

Project Completion Report
On
Promoting Private Extension Service by Establishing Mega Feed School



Submitted to



Bangladesh Aquaculture and Nutrition Activities (BANA)
WorldFish, House 2/B, Road-4, Banani, Dhaka, Bangladesh

Submitted by

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1. Executive Summary

Spectra Hexa Feeds Ltd. is a joint venture fish and animal feeds Business Company and famous for producing floating feed first time in Bangladesh adopting the brand name as “Mega Feeds”. The company has 310 dealers and 700 sub-dealers/retailers for selling and distribution fish feed all over the country among them only 53 dealers and sub-dealer nominated in southern parts for this project for “Promoting private extension service by establishing Mega Feed School”. Through the project, the company is trying to establish service Centres as a school concept where the fish farmer will come and receive relevant aqua service and thus improve their productivities.

Mega feeds doing the following things to achieve the project goal.

MFS: Established 51 nos. Mega Feed School (MFS)

Water test-Kits: 106 nos. water quality test-kit supply at MFS level

Capacity building training: Conducted two batches of capacity building training where 72 participants and two batches of refreshers training where 59 participants attended. The training focused on aquaculture technology, BMP, gender & nutrition; and orientation on MFSs to dealers, sub-dealers, retailers, etc.

Farmer training: Conducted 155 batches of farmers’ training on aquaculture technology, BMP, feed management practices, nutrition, and gender where 5370 farmers attended. Of them 5148 were male and 222 were female

Demo pond establishment: Total 51 demonstration pond established by using Mega feed where 12 were the female farmer

Hands-on training at demo level: Conducted 49 batches of hands-on training on aquaculture technology, BMP at the demo farm level where 1268 farmer attend among 1171 were male and 97 female farmer

Farmer Filed Day (FFDs): Organized 49 farmers’ field day (FFD) at MFS level to show the demo farm result to neighbor farmers

Communications and mass awareness campaign: There were 358 video programs shown to exhibited at rural hat and bazaars to aware on aquaculture technology, quality feed utilization, the voice against farm fish propaganda, nutrition, gender, etc. There were 07 farmers/students debate and 07 essay writing competitions organized in the working districts. Some printed materials like leaflet and festoon will be printed and distributed among the farmers & farms level for increasing awareness.

However, Mega feed achieved lot of things from the project like established 51 MFS & educated the dealer on MFS and how to serve farmer as well? Rural fish farmer knows not only about MFS & its available service but also influence to use branded fish feed like mega which has direct contribution to increase fish productivity and thus obviously increase 3085 KG feed sales through 51 MFS

At a Glance

Name of Partner: Spectra Hexa Feeds. Ltd

Project Title: Promoting private extension service by establishing Mega Feed School

Project period: 06 No 2018 to 31 Jan 2020

Total Budget: USD 240,325

BANA (%): 158,935 (66.13%)

Partner (%): 81,390 (33.87%)

Market Actor covered-

Feed Dealer: 51

Beneficiary’s target: 26500

Beneficiaries reached: 6653

Project completion (%): 99%

Budget burn rate (%): 98%

Additional feed sales: 3085 KG?

Company sales increase (%): 2%

2. Introduction

Spectra Hexa Feeds Ltd. is a joint venture fish and animal feeds Business Company has been awarded a standard sub-grant agreement from WorldFish- BANA project a one year project titled as **Promoting private extension service by establishing Mega Feed School**. This is a cost-share base project where the grantee trying to incorporate the private sector to ensure sustainability & efficient extension service for the Aquaculture sector and better ownership in project planning, implementation, and future development of any strategy. The project details at a glance-

Title of the Business proposal	Promoting private extension service by establishing Mega Feed School	
Name of the Sub-grantee	Spectra Hexa Feeds. Ltd.	
Detail address	House-17, Road-106, Block-CEN(F), Gulshan-2, Dhaka-1212	
Contact Person of Sub-grantee	RanjitDebnath; Sr. Assistant General Manager (Sr. AGM); +8801766 664 595; ranjitfcal77@yahoo.com, spectrapropts@yahoo.com	
Duration of the agreement	From: 06 November 2018	To: 05 November 2019
Total Budget	USD 240,325	
Budget contribution	BANA: USD 158,935 (66.13%)	Spectra Hexa: 81,390 (33.87%)

3. Background of the Project

The project titled 'Promoting private extension service by establishing Mega Feed School' has been launched to ensure sustainability & efficient extension service for the Aquaculture sector through the private sector especially led by feed company as feed is a major component & around 80% cost relevant product. Consequently, Feed Company has to ensure the proper use of feed to make sure effective use heading to ultimate productivity.



Figure-1: Project signing ceremony at WorldFish Dhaka office where present Dr. Malcom Dickson, CD of WorldFish and CoP for the project and Md. Ahsanuzzaman, CEO of Spectra Hexa Feeds Ltd and others

3.1 Relevance to Results Framework

Sub-Grant Agreement is expected to contribute to the Activity's Intermediate Result (IR), **IR 1: Increased aquaculture productivity through the following sub-IRs:**

- **SUB IR 1.2:** Increased availability of affordable quality fish feed

3.2 Grantee, World Fish

The Feed the Future Bangladesh Aquaculture and Nutrition Activity aims to sustain positive aquaculture sector growth through an inclusive market system approach. This is a five-year assistance activity awarded by the United States Agency for International Development to WorldFish. The Activity will be implemented in collaboration with public and private sector partners and NGOs across 21 southern districts in the Feed the Future Zone of Influence (ZOI) and 02 north-east districts in the Feed the Future Zone of Resilience (ZOR) of Bangladesh.

3.3 Sub-grantee, Spectra Hexa Feeds Ltd.

Spectra Hexa Feeds Ltd. is a joint venture fish and animal feeds Business Company with Bangladesh, Thailand, and Taiwan but the Bangladesh venture is being operated by Bangladeshi business authority since 2007 mostly producing floating feeds first time in Bangladesh adopting the brand name as "Mega Feeds". The company has been doing business by naming Mega Feeds all over Bangladesh and their core business is producing and selling quality fish feed, prawn feed for whole Bangladesh, but poultry and cattle feeds production is also a sister concern of this company. For running this business (fish, poultry & cattle), the company has deployed 40 technical team members who mostly graduated from different public and private universities in Bangladesh.

They have 4 large own depots in different places of the country along with 310 dealers and 700 sub-dealers/retailers for selling and distribution fish feed all over the country. Last year, the annual transaction of fish feed 110,000 MT in volume and 500 million of BDT in the capital. Further, the company has around 50 thousand commercial farmer base and has strong backward linkages in the country and overseas companies & suppliers to produce quality fish feed continuously.

3.4 Key features of the proposed idea:

The business proposal is to establish and promote MFS (Mega Feed School), for increasing sales, services, and awareness to smallholders and marginal farmers. The school is established at the dealer/ sub-dealer/retailer/LSP point in rural areas. Spectra Hexa will provide different technical services like technical advice, water quality & soil testing facilities, formal & informal training, etc. along with quality fish feed to small-holder farmers both male, female, and youth from Mega Feed School. They will also conduct different promotional activities like demonstrations, FFD (farmers' field day), farmer meetings, video show programs, etc. based on MFS. For increasing the capacity of MFS owner (dealer/ sub-

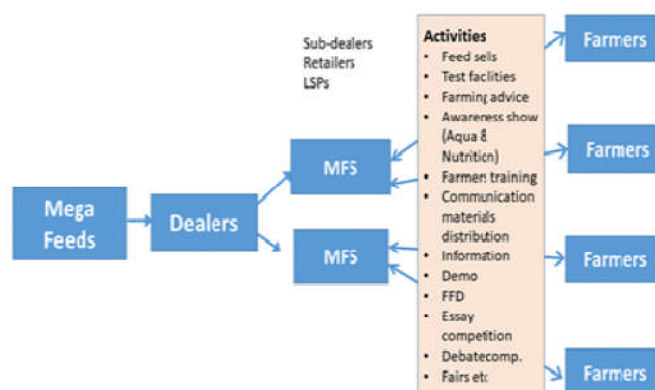


Figure-2: Business model of Mega feed school (MFS)

dealer/retailer/LSP), Spectra Hexa will organize capacity building training and refresher training for them. The proposed activities allow small-holder farmers both male, female, and youth to get free technical services on aquaculture, BMP, and quality inputs which results to increase fish production as well as to increase the business of Spectra Hexa and the MFS owners.

3.5 Prime necessity of private extension service for Aquaculture sector growth

The rapid growth in the use of formulated feeds has helped aquaculture producers to intensify fish productivity. The formulated fish feed business operates in Bangladesh following a dealership model with substantial credit support by feed companies which is then passed on from the dealer to farmers. Most of the fish farmers in rural areas, however, follow traditional farming methods and yields are low. They have limited knowledge of proper feeding techniques; they feed too much or too little, the wrong type of feed, the wrong time, etc. As of now, the fish farmer very much relies on feed dealer for feed availability as well as sources of information. But there is a gap between dealer and farmer info dissemination relation as the dealer shop yet not establish or popular among fish farmers as a reliable source of information. On the other hand, the Department of Fisheries (DoF) has limited resources of manpower to provide extension services to rural fish farmers according to their demand. As a result, fish farmers feeling more service to make sure their profitability from the private sector.

3.6 Goal of the Project

The goal of the proposed business proposal is to strengthen the fish feed market system by increasing smallholders' productivity, income, and awareness through Mega Feed School.

Objectives: The specific objectives of the sub-grant are given below:

- To adopt better management practices (BMP) at smallholders' farm level and ensure the aquaculture service system through MFS in a sustainable way at rural areas
- To ensure access to affordable quality fish feeds at smallholders' farms and motivate them to utilize fish feed for increasing the fish productivity
- To make available the water quality and soil testing facilities at the rural level through Mega Feed School (MFS)
- To increase mass awareness of aquaculture production technology, nutrition, gender, environment, and farmed fish consumption

4. Project Management

4.1 Geographical coverage

Spectra Hexa Feeds Ltd. will work in 7 districts under Feed the Future ZOI namely Barishal, Patuakhali, Barguna, Bhola, Jashore, Satkhira, and Khulna, 36 Upazila under Barishal and Khulna division.

4.2 Targets

Through establishing 53 Mega Feed School; Spectra Hexa target to training 4,505 farmers where at least 20% will be female and expect to reach around 26,500 fish farmers (average 500 farmers from each MFS) where at least 15% will be female.

4.3 Project Management Team

- **Director cum CEO:** Mr. Md. Ahsanuzzaman will be responsible for overall strategic design making and supervision of overall field implementation. He was also focal and signing authority of the project from Mega feed end. He contributes 10% of his total allocated time to the project.
- **Senior General Manager:** Mr. Md. Rais Uddin helps the project as coordinators for proposed project activities. He also acts as an advisor of the MFS project. He contributes 10% of his total allocated time to the project.
- **Senior AGM (Marketing):** Mr. Ranjit Debnath will be a focal point adopting project coordinator (PC) for all types of project activities development, implementation strategy set-up, monitoring, and supervision. He contributes 20% of his total allocated time to the project.
- **Senior AGM (Accounts):** Mr. Md. Raziur Rahman will maintain day to day account for the project. He was responsible for maintaining vouchers, charts of accounts, and payment according to the guideline. He approves all costs regarding the project. He contributes 10% of his total allocated time to the project.

- **Senior Account Officers:** Mr. NopurChakraborty assisted the account officer and reported to senior AGM (accounts) regarding MFS related to all expenses. He contributes 10% of his total allocated time to the project.
- **Account Officer:** Mr. Sharierwas responsible for the MFS project-related all day to day tasks like all expenses, voucher preparation, and banking. He reported to senior account officer and he allocated 100% time for this project.
- **Senior Manager (02):** Mr. Md. Kamruzzaman Shah and Md. AnamulHaque was responsible for overall field monitoring and supervision. They assisted the project manager for smooth field operation and action plans. They contributed 15% of the time for the project.
- **AGM Admin (HR):** Md. Ashfaq Hossain was responsible for all administrative tasks, procurement, maintaining logistics, and record-keeping of project activities. He contributed 10% time to the project.
- **Technical Officer in the field (06):**All six officers were based in the field with their respective working area and exclusively worked for Mega feed school. They were fisheries expert and experienced. They were responsible for the identity of MFS, farmer selection, conducted all training programs, demo pond selection, and establishment, arrange FFDs, organized video shows, and other related work. They reported to PM and contributed 30% time for the project.
- **Project Manager (PM):** Md. ShovanSabuzwas the PM for the MFS project. He was responsible for overall filed activities implementation, monitoring, supervision, team mobilization, and reporting. He reported to senior AGM (marketing) and he also communicated with BANA POC, MEL, and Grants whenever necessary through senior AGM. He dedicates 100% of his timeto the project.

4.4 Project Administration

- **Recruitment:**All the staff for the field operation team (PM, Field Officers, and Accounts Officer) has been recruited through a standard advertisement and selection process.
- **Field Operation:** Project Manager (PM), who was primarily responsible for the successful implementation of the objectives and field operations, the field operation design purpose he sat in the head office for better planning, and coordinate overall field operation and liaison with respective POC of BANA at a regular basis.
- **Coordination with filed team:**Including PM and other Head quarter staff visited field activities at regular intervals to understand the field operation efficiency and effectiveness. There were a couple of visits by the team leader, procurement department, and accounts department to the field.

5. Activities Details

5.1 Staff recruitment: Through the project period total of 16 staff have been recruited; 10 for head office based and 6 for field base. 6 field base technical officers for seven districts (Barishal, Patuakhali, Barguna, Bhola, Khulna, Jashore and Satkhira) in the zone of interest (ZOI) in Bangladesh.

5.2 Staff orientation on MFS project: A day-long orientation program was held at Six Season Hotel in Gulshan, Dhaka where 16 staff of Spectra Hexa Feeds Ltd. and 7 personnel of FtF-BANA, WorldFish were present. The objective of the orientation program was to inform the project staff about the project concept, objectives, its details activities according to the Gantt chart and mode of standard operation system (SOP). After the event, the project staffs were well aware of the business model and how to accomplish the activities in professional manure.

5.3Project coordination meeting: According to the grant chart, Mega feed conducted 6 bi-monthly meetings in a different venue in Dhaka, Khulna and Barishal region. They have completed all the bi-monthly meetings in the project period. This meeting was a platform to discuss what types of challenges the field staff faced while filed movement and way forward based on management decisions so that the designed activities can be finished accordingly.



Figure-3: Bi-monthly coordination meeting at RRF, Jashore

5.4MFS establishment in Barishal and Khulna division at dealer, sub-dealer & retailers' level: Initially total target was 53 but two Mega Feed School (MFS) have withdrawal their dealership with Spectra Hexa Feeds Ltd. So finally, they continue with 51 MFS. The school mainly situated at feed dealers, sub-dealer, and retailers' business places. All MFS was well decorated by setting arrangements, supplied with water & soil testing kits facilities and different communication & promotional materials (leaflets & festoons), and branded with specific signboard as a symbol of aqua service like school. Those 51 schools treating as business & knowledge sharing hub and the dealer acts as a master of the school.

5.5Procure and supply water quality test-kit supply at MFS level: Procured and distributed two pH and ammonia test kits for each 51 MFS to ensure water quality testing support to



Figure 4: Dealer providing water pH and ammonia testing support at MFS

the rural fish farmer. Initially, the farmer did not come to service point but when they informed about the service from MFS, a significant number of fish farmers received the service from the center which was helpful to the farmer to diagnosis the problem and to get appropriate advice.

5.6 Capacity building training on aquaculture technology, BMP, gender & nutrition; and orientation on MFS project to dealers, sub-dealers, retailers:

The Mega feed has been conducted two batches of residential training for feed dealers, sub-dealer, and retailers who act as Mega feed schools master. From the 2 days long capacity building training they trained on aquaculture technology, Better management practices (BMP), and gender & nutrition. One training program has been held in the Khulna region and the other in the Barishal region. A total



Figure-5: Capacity building training of MFS master at Saint BD, Barishal

of 72 participants attended the 2 batches capacity building training program. After the training program, the participants got a better knowledge of MFS operation.

5.7 Refreshers training on aquaculture technology, BMP, gender & nutrition to dealers, sub-dealers, retailers:

For improving knowledge and recall earlier learning the dealer, sub-dealer and retailer got refresher training on aquaculture technology, BMP, gender & nutrition. That training program conducted by one batch where 59 participants were present.

5.8 Farmer's training on Aquaculture technology, BMP, Gender & Nutrition:

According to the contract, each MFS has to conduct two batches of training ($53 \times 2 = 106$). But two MFSs were stop their activities with the company. Finally, 51 MFS were continuing the project activities. After completing a year project period it was extended for three months of project duration with one extra training for each MFS. So finally the target was 155 batches training. The mega feed has completed 155 batches of training in the entire project period. A total of 155 batches of farmer's training has been completed up to January 2020. A total of 5370 farmers received training from MFS where 222 female and 869 young farmers were present.



Figure-6: Farmer's capacity building training in Barguna

During January 2020, there are 19 batches training were organized where 635 were attended among 8 were female farmers and 124 were young farmers.

5.9 Demonstration pond establishment:

The initial target was 53 demo establishments at a different place with a combination of various species. But two MFSs have withdrawal their dealership with Spectra Hexa Feeds Ltd. So finally, they continued with 51 MFS. Unfortunately, at mid-level two demos have stopped due to the change of feed company and demo



Figure-7: Demo pond nursing by women demo farmer

roles violation. Lastly, 49 demos continued with a set of standards of BMP in aquaculture and using the mega feed. The average demo pond size was 15 decimals. Among 49 demos 37 farmers were male and rest 12 were female farmers.

5.10 Hands-on training on Aquaculture technology, BMP, Gender & Nutrition at demo level:



Figure-8: Hand's on training at demo level in Keshobpur, Jashore

Total 49 batches hand's on training at each of demonstration pond area a hands-on training for neighboring fish has been conducted. Up to January 2020, a total of 1268 farmers got training from MFS where 97 females and 227 young farmers were present. It was 2 hours training season where fish farmers get knowledge on BMP in aquaculture and how

to use the mega feed in their culture pond.

5.11 Famer's Field Day (FFD) to showing demo farm result to neighbor farmers:

One FFD was the target for each MFS ($51 \times 1 = 51$). But two MFSs were stop their demo activity before harvesting. A total of 49 FFD have been completed up to



Figure-9: Celebrating farmer's field day in Barguna

January 2020. A total of 2339 farmers were get attended in the FFD where 184 female and 394 young farmers were present. During January 2020, 28 FFDs were organized and 1325 farmers participated. 72 female farmers and 190 young farmers were present. The objective of the FFD was to demonstrate the result of the demo pond so that the neighboring fish farmer aware of mega feed and service performance.

5.12 Preparation of video clips on aquaculture technology, BMP, cultured fish propaganda & nutrition:

Two video documents were prepared on the "success story of fish culture" and "awareness building against culture fish propaganda". The total video length was approximately 30 minutes.

5.13 Conduct video show:

Six video show was the target for each MFS ($53 \times 6 = 318$). But two MFSs stopped their activities with the company. Finally, 51 MFS continued the project activities. After completing one year project period, it was extended for three months of project duration with one extra video show for each MFS. So finally the target was $51 \times 7 = 357$ video shows. Mega has completed 358 video shows in the entire project period. A total of 358 video shows have completed up to January 2020, where 94 shows were organized in January 2020. Tentatively, a total of 50489 viewers watched the show where 1257 females and 15947



Figure-10: Fish Farmer enjoying video show in Charfasion, Bhola

young viewers were present. During January 2020 a total of 94 shows had been organized where tentatively 11955 viewers watched the show of which 211 women and 3818 young viewers present.

5.14 Writing essay competition & organize the prize-giving ceremony of school and college level on growth of aquaculture in Bangladesh & its impact at district level:

There was 7 essay writing and debate competition held in college-level students and fish farmer in 7 districts of the project area. Here TOs and MFS master led the process and arranged the competition at the local school and college level with the help of headteacher. Around 200 essays collected from the different schools and colleges and observe their thought on aquaculture sector growth in Bangladesh and its impact at the district level. A total of 36 students participated in the essay writing competition among 20 were male students and 16 were female.

5.15 Organize farmers'/Students' debate program and organize the prize-giving ceremony at the district level:

The TO and the MFS master arranged the debate program and organize a prize-giving ceremony at district level school. The school authority cordially assisted to manage the event. 42 students participated in the debate program.

5.16 Leaflet preparation on aquaculture technology using feed feeds and distribution (3 types):

3 types of leaflets were printed. Total $3 \times 20000 = 60000$ leaflet printed and distributed through the MFS.

5.17 Preparation of Festoon on aquaculture technology, fish feed, nutrition & gender, etc. and distribution:

A total of seven types of festoons were developed. 6 Types of festoon were used for farmers training and one type festoon is using for farmers awareness building on Mega Feed

5.18 Farmers Support Guide on Aquaculture technology based on BMP:

According to no-cost extension MoA, there was one extra target to develop and print one farmer's support guide on the best management practice of aquaculture. A total of 1000 copies of the guide were printed and are distributing to the potential fish farmers in the rural MFS area.

Project Activities summary with beneficiaries

SL	Planned Activities/Events	No. of Participants		
		Male	Female	Total
1	Staff Recruitment	16	0	16
2	Project Staff Orientation on MFS Project	23	0	23
3	Project coordination meeting (bi-monthly)	15	0	15
4	MFS establishment in Barishal and Khulna division at dealer, sub-dealer & retailers' level	-	-	-
5	Capacity building training on aquaculture technology, BMP, gender & nutrition; and orientation on MFS project to dealers, sub-dealers, retailers	72	0	72
6	Refreshers training on aquaculture technology, BMP, gender & nutrition to dealers, sub-dealers, retailers	59	0	59
7	Farmer's training on Aquaculture technology, BMP, Gender & Nutrition	5148	222	5370
8	Demonstration pond establishment	39	12	51
9	Hands-on training on Aquaculture technology, BMP, Gender & Nutrition at demo level	1171	97	1268
10	Famer's Field Day (FFD) to showing demo farm result to neighbor farmers	2155	184	2339
11	Preparation of video clips on aquaculture	-	-	-

	technology, BMP, cultured fish propaganda & nutrition			
12	Conduct video show	49232	1257	50489
13	Writing essay competition & organize the prize-giving ceremony of school and college level on growth of aquaculture in Bangladesh & its impact at the district level	20	16	36
14	Organize farmers'/Students' debate program and organize prize giving ceremony at district level	42	0	42
15	Leaflet preparation on aquaculture technology using feed feeds and distribution (3 types)	-	-	-
16	Preparation of Festoon on aquaculture technology, fish feed, nutrition & gender etc. and distribution	-	-	-
17	Farmers Support Guide on Aquaculture technology based on BMP	-	-	-

6 Key Challenges and Lesson learn

6.7 Key Challenges:

➤ In general aspect

- ✓ Activity completion time as per project proposal is not sufficient at actual field
- ✓ MFS distance is one of the big barriers to complete time-bound tasks
- ✓ Another challenge was to find women entrepreneurs in the aquaculture sector, especially in the commercial aquaculture sector
- ✓ It was a big challenge to brand MFS point with a specific signboard which measurement was according to the dealer's shop size and within a short duration and limited budget

➤ Project Implementation Challenge

- ✓ 30% working time is not enough for TOTO to complete project work, because of their own sales activity
- ✓ It was really difficult to develop the technical capacity of our dealer (Mega Feed School Master) with only two training (capacity building and refresher training)
- ✓ Only two capacity building training for MFS master and no training for field staff is a big challenge to provide service at field level
- ✓ There were a lot of project activities to complete during the project period with only six marketing/technical officers and inexperienced MFS master. Besides the time limitation, staff capacity was also an issue.
- ✓ MFS masters (dealers) were too busy to arrange lots of training sessions and video shows in the pick session of fish feed selling.

➤ Partnership Challenge

- ✓ Project duration (one year) was really short to implement all activities according to the project proposal
- ✓ Another big challenge in terms of financial reporting. It was very much critical and difficult to understand and there were several changes in the reporting system
- ✓ In some cases, the budget was not enough compared to expenditure. Sometimes, it was challenging to maintain field expenses according to WorldFish procedure
- ✓ Weekly reporting was another challenge to us, because of our field staffs were too busy with their fish feed marketing as well as project activities.
- ✓ WorldFish applied three quotation system for every small to large procurement which was some cases challenging and private sector are not used to do this.
- ✓ Grants and Financial procedure or system is not private-sector friendly.

6.8 Key lesson learn

- ✓ Limitation of aquaculture technical knowledge of field office and MFS master
- ✓ It was very important to find an appropriate task to implement in project duration (less task big impact)
- ✓ Need intensive care (training, mentoring etc.) to build the capacity of MFS master to deliver support to farmers with them.
- ✓ Needed improved training on aquaculture technology to field officer to deliver appropriate support to farmers via feed dealer/MFS master
- ✓ As Mega feed has a huge portfolio in terms of market actor and customer base, the project can be used online media (Facebook, YouTube, e-commerce, website, app, etc.) to deliver aquaculture technical information to the farmer at 24/365 time.

7 Monitoring and Reporting

To capture the progress and learning of the project, the BANA MEL team and the Project implementation team separately and jointly monitor field activities and overall progress of the project. Time to time both teams raise a few improvement areas and then the Mega feed implementation team was trying to recover the issues for the betterment of the project

- ✓ Mega feed prepared details of 53 dealer lists who acted as Mega Feed School (MFS) master and shared with the MEL team.
- ✓ Initially, the project target was to reach 26500 beneficiaries for its entire project period through the MFS service and mega feed use. Finally, Mega feed managed to cover 6653 fish farmers considering using feed and service received.
- ✓ Mega feed also prepared different communication and promotional materials to create awareness among the farmers.
- ✓ Mega feed conducted 358 video shows at different places where a total of 50489 farmers were present as viewers, of the total viewers 49232 were male and 1257 were female. Though that shows mega feed feel encouraged to conduct more show rest of the country as branding & promotion of Mega feed.

- ✓ Because of the BANA intervention with Spectra Hexa Mega feed, roughly 437 MT feed sales increased considering its total 22275 MT feed sales from 53 MFS during the project period.

8 Project Budget and financial management

Throughout the project period, the Mega account officer is trying to fulfill all requirements as per the grants unit needed. It also follows the BANA standard and reporting format. The following document has been handedover time to time –

On financial report:

- ✓ Monthly Financial Report
- ✓ Vat Coupon Report
- ✓ Final financial report
- ✓ Bank Reconciliation Report

Financial reports included at a minimum the following information:

- ✓ Budget versus actual expenses
- ✓ A detailed list of expenses that include description, transaction date, amount, expense category, exchange rates used to convert to reporting currency.
- ✓ Cost Share or Matching progress report for the period;
- ✓ Supporting documentation, as necessary.
- ✓ Fund balance status – cash received from WorldFish versus expenditures reported to WorldFish
- ✓ Besides financial reporting, Mega feed has to submit the following justification and documentation:
 - ✓ Any recruitment shall pass through the standard procedure, job description and advertisement shall be pass through the approval process
 - ✓ Asset registrar

The project budget, expenses, and burn rate at a glance:

Feed the Future Bangladesh Aquaculture and Nutrition Activity	Budget			Expenses			Burn Rate		
Activities	Total	FtF BANA	Sub-Grantee	Total	FtF BANA	Sub-Grantee	Total	FtF BANA	Sub-Grantee
Personnel cost	7,178,601	3,970,469	3,208,132	7,188,500	3,980,368	3,208,132	100%	100%	100%
Equipment, Supplies & Operation cost	352,154	281,488	70,666	318,101	257,129	60,972	90%	91%	86%
Travel	1,279,758	830,335	449,423	1,237,019	799,384	437,635	97%	96%	97%
Other Direct Cost	600,400	141,960	458,440	591,500	152,100	439,400	99%	107%	96%
Activity Cost	10,771,539	7,943,478	2,828,061	10,634,788	7,707,867	2,926,921	99%	97%	103%
Grand Total (BDT)	20,182,452	13,167,730	7,014,722	19,969,908	12,896,848	7,073,060	99%	98%	101%
Grand Total (USD)	\$ 243,645	\$ 158,935	\$ 84,710	\$ 238,786	\$ 154,211	\$ 84,574	98%	97%	100%

9 Completion and Achievement

Activities- Planned vs Completion

Planned Activities/Events	Total Target	Cumulative Achieved	Remark
Signing of Agreement	1	1	Complete
Staff Recruitment	16	16	Complete
Office Setup	1	1	Complete
Project Staff Orientation on MFS Project	1	1	Complete
Project coordination meeting (bi-monthly)	6	6	Complete
MFS establishment in Barishal and Khulna division at dealer, sub-dealer & retailers' level	53	51	Complete
Capacity building training on aquaculture technology, BMP, gender & nutrition; and orientation on MFS project to dealers, sub-dealers, retailers	2	2	Complete
Refreshers training on aquaculture technology, BMP, gender & nutrition to dealers, sub-dealers, retailers	2	2	Complete
Farmer's training on Aquaculture technology, BMP, Gender & Nutrition	155	155	Complete
Demonstration pond establishment	53	51	Complete
Hands-on training on Aquaculture technology, BMP, Gender & Nutrition at demo level	53	49	Maximum Complete
Famer's Field Day (FFD) to showing demo farm result to neighbor farmers	53	49	Complete
Preparation of video clips on aquaculture technology, BMP, cultured fish propaganda & nutrition	2	2	Complete
Conduct video show	369	358	Complete

Writing essay competition & organize the prize-giving ceremony of school and college level on growth of aquaculture in Bangladesh & its impact at the district level	7	7	Complete
Organize farmers'/Students' debate program and organize prize giving ceremony at district level	7	7	Complete
Leaflet preparation on aquaculture technology using feed feeds and distribution (3 types)	3	3	Complete
Preparation of Festoon on aquaculture technology, fish feed, nutrition & gender etc. and distribution	615	615	Complete
Farmers Support Guide on Aquaculture technology based on BMP	1	1	Complete

10 No Cost Extension

The project “Promoting Private Extension Service by Establishing MEGA FEED SCHOOL” was extended to January 2020 instead of October 2019. There were some incomplete activities in the project period (06 November 2018 to 05 November 2019) and also some unburned budget. So Spectra Hexa Feeds Ltd. was applying to FtF-BANA to extend the project to 31st January 2020. FtF-BANA accepted the application and granted the project as a “no-cost extension (NEC)” from November 2019 to 31st January 2020 to completed the undone task and added some new task as a work target. The project management has discussed on the NCE target and plan for a smooth operation. During the no-cost extension period the project focusing the following issues-

- ✓ One farmer’s capacity building training of each MFS will be increased. Total 55 batches (4 batches pending training) farmers training will be completed within the NCE period.
- ✓ One video show of each MFS will be increased. So, a total of 291 shows will be completed within the project period.
- ✓ Of targeted 51 FFD, 45 FFDs completed within the NCE period.
- ✓ 7 Essay and 7 debate competitions completed within the NCE period.
- ✓ 20,000 leaflets and 1000 festoon developed within the NCE period.
- ✓ Farmer’s support guide developed by the project within the NCE period.
- ✓ The project manager will make plan and assists to TOs and MFS masters to implement the activities at field level

11 Benefit from the Project and Future scope of work

11.7 Benefit from the Project

- ✓ Mega Feed is a fish feed marketing company, which leadsto the feed market, especially in the floating fish feed market. So This Company needed innovative means to reach fish farmers with their products and services. MFS project was one of a very good way to access their end-user.

- ✓ Mega Feed has a big number of dealers, sub-dealer, and retailers all around the country but a fewer number of technical officers. It is tough to ensure aquaculture technical support to farmers with this limited number of technical officers. The MFS project engaged 53 dealers, who deliver in the rural area. The project tried to develop the technical capacity for its dealer as an MFS master. So it enhanced the fish feed market by ensuring technical support to the end-user
- ✓ Many new fish farmers watched Mega Feed during video shows in local hut-Bazar. It was big publicity.
- ✓ Rural HH farmers learned to use of fish feed in homestead pond through mega feed intervention and thus the acceptance of mega feed among household level increased through the intervention
- ✓ The project converted dealer point to Mega Feed School, as a sales and service center that builds trust to the farmers
- ✓ The project was very helpful to brand create of Mega Feed and market promotion
- ✓ The project was helpful to develop the interpersonal skill of marketing officer and dealer of Mega Feed
- ✓ Mega feed sales increased 3085 MT for those 53 MFS dealer

11.8 Future scope of work

- ✓ New Mega feed school establish and nursing existing school with setting display monitor to exhibits different documentation, cultivation technology, mega feed using technique etc. so that all visitor farmer easily know about mega feed quality & other necessary information
- ✓ App base feed sales data establish where the dealer day to day feed sales data update over the country and Mega feed quick asses the feed demand and another service for smooth operation and thus ensure quality feed across the country
- ✓ ICT based information for all types of farmers especially rural fish farmers. As Mega feed has a good reputation so, they want to serve quality info using ICT for the fish farmer and thus definitely, trust and sales will increase.
- ✓ Relevant market actor Linking with Mega feed school through linkage building event so that all farmer under their portfolio can be aware MFS
- ✓ Mega feed school promotional activities through video shows, campaign, and ad agency.

12 Conclusion and Recommendation

As a reputed feed Business Company Spectra Hexa Feeds Ltd. has tried to come up a best result through the partnership with WorldFish. The company went through learning and limitation while executing the activities. There is a huge scope of work to serve the rural fish farmer in many ways. A significant number of fish farmers do not quality feed and don't consider it as a business. At the same time, there is a limited scope of getting quality service from the respective stakeholders. From that point, the project "*Promoting private extension service by establishing Mega Feed School*" is moderately successful due to time constraints.

One year project is not enough time for establishing new models in the local context of Bangladesh. Due to a lot of other variables and current practices of the company, it's quite hard to get expected results within the time frame. Mega feed just completed the establishment task and farmers are started getting familiar with the school concept. Within two years, the MFS will be fully functional.

Another thing, WorldFish partnership, and grants process need to be private-sector friendly as they are not habituated to follows such types of financial management and reporting system.

Finally, it was a great adventure for SpectraHexa Feeds Ltd. and the company has already adopted the MFS concept as core business and waiting for further scope of work through partnership with WorldFish.