to the project in Bangladesh. SPRING has identified three possible research areas to be considered for FY14.

First, SPRING would consider investigating how production from the FFS gardens is being utilized by the producing households. This information will be used to estimate whether harvests are being sold for livelihood and, if so, what proportion is being sold and what proportion is getting consumed within the households. The research will also explore intra-household distribution of food to determine who within the household is getting the nutrient-dense vegetables being produced.

Second, another potential aspect of research to explore is the energy expenditure of the pregnant and lactating women in carrying out agricultural, poultry rearing and tippy-taps activities around their households.

Third, another potential research area to investigate and document is the existence and extent of spill-over of improved agricultural and hygiene practices, including "tippy-taps," between participants of FFS and non-participants of FFS within the communities where SPRING works. This could enhance efficient program planning by any diffusion factor of the interventions into

account when planning how to place resources. The first research opportunity could enable SPRING to learn how to adapt interventions to harness a natural economic tendency to facilitate both nutrition and livelihood. Information from the first and third research areas could provide information on the perceived value of the interventions by participants while the second could provide information on the input households put into these activities. This research could provide information that will indicate the level of sustainability of the gardens beyond SPRING's involvement. Results could also be used to inform the global community for future nutrition programming.

3. Assess, document, report and use information

SPRING/Bangladesh will use data from monitoring and supportive supervision activities to track progress towards project objectives, as well as use the information to make program improvements. This process may include reviewing existing routine data, as well as revising new data collection methods and tools. In addition, SPRING/Bangladesh-related activities (e.g., including advocacy events, training, and supervision) will be closely monitored and feedback from this work will be used for program improvement. Routine monitoring data will be managed in central and divisional databases, and will be disaggregated and analyzed across upazilas (using geographic mapping as appropriate), over time, and by other variables, and shared with project managers in a timely manner for decision making. An important activity to take place at the end of FY13 will be a revisiting of the SPRING/Bangladesh PMP and, more specifically, the targets and a few indicators. The work completed in FY12 and FY13 made it clear that targets need to be revised and that it may well be worth conducting a strategic planning session to coincide with the revision of targets. It is expected that a PMP with revised targets can be submitted early in FY14.

4. GIS mapping of target population reached by SPRING supported activities

SPRING will continue building off of its FY12 and FY13 investments in GIS to ensure that this work is furthered and is used to enhance and improve SPRING's work at the division, upazila and union levels. This will include important mapping exercises to ascertain the location of FFS, health facilities and other IPNGOs throughout SPRING/Bangladesh's geographic scope.

Key outcomes include:

- Maintain functional databases for tracking, analyzing, and sharing routine monitoring data
- Use data from FSNSP to adapt and refine strategies and interventions as necessary
- Conduct and publish research providing critical program information and indications of sustainability of interventions
- Use learning from research to adapt and refine SPRING strategies as appropriate.

Appendix 1: SPRING/Bangladesh FY14 target upazilas

SPRING/Bangladesh FY14 target upazilas			
Begun in Year 1	Begun in Year 2	District	Division
Phultala	Dighalia	Khulna	Khulna Division
Rupsha	Terokhada		
Paikgachha	Dumuria		
Chitalmari	Kachua	Bagerhat	
Morrelganj	Fakirhat		
	Mollahat		
	Bagerhat Sadar		
Jessore Sadar	Bagherpara	Jessore	
	Monirampur		
	Abhaynagar		
	Keshabpur		
	Jhikargachha		
Narail Sadar	Kalia	Narail	
	Magura Sadar	Maguar	
Babuganj	Wazirpur	Barisal	
Bakerganj	Agailjhara		
Gaurnadi			
Banaripara			
Patuakhali Sadar	Mirzaganj	Patuakhali	
	Dumki		
	Bauphal		
	Bamna	Barguna	
	Betagi		
Lalmohan	Char Fasson	Bhola	
Daulatkhan	Burhanuddin		
Tazumuddin	Manpura		
	Bhola Sadar		

Appendix 2: SPRING/Bangladesh Gantt Chart: FY14 (Oct 2013 - Sep 2014)

Project Goal: Improve nutritional status of women and children in order to decrease the prevalence of stunting among children in Barisal and Khulna divisions between 2011 and 2016 through adoption of nutrition and hygiene (ENHA) practices and consumption of nutritious foods (HFP).

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Preparatory												
1	IP NGOs develop detailed annual work plan												
2	IP NGO staff recruitment and placement												
3	Recruit 4 new SPRING upazila staff, 1 new Dhaka staff (PSO)												
4	SPRING staff orientation (refresher sessions)												
5	Refresher training on ENHA for SPRING staff using SPRING ENA and EHA TOT training manual												
6	Refresher training on HFP/FFS for SPRING staff using SPRING FFS session guide/training manual												
7	Training on HFP for SPRING IP NGOs' newly recruited staff												
8	Refresher training on HFP for SPRING IP NGOs' staff												
9	TOT on ENA/EHA for IP NGO's trainers as well as SPRING new MTs to facilitate trainings for MOHFW/MOA staff/volunteers												
10	TOT on HFP for IP NGOs trainers as well as SPRING new MTs to facilitate FFS session and counseling in the community level												
11	SPRING staff refresher training on M&E												
12	Update union level mapping												
13	Union level community entry activity for gatekeepers, elected UP officials including UNO, SACMO, HI, AHPI, SAAO, CCMC, active NGOs, private sector vendors to identify target communities in 50 unreachable/ new unions in Khulna division												
14	Formalize and/or explore relations with SISIMPUR, DNET, Danida, etc.												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
15	Procure office items and motorbikes												
16	Secure seeds and other agricultural (crop, poultry and fish culture) inputs in accordance with planting season(s)												
I.R. 1 Scaling up nutrition programs													
IR 1.1: Country specific social and behavior change (SBCC) programs strengthened and scaled up													
Activity 1.1.1: Expand SBCC activities through Agriculture Information Services (AIS), SISIMPUR and the use of dietary diversity poster and "tippy-taps" manual													
1	Distribute tippy-taps manual and dietary diversity posters to health and family planning facilities, community clinics, interested projects and collaborating NGO partners												
2	Produce audio-visual mass media materials on exclusive breastfeeding, complementary feeding, women's nutrition and hygiene targeted at children between ages 3-8 and their caregivers												
3	Dissemination of audio-visual nutrition messages among children as well as the other members of the household, such as mothers, mother-in-laws and fathers who watch the material with their kids (in partnership with SISIMPUR and Digital Green)												
4	Build knowledge, encourage adoption and reinforce maintenance of key nutrition and hygiene behaviors at the household level using information from SPRING global research findings and through short messaging service (SMS) targeting men within AIS's network												
Activity 1.1.2: Participate in National Nutrition Working Group (NWG) meetings, Civil Society Alliance for Scaling-Up Nutrition (SUN), BCC working group, RCHCIB NGO Coordination Meeting and other national level meetings													
1	Closely work with NNS and actively participate in the review committee to ensure that all key components of ENA and appropriate hygiene (especially hand-washing practices) are given full												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	consideration and adequate prominence in the NNS nutrition manual (basic nutrition training manual for health workers)												
2	Work closely and keep in pace with the NNS' progress on the inclusion of nutrition indicators into the national health management information system (HMIS) by assisting the NNS to pilot the data collection of these indications in some of the upazilas with SPRING trained MOHFW frontline workers												
3	Actively participate at the NWG and the Civil Society Alliance for SUN												
Activity 1.1.3: Upazila and union advocacy event on mainstreaming nutrition into health and agriculture													
1	Engage GOB, NGO and community stakeholders in its target upazilas to advocate for nutrition and hygiene of pregnant and lactating women and children under age two.												
2	District, upazila and union level advocacy event in preparation for new FY15 upazilas in order to establish a similarly supportive relationship as is currently enjoyed in the 40 FY12 and FY13 upazilas												
Activity 1.1.4: Expand peer to peer nutrition related community activities to SPRING households, health and water and sanitation projects													
1	Provide training and technical assistance to Field Facilitators from WASHplus Project and their Partner NGOs who will incorporate nutrition messages into WASH messages with young children and the mothers/females who benefit from WASHplus Project												
2	Training of SPRING/IP NGO staff on management of simple sanitation facilities and on improving water quality by WASHplus												
3	Encouraging households in SPRING's FFS to patronize SS clinics for maternal and child health services as viable alternative referral system												
4	Encourage and assist NHSDP to refer clients in its network in the lowest two socio-economic quintiles with difficulties in accessing nutritious diets to SPRING's FFS												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
5	Train technical officer within NHSDP on constructing "tippy-taps"												
6	Work with NHSDP to locate satellite clinics and newly established FFS within close proximity of each other where feasible												
Activity 1.1.5: Increase coordination among nutrition programs at the upazila and district level													
1	Upazila level monthly progress review and planning meetings between SPRING and Implementing partners NGOs and other collaborative partner NGOs and government agencies												
2	District level quarterly progress review and planning meetings between SPRING and Implementing partners NGOs and other collaborative partner NGOs and government agencies												
3	Division/Dhaka level bi-annual progress review and planning meetings between SPRING and Implementing partners NGOs and other collaborative partner NGOs and government agencies												
IR 1.2: Country specific approaches to improve dietary quality and diversity (including micro nutrient adequacy) advanced													
Activity 1.2.1: Provide technical and material input for improving homestead food production, nutrition and hygiene for resource poor households through FFS													
1	Household selection using MOH&FW lists of pregnant and lactating mothers within selected communities and formation of new FFSs												
2	Fortnightly/weekly FFS training session on HFP and ENA/EHA												
3	Distribution of agricultural inputs/supplies to FFS members												
4	Establishment of homestead gardens by SPRING FFS households following recommended technology/learning from the FFS sessions												
5	Poultry rearing by the SPRING FFS households following recommended technology/learning from the FFS sessions												
6	Fish (especially SIS) culture by the SPRING FFS households following recommended technology/learning from the FFS sessions												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
7	Training of SPRING MTs on home vegetable gardening by the USAID Horticulture Project and pond fish farming by the WorldFish Centre												
8	Conduct home visits to FFS participating households where mothers will be counseled along with their husbands and mothers-in-law preferably joint visits with officials from the GOB to ensure uptake of practices and long-term skills building and sustainability												
Activity 1.2.2: Continued support for graduating FFS													
1	Conduct community celebration events with graduating FFS. Each FFS will celebrate healthy mothers and children, improved mothers and children with improved nutritional status, best gardens/poultry or fish farms and active participation												
2	Development and dissemination of participatory, community-based videos on promotion of high impact maternal, infant and young child nutrition (MIYCN) and hygiene practices												
3	Encourage and identify volunteers within the graduating FFS who are willing to serve as community nutrition activists and support other pregnant and lactating women within their FFS and any newly pregnant women within their community												
4	Hold discussions with each of the completed FFS to determine what support the community nutrition activists will like to provide to the community and how SPRING can support that												
5	Provide support through follow-up visits and other reinforcement activities to graduating FFS and community nutrition champions in order to reinforce the practices learned and groups' goal												
6	Coordinate and establish relations with private companies and local CBOs/vendors e.g. from RFLDC (Danida-GOB) program for access to animal vaccines and feed at cheaper rate for household poultry												

Sl.	Activities	FY 2014										
		Q1			Q2			Q3			Q4	
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
IR 1.3: Country-specific scale up of evidence-based nutrition interventions supported												
Activity 1.3.1: Refresh trainings master trainers in nutrition within the MOHFW, MOA and partner NGOs												
1	Refresher training on ENA/EHA for master trainers within MOH&FW to solidify the efforts of developing supervisory level staff focusing on identifying areas of difficulty experienced by trained staff											
2	Refresher training on ENA/EHA for Master trainers and within MOA to solidify the efforts of developing supervisory level staff focusing on identifying areas of difficulty experienced by trained staff											
3	Refresher training (Cascade) on ENA/EHA for FWAs, HAs, CHCPs to solidify the efforts of developing frontline health workers focusing on identifying areas of difficulty experienced by trained staff											
4	Organize training (TOT and/or Cascade) on ENA/EHA for the newly transferred or recruited staff in these upazilas as needed											
5	Monitor and supervise (supportive and joint) activities of MOHFW and MOA staff for greater effectiveness in nutrition counseling											
6	Provide supportive supervision (site visits) to trained partner staff (NGOs and projects such as WorldFish and USAID Horticulture Project) to reinforce integration of nutrition and promote quality											
Activity 1.3.2: Nutrition and hygiene orientation for community clinic community and support group members												
1	Refreshers training (Cascade) on ENA/EHA for FWAs, HAs, CHCPs											
2	Orientation for community groups and support groups within the community clinic structure											
3	Refreshers training (Cascade or direct) on ENA/EHA and peer facilitation for SAAOs to incorporate ENA/EHA into union level learning sessions and other extension activities											
4	Cascade peer facilitators training for AICC members to incorporate											

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	ENA/EHA into current extension activities												
Activity 1.3.3: Enhance and strengthen facility and NGO-based frontline workers													
1	Partake in monthly meetings with the upazila-level health, family planning and agriculture MOHFW and MOA officers												
2	Partake in quarterly meetings with district level health, family planning and agriculture MOHFW and MOA officers												
3	Partake in bi-annual meetings with national level health, family planning and agriculture MOHFW and MOA officers												
4	Monthly mentoring and joint supportive supervision of delivery of key ENA/EHA messages during MOHFW health & family planning contacts and home visits as well as to identify the future training needs												
5	Monthly mentoring and follow-up of use of key ENA/EHA knowledge by community and community support groups in community clinic monitoring, management, others												
IR 2: Evidence, advocacy, and policy													
IR 2.1: Policy and advocacy efforts to support food and nutrition policies and programming strengthened													
Activity 2.1.1: Mobilize communities on nutrition													
1	ENA/EHA drives during significant periods e.g. national breastfeeding week, hand washing day, vitamin A+ campaign												
2	Encourage smaller community level events that involve SPRING/Bangladesh participants and trainees within the GOB												
3	Mobilize the community as a whole SPRING will be able to convey important messages surrounding nutrition to help sensitize a larger portion of the community												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
4	Explore working with GOB partners to jointly and strategically use the media to promote appropriate messages during these periods												
<i>IR 2.2: (Strategic Information): Evidence-based learning, monitoring, and evaluation for effective approaches to scale up nutrition services expanded</i>													
<i>Activity 2.2.1: Learn from Food Security Nutrition Surveillance Program (FSNSP)</i>													
1	Learn from FSNSP produced outcome level data on agricultural, nutrition and hygiene practices in Barisal and Khulna												
2	Based on FSNSP produced retrospective report to adapt or intensify SPRING/Bangladesh's interventions as necessary												
<i>Activity 2.2.2: Qualitative research on nutrition & agriculture</i>													
1	Investigate and document how production from the FFS gardens are being utilized by the producing households												
2	Investigate and document energy expenditure of the pregnant and lactating women in carrying out agricultural, poultry rearing and "tippy-taps" activities around their households												
3	Investigate and document existence and extent of spill-over of improved agricultural and hygiene practices, including "tippy-taps" between participants of FFS and non-participants of FFS within the communities SPRING works												
<i>Activity 2.2.3: Assess, document, report and use information</i>													
1	Update monitoring systems to track output level indicators												
2	Use data from monitoring and supportive supervision activities to track progress towards project objectives, and will use the information to make program improvements												
3	Monitor SPRING/Bangladesh-related activities e.g., including advocacy events, training, and supervision and using the feedback from these												

Sl.	Activities	FY 2014											
		Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	events for program improvement												
4	Support roll out by NNS and DGHS of nutrition related indicators into existing MOHFW data collection tools at the community level												
5	Follow-up/assessment of phased out FFS to know the sustainability of practice (vegetable gardening, poultry rearing, fish culture, consumption, etc.) by the FFS members and find out the barrier, if any												
6	Monthly report												
7	Quarterly report preparation												
8	Review and assess Year 3 implementation												
9	Annual report preparation												
10	Prepare year 4 work plan and budget												

Appendix 3: Summary Budget

The budget below represents the details by line item for the proposed activities for FY14. The budget is presented as a SPRING fully burdened cost. Quarterly costs are given as average costs for illustrative purposes only.

LINE ITEM	Q1	Q2	Q3	Q4	Grand Total
SALARIES	250,000	250,000	250,000	250,000	1,000,000
CONSULTANTS	0	0	0	0	0
TRAVEL	27,500	27,500	27,500	27,500	110,000
EQUIPMENT, MATERIALS AND SUPPLIES (EMS)	5,250	5,250	5,250	5,250	21,000
OTHER DIRECT COSTS (ODCs)	23,540	23,539	23,539	23,539	94,157
PROGRAM IMPLEMENTATION	667,500	667,500	667,500	667,500	2,670,000
TOTAL DIRECT COSTS	973,790	973,789	973,789	973,789	3,895,157
Allocable Cost Factor (ACF)*	124,845	124,845	124,845	124,844	499,379
GRAND TOTAL	\$1,098,634	\$1,098,634	\$1,098,634	\$1,098,634	\$4,394,536

*This a standard practice for USAID centrally funded projects to collect an ACF on field support and other funding sources to support the operations of the project at the home office.

Appendix 4: Management, Leadership, Staffing, Local Offices and Partnerships

The SPRING/Bangladesh implementation team consists of staff from HKI and SC. HKI will continue to lead the management of the activities while SC will continue to take technical and overall input providing leadership in the implementation. In relation to the leadership by staff, the Country Manager (from HKI) and Deputy Country Manager (from SC) will jointly contribute to the direction of the program, working in tandem with SPRING/Washington.

Key positions in Dhaka and the divisional offices will continue to provide managerial oversight over the 3 SPRING/Bangladesh project offices in Dhaka, Barisal and Khulna divisions and support staff from three offices will continue in the management of financial, administrative and operational aspects of the project.

With an additional 4 staff in Barisal division, SPRING/Bangladesh proposes the following staff structure to continue its operations with a doubled target of beneficiaries, especially of Farmer Filed School within the 40 upazilas of year 1 & 2 in Barisal and Khulna divisions.

The proposed staffing plan consists of 55 staff. SPRING/Bangladesh have recruited 32 members of staff in year 1 who work in Dhaka, Barisal and Khulna covering implementation activities at the capital, divisional and upazila level in the 15 upazilas in year 1. Another 19 staff have joined in year 2 who together with the year 1 staff were covering the capital, divisional and upazila level in the 40 upazilas of year 1 and year 2. An additional 4 staff are proposed for FY14 considering the number and remoteness of the upazilas of Barisal division (movement difficulties/long transportation within the upazilas and from other upazilas).

Dhaka

- (1) Country Manager
- (1) Deputy Country Manager
- (1) Finance and Administrative Manager
- (1) Strategic Information Officer
- (1) Operations Specialist
- (1) SBCC/Nutrition Specialist
- (1) Program Support Officer **(1 new position)**

Barisal

- (1) Divisional Manager

- (2) Senior Technical Officer - Nutrition
- (2) Senior Technical Officer – Fisheries/Agriculture
- (1) Grants Officer
- (1) Finance and Administrative Officer
- (1) Monitoring and Evaluation Specialist
- (15) Upazila Coordinators (**4 new positions**)
- (1) Program Support Officer

Khulna

- (1) Divisional Manager
- (2) Senior Technical Officer - Nutrition
- (2) Senior Technical Officer - Livestock/Agriculture
- (1) Grants Officer
- (1) Finance and Administrative Officer
- (1) Monitoring and Evaluation Specialist
- (15) Upazila Coordinators
- (1) Program Support Officer

In addition to the locally based staff, SPRING/Bangladesh will also receive targeted short-term technical assistance from SPRING/HQ to support the team and implement activities.

Appendix 5: Organogram

SPRING/Bangladesh

