

Project Completion Report  
On  
**“Promote fish-based Ready-to-Cook (RtC) and Ready-to-Eat (RTE) food products in the mainstream market channels with a focus on the export market”**



Submitted To:



Submitted By:



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Submission Date: 30/09/2023

## Abbreviation

BANA	:	Bangladesh Aquaculture and Nutrition Activity.
BDT	:	Bangladesh taka
CGIAR	:	Consortium of International Agricultural Research Centers
DFO	:	District Fisheries Officer
DoF	:	Department of Fisheries
FIQC	:	Fish Inspection and Quality Control
GAqP	:	Good Aquaculture Practice
GDP	:	Gross Domestic Product
GMP	:	Good Management Practice
HUB	:	A center for accumulation of producer, trade and processing actors. (provide training, input supply and marketing facilities)
NGO	:	Non-governmental organization
SUFO	:	Senior Upazila Fisheries Officer
ToT	:	Training of Trainers
UFO	:	Upazila Fisheries Officer
UNO	:	Upazila Nirbahi Officer
USAID	:	United States Agency for International Development
USD	:	United States Dollar
WF	:	WorldFish

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## Executive Summary

Brother's Sea Food has implemented a project named "Promote fish-based Ready-to-Cook (RtC) and Ready-to-Eat (RTE) food products in the mainstream market channels with focus on export market" with the financial and technical assistance of Feed the Future, WorldFish, BANA project for a period of 7 months starting from February 2023 to September 2023. With the objective of a) Introducing Good Aquaculture Practice (GAQP AND BMP) in aquaculture system in farms to be sourced for the traceable fish marketing, b) Develop contract fish farming for supplying fish for the company c) Develop a healthy Cool Chain in fish transportation d) Develop and organize "Fish Market Promotion Hubs" at aquaculture and fish producing potential areas with technical assistance on traceable fish production through Good Aquaculture Practices (GAQP AND BMP AND BMP) and value added RtC fish product marketing.

The project during short duration of time could achieve few infrastructure facilities development and capacity development of Fish farmers and fish laborer engaged in fish processing. Beside a business model could be developed involving farmer, transporter, worker, traders, packers, processors and exporter.

The established HUB ensure buyer and exporter with supplying and producing safe traceable product beyond supplying to Brothers Seafood for exporting to international market.

The stakeholders are confident on the sustainability of the business model but deserves further assistance regarding its sustainability confirmation.

### Project Facts at a Glance

<b>Project Title</b>	: Promote fish based Ready-to-Cook (RtC) and Ready-to-Eat (RTE) food products in the mainstream market channels with focus on export market
<b>Agreement Period</b>	: February 1, 2023 to September 30, 2023
<b>Duration</b>	: 08 months
<b>Total Agreement Amount</b>	: <b>BDT. 10,649,000 (Equivalent USD. 103,518)</b>
<b>Feed the Future Bangladesh Aquaculture Activity Contribution</b>	: <b>BDT. 3,780,000 (Equivalent USD. 36,745)</b>
<b>Sub-grantee Contribution</b>	: <b>BDT. 6,869,000 (Equivalent USD. 66,773)</b>
<b>Some Key Matrix achieved</b>	: <ul style="list-style-type: none"><li>• Developed 6 HUBs to organize 250 Contract farmer for fresh water traceable aquaculture product and marketing in local and export market.</li><li>• Provide hands-on training on Good Aquaculture Practice to selected contact farmers and 60 HUB worker on Post harvest</li></ul>

handling, processing, packaging and transportation for export and local markets.

- Capacity development of HUBS (fish selling and procurement centers).
- Develop “Ready to Cook” for market and popularizing “Ready to Eat” products.

## 1. Project Background

### 1.1 Brief about the sectorial constraints and scope

Fish has long been a cornerstone of Bengali cuisine and is considered a prominent non-vegetarian source. This dietary tradition has earned Bengalis the nickname “Mache Bhate Bengali”. Given that, 60 percent of the total non-vegetarian food requirements of the country are sourced from fish. Over the last three decades, Bangladesh’s fish production has increased six-fold; sector contributed 3.57% to national GDP and 25.30% to the agricultural GDP and 1.05% to foreign exchange earnings, exporting fish and fish-related products to over 50 countries worldwide, earning a total of \$533 million in FY 2021-22. Country is producing 56.24% through aquaculture, 28.45% from inland capture and 15.31% from marine capture. (Source: FRSS-DoF 2021-22).

Fresh water aquaculture yield is gradually increasing along with cost of production is increasing; but the price of aquaculture product is gradually decreasing. In present context; the price and demand of aquaculture product need to be increased, which can be attained through exporting and diversification of aquaculture product. Targeting the above; Brother’s Seafood believe that through value added product development like popularization Ready-to-Cook (RtC) and Ready-to-Eat (RTE) food products in the mainstream market channels with focus on export market.

## 2. Project Implementation

### 2.1 Market challenge & opportunity:

**Market challenge:** Some important complications in this project are administrative complexity, lack of trained fish farmers, lack of good quality seeds, and rapid processing. As this project will be developed by training the concerned fish farmers and arranging for speedy post-harvest processing of the fish, it will be possible to overcome the adverse problems.

**Opportunity:** There is a greater demand and acceptability for safe food in busy urban life and growing global markets. However, such items food is insufficient compared to the demand in the market. Brother’s Seafood has been an established export-oriented business company in the past. also, this company has good experience in market management. That is why this project will turn into a profitable export business.

Proposed business idea or concept:

“Brother’s Seafood” require assistance on the establishment of:

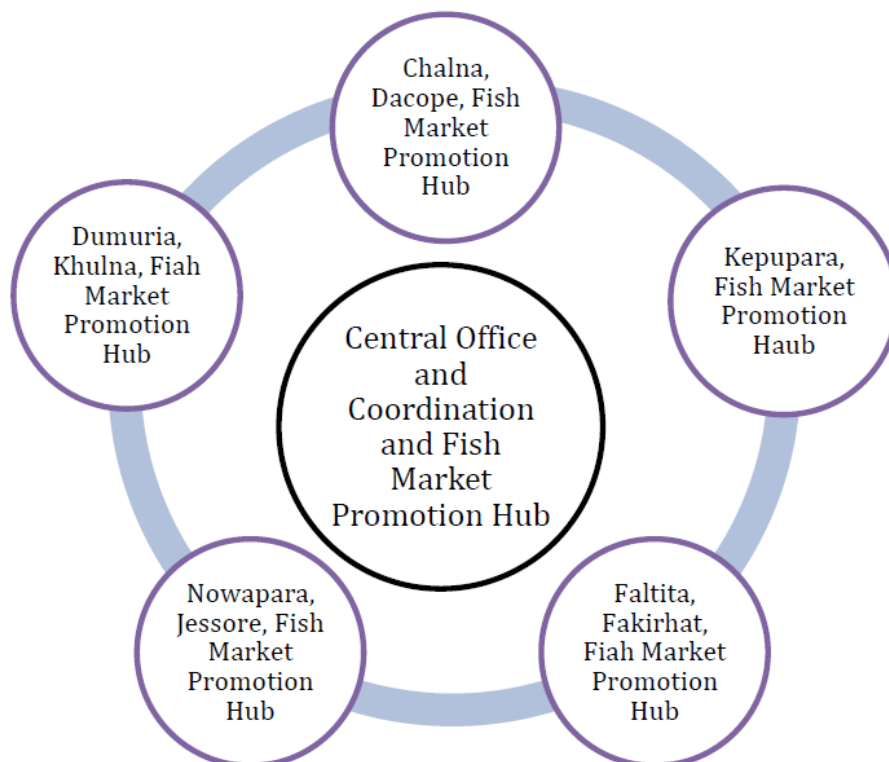
- a) Introducing Good Aquaculture Practice (GAQP AND BMP) in aquaculture system in farms to be sourced for traceable fish marketing,
- b) Develop contact fish farming to supply fish for the company
- c) Develop a healthy Cool Chain in fish transportation

d) Develop and organize “Fish Market Promotion Hubs” at aquaculture and fish-producing potential areas with technical assistance on traceable fish production through Good Aquaculture Practices (GAQP AND BMP

AND BMP) and value added RtC fish product marketing

## 2.2 Business Model

There will be a Coordination and Fish Market Promotion Hub and office at Brother’s Seafood Main office at Nolbog, Uttara; Five Fish market hubs will be organized and established at 5 potential fish producing and marketing points as shown in the bellow diagram.



*Figure 1 HUB Locations centering Central HUB*

## 2.3 Responsibilities of the Central office and Fish Market Promotion Hubs

- a. Coordinate and the program with donors and other stakeholders.
- b. Collect fish (live, fresh, chilled, frozen and value added) from ‘Fish Market Promotion Hubs’
- c. **Explore export and local market and supply aqua product and RTC (Ready to Cook) fisheries** product in both markets.
- d. Supply RTC to Supper shops, chain shops and local grocers.
- e. Develop a brand for RTC fish products and packaging.
- f. Engage a facilitator and support establishment of; “Fish Market Promotion Hubs”
- g. Signing contracts, MoU (memorandums of understanding), LoA with respective stakeholders.
- h. Engage Advisor, Consultant and technician whenever needed.

## **2.4 Responsibilities of the Fish Market Promotion Hubs**

- a. There will be more than 20 aquaculture products from selected and contract fish farms under supervision of each “Hubs”
- b. Identify and organize aquaculture farms willing to join in the venture and formation of farming groups for the trade.
- c. Organize and provide “Good Aquaculture Practice” and “Cool chain” maintenance training with technical assistance from resource persons (Upazila Fisheries Officer, Consultants, and Advisors etc.).
- d. The hub will be equipped with fish storage, dressing and packaging facilities.
- e. Visit the farms and record keeping of the farm operation activities.
- f. Source aquaculture product from selected and contract fish farms and send them to “Central office and Fish Market Promotion Hubs” after necessary shorting, grading, dressing (on requirement), icing, packing, and processing.
- g. Support aqua farmer on sourcing quality fish spawn, fish ling, fish juveniles, feed, fertilizer etc.
- h. Financial support to the contract farmers.
- i. Provide local transportation and icing facilities to the farmers.
- j. Organize meeting and exchange of ideas among the fellow farmers of the group or cluster.
- k. Make liaison with processors, fish lading and auction market, local government offices, financial institutions, transport agencies etc.

## **2.5 The target group and how you will reach them:**

Proposed “Fish Market Promotion Hubs” will provide training to farmers on Culture technology, BMP, and GAQP (Good aquaculture Practice) along with post-harvest handling and cool chain Management. Training and Knowledge enrichment programs will be conducted by “Local DoF officers and Consultants.

Besides manuals and pond, a record book will be prepared in support of the Advisor and Consultant of the program. The Facilitator of each Hub will organize, visit, and help farmers to adopt the technology and learn from the training and consultant. Farmers’ activities will be recorded in the pond record book. Facilitating helps farmers in sourcing excellent quality feed and seed. Company provides an advance to the selected farmer for input procurement with the condition that the advance will be adjusted during sale.

A business model is expected here to clarify the linkages between program activities and the expected (systematic) changes in the market & Market actors.



## 2.6 Project activity locations

All together 5 HUB's were established in three aquaculture important areas at Gopalganj, Bagerhat and Khulna. All the areas has both fresh water fish and prawn farming (*Golda*); which has good export and local market potentialities. Besides a Central Hub at Brother's Seafood main office and packaging centers were also set for processing mainly export market with prevailing facilities of air cargo.

The site locations are marked in the map: bellow



Figure 2 Bangladesh Map Showing HUB locations in 4 districts




## 2.7 List of activities conducted & Approved Gantt chart for the intervention

Activities and Gantt charts										
Activities	Deliverable	Target	Feb '23	Mar '23	Apr '23	May '23	Jun '23	Jul' 23	Aug '23	Sept '23
Develop Details Work plan With Approve Timeline	Signed Details Implementation Plan	1	1							
Staff Recruitment	Copy of Appointment Letter	2		1						
Progress Meeting	event report - (agenda, venue, date/time/duration, participant list), picture, attendance sheet	8		1	1	1	1	1	1	1
Capacity Development activities for farmers	event report - (agenda, venue, date/time/duration, participant list), picture, attendance sheet	10 (250 farmer)		5	5					
Capacity development on Fish Processing	event report - (agenda, venue, date/time/duration, participant list), picture, attendance sheet	6 (60 worker)			6					
Stakeholder Linkage Event	event report - (agenda, venue, date/time/duration, participant list), picture, attendance sheet	4	-	-	-	-	-	-	-	-
Developing Fish Market Promotion Hubs (FMPH)	Hub's Pictures, Progress report	5			5					
Branding and Promotion	Videos	1						1		
Project Closing Meeting	event report - (agenda, venue, date/time/duration, participant list), picture, attendance sheet	1	-	-	-	-	-	-	-	-

NB: Other planned activities were dropped due to time constraining as advised by the management.

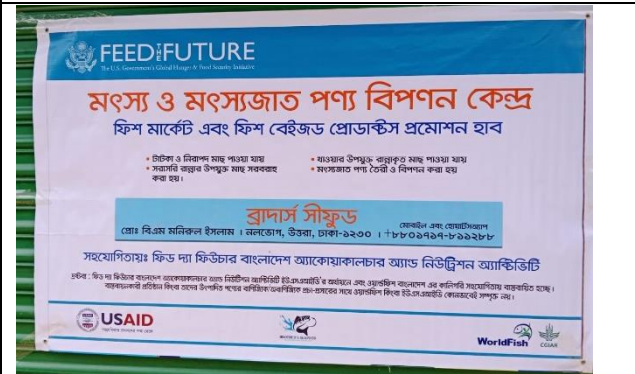
## 2.8 Activity wise implementation details with pictures

Activity	Detail
<p>Project orientation to field staffs and management (Kickoff Meeting)</p>	<p>Prior to launching full project activities, a comprehensive day-long orientation was conducted for 20 participants, including Brother’s Sea Food and WorldFish representatives. This involved arranging logistics, preparing presentations on project activities, budget, and policies, as well as discussing WorldFish and roles of Brother’s Sea Food. The Brother’s Sea Food staff introduced the organization while WorldFish provided an overview of itself , Feed the Future and USAID.</p>
	
<p>Worldfish Program officer briefing at Kickoff meeting on activities and objective of the project.</p>	



HUB selection

5 HUBS at Kotalipara, Faltita of Bgerhat, Dacope, Dumuria, and Fultala in Khulna district were selected. Pictures captured during the HUB selection process.



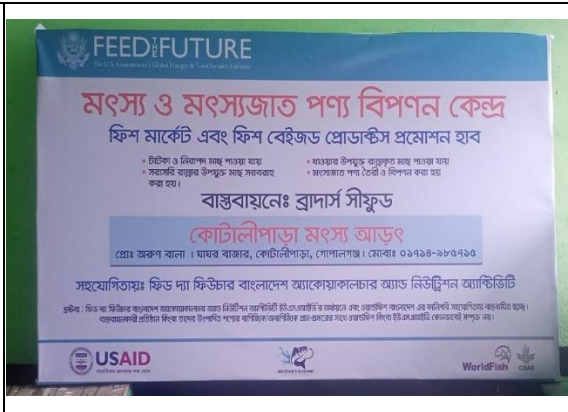
Signboard were displayed at all HUB premises  
Central HUB, Brothers Seafood

Dishsa Fish at Dacope





Hasan Fish at Dumuria



Kotalipara Motsha Arat at Kotalipara, Gopalganj



N M Traders, Faltita, Bagerhat



Rakib Fish, Jamira, Fultala, Khulna.

**FEED FUTURE**  
The U.S. Government's Global Hunger & Food Security Initiative

Capacity development training on "Fish handling and processing"  
**মাছ হ্যান্ডলিং ও প্রক্রিয়াকরণ বিষয়ে সক্ষমতা উন্নয়ন প্রশিক্ষণ**

স্থান : মেসার্স কোটালিপাড়া মৎস্য আড়ৎ  
ঘাঘড় বাজার, কোটালিপাড়া, গোপালগঞ্জ।

তারিখ: ১২-০৭-২০২০

**বাস্তবায়নেঃ ব্রাদার্স সীফুড**

সহযোগিতায়ঃ ফিড দ্যা ফিউচার বাংলাদেশ অ্যাকোয়াকালচার অ্যান্ড নিউট্রিশন অ্যাক্টিভিটি

Logos: USAID, WorldFish, CLEAR

Banner on capacity building for workers working at Fish HUBs

**FEED FUTURE**  
The U.S. Government's Global Hunger & Food Security Initiative

Progress meeting on HUB intervention and activities  
**মৎস্য পণ্য বিপণন ও উন্নয়ন কেন্দ্রের কার্যক্রমের অগ্রগতি সভা**

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Logos: USAID, WorldFish, CLEAR

Banner on Progress Meeting



Capacity building training for workers on fish handling, cool chain maintenance and processing at HUB



Capacity building training on Good aquaculture practice for contract fish farmer by HUB's

Ready to Cook fish exported to Ethnic market in SEA.



Fish Packing for transportation to urban markets

Fish cuts (traditional) for export (RtC)



	
Fish Cutting for RtC market	Cleaned and degutted fish for export
	
Chill Prawn processing and packaging for export	Whole farmed prawn for export market

### 3. Project performance and milestones

SL.	Activity	Particulars/Process followed	Activity planned	Activity Achieved	Remarks
1.0	Staff recruitment	<p>Publish advertisement in national paper and notice board of association and grantee office for staff recruitment (Position: Project Officer-1, and Accounting and Finance Officer-1).</p> <p>A recruitment committee done recruitment through interview. The selected respective officers deployed at Head quarter of Brother's Seafood.</p> <p>Hub Representative were engaged from existing employee working at</p>	<p>Project Officer-1, and Accounting and Finance Officer-1</p> <p>HUB representative and workers.</p>	Full	Recruited according to the provision

		field on procurement, transport and packaging for the company.			
5.1	Project Orientation/Kickoff meeting	Project Orientation meeting held in March 2023 A total of 20 persons participated in project orientation. Venue: Brother's Seafood Head Office. Duration: Day Long.	1	1	Achieved
5.2	Progress Meeting	A progress meeting was held in 2 <sup>nd</sup> week of April and 2 <sup>nd</sup> week of July 2023. A total of 10 persons will participate in that progress meeting.	2	2	Achieved
5.3	Capacity Development activities for farmers	Capacity development for the farmer will be organized in each hub for farmers during April and May 2023 25 farmers from each hub's command area will participate in the training program on GAqP and GMP. Two training program was conducted, and the participants were the contact farmer for the hubs.	250	260	Achieved
5.4	Capacity development on Fish Processing	Capacity development for fish processors on fish dressing, cutting, packing, icing, handling, GMP was organized in July 2023 10 processioning workers /processors from each hub's participated the training program on GMP and technologies of Ready to Eat and Ready to Cook technologies. Training was conducted by project advisor and project people.	120	60	2 <sup>nd</sup> training was postponed. (dropped )
5.5	Stakeholder Linkage Event	Four (4) stakeholder linkage event will be organized in Dhaka, Khulna, Jashore and Barishal.	4	0	Program dropped by Worldfish
5.6	Developing Fish Market Promotion Hubs (FMPH)	Fish marketing hubs was developed in phases for beginning of the project and will be continued till end of the project in September. After the end of the project the hub's activities will be continued by Brother's Seafood for its own business purposes. Equipment purchase, workers' skill development, and linking growers with hubs will be the main activities. The hubs will act as a resource center for the project and activities.	6	5	Central HUB was developed along with 5 field HUBs



		Hubs will collect the raw materials, process them, and supply to the market and end users.			
5.7	Branding and Promotion	Branding and promotion activities will be continuous activities. The activities continued from the beginning of the project inception and continued till the end of the project. Video Clip preparation for online promotion in May 2023 During the process Brother's Seafood will develop its own leveling and packaging materials.	1	1	The video clip-1 packaging material, and website development are done.  Printing was dropped by Worldfish.
5.8	Project Closing Meeting	A total of 20 persons will participate in that progress meeting, they are- Project Coordinator-1, Business development Advisor-1. Project officer-1, Accounting and Finance Officer -1, Hub Representative -5, Brothers Seafood management and processing representatives -6, Fish supplier -5 and World fish officers will attend the program. Venue: Brother's Seafood Head Office.	1	0	Dropped by WorldFish due to delay of planned activities

#### 4. Key Innovation of the project

- The project has make a survey of aqua farmer's producing fresh water fish and prawn who has capacity to investment interested to follow the "Good Aquaculture Practice and Code of Conduct and has previous training with Department of Fisheries.
- Collected detailed information and provide a identity number of the respective HUB; whom the farmer will supply his produce.
- Farmer source the farming inputs and training from the respective HUB.
- HUB workers and farmers were not aware on the maintenance of cool chain of the fish product and hygiene of ice and water.
- The farmers and HUB owner developed a good relationship with the regulatory local public authorities.
- HUB supply ready to cook fishes to parties and ceremonies locally
- Ready to Cook Fish are getting popularization.

#### 5. Sustainability of the business/ intervention model

Market Potential: The demand and market price of Ready to Cook products escalating; the business model will sustain and farmer will get better price of their product and will be encourage better and safe product .

Brothers Seafood's Connections: As a business and fish supply partner the HUB's remain supplying the product and a mutual trust among the parties and stake holders has been developed. The farmer and suppliers will be ensured deserving price of their product from Brother's Seafood.

Economic Empowerment: Farmer and supplier are now getting credit from financial institutions and Brother's Seafood provide the grantee for the credit. Besides Brother's Seafood will offer emergency fund if required to farmers and suppliers.

Private Sector Engagement: Private sector is supplying all the farming and other inputs and also purchase the safe and traceable product and trust has been developed among the grower, processor, traders and consumers.

Continuous Improvement: To ensure long-term sustainability, the business model should incorporate mechanisms for continuous improvement. Regular monitoring, feedback, and adaptation to changing market dynamics are essential to remain competitive and relevant.

Environmental Considerations: Sustainable practices in aquaculture marketing and value added product development including responsible resource management and environmental conservation, should be integrated into the business model. This ensures the long-term viability of the industry and aligns with environmental and social sustainability goals.

Stakeholder Collaboration: Collaborating with various stakeholders, including government agencies, NGOs, and local communities, can enhance the sustainability of the business model. Such partnerships can provide support, resources, and a broader network for the project.

In conclusion, the sustainability of the proposed business model relies on leveraging market potential, establishing strong connections, empowering women entrepreneurs, engaging the private sector effectively, continuous improvement, environmental responsibility, stakeholder collaboration, and financial viability. By addressing these factors, the project can lay a solid foundation for long-term success and systemic changes in the market and among market actors even beyond the project period.

## 6.0 Impact of the business/intervention model on the overall business in the intervention period

The business/intervention model implemented in the "Promote fish based Ready-to-Cook (RtC) and Ready-to-Eat (RTE) food products in the mainstream market channels with focus on export market" project had a significant and positive impact on the overall business landscape during the intervention period (February 2023 to September 2023). Below are some key impacts:

- ✓ Easy access of product produce under GAqP and traceable condition to consumer market.  
Enhanced Financial Management Practices:
- ✓ Strengthened Market Linkages among stakeholders.
- ✓ Diversified Income Streams through engagement in quality product development and marketing.
- ✓ Sourcing Access to Need-Based Financing.

- ✓ Integration of Best Management Practices both in processing and marketing.
- ✓ Increased Collaboration with Private Sectors with farmer, traders, processors and exporters.

## 7.0 Business Risk and Intervention Strategy

### **Business Risk:**

The project encountered several business risks, including:

**Financial Management Challenges:** Many aquaculture stakeholders lacked proper financial management skills, leading to inefficiencies and financial losses in their businesses.

**Weak Market Linkages:** Insufficient connections to strong market actors resulted in the use of subpar inputs and lower sales prices for produced fish.

**Scaling Up Risk:** Expanding the customer base to 15,000 aquaculture customers and setting up 50 local aquaculture business centers presented initial financial and operational risks.

**Dependency on Partners/Investors:** The project relied on risk-sharing partners/investors to overcome initial hurdles in setting up additional services, leading to potential dependency and collaboration challenges.

### **Intervention Strategy:**

To mitigate these risks, the project devised the following intervention strategies:

**Financial Management Training:** The project provided financial management training to aquaculture stakeholders, particularly women, to improve their financial practices and help them save money for the startup.

**Market Linkage Establishment:** The project aimed to create strong market linkages with private companies through local aquaculture business centers, allowing them to share information about products and services and connect with potential buyers and other farmers.

**Risk-Sharing Partners/Investors:** The project collaborated with risk-sharing partners and investors, such as WorldFish's BANA project, to overcome initial scaling-up challenges and set up additional services.

**Need-Based Financing:** The project offered need-based financing solutions that aligned with the seasonality/monthly finance requirements of aquaculture farmers and stakeholders, helping them manage expenses effectively.

**Aquaculture Technology & Financial Literacy Training:** The project provided aquaculture technology training along with financial literacy management training to stakeholders to enhance their aquaculture knowledge, financial knowledge, and skills.

**Integration of Best Management Practices:** The project integrated Aquaculture "Best Management Practices" contents into the business centers and training sessions to improve the overall efficiency and productivity of aquaculture operations.

Gender Inclusion: The project emphasized the inclusion of women in the project to harness their potential in the aquaculture sector and promote social and economic growth.

By implementing these intervention strategies, the project aimed to address the identified business risks and achieve its objectives of improving financial practices, strengthening market linkages, and fostering community growth in the aquaculture sector.

## 8.0 Project budget and financial management

### Project budget:

#	Summary Budget	Approved/Original Budget (February, 2023 to September, 2023)				
		Investment Ratio		Budget (BDT)		
		% of WorldFish	% of Grantee	Total	FtF BAA	Grantee
A	Staffs Salary	50%	50%	3,810,000	1,911,000	1,899,000
B	Staffs Benefits	0%	0%	-	-	-
C	Equipment, Supplies and Operation Cost	55%	45%	110,000	60,000	50,000
D	Travel	100%	0%	126,000	126,000	-
E	Activity Cost	25%	75%	6,603,000	1,683,000	4,920,000
H	Direct Cost (BDT)	35%	65%	10,649,000	3,780,000	6,869,000
I	Direct Cost (USD)	35%	65%	103,517	36,745	66,773

## 10.0 Challenges/Lessons Learned

### 10.1 Project Design and Implementation Challenges:

**Engagement Complexity:** Establishing and maintaining strong connections with private sector companies was challenging due to the complexity of negotiation, alignment of interests, and ensuring mutually beneficial outcomes.

**Resource Constraints:** Limited resources, both financial and human, hindered the execution of various project activities, including training, marketing, and outreach efforts.

**Market Uncertainty:** The potential for systemic changes in the market was uncertain. The project's success depended on capturing this potential, which was challenging to predict and influence.

**Environmental Impact:** Balancing the economic benefits of aquaculture with environmental sustainability was challenging. Ensuring responsible resource management and mitigating negative environmental impacts was complex.

Adaptability: The project needed to adapt to changing market dynamics and unforeseen challenges. Maintaining flexibility in the project design and implementation process was crucial for success.

## 10.2 Partnership Challenges:

### Grants and Funding:

Funding was available at the beginning of the agreement but onward disrupted due to weak coordination and frequent changes in management from both sides.

**Financial Alignment:** The project was aligned with its financial plan.

Market Systems Development (MSD): The market actors were located in different geo-economical areas and market coordination was difficult initially but now it is operating smoothly as all stakeholders involved have a better understanding of the project concept. There were actors from different trades like; producers, faria, aratder, ice factories, transport service providers, local retail and wholesale markets, and exporters who were directly or indirectly involved.

## 10.3 External Challenges:

- **Regulatory Environment:** External factors, such as changes in government regulations and policies impacted the project's operations. Stakeholders are concerned on environmental regulations.
- **Economic Conditions:** Economic fluctuations or crises at the regional or national level affected market demand and the financial viability in both aquaculture production and marketing.
- **Environmental Factors:** Natural disasters, climate change, or environmental challenges specific to aquaculture and demand both national and international market fluctuated.
- **Market Competition:** External competition from other players in the export and local trade sometimes disrupted the market consistency.
- **Community Dynamics:** Community dynamics, including social norms and cultural factors, affected the project's ability to implement changes and engage with local stakeholders effectively with encouraging women participation in processing and fish handling including preparation of RtC and RtE.
- These challenges were addressed through a well-thought-out strategy, flexibility, continuous communication, and a proactive approach to adapt to evolving circumstances during the project's implementation.

## 11.0 Areas of Improvement/Recommendation

### 1. Strengthen fish HUB activities:

**Recommendation:** Service providing to aqua farmer and trading traceable and responsible products through HUB (designed by the project) should be further strengthened and replication of a similar program may bring a venture in aqua product popularization and make more. RtC and RtE product development and marketing should be continued at hubs.

### 2. Resource Allocation:

**Recommendation:** Explore diversified funding sources and allocate resources more efficiently to ensure that all project activities are adequately supported.

### 3. Behavioral Change Strategies:

**Recommendation:** Develop targeted and culturally sensitive behavior change strategies, including community engagement and awareness campaigns, to encourage project participants to adopt new practices more effectively.

### 4. Market Forecasting and Strategy:

**Recommendation:** Enhance market forecasting capabilities and develop strategies to adapt to changing market dynamics, enabling the project to seize opportunities and mitigate risks proactively.

### 5. Environmental Sustainability:

**Recommendation:** Implement rigorous environmental sustainability measures, including responsible resource management and eco-friendly aquaculture product marketing may encourage more investment in the sector

### 6. Adaptive Project Management:

**Recommendation:** Adopt an agile project management approach that allows for quick adaptation to unforeseen challenges and market shifts, ensuring the project remains responsive to changing conditions.

### 7. Diverse Funding Sources:

**Recommendation:** Explore diverse funding sources, including grants, partnerships, and impact investments, to secure adequate financial support and mitigate funding-related challenges.

### 8. Enhanced Monitoring and Evaluation:

**Recommendation:** Strengthen monitoring and evaluation mechanisms by standardizing data collection, sharing protocols, and reporting standards with private sector partners to ensure transparent and accountable M&E processes.

### 9. Financial Alignment Strategies:

**Recommendation:** Establish clear financial alignment strategies with private sector partners, ensuring that both parties have a mutual understanding of financial objectives and incentives.

### 10. Market Systems Development Expertise:

**Recommendation:** Develop in-house expertise in market systems development to facilitate effective coordination among various market actors and maximize project impact.

## 12.0 Conclusion

The project was designed to address the marketing of aqua products (fish); emphasizing international and urban markets to ensure better prices for the stakeholders of backward linkages. In the short duration of the project period, it could not be achieved properly its target. Besides curtailing the project allocation and activities hampered the implementation process. Frequent changes in management make it difficult to implement the project timely which could be avoided if implementation time could be extended.

However, the learning from the project and experience gathered may be adjusted and the operator may continue their activities in a better way in their business. Ready to Cook fish is now preferred by most urban people and in the export market; but there is a need to adjust the product in FIQC and trade rules to avoid any hassle in marketing the product in local and export markets. An SOP may be developed for the product development for the processor for better product development marketing. For Ready to Eat fisheries product development and marketing larger industries should be involved as it needs a bigger investment.

Considering all above the approach and methodology adopted and developed by the project will be an encouraging instance for future potential investors in the sector.

Brothers Sea Food already developed a website for its business development at international and national markets. Brother's Seafood believes the learning achieved and hurdle encountered at implementation stage of the project will be an asset for flourishing the business in future.

## 13. Appendix

### Appendix A: Detailed Implementation Plan

SL.	Activity	Particulars/Process
1.0	Staff recruitment	<ul style="list-style-type: none"> <li>• Brother's Seafood will publish advertisement in national paper and notice board of association and grantee office for staff recruitment (Position: Project Officer-1, and Accounting and Finance Officer-1).</li> <li>• Advertisement will mention education, qualification, experience and salary for the recruitment.</li> <li>• After receiving CV, a short list will be made for calling interview for recruitment.</li> <li>• A recruitment committee will be formed with consultation of WorldFish, Bangladesh and the committee will complete the process of recruitment through interview.</li> <li>• After selected the candidates, the respective officers will be deployed at Head quarter of Brother's Seafood.</li> <li>• Hub Representative will be engaged from existing employee working at field on procurement, transport and packaging for the company.</li> </ul>
5.1	Project Orientation /Kickoff meeting	<ul style="list-style-type: none"> <li>• After joining the recruited staff, a day long project orientation will be organized before commencement of the full-fledged activities of the project.</li> <li>• Project Orientation will be on 1<sup>st</sup> week of March 2023</li> <li>• A total of 20 persons will participate in that project orientation, they are- Project Coordinator-1, Business development Advisor-1, Project officer-1, Accounting and Finance Officer -1, Hub Representative -5, Brothers</li> </ul>



		<p>Seafood management and processing representatives (including women worker) -6, Fish suppliers -2 and World Fish representatives-3.</p> <ul style="list-style-type: none"> <li>• Venue: Brother's Seafood Head Office.</li> <li>• Duration: Day Long.</li> <li>• Material use: Banner, Multimedia projector, White Board, marker, Pen, Notebook etc.</li> <li>• World Fish respective personnel will facilitate to prepare a presentation for the project orientation.</li> <li>• World Fish respective personnel will facilitate to discuss about project activities, plan, budget, reporting and deliverables.</li> <li>• Brother's Seafood will be orient to finance, procurement, etc. policy.</li> <li>• World Fish respective personnel will be invited in the orientation program.</li> <li>• Detailed Plan of Operation will be prepared for the project, where monthly and quarterly plan of project activities, plan and target for all staff will be systematically placed.</li> </ul>
5.2	Progress Meeting	<ul style="list-style-type: none"> <li>• Progress meeting will be held in 2<sup>nd</sup> week of April and 2<sup>nd</sup> week of July 2023.</li> <li>• A total of 10 persons will participate in that progress meeting, they are- Project Coordinator-1, Business development Advisor-1, Project officer-1, Accounting and Finance Officer -1, Hub Representative -2, Brothers Seafood management and processing representatives -4,</li> <li>• Venue: Brother's Seafood Head Office.</li> <li>• Duration: Day Long.</li> <li>• Material use: Banner, White Board, marker, Pen, Notebook etc.</li> <li>• Brother's Seafood will discuss and present the development and achievements</li> <li>• World Fish respective personnel will be invited in the orientation program.</li> <li>• Detailed Plan of Operation will be prepared for the next and correction will be done if needed.</li> </ul>
5.3	Capacity Development activities for farmers	<ul style="list-style-type: none"> <li>• Capacity development for farmer will be organized in each Hubs for farmers during 2<sup>nd</sup> week of March and 4<sup>th</sup> week of April 2023.</li> <li>• 25 farmers from each hub's command area will participate the training program on GAqP and GMP.</li> <li>• Two training program will be conducted, the will be the contact farmer for the hubs.</li> <li>• Respective Upazila Fisheries Officer or Senior Upazila Officer will be participated a resource person or trainer.</li> <li>•</li> </ul>
5.4	Capacity development on Fish Processing	<ul style="list-style-type: none"> <li>• Capacity development for fish processors on fish dressing, cutting, packing, icing, and handling, GMP will be organized in each hub during 3<sup>rd</sup> week of April and 4<sup>th</sup> week of May 2023.</li> <li>• 10 processioning workers /processors from each hub will participate in the training program on GMP and technologies of Ready to Eat and Ready to Cook technologies.</li> <li>• The program will be day long program.</li> <li>• Two training programs will be conducted, they will be the contact farmer for the hubs.</li> <li>• Training will be conducted by the project advisor and project people.</li> </ul>
5.5	Stakeholder Linkage Event	<ul style="list-style-type: none"> <li>• Four (4) stakeholder linkage events will be organized in Dhaka, Khulna, Jashore and Barishal .</li> <li>• 1<sup>st</sup> event will be organized in June 2023, 2<sup>nd</sup> and 3<sup>rd</sup> event will be organized in July 2023 and the 4<sup>th</sup> event will be organized in August 2023.</li> <li>• 30 participants will attend each event.</li> <li>• The event will be a day-long program</li> </ul>

		<ul style="list-style-type: none"> <li>• In each event 4 Resource person will join the program from DoF-FIQC, Exporter and Local processors will attend the event</li> <li>• The linkage event will be organized at FFEA, FIQC , BLCFEA Conference room or in a convention center.</li> </ul>
5.6	Developing Fish Market Promotion Hubs (FMPH)	<ul style="list-style-type: none"> <li>• Fish marketing hubs will be developed in phases for beginning of the project and will be continued till end of the project in September.</li> <li>• After the end of the project the hub's activities will be continued by Brother's Seafood for its own business purposes.</li> <li>• Refrigerator for 5 Hubs total 40 number purchased in phases in March –April 2023</li> <li>• Cool box for 5 Hubs(lump) plastic Crate purchased in phases in March –April 2023</li> <li>• Stainless steel table for 6 Hubs in phases in March –April 2023</li> <li>• Generator for Central office purchased in April 2023</li> <li>• Commercial Vacuum Packaging machine for central processing unit will be packaged in May 2023</li> <li>• Equipment purchase, workers' skill development, and linking growers with hubs will be the main activities.</li> <li>• The hubs will act as a resource center for the project and activities.</li> <li>• Hubs will collect the raw materials, process them, and supply to the market and end users.</li> </ul>
5.7	Branding and Promotion	<ul style="list-style-type: none"> <li>• Branding and promotion activities will be continuous activities.</li> <li>• The activities will be continued from the beginning of the project inception and continue till the end of the project.</li> <li>• Printing and distribution of posters for market promotion on RTC products in March-April 2013</li> <li>• Video Clip preparation for online promotion in May 2013</li> <li>• YouTube promotion for RTC and processed fish May-June 2023</li> <li>• Leaflet in March-April</li> <li>• Packaging material development and branding</li> <li>• The activities of branding will continue and will explore new domestic and international markets.</li> <li>• During the process Brother's Seafood will develop its own leveling and packaging materials.</li> </ul>
5.8	Project Closing Meeting	<ul style="list-style-type: none"> <li>• A total of 20 persons will participate in that progress meeting, they are- Project Coordinator-1, and Business Development Advisor-1. Project Officer 1, Accounting and Finance Officer -1, Hub Representative -5, Brothers Seafood management and processing representatives -6, Fish supplier -5 and World fish officers will attend the program.</li> <li>• Venue: Brother's Seafood Head Office.</li> <li>• Duration: Day Long.</li> <li>• Material use: Banner, White Board, marker, Pen, Notebook etc.</li> <li>• Brother's Seafood will discuss and present the development and achievement's</li> <li>• World Fish respective personnel will be invited in the orientation program.</li> <li>• Detailed Plan of Operation will be prepared for the next and correction will be done if needed.</li> </ul>