

Project Completion Report
On
**“Improving Access to Finance and Aquaculture Business Development
through Local Business Centers”**



Submitted To:

Feed the Future Bangladesh Aquaculture and Nutrition activity, WorldFish



Submitted By:

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Abbreviation

ABC	: Aquaculture Business Center
BANA	: Bangladesh Aquaculture and Nutrition Activity.
BDT	: Bangladesh Taka
B2B	: Business-to-business
CGIAR	: Consortium of International Agricultural Research Centers
KMSS	: Khulna Mukti Seba Sangstha.
GDP	: Gross Domestic Product
NGO	: non-governmental organization
TB	: Tuberculosis
ToT	: Training of Trainers
UFO	: Upazila Fisheries Officer
UH&FPO	: Upazila Health and Family Planning Officer
UNO	: Upazila Nirbahi Officer
USAID	: United States Agency for International Development
USD	: United States Dollar
WF	: WorldFish

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Executive Summary

With the funding from WorldFish & KMSS “Improving Access to Finance and Aquaculture Business Development through local Business Center” Project was implemented by KMSS. at Rupsha, Terokhada & Batiaghata Upazila in Khulna district and in Mongla, Rampal Upazila of Bagerhat district. The project worked with an aim to help fish farmers from the said areas by improving their access to finance and introduced aquaculture technology and thus to build a customer base for the aquaculture products. On this course, 50 fish farmer women were given TOT training on aquaculture, financial literacy and financial management etc. These trained women are now operating aquaculture points at their own establishment (household, small shop) with the help of the project. Where the other farmers got training and other aquaculture related products provided by different private companies with or without cost.

Our business model aimed to address two major constraints which are: i) Transforming financial management practices ii) Establish strong market linkages with strong market actors. In nutshell, injected our finances in fish farmer’s business by ensuring proper financial management practices and market linkages. These two things are very vital to popularize our financial products and also expand our customer base. KMSS has around 10,000 Aquaculture customer base from where we regularly financing around 5000-6000 Aquaculture customers. We wanted to transform the total 12,000 under our financial scheme so we needed to adopt additional services like these. But there were some initial risks involved in scaling up this number to 10,000 and to setup these additional services. For that, we were looking for some risk sharing partners/investors who can help us to lift initial hinders to setup these services. Eventually World fish BANA project step-up to partner us with this incredible project.

Strategy was to set up 50 local aquaculture business centers (all women led). These business centers now working as slow business platform for different private companies where they can share information regarding their products and services. KMSS and the project also tries to connect these local business centers to potential buyers where they can sell their fishes at good price. Concisely, during and even after the project period KMSS will ensure collaboration with private sectors in these local Aquaculture business centers.

In terms of finance, KMSS wants to integrate need based financing solutions for Aquaculture farmers and other stakeholders. KMSS already have seasonality/month wise finance requirement for Aquaculture farmers and other stakeholders, KMSS aims to promote that scheme which will ensure exact need-based expenses for farmers and will also help them to track down their expenses. Besides, KMSS provided some financial literacy management trainings for the stakeholders as well and Aquaculture “Best Management Practices” contents is now integrated in the business centers.

Project Facts at a Glance

Project Title	: Improving Access to Finance and aquaculture business development through local business centers
Agreement Period	: 1 February 2023 to 31 August 2023
Duration	: 06 months
Total Agreement Amount	: BDT 1,277,854 (USD 12,274)
Feed the Future Bangladesh Aquaculture Activity Contribution	: BDT 6,787,023 (USD 65,000)
Sub-grantee Contribution	: BDT 8,064,877 (USD 77,274)
Some Key Matrix achieved	: <ul style="list-style-type: none">• 50 Aquaculture Business Center (ABC) developed and all the ABC Owners got TOT Training• 15,040 fish farmers got Training on Aquaculture technology and Financial Literacy through 940 different sessions.• 2500 Aquaculture farmer's received loan amounting more than BDT 45,000,000 from KMSS Micro Credit Programme

1.0 Project Background

1.1 Brief about the sectoral constraints

[Aquaculture segment is one of most important Agricultural sub-sectors of Bangladesh contributes 23% of agricultural output. This sector contributes around 3.7% of the overall GDP. 11% of total population owned their income generation activities from aquaculture and fisheries. Despite of huge potentials, Aquaculture stakeholders and farmers are not in a state or situation where they should be. Reasons behind this backwardness is proper financial management and weak market linkages. Financial management sometimes very important to cost management for any business and our experiences can draw conclusion that aquaculture stakeholders are not even close to proper financial management for their business. We've experienced that, Aquaculture farmers can save at least USD 1500 in a year by practicing proper financial management. Another constraint of this sector is weak forward and backward market linkages. Weak backward market linkages often resulted usage of below standard low-cost inputs. Weak forward market linkages are another biggest hinders that needs to be sorted as these impacts on valuation of sales prices of produced fishes.

1.2 Rational of the intervention/model/business idea what will potentially fit the need of constraints:

Our business model is mainly aiming to address the two above major constraints which are: i) Transforming financial management practices ii) Establish strong market linkages with strong market actors. In nutshell, we will inject our finances in their business by ensuring proper financial management practices and market linkages. These two things are very vital to popularize our financial products and also expand our customer base. We've around 10,000 Aquaculture customer base from where we regularly financing around 3000-4000 Aquaculture customers. If want to transform the total 10,000 under our financial scheme then we need to adopt additional services like these. But there are some initial risks involved in scaling up this number to 10,000 and to setup these additional services. For that, we are looking for some risk sharing partners/investors who can help us to lift initial hinders to setup these services.

Strategy is to set up 50 local aquaculture business centers (most of them are women led). These business centers will be work as business platform for different private companies where they can share information regarding their products and services. We'll also try to connect these local business centers to potential buyers where they can sell their fishes at good price. In a nutshell, we 'll ensure collaboration with private sectors in these local Aquaculture business centers.

In terms of finance, KMSS wants to integrate need based financing solutions for Aquaculture farmers and other stakeholders. We already have seasonality/month wise finance requirement for Aquaculture farmers and other stakeholders, we want to promote that scheme which will ensure exact need-based expenses for farmers and will also help them to track down their expenses. Besides, KMSS will ensure some financial literacy management trainings for the stakeholders as well and Aquaculture "Best Management Practices" contents will be integrated in the business centers and during the training sessions.

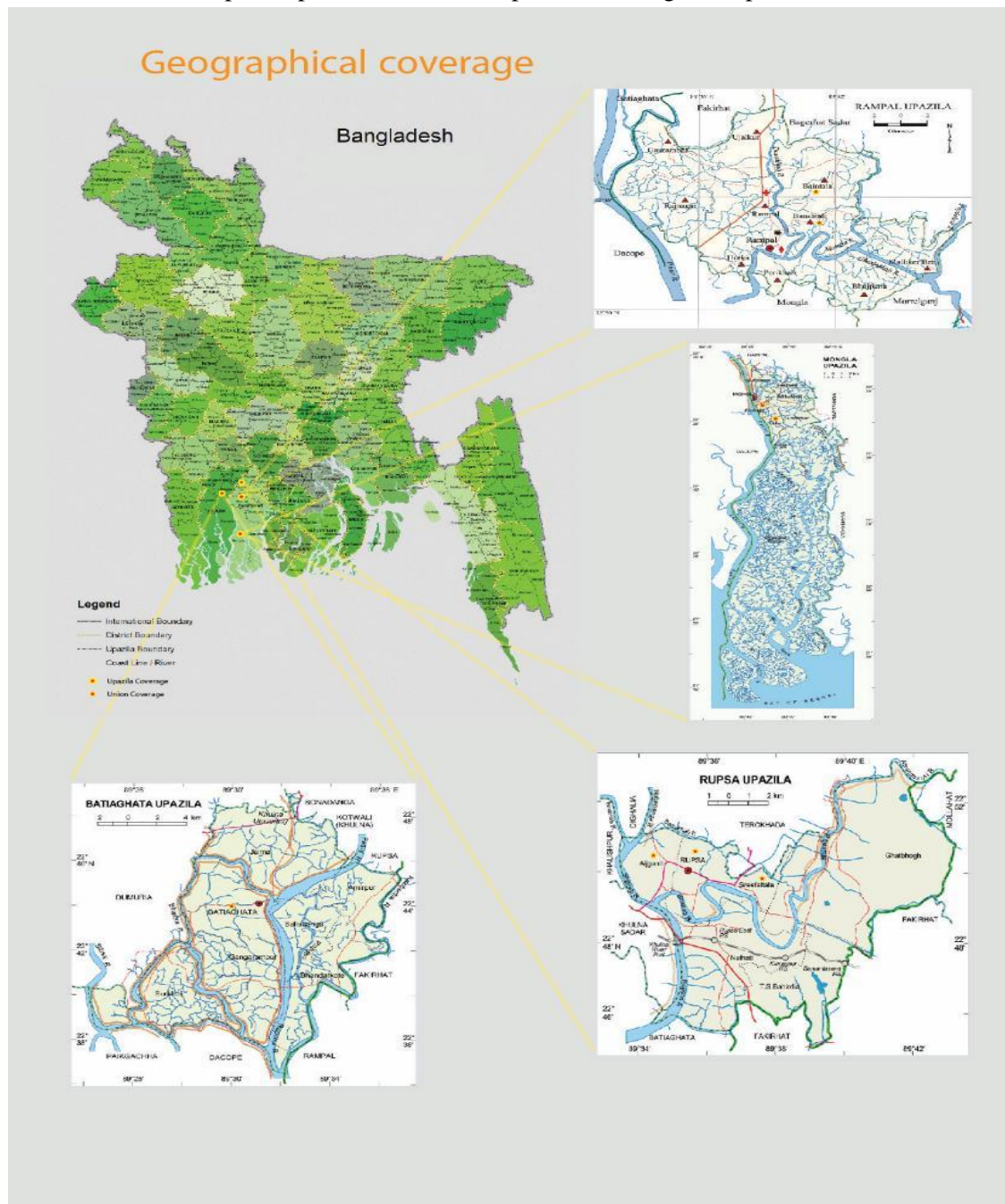
1.3 Project objectives

The main objective of this partnership is to build a strong professional network between World fish & KMSS so that together they can serve the community to grow socially & economically. Women were emphasized to this inclusion taking in consideration their interest and upcoming potential in this sector of business.

1.4 Geographical coverage

Bagerhat District - Rampal Upazila & Mongla Upazila

Khulna District - Rupsha Upazila, Terokhada Upazila & Batiaghata Upazila



1.5 Key matrices achieved

- 50 Aquaculture Business Center (ABC) developed and all the ABC Owners got TOT Training
- 15,040 fish farmers got Training on Aquaculture technology and Financial Literacy through 940 different sessions.
- 2500 Aquaculture farmer's received loan amounting more than BDT 45,000,000 from KMSS Micro Credit Programme.

1.6 A bit about the subgrantee (their core business, company strength)

Khulna Mukti Seba Sangstha (KMSS) is a Bangladeshi non-governmental organization (NGO) established in December 1997 aiming to help people in remote landless & disadvantaged communities especially women and children to reach their full potential. Since its inception, KMSS is been implementing numerous projects on different thematic areas like Health & Health rights, HIV/AIDS and TB prevention, Human Rights & Good governance, Woman Empowerment & Livelihood, Education Etc. KMSS worked with the foreign donation from many renowned donors and also in collaboration with Bangladesh Govt. KMSS implemented projects in 5 different Divisions in Bangladesh and currently working in Khulna & Dhaka Division through different projects. KMSS initiated its microcredit program in 1999 with a vision of poverty reduction, women empowerment, upgrading living standards, educating and skill development, reducing the dependence of the poor on local money lenders, and facilitating disadvantaged people creating savings attitudes among the poor. We provide various livelihood training and provide loans to our members so that the right motivation and skills are there.

List of Locations KMSS is operating now:

- 1) Khulna District
 - a) Khulna Sadar
 - b) Rupsha Upazila
 - c) Batiaghata Upazila
 - d) Tekokhada Upazila
- 2) Bagerhat District
 - a) Rampal Upazila
 - b) Mongla Upazila
 - c) Fakirhat Upazila
- 3) Dhaka District
 - a) Dhaka North City Corporation
 - b) Dhaka South City Corporation
- 4) Jessore District

1.7 Field implementation team

Team Composition	Project Manager-1 (from Sub-Grantee)
	Project Coordinator-1
	Project Officer-02 (Khulna, Bagerhat)
	Field Officer-4 (Rampal, Mongla, Rupsha & Terokhada, Batiaghata)
	Finance & Admin Officer-1

1.8 Brief budget summary

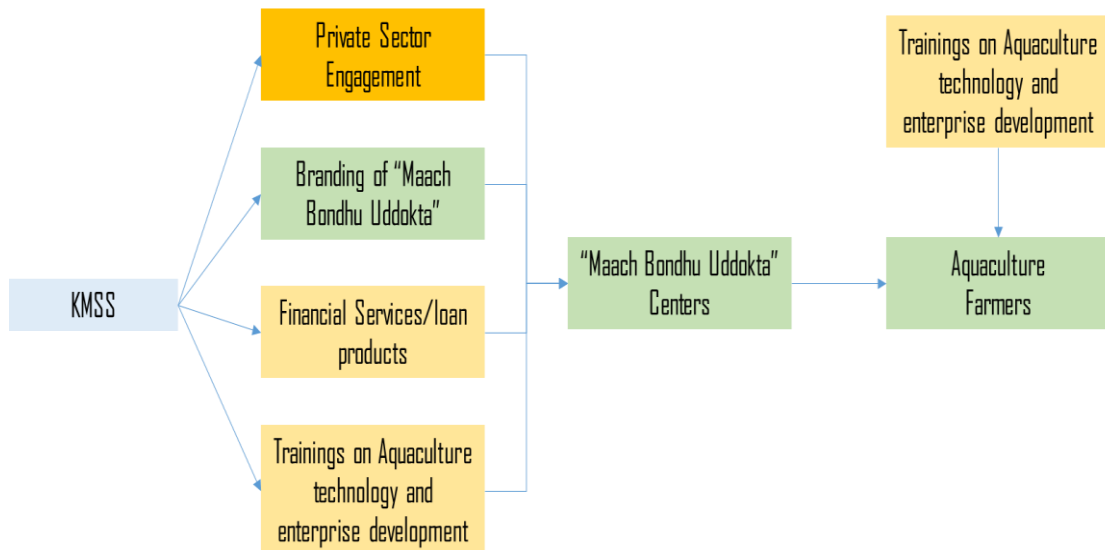
Sub-grant Period: 1 February 2023 to 31 August 2023
Initial Sub-grant Amount was: BDT 7,577,075 (USD 73,655) WorldFish Contribution: BDT 6,297,723 (USD 61,219) Grantee Contribution: BDT 1,279,353 (USD 12,436)
After Modification New Obligated Amount till August 31, 2023 became:
New Total Amount: BDT 8,064,877 (USD 77,274) WorldFish Contribution: BDT 6,787,023 (USD 65,000) Grantee Contribution: BDT 1,277,854 (USD 12,274)

2.0 Project Implementation

2.1 A brief about the pictorial business model/activity model/ intervention model and its description

Business Model

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



In the last phase, we had found some initial interest from the owners, but we had not yet achieved the overall systemic changes in the market. However, there was significant potentiality that also existed. We had identified that around BDT 80 crore in the feed market business could be tapped into through this channel. But, in order to reach that point, we needed to ensure proper B2B connections. Establishing business connections would have helped these women leaders adopt the business model and could have earned them additional income for their families. We had attempted to onboard some private sector companies to establish business relationships with these points in this phase.

2.2 List of activities conducted & Approved Gantt chart for the intervention

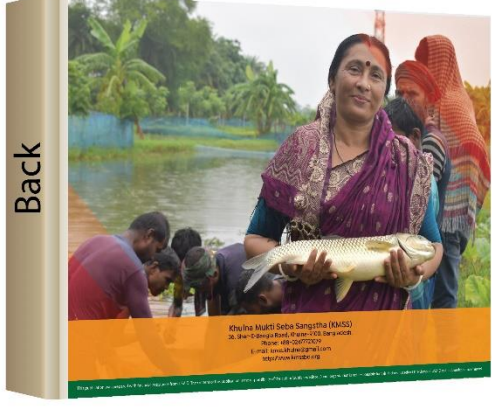
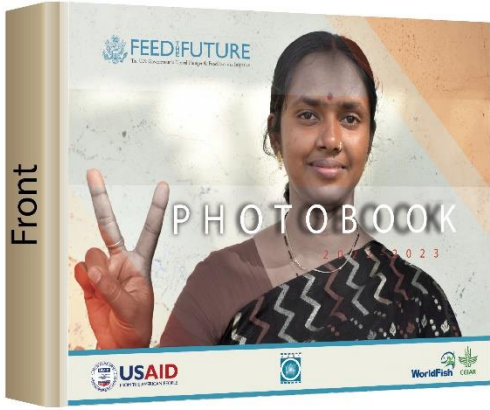
Activities & Gantt chart									
Activities	Deliverables	Target	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23
Develop Details Work plan With Approve Timeline	Signed Details Implementation Plan	1	1						
Staff Recruitment	Copy of Appointment Letter	1	1						
Activity 01: Project orientation to field staffs and management (Kickoff Meeting) Participants (Staffs-15, WF-04) total-	<ul style="list-style-type: none"> • Training report (agenda, venue, date/time/duration, participant list) • Photos • Attendance List 	1	1						
Activity 02: Entrepreneurships development trainings for "aquaculture business center" (3 events, 15 participants/event)	<ul style="list-style-type: none"> • Training report (agenda, venue, date/time/duration, participant list) • Photos • Attendance List 	3	1	2					
Activity-03: Photo Storybook on "aquaculture business center" (500 Pcs. Page-50, 4 Color)	<ul style="list-style-type: none"> • Procurement package and proof of payment • Proof of delivery (Good Receipts Note) • Printed Copy 	500						500	
Activity 04: Investment pitch development & printing on "aquaculture business center" to attract private sector (Content development & Printing cost)	<ul style="list-style-type: none"> • Procurement package and proof of payment • Proof of delivery (Good Receipts Note) • Printed Copy 	500			500				
Activity 05: Selected "aquaculture business center" branding and marketing (Poster, X-Banner, Festoon, Sticker etc.)	<ul style="list-style-type: none"> • Procurement package and proof of payment • Proof of delivery (Good Receipts Note) • Printed Copy 	1			1				
Activity 06: Synergy meetings with aquaculture private sector companies_15 Person x1 Days x 2 event	<ul style="list-style-type: none"> • Attendance list • Photos • Meeting Minutes (agenda, venue, date/time/duration, participant list, action points) 	2		1	1				
Activity 07: Training on Aquaculture technology and Financial Literacy (940 events, 16 participants/event)	<ul style="list-style-type: none"> • Training report (agenda, venue, date/time/duration, participant list) • Photos • Attendance List 	940	100	150	160	160	160	160	50
Activity 08: Monthly Coordination meeting (Progress sharing) KMSS-13 & WF-2 (6 Meeting, 15 Person)	<ul style="list-style-type: none"> • Attendance list • Photos • Meeting Minutes (agenda, venue, date/time/duration, participant list, action points) 	6		1	1	1	1	1	1
Activity 09: Community-based cooking demonstration and awareness activity	<ul style="list-style-type: none"> • Program report (agenda, venue, date/time/duration, participant list) • Photos • Attendance List 	6		2	2	2			
Activity 10: National Day Obsevation	<ul style="list-style-type: none"> • Attendance list • Photos • Meeting Minutes (agenda, venue, date/time/duration, participant list, action points) 	8		1	5			1	1
Activity-11: Support for aquaculture business center owner	<ul style="list-style-type: none"> • Procurement package and proof of payment • Proof of delivery (Good Receipts Note) • Copy of distribution Master roll 	15					15		
Activity-12: Aquaculture Fair	<ul style="list-style-type: none"> • Attendance list • Photos • Reports on Fair (agenda, venue, date/time/duration, participant list, action points) 							1	
Activity 13: Project Closeout Meeting/workshop (Final meeting) Total 15 participants (KMSS-11 & WF-4)	<ul style="list-style-type: none"> • Attendance list • Photos • Meeting Minutes (agenda, venue, date/time/duration, participant list, action points) 	1							1
Submit progress report (Target, Achievement and Deviation notes)	Technical Report	7	1	1	1	1	1	1	1
Final Project Closeout report	Details Project Completion Report	1							1

2.3 Activity wise implementation details with pictures (small pictures alongside the right margin of the documents)

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 19 participants, including KMSS and WorldFish representatives. This involved arranging logistics, preparing presentations on project activities, budget, and policies, as well as discussing WorldFish and KMSS roles. The KMSS staff introduced the organization while WorldFish provided an overview of itself and USAID.</p>
	
<p>Entrepreneurships development trainings for "Aquaculture Business Center" (3 events, 15 participants/event)</p>	<p>KMSS organized entrepreneurship training for selected "Aquaculture Business Center" members at the Upazila Level. Three day-long sessions were held in different upazilas: Rampal, Mongla, and Batiaghata. During these sessions, 15 participants, mainly women, gained valuable skills to improve their fish farming businesses and share knowledge within their community. KMSS project staff and WF professionals developed and facilitated the training materials.</p>
	

Photo Storybook on "Aquaculture Business Center".

A storybook was created, involving the compilation of pictures, Activities name and Design elements. Following the book's creation, printing was carried out, resulting in 500 books with 4-color illustrations. These printed copies were subsequently distributed among the Aquaculture Business Center participants.



Investment pitch development & printing on "Aquaculture Business Center" to attract private sector (Content development & Printing cost)

An investment pitch was developed and printed to attract the private sector's involvement in "Aquaculture Business Center" initiatives. A designated consultant was assigned for the development of pitching content. The pitching content was then printed in a legal folder size format, with each pitch spanning 10 to 20 pages. The printed materials featured 4-color visuals and were produced on 120gm paper.



প্রকল্প সম্পর্কে
 "ইশ্বরতি" গ্রুপের টি মিনিয়েস অ্যাড অ্যাকোয়াকালচার বিজনেস ডেভেলপমেন্ট প্রু লোকাল বিজনেস সেন্টার" প্রকল্পের মাধ্যমে এই ব্যবসায়িক মডেলটি প্রথমত হাড চাষ ও ব্যাকারের সীমাবদ্ধতাকে চ্যাকালনের করার লক্ষ্যে কাজ করবে। যা হল- (ক) আর্থিক ব্যবস্থাপনার চর্চাকে সঠিক রূপদানের করা (খ) সঙ্কটব্রমে ব্যবসায়ীদের সাথে শক্তিশালী ব্যাকার ব্যবস্থাপনার সংযোগ স্থাপন করা। সংক্ষেপে, হাডময় আর্থিক ব্যবস্থাপনা অনুশীলন এবং ব্যাকার সংযোগ বিন্ডিত করার মাধ্যমে তাদের ব্যাকায় অর্থ বিনিয়োগের সুযোগ সৃষ্টি করার প্রকল্পটির মূল লক্ষ্য।



**অ্যাকোয়াকালচার বিজনেস সেন্টারের ব্যবসায়িক সম্ভাবনা
 ও
 বিনিয়োগ প্রস্তুতবনা**

ফিড দ্যা ফিউচার বাংলাদেশ অ্যাকোয়াকালচার অ্যাড নিউট্রিশন অ্যাক্টিভিটি

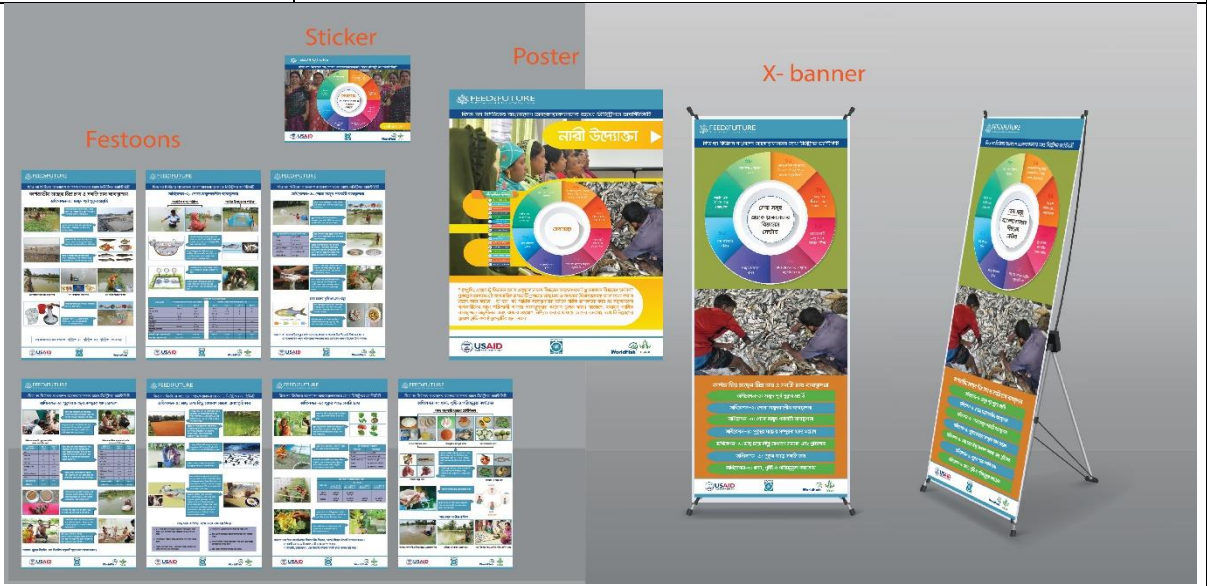
যোগাযোগ
 খুলনা মুক্তি সেবা সংস্থা (কে-এস-এস-সি)
 ৩৬, পের এ বাংলা রোড, খুলনা-৯১০০, বাংলাদেশ
 ইমেইল: kmss.khulna@gmail.com
 ওয়েবসাইট: www.kmssbd.org

এই প্রকল্পটি ইউএনওয়েথার্ট'স আর্থিক সহায়তার গ্রহণ করা হয়েছে। এই প্রকল্পের বিবরণের শর্ত
 লেখা/লেখক/লেখকদের। এর জন্য দায়ী নহী। এই ইউএনওয়েথার্ট'স আর্থিক সহায়তার গ্রহণের প্রতিক্রিয়া নহী।



Selected "Aquaculture Business Center" branding and marketing (Poster, X-Banner, Festoon, Sticker etc.)

The "Aquaculture Business Center" had been established and set up to cater to various branding and marketing needs. It had been featured prominently on posters, banners, festoons, and stickers, effectively serving its purpose of promoting the aquaculture business. The center's name had been strategically incorporated into these materials, contributing to a strong and cohesive brand image for the business.



Synergy meetings with aquaculture private sector companies.

KMSS successfully conducted two Synergy meetings, uniting private sector and WF officers, fostering linkages for fish entrepreneurs and feed companies. With plans to commercialize 50 "Aquaculture Business Centers". KMSS elevated their brand image locally, attracting potential investments. These meetings established foundations for stronger business partnerships, promoting mutual growth.



Training on Aquaculture Technology and Financial Literacy (940 events, 16 participants/event)

The "Aquaculture Business Center" owners facilitated training in their respective areas for 16 participants in each batch, covering "Improved Aquaculture Technology" and "Financial Literacy" to enhance product dissemination. Project identified inadequate aquaculture practices in various areas, leading to the project's ecosystem development, offering solutions and other services through these centers. A comprehensive plan of 940 community-level training sessions benefited over 15,000 fish farmers, guided by trained Entrepreneurs and supported by prepared materials on aquaculture technology and financial literacy with the help of WorldFish BANA project and Team.



Monthly Coordination meeting (Progress sharing)

This communication approach of monthly Progress sharing meeting facilitated project updates, shared important messages, enabled key decisions, addressed programmatic challenges, and sought feedback, enhancing project management and collaboration.



Community-based cooking demonstration and awareness activity

KMSS organized community-based cooking demonstrations and awareness events at the Upazila level to educate fish farmers and their families on optimal fish cooking techniques for enhanced nutrition and flavor. Notable participants including UNO, UFO, UH&FPO, Chairman, Headteacher, KMSS project staff, and WF specialists collaborated in these events. Local fish farmers engaged in hands-on learning, experiencing fish preparation firsthand and tasting the results.



National Day Observation

The project celebrated multiple occasions in 2023 to enhance national public awareness. These included 1 National Fish Week, 1 International Youth Day, 5 National Nutrition Week events, and 1 International Women's Day. Collaborative efforts with government bodies and NGOs were undertaken at both district and applicable Upazila levels to execute planned activities for each of these events.



Support for aquaculture business center owner	Aquaculture business center owners were supported by providing some branding, marketing and promotional materials customized for their business centers. (Display Corners, Sign board, Chairs, Mattress, Router-Onu etc.
Project Closeout Meeting/workshop (Final meeting)	KMSS successfully organized a project closeout meeting/workshop, engaging project staff and WF personnel. The event facilitated discussions on challenges, accomplishments, and documentation, culminating in archiving at the project's conclusion. The scope of sustainability was a key topic of discourse. KMSS skillfully coordinated the event, ensuring proper dispatch and presentation of all documents, further bolstered by a comprehensive evaluation conducted during the meeting.
Submit progress report (Target, Achievement and Deviation notes)	Progress reports with Target, Achievement, and Deviation notes will be prepared periodically by KMSS and will be shared with WF.
Final Project Closeout report with related closeout package documents	A final project closeout report will be prepared by KMSS on WF Template and will be shared at the end of all activity with related closeout package documents.

3.0 Project performance and milestones

3.1 Activity	3.2 Planned	3.3 Achieved	3.4 Remarks
Develop Details Work Plan with Approve Timeline	1	1	
Staff Recruitment	1	1	
Activity 01: Project orientation to field staffs and management (Kickoff Meeting) Participants (Staffs-15, WF-04) total-19	1	1	
Activity 02: Entrepreneurships development trainings for "aquaculture business center" (3 events, 15 participants/event)	3	3	
Activity-03: Photo Storybook on "aquaculture business center" (500 Pcs. Page-50, 4 Color)	500	500	
Activity 04: Investment pitch development & printing on "aquaculture business center" to attract private sector (Content development & Printing cost)	500	500	
Activity 05: Selected "aquaculture business center" branding and marketing (Poster, X-Banner, Festoon, Sticker etc.)	1	1	
Activity 06: Synergy meetings with aquaculture private sector companies_ 15 Person x1 Days x 2 event	2	2	
Activity 07: Training on Aquaculture technology and Financial Literacy (940 events, 16 participants/event)	940	940	
Activity 08: Monthly Coordination meeting (Progress sharing) KMSS-13 & WF-2 (6 Meeting, 15 Person)	6	6	
Activity 09: Community-based cooking demonstration and awareness activity	6	6	
Activity 10: National Day Observation	8	8	
Activity-11: Support for aquaculture business center owner	15	15	

Activity-12: Aquaculture Fair	1	0	Postponed because of Govt. Restriction
Activity 13: Project Closeout Meeting/workshop (Final meeting) Total 15 participants (KMSS-11 & WF-4)	1	1	
Submit progress report (Target, Achievement and Deviation notes)	7	7	
Final Project Closeout report	1	1	

4.0 Key Innovation of the project

Firstly, it offers specialized Entrepreneurship Development Training for aquaculture business center owners, empowering them with the skills needed for success in the industry and implementation of the project activity in the field level. Secondly, the creation of a visually engaging Photo Storybook serves to document and promote the project effectively. Moreover, the project takes an innovative approach by developing and printing investment pitches to attract private sector support, ensuring long-term viability. Strategic branding and marketing efforts enhance visibility, while synergy meetings with private sector companies foster valuable partnerships. Additionally, the project provided essential training on aquaculture technology and financial literacy to the community (fish farmers), promoting self-sufficiency and mainstream aquaculture from the old-style fish farming. Engaging the community with activities such as community-based cooking demonstrations innovative ways to generate interest and awareness on fish consumption and nutrition. Lastly, the project's dedication to transparent reporting, documentation, and a comprehensive final closeout report ensures accountability and knowledge sharing. These innovations collectively contribute to the project's overall effectiveness and long-lasting impact.

5.0 Sustainability of the business/ intervention model

Market Potential: The initial interest shown by aquaculture business center owners suggests a promising market opportunity. The potential to tap into a BDT 80 crore feed market signifies substantial growth potential. However, realizing this potential depends on successfully establishing B2B connections with private sector companies.

B2B Connections: Building and nurturing strong business-to-business connections is a critical element of the sustainability plan. These connections will enable the aquaculture business centers to access essential resources, support, and opportunities for growth. Ensuring that these connections are robust and reliable is key to long-term success.

Economic Empowerment: The business model aims to empower women leaders and aquaculture entrepreneurs, providing them with opportunities to generate additional income for their families. This economic empowerment is a fundamental aspect of sustainability as it creates a positive impact on the livelihoods of individuals within the community.

Private Sector Engagement: The project's focus on intensively working with private sector companies to establish strong business relationships is pivotal. Private sector engagement can bring in investments, expertise, and market access, which are crucial for sustainable growth.

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, 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.

Financial Viability: The business model should be financially viable, with a clear revenue generation strategy. It should be capable of covering operational costs, ensuring that the project can sustain itself over time.

In conclusion, the sustainability of the proposed business model relies on leveraging market potential, establishing strong B2B 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 (if any)

Provide the core business (with graph and a little explanation)

6.1 sales figures| sales trend over the intervention period (quarter on quarter sales)

6.2 Customer outreach trend over the intervention period (quarter on quarter reach)

6.3 Dealer, retailer, distributor trend over the intervention period (quarter on quarter)

6.4 geographical reach (quarter on quarter)

7.0 Business Risk and Intervention Strategy

8.0 Project budget and financial management

Contains types of financial reporting, frequency, a bit detailed budget analysis

9.0 Monitoring and reporting

10.0 Challenges/ Lesson learned

10.1 Project Design and Implementation Challenges:

B2B Engagement Complexity: Establishing and maintaining strong business-to-business (B2B) 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.

Behavioral Change: Encouraging behavioral change among aquaculture business center owners and the community proved challenging. Convincing them to adopt new practices and embrace entrepreneurship faced resistance.

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:

Monitoring and Evaluation (M&E):

Financial Alignment:

Market Systems Development (MSD): Implementing market systems development strategies was complex, as it required coordination among multiple actors and adapting to the evolving market dynamics.

10.3 External Challenges:

Regulatory Environment: External factors, such as changes in government regulations and policies impacted the project's operations.

Economic Conditions: Economic fluctuations or crises at the regional or national level affected market demand and the financial viability of the aquaculture business.

Environmental Factors: Natural disasters, climate change, or environmental challenges specific to aquaculture disrupted operations and impacted the activities & sustainability of the industry.

Market Competition: External competition from other players in the aquaculture industry posed challenges in gaining a foothold in the market and achieving sustainable growth of ABC's.

Community Dynamics: Community dynamics, including social norms and cultural factors, affected the project's ability to implement changes and engage with local stakeholders effectively as women inclusion was focused for ABC model.

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 B2B Engagement:

Recommendation: Invest in building stronger B2B relationships with private sector companies by offering them clear incentives and demonstrating the long-term benefits of collaboration.

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 practices, to align with ecological goals and maintain the industry's long-term viability.

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.

11. External Risk Mitigation:

Recommendation: Develop contingency plans to mitigate external risks, including regulatory changes, economic fluctuations, and environmental challenges, to maintain project resilience.

12. Cultural Sensitivity and Community Engagement:

Recommendation: Cultivate cultural sensitivity in project activities and engage with local communities to address social norms and cultural factors that may affect project implementation.

These areas of improvement and recommendations aim to enhance the project's effectiveness, sustainability, and its ability to navigate challenges and uncertainties in the future.

12.0 Conclusion

In retrospect, this project represented a significant milestone in addressing the challenges and opportunities within the aquaculture industry. Despite encountering numerous hurdles in project design and implementation, we made commendable progress in our mission to empower women leaders and promote sustainable aquaculture practices.

The journey was marked by innovation, dedication, and adaptability. We ventured into uncharted territory, establishing B2B connections, fostering behavioral change, and envisioning systemic changes

in the market. Although we faced obstacles along the way, we emerged stronger, wiser, and more resilient.

Our partnerships with private sector entities played a pivotal role in navigating the complex landscape of market systems development. These collaborations not only opened doors to funding but also created pathways for long-term cooperation, ensuring the project's sustainability.

Reflecting on the external challenges we encountered, from regulatory fluctuations to environmental uncertainties, we acknowledge that resilience and preparedness were essential attributes. Our ability to adapt and find opportunities within these challenges was a testament to our commitment to the project's success.

Looking back, we recognize the importance of remaining steadfast in our pursuit of economic empowerment, environmental responsibility, and community engagement. The potential for systemic change in the aquaculture market remained within our grasp, and we seized it.

Ultimately, the project's success was not merely measured by financial metrics but by the positive impact it had on the lives of individuals and the community as a whole. We took pride in our achievements and remained committed to the journey ahead, knowing that our efforts continued to shape the future of aquaculture and the livelihoods of those we served. Together, we forged a path towards a more sustainable, prosperous, and equitable future for all.

13. Appendix – if requires (any business documents like detailed implementation plan, quarterly review, tables, graph and the like)

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