

## LOT 3: UPGRADING THE NATIONAL FISH FEED OUTPUT, QUALITY AND RELIABILITY - FED/2019/412-232

### Detailed Activity Report for Inception Meeting for Lot, 3 EU PESCA Project

Funded by European Union

Held at: MUZARDI, Mukono on 28<sup>th</sup> and 29<sup>th</sup> February, 2020



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### *Disclaimer*

This report was prepared with financial assistance from the European Union as a record of the proceedings of the inception meeting for Lot 3, EU PESCA Project for Upgrading the National Feed Output, Quality and Reliability, held at Mukono Zonal Agricultural Research and Development Institute (MUZARDI) in Mukono on the 28<sup>th</sup> to the 29<sup>th</sup> February, 2020. The views expressed herein are those as captured and recorded by ECRAM led consortium members during the workshop, and do not necessarily represent any official view of the EU or the Government of Uganda.

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## Introduction

Uganda's local feed output is too low to support the burgeoning aquaculture sector, with serious challenges in capacity, quality and reliability of all feed production systems in the country (FAO, 2015; NFAP, 2018). Other challenges to development of the aquaculture feed sector are; lack of dedicated facility and capacity for feed analysis & diet formulation; high cost of locally produced feeds and lack of purchasing power especially for the smallholder fish farmers; unreliable and inconsistent system of local sourcing of ingredients despite the high agricultural and agro-processing activity; inability to tap into and use many alternative potential materials which are rich in key nutrients, including different locally available grain types & protein-rich pulses; and relegation of a large productive segment of the population (women and youths) to the periphery of the mainstream aquaculture feed production and marketing value chain. The key constraints to production of quality feed in Uganda include rising production costs, which are driven mainly by the higher cost of; key additives and micronutrients (most of which are imported), energy and the lack of means to enforce compliance of quality standards for feed ingredients and finished products. The latter is firstly a policy constraint and secondly a capacity building issue; i.e. a lack of farmers' capacity to assess and demand quality feed, but also their lack of capital to purchase higher-priced quality feed. This is compounded by poor-quality inputs (seed and feed) and abetted by suboptimal farm management practices. The structure of the feed industry, which consists of small farm-made feed formulators, small- and medium-scale commercial feed manufacturers, and large livestock feed manufacturers producing well-known brands of poultry feed (the bulk their output) and fish feed, presents a difficult policy issue and capacity-building task.

This document is a report of the proceedings of the inception meeting for the Lot 3 EU PESCA Contract of 'Upgrading the National fish feed output, quality and reliability in Uganda' awarded under the PESCA EU funded project. The inception meeting is one of the deliverables expected from the consultant. This document gives the contractor's report on what transpired during the inception meeting, and Contractor's response to the issues and concerns raised during the inception meeting. The inception meeting was organized and carried out by Eccellenzia Consorzio Research and Management (ECRAM), in sub-consultancy association with Kajjansi Aquaculture Research and Development Centre (KARDC) of the National Agricultural Research Organization (NARO), Owan Mwan Aquaculture Limited

(OMAL), Nalubowa-Lusembo & Company Estates Ltd (NLE), Aquafarm Consults Ltd (AFC) and Chemiphar Uganda Limited. In late Dec.2020, ECRAM as a lead implementing partner together with the 5 implementing partners entered into Contract with National Authorising Officer for EU EDF projects in the Ministry of Finance, Planning and Economic Development (MOFPED) for implementation of Lot 3 EU PESCA funded project on Upgrading the National feed output, quality and reliability. ECRAM consortium has since signing the Contract for the Action embarked on elaborating the project workplan, mobilizing the resources for implementation, and informing and consulting the key stakeholders on the Action and schedule of implementation of the planned activities as part of the inception activities. At the inception meeting, ECRAM used the opportunity to seek the views of the key stakeholders on the Action and ensure that the views of the Client and other key stakeholders present are reflected in the planned implementation of the Contract. Preliminary work involved production and submission of inception report, and later presentation of the inception report on 28<sup>th</sup> February 2020 during the Inception Meeting, followed by integrating the collected stakeholders' comments and views within the implementation plan and schedule of activities as part of the finalization of the Inception Report carried out on 29<sup>th</sup> February, 2020 at MUZARDI. This report summarizes the proceedings of the inception meeting and gives guidance on the subsequent steps for implementation of the Action which will end with the submission of the Report to NAO by the end of November, 2021.

## **1.0. Welcome Remarks and Opening of Inception Meeting**

### **1.1. Eccellenzia Consorzio Research and Management (ECRAM): Dr Mwanja Wilson Waiswa – Lead Person for ECRAM.**

Mr. Mwanja Waiswa Wilson (PhD) from ECRAM working as the Project Manager welcomed all participants including stakeholders from Government Agencies, EU Delegation, Private Sector farmers, aquaculture input suppliers and fellow partners to the inception meeting. He was confident that by the end of the 24 months – project life span, the ECRAM led consortium will have come up with recommendations on what to do and how to grow the fish feed sector in Uganda in terms of developing measures to boost feed production, access and utilization. He recognised the presence of the six entities that form the ECRAM led consortium responsible for implementing the Action. These entities are: ECRAM, Nalubowa Lusembo Estates and Co. Ltd (NLE), Kajjansi Aquaculture Research and Development Centre of the

National Fisheries Resources Research Institute (KARDC/NARO), Owan Mwan Aquaculture Limited (OMAL), CHEMIPHAR (U) Ltd (CUL) and Aquafarm Consult Limited (AFC). The Action is being Funded by EU, Managed by NAO - MoFPED and Supervised by MAAIF.

## **2. Submissions by Co-applicants and other Key stakeholders**

### **2.1. Lead person for KARDC/NARO**

Dr Mwanja Matthew is the lead person for KARDC for this Action in the consortium. In his submission, Dr Mwanja Matthew emphasized the need for improved feed production, distribution and accessibility in Uganda, especially for smallholder farmed fish producers, as feed is key to the growth and performance of the aquaculture sector. He thanked the EU and Uganda Government for conceiving and funding the Action, and NAO - MoFPED and MAAIF for guidance and ECRAM for putting up a winning team. He committed himself and KARDC to working even harder to achieve the objective of the Action to steer Aquaculture Development in Uganda.

### **2.2. Lead person for Nalubowa Lusembo Estates and Company (NLE)**

Mr. Sekyewa Paul is the lead person of NLE in this Action. NLE is an implementing partner in the ECRAM led consortium. Mr Sekyewa Paul informed the participants that his firm has been working in this field for a long time doing feed production for own use, training of fish farm managers and fish farmers in aquaculture management, and collaborating with academia and research institutions to solve aquaculture problems at farmer level and at national level in Uganda and in the region. He emphasized fish feed as key to the aquaculture sector development since it constitutes up to 60-70% of the capital investment. He welcomed the investment and support of EU to the aquaculture sector as critical to unlocking the aquaculture potential and aquaculture development plans for Uganda.

### **2.3. Lead person for Owan Mwan Aquaculture Limited (OMAL)**

Mr. Owani Simon-Olok is the Executive Director of Owan Mwan Aquaculture Limited commonly referred to as OMAL. OMAL is one of the six implementing partners in the ECRAM led consortium for Lot 3. Mr. Owani Simon-Olok welcomed members to the inception meeting for kick starting of the implementation of the Contract. He requested for their views and guidance throughout the implementation

of the Action. He pointed out the feed sector is the most complex and demand element of aquaculture, and he reported that in OMAL 16 years of aquaculture technical service provision business, aspects of fish feed production, distribution, accessibility, and quality have been the most challenging. He also stated that we as a country need to solve and sort out of the challenge of feed if we are to realise the set plans for aquaculture development in Uganda. Mr. Owani Simon-Olok informed the meeting that OMAL has been growing with Aquaculture sector in Uganda and OMAL hopes to contribute significantly to this Action. He stated that OMAL is grounded in providing consulting services and supplying aquaculture technical equipment, and is actually engaged in production of fish and marketing of farmed fish. Mr. Owani Simon-Olok confirmed OMAL as being part of the delivery vehicle for Lot 3 Contract, called ECRAM led consortium, and he pledged that OMAL will do its best towards this Action in order to realize not only a stable fish feed production and utilization system but also grow the fish feed business.

#### **2.4. Lead person for Aquafarm Consult Limited (AFC)**

Dr Justus Rutaisire is the lead person for Aquafarm Consult Limited (AFC), an implementing partner in ECRAM led consortium for Lot 3 feeds development Action. He stated that he was delighted to be at the inception meeting with the rest of the participants for a journey that began in December 2018. He mentioned that AFC is one of the oldest fish farming service companies in Uganda having begun in 1998. AFC operates a fish farm known as Aquafarm that produces fish feed (tilapia) largely for its own use. Dr Justus Rutaisire stated that fish feed has progressed from use of single ingredient -maize brand paste cast on ponds to use complete feed but of sinking pellets and then to floating pellets over years in Uganda. He stated the EU PESCA funded Action for feed development is a great milestone in aquaculture development in Uganda. He agreed with the Action's goal to improve the quality of feed because in his view the standard of quality of feed in Uganda is still a very big challenge. He informed members that he is looking forward to successful implementation of the Action given the formidable team that has been put in place for delivery of the planned Action as per the signed contract.

## **2.5. Representative of Directorate of Fisheries Resources (DiFR) in Ministry of Agriculture Animal Industry and Fisheries (MAAIF), and Task Leader**

Mr. Charles Oberu is a Senior Fisheries Officer from the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) assigned to the Lot 3 Action as the Task Leader and technical supervisor on behalf of MAAIF. Mr. Oberu represented the Director of Fisheries Resources of MAAIF and also the EU PESCA Project Coordinator. He welcomed stakeholders to the inception meeting especially the representatives from government agencies, the EU, and the implementing partners. He informed the members that the Action was funded by the EU and managed by the National Authorizing officer of the Ministry of Finance, Planning and Economic Development (MoFPED), with MAAIF as key beneficiary and technical supervisor of the Action. He expressed his gratitude to EU for the Financial Support to promoting Environmentally Sustainable Commercial Aquaculture in Uganda (PESCA) through MoFPED. He pledged that MAAIF will give guidance to the implementing consortium from time to time to ensure that the 3 project questions are answered, that is ensuring, output, quality and reliability. He called on members to work as a team of PESCA and not individual Lots of PESCA to achieve the overall objective the PESCA project. Mr. Charles Oberu informed the participants that he is the designated technical Task leader from MAAIF in charge of supervision of EU PESCA Lot 3. He emphasized the need to answer the political questions at the end of the inception and that is when would the project begin?, where would the project be implemented?, where is the sector and where do we want the sector to go and why?. By the end of the meeting we needed to have the keys that lead us to output, quantity and reliability of fish feed in Uganda fulfilling the Agricultural strategic plan of Agro industrialization. On behalf of the Director of Fisheries Resources in MAAIF, Mr. Charles Oberu declared the inception meeting open and wished every participant well and fruitful deliberations and continued engagement with the Action.





### **3.0. Presentation on project context**

Understanding of the project context was presented by Wilson

#### **3.1. The Design of Action**

Mr. Mwanja Waiswa Wilson stated that this action was designed to carrying out the following tasks:

- 1) Assessing current local fish feed production, distribution, accessibility and utilization.
- 2) Devise ways and means for making feed quality verification and analysis more accessible.
- 3) Build the capacity for local feed producers in fish diet formulation.
- 4) Devise means and ways of increasing national commercial fish feed production output.
- 5) Devise ways for enhancing fish feed production efficiency by:
  - a. Identifying and promoting use of locally abundant and low cost alternative options as ingredients rich in key required nutrients,
  - b. Ways and means for improving fish ingredient supply channels by?
  - c. Developing advisory system for local feed producers on the specific requirements for different fish species.
- 6) Review and devise ways for reinforcing existing fish ingredient sourcing and distribution channels

#### **3.2. Background Relevance and Intervention Logic**

Mr. Mwanja Waiswa Wilson provided the basis or intervention logic for the Action and also revisited the background and relevance of the Action. He informed the meeting that the intervention logic behind the design of the Action by ECRAM led consortium is that the challenge of feed sector in Uganda can be readily addressed by ensuring that the actors in the feed value chain have in-depth understanding and access to crucial information on the processes and requirements for producing fish feed in an environmentally sustainable, economically cost effective and socially equitable manner, as well as technically viable and feasible ways. He stated that production of feed in Uganda should not really be a big problem given the high abundance and availability of major ingredients required for producing of ample and quality fish feed to sustain the current and predicted growth in levels of aquaculture production. However the lack of crucial information at specific stages of commercial feed production value chain, lax coordination and regulation of the fish feed sector have held back the development of fish feed sector in Uganda. He said that this Action had been designed to address and unlock the challenges at different nodes of the feed value chain as follows:

- Engage with and provide critical information to the different actors in fish feed sector along the fish feed production, distribution and use value chains in Uganda will:
- Provide feed producers with information on modern and appropriate technologies for increased output and production of quality feed.
- Provide a forum, both digital and face to face, for fish feed producers and fish feed ingredient producers and suppliers to meet and discuss contractual engagements for enhancing quality of ingredients and consistency of supply of ingredients. This will be supported by the Action including capacity building and exposure especially of the SMEs working with rural producers.
- Build the capacity of both fish feed producers and ingredients dealers in skills, technologies and managerial aptitude in fish feed quality control and assurance of fish feed ingredient supply and fish feed production.
- Use latest and proven science and business managerial skills to enhance the processes for improved production output, quality and reliability along the value chains.
- Build the capacity of selected producers and ingredient suppliers and producers in technical efficiency and environment management.
- Devise means and ways for better engagement of all segments of the population, especially women and youth, in fish feed sector and aquaculture as whole.
- Come up with policy guidance for creating impetus for increased use of quality fish feed and demand for quality feed.

### 3.3. Implementation Modality

Mr. Mwanja Waiswa Wilson indicated the details of implementation modality would be given in the next presentation. However, he stated the Action will be implemented in 30 Districts from across the six regions of the country including north western, northern, eastern (includes north eastern), central, south western and western. He also pointed out that results from six regions and 30 districts will be statistically extrapolated to provide a national picture of what is currently happening in the feed sector, and also that the information and tools generated in this Action will be open to other districts and areas of the country.

Mr. Mwanja Waiswa Wilson also informed the meeting that the Action will work with two contact farmers from each region for purposes of conducting trials of any technologies identified as critical to amplifying the results of the Action. That the Action will also work with 2 feed producers and 2 ingredient suppliers, 2 feed depot managers and 2 feed stockists from each region for purposes of capacity building and

acting as leading examples in new ways and systems of improving feed production, distribution and accessibility and utilization.

Mr. Mwanja Waiswa Wilson informed the meeting that most of the Action will be about studying the challenges and devising solutions to the challenges along the feed value chain albeit in a participatory manner.

He mentioned that of particular emphasis among specific studies design under this Action will be the identification of opportunities and ways of engaging women and youth in the fish feed sector, as well as introducing and promoting the culture of environment management in the fish feed production processes and activities in Uganda.

**Table 1:** Comments, Questions and Responses to first presentation

SN	Comments	Responses
1	In objective 14 put specific activities that go with what was submitted in the inception report	Noted and provided as guided. <i>Subsection 3.4 pg 21 Inception Report</i>
2	Detail exactly what we are going to do as this will give the indicators by providing a section in inception report aligning outputs with activities and objectives.	A section aligning objectives with corresponding activities and expected outputs and deliverables inserted as guided. <i>Subsection 3.4 pg 21 Inception Report</i>
3	Inform the participants of what the lead people mentioned for each objective are going to be doing.	That is highlighted in the next presentation of deliverables. <i>See below Subsection 3.5. this Inception Meeting Activity Report</i>
4.	There is need to put down the criteria used in the selection of the districts in the project area for purposes of M & E. i.e. do they participate in; feed production and processing, aquaculture or feed ingredient production. There is need to do document on that	The TOR required the bidder to have endorsements from all interested districts where the bidder will work on the Action noting that aquaculture is practiced nearly across the whole of the country. Of the nearly 80 Districts contacted by the bidder during preparation of the Action only 30 responded in affirmative with endorsement of ECRAM led Consortium proposal. On analysis it was noted that all the 30 districts are involved in feed ingredients production and are at various levels of local feed processing. <i>Going forward however</i>

		participation in particular activities by a district or stakeholder will be based on agreed criteria that shall be shared with and cleared by MAAIF. Unfortunately we may not be able to change districts without requesting formally NAO and EU to drop or add districts as per the Contract
5	Some more qualifying (Fish feed ingredient suppliers) districts like Buikwe, Jinja and other do miss on the list therefore there is need for MOFPED and EU to revisit the District quarter	They failed to endorse the Action, but will engage MAAIF and NAO on how to bring those districts on board. Like in '4' above <b>unfortunately we may not be able to change districts without requesting formally NAO and EU to drop or add districts as per the Contract</b>
6	The MAAIF should write formally to NAO to review and release the implementing agency from the scenario requiring to work only in districts that endorsed the bidders proposal. The MAAIF should in turn write to LGs such that it is Government to LGs to avoid bureaucracy of councils and politicians	Consortium Project Coordinator to follow up with MAAIF in <b>writing by highlighting the observations made by participants that require the release of the condition for districts to have endorsed the proposed Action and also requiring the deserving districts to agree to worker with ECRAM led consortium on this Action. Consideration of the budget implications has to be factored in any changes in list or number of districts involved in this Action.</b>
8	There is need for Lot 3 to liaise with lot 2 to avoid duplication of activities and other two lots so as to define areas of focus for each of the lots, work on how to handle purposive areas of overlap, and streamline planned activities so as to avoid unnecessary duplication and fatigue of respondents.	The Lead person for ECRAM as PI will write to MAAIF to remind them of the promise made at the Inception Meeting to organise a meeting of the implementing teams for the four Lots.
9	There should be also a meeting between ECRAM & KARDC to sort out what will be done by each	Meeting should be facilitated or organised by MAAIF. But ECRAM and KARDC have already agreed pretty much to what

	of the two	the direct grant is about and kind of activities linked to the direct grant that will benefit from ECRAM led Action, and vice versa.
10	During the baseline survey, there should be more probing to get more information which cannot easily and openly be got.	Consortium is developing a comprehensive data collection tool to get as much information as possible. The tool will be shared with MAAIF.
11	Chemiphar should get 2 samples in two difference laboratories to give us a good analysis.	Consortium Project coordinator to link up with Chemiphar to see how to accommodate the issue in the current budget of the Action. However it should be noted that there are already established literature on many of non-conventional ingredients against which the Chemiphar results shall be contrasted. The Near Infrared instant analysis kits that the project will acquire will also help to provide fast and accurate ingredients and feed composition results



#### 4.0. Implementation of Action: Planned Activities and Responsibilities – Second Presentation

This presentation was given by Dr Nkambo Mujibu, a Senior Aquaculture Research Scientist in the National Agricultural Research Organization (NARO) working with the National Fisheries Resources Research Institute under NARO at the Aquaculture Research Development Centre at Kajjansi (KARDC/NARO). KARDC/NARO is one of the six implementing partners in ECRAM led consortium implementing the Lot 3, feed Action.

He presented the proposed implementation plan stating and describing the planned activities in detail including the responsible persons and partners for each planned activity, as well as the identified local, regional and international partners that will contribute to this Action. He stated that this Action started with mobilizing and organizing implementing partners for the Action and conducting consultations and meetings with NAO, EU and MAAIF as part of the inception activities. Under the leadership and guidance of the Lead Partner, ECRAM, the consortium set up the implementation team, entered into agreement with the NAO identified auditor for guidance on management of the project funds, acquired quick books and put in place necessary books of accounts for the project funds with guidance of the auditor, held training in accounting procedures and use of quick books to meet EU's requirements, developed and submitted for approval the "Communication and Visibility Plan" for the Action, prepared and produced the inception report, and organized and facilitated an inception meeting as part of the inception activities.

Dr Nkambo Mujibu indicated that as part of preparation of the inception report, the consortium elaborated the workplan and schedule of activities, assigned responsibilities according to the capacity of the respective contributing partners, and engaged District Fisheries Officers, feed producers, ingredient suppliers, depot managers, feed stockists and fish farmers on the planned activities and goals and objectives of the Action.

The schedule of planned Activities as presented and agreed to at the inception meeting is summarised in Table 2 below:

**Table 2:** Schedule and responsibility for planned activities under the Action

Activity	Responsible Partner	Timeframe
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<p><b>1. Inception Activities:</b></p> <ol style="list-style-type: none"> <li>a. Mobilizing and organizing implementing partners for the Action and conducting consultations and meetings with NAO, EU and MAAIF as to the basic requirements of implementing the Action,</li> <li>b. Hire and recruiting of staff to fill the gaps for coordinating and management of the project activities.</li> <li>c. Engaging and contracting of the NAO assigned auditor for the smooth running and management of project funds.</li> <li>d. Training of project staff in accounting system for management of the project funds.</li> <li>e. Preparation and production of the inception report and power point presentations.</li> <li>f. Preparation, production and approval of communication and visibility plan.</li> <li>g. Tendering and production of communication and visibility materials for the Action.</li> <li>h. Hold internal meetings and discussions including agreeing on implementation modality and assigning responsibilities according to the capacity of the respective contributing partners.</li> <li>i. Elaborating the work plan and schedule of implementation of the project activities.</li> </ol>	<p>ECRAM</p>	<p>Jan to Mar <b>2020</b></p>
<p><b>2. Baseline survey:</b></p> <ol style="list-style-type: none"> <li>a. Baseline study tools development, pretesting and piloting.</li> <li>b. Identify and mobilize feed producers (large scale and SME) Training feed ingredient suppliers in proper sourcing, handling, processing, storage and transportation of ingredients</li> <li>c. Profile local fish feeds producers, importers, ingredient suppliers and fish feeds utilization by fish farmers ; their experience, skills, capacities, needs, opportunities and constraints in a gender disaggregated manner including environmental aspects established.</li> <li>d. Determine the demand for fish feed, source and types of feed, challenges to feed utilization, feed production, ingredient production, ingredient supply</li> <li>e. Identify and mobilize feed ingredient suppliers (including women and youth)</li> <li>f. Describe the fish feed ingredient supply and feed distribution channels.</li> <li>g. Establish the fish feed production status and profile including the needs and capacities of actors.</li> </ol>	<p>KARDC and AFC</p>	<p>Mar to Jun <b>2020</b></p>
<p><b>3. Assessment of feed management practices</b></p> <ol style="list-style-type: none"> <li>a. Conduct fish farm visits and assess farm level feed management practices for commercial, emerging ad smallholder farmers.</li> <li>b. Conduct technical consultations with scientists and technical</li> </ol>	<p>NLE and OMAL</p>	<p>Apr to Oct <b>2020</b></p>

<p>experts on feed and feed management practices</p> <ul style="list-style-type: none"> <li>c. Develop BMPs guidelines for the fish feeds industry for Nile tilapia and African catfish utilisation aimed feed producers, distributors, retailers, ingredient suppliers and producers, and fish farmers.</li> <li>d. Identifying, mobilisation and training selected POs, ingredient farmers and suppliers, feed producers, fish farmers on BMPs for feed ingredients production and handling, commercial complete feed production and management, on-farm feed production and management</li> <li>e. Develop guidelines for enhancing on-farm feed management practices including feed waste and environment management</li> <li>f. Organize digital and physical platform for business meetings between ingredient suppliers and producers with feed producers.</li> <li>g. Train SMEs feed producers and ingredient suppliers to engage, negotiate and manage contractual arrangements between farmers and supplier of fish feed ingredients with feed producers through POs &amp; Private Extension Service Providers.</li> <li>h. Training feed ingredient suppliers in proper sourcing, handling, processing, storage and transportation of ingredients.</li> </ul>		
<p><b>4. Conduct technical assessment and evaluation of feeds and feeds additives that are locally available on the market:</b></p> <ul style="list-style-type: none"> <li>a. Conduct proximate analysis of feeds available on the market.</li> <li>b. Conduct physical examination of feed additives on the market in terms of quality, origin, suppliers and volumes.</li> <li>c. Conduct feed protein energy optimization trials for Nile tilapia working with selected farmers in six regions.</li> <li>d. Conduct on-farm trials for optimisation of application of digestive/metabolic enhancers for different stages of Nile tilapia.</li> <li>e. Advice on required additives for making established fish feed formulae.</li> </ul>	KARDC and AFC	Jun to Oct <b>2020</b>
<p><b>5. Conduct field surveys for non-conventional locally available ingredients and conduct laboratory analyses for key nutrients of the ingredients:</b></p> <ul style="list-style-type: none"> <li>a. Carry out a web-based literature search and documentary examination on non-conventional ingredients.</li> <li>b. Conduct field survey for non-conventional ingredients</li> <li>c. Conduct laboratory analyses of identified key non-conventional ingredients.</li> <li>d. Develop six formulae using ingredients with the highest potential.</li> <li>e. Determine the potential for use of non-conventional ingredients as low cost alternative options</li> <li>f. Training of 30 persons including 12 SMEs feeds producers, 12</li> </ul>	Chemiphar and KARDC	Jun to Sept <b>2020</b>



SMEs ingredient suppliers, and 06 extension service providers on?.		
<p><b>6. Capacity building of key stakeholders in feed production and management:</b></p> <p>a. Engage key actors in the feed value chain (producers, distributors, stockists and technical managers) and women and youth leaders of POs and devise means for increasing involvement of women and youth in the feed value chain processes and activities:</p> <p>b. Conduct 1 consultative workshop for 30 persons on review of the recommended actions for increasing women and youth involvement in feed value chain.</p> <p>c. Capacity building of active model feed producers, ingredient suppliers, and lead farmers.</p> <p>d. Training and demonstrating to SMEs the feed formulation and production</p>	KARDC and OMAL	Jan to Mar <b>2020</b>
<p><b>7. Capacity building of extension services providers and business support services providers for aquaculture:</b></p> <p>a. Engage and assess the required support technical and business support services needed to improve feed management at producer and farmer levels.</p> <p>b. Conduct an assessment of the capacity of existing service providers in the feed production and utilization value chains,</p> <p>c. Conduct consultation and training workshops on capacity gaps and requirements for effective service provision in feeds utilization and feeding records management.</p>	OMAL and NLE	Jul to Sept <b>2020</b>
<p><b>8. Engage and work with an international expert in developing of BMPs for key processes and activities in the fish feed value chain</b></p> <p>a. Conduct an in-depth literature review and consultations with key stakeholders on energy supply and sources for feed production.</p> <p>b. Engage International Expert for Technical assistance in developing BMPs</p> <p>c. Organize capacity building workshop to develop BMPs for management of ingredients, feed production.</p> <p>d. Analyse economic and environmental concerns for the alternative energy sources used in feed production established and generate appropriate cost effective models based on alternative energy sources developed for use by SMEs.</p> <p>e. Assess the current energy demand, sources, and available energy forms for feed production, cost, management practices and utilization of energy in feed production business.</p> <p>f. Conduct analysis of current sources and develop modular options for energy supply for feed producer SMEs.</p>	AFC and KARDC	Oct to Dec <b>2020</b>

<p><b>9.Guidelines to ensure safety and quality of feed for various actors along the value chain developed and disseminated:</b></p> <ol style="list-style-type: none"> <li>a. Identify and mobilize feed ingredient suppliers</li> <li>b. Engage and facilitate the dialogue between ingredient suppliers and feed producers</li> <li>c. Train ingredient suppliers in business skills including building of their contractual relations capacity through training.</li> <li>d. Training suppliers on BMPs in proper ingredient sourcing and handling</li> <li>e. Linking ingredient suppliers to feed production SMEs</li> <li>f. Identify, mobilize and train some selected PO crop farmers on BMPs for feed ingredients production and handling to be linked to supplier SMEs</li> <li>g. Develop guidelines for safety and quality control of the feed value chain processes and activities</li> </ol>	OMAL	Oct – Dec <b>2020</b>
<p><b>10. Assessment of existing and devising alternative and more appropriate and cost effective fish feed distribution channels:</b></p> <ol style="list-style-type: none"> <li>a. Survey and assess effectiveness of existing feed distribution channels in terms of location and source of feed, number of intermediaries, distribution of profit along the channel, logistics in distribution, cost of marketing and advertising, and level of expertise and skills in feed quality and safety assurance &amp; control.</li> <li>b. Organize dialogue meetings and consultations on cost-effective options of ingredient supply and feed distribution channels among feed producers, ingredient producers, feed distributors, feed stockists, POs, and lead farmer.</li> <li>c. Prepare and produce a policy paper on alternative effective and reliable feed distribution channels and linkages.</li> </ol>	OMAL	Jan to Mar <b>2021</b>
<p><b>11. Building capacity for on-farm feed analyses:</b></p> <ol style="list-style-type: none"> <li>a. Conduct survey of existing fish feed analytical capacity in Uganda</li> <li>b. Conduct a consultative workshop on options and mechanisms and procedures for on-farm feed and ingredient analyses.</li> <li>c. Conduct a survey of feed analysis capacity in Uganda in terms of technology, type of analyses, access, affordability and capacity gaps</li> <li>d. Developing and promoting user friendly and gender responsive mechanisms for feed analyses</li> <li>e. Demonstrating gender responsive and user friendly feed analysis to local fish feeds producers, POs and other stakeholders.</li> </ol>	KARDC and AFC	Jan to Jun <b>2021</b>
<p><b>12.Review of the Aquaculture Feed Regulatory and Policy Framework:</b></p> <ol style="list-style-type: none"> <li>a. Conduct technical and policy consultations with representative</li> </ol>	ECRAM	Jan to Mar <b>2021</b>

<p>key stakeholders on feed value chain.</p> <p>b. Hold a technical workshop on required regulatory changes and policy gaps for improvements in production, distribution and on-farm feed management practices.</p> <p>c. Prepare and produce policy briefs on required changes in regulatory and policy framework and policy action to support the designed BMP for feed ingredients, feed production, distribution and on farm feed management practices</p>		
<p><b>13. Conduct search, analysis and simplification for adoption the applicable standards in the feed value chain:</b></p> <p>a. Search, breakdown and promote established local (UNBS) and international fish feed standards.</p> <p>b. Create, produce and disseminate information packages on feed and feed ingredient standards.</p> <p>c. Conduct a training workshop on standards and their applicability and use for actors in feed value chain.</p> <p>d. Train and demonstrate to local SMEs involved in fish feed production the UNBS and international standards for animal feed production.</p> <p>e. Develop and promote self-monitoring guidelines for compliance to the standards by local SMEs.</p> <p>f. Develop a Code of Practice for fish feed ingredients producers, suppliers and feed producers.</p>	ECRAM	Apr to Jun 2021
<p><b>14. Developing of a central data feed production, utilization &amp; records management system:</b></p> <p>a. Establishing a model Feed Production and Distribution Digital Platform.</p> <p>b. Develop and train feed value chain actors in use of digital and social media platforms (mobile apps) to access and exchange information on feed issues and markets in conjunction with PESCA lot 2.</p> <p>c. Gather, evaluate, package and disseminate fish feed information</p> <p>d. Develop and produce information packages for investment in fish feed production and marketing industry.</p> <p>e. Develop records and data collection systems on fish feed manufacture, distribution and utilization.</p> <p>f. Record and data sets on quality and quantities of fish feeds manufactured, distributed and utilized developed and promoted.</p> <p>g. Packaging and disseminating information on feed production business, feed manufacture, appropriate feeding regimes; on-farm feeding production technologies and practices etc.</p> <p>h. Guidelines for BMPs on central fish feed data collection and management developed</p>	AFC	Jan to Jun 2021

<p><b>15. Develop a business capacity development programme for ingredient producers, ingredient suppliers and feed producers:</b></p> <ul style="list-style-type: none"> <li>a. Doing fish feed ingredients production, ingredients supply, and feed production as a business</li> <li>b. Management of data and information for business monitoring, financial analysis and investment</li> <li>c. Packaging information on accessing credit and writing bankable proposals for feed related SMEs businesses</li> <li>d. Development and use of appropriate and sustainable business plans in feed business</li> </ul>	NLE	Apr to Sept <b>2021</b>
<p><b>16. Put in place a system for increasing availability and accessibility of action results and outputs for the target beneficiaries:</b></p> <ul style="list-style-type: none"> <li>a. Establish an evidence-based approach to monitoring and evaluation of all agreed results</li> <li>b. Organize consultative workshops every six months to share results</li> <li>c. Prepare different media including electronic, radio, TV, on-farm demos and others for dissemination of key outputs of action.</li> </ul>	ECRAM	Mar to Oct <b>2021</b>



The main issues that arose from the discussion are summarised on Table 3 below.

**Table 3:** Comments, Questions and Responses to second presentation

SN	Question	Answer
1	How many ingredient suppliers are targeted	The number varies according to the specific activity and objective. But in general we expect to work with 2 feed ingredient SMEs businesses from each of the six regions.
2	There should be one point of communication	Agreed: the communication will be streamlined and this responsibility has been assigned to ECRAM by the partners.
3	The 6 non-conventional fish feed formulas should not be that KARDC is working on to avoid duplication	This aspect will be rationalized and streamlined in the planned meeting between KARDC and ECRAM.
4	Ensure that there is proper documentation	This agreed and cardinal to our successful deliver and coordination. We already have a document and information management system in place.
5	Always refer to the proposal	Agreed.
6	Need for a digital platforms in disseminating information.	Development of digital platforms to facilitate exchange of information between actors in the feed value chain is one of deliverables for the Action, and also part of our Communication and Visibility Plan.
7	Need to know the indicators for the policy formulations as to whether the outputs of the Action are policies or policy briefs.	At our level, we can only inform the policy process and makers through policy briefs NOT policies or even draft policies.
8	Who would be handling the formulations is it KARDC or ECRAM	KARDC is part of ECRAM led consortium and aspects of technical assessment and science will certainly be handled by KARDC while making sure not to duplicate efforts in the direct research project.
9	ECRAM should get the online 2018 manual on procurement and get the guidelines to avoid ineligibles	We are already following PRAG, but we hope also to be trained in it soon by EUD.

### 5.0. Expected deliverables and responsible persons: third presentation

The presentation on deliverables of the Action and persons responsible was made by Ms. Nakyewa Pauline of NLE, who is an expert aquaculture production and extension services. According to Ms Nakyewa Pauline, the Action is supposed to produce the deliverables with key responsible persons indicated in Table 4 below:

**Table 4:** Expected outputs, schedule of delivery and responsibility for the outputs

SN	Deliverable/Output	Date of delivery	Responsible person
01	<b>Inception Report:</b> Project office established and staffed; partners mobilized and aware of specific roles; preliminary meetings with NAO, EU and MAAIF on basic requirements for the Action; sorting out co-funding arrangements and operationalizing them; updating ECRAM financial management systems in line with NAO and EU requirements including hire of independent auditor, preparation and production of Inception Report.	Mid – March 2020	Waiswa Wilson Mwanja - ECRAM
02	<b>Baseline Report:</b> Fish feed production status including volume, actors, ingredient sources, alternative energy sources and feed laboratories profiled including the needs and capacities of actors established.	Mid-June 2020	Matthew Tenywa Mwanja – KARDC
03	<b>Appropriate feed management practices:</b> (1) BMPs guidelines for the fish feeds industry for Nile tilapia and African catfish utilisation aimed feed producers, distributors, retailers, ingredient suppliers and producers, and fish farmers. (2) Training selected POs, ingredient farmers and suppliers, feed producers, fish farmers on BMPs for feed ingredients production and handling, commercial complete feed	Mid-June, 2020	Paul Ssekyewa – NLE  Simon-Olok - OMAL

	<p>production and management, on-farm feed production and management (3) Guidelines for enhancing on-farm feed management practices including feed waste and environment management (4) Digital and physical platforms to enable business meetings between ingredient suppliers and producers with feed producers (5) Training of SMEs feed producers and ingredient suppliers to engage, negotiate and manage contractual arrangements between farmers and supplier of fish feed ingredients with feed producers through POs &amp; Private Extension Service Providers. (6) Training feed ingredient suppliers in proper sourcing, handling, processing, storage and transportation of ingredients.</p>		
04	<p><b>Feed formulations based on non-conventional ingredients:</b> A list of locally available cost effective non-conventional feed ingredients, Six (06) formulae developed and capacity of fish feed producers, lead farmers (including women and youths) and extension workers in use of the new technologies built.</p>	Mid-September, 2020	Rose Nakimuli – Chemiphar
05	<p><b>BMPs for key processes and activities in the feed value chain:</b> Gender and environmental responsive BMPs on ingredients, feed production and its management developed (ingredient sourcing, handling, processing, transportation</p>	Mid-December, 2020	Justus Rutaisire – AFC

	etc.) and POs, SMEs, Feed producers, ingredient suppliers and other stakeholders trained on BMPs.		
06	<b>Quality and safety control and assurance system for feed value chain:</b> Guidelines to ensure safety and quality of feed for various actors along the value chain developed and disseminated	Mid-December, 2020	Simon-Olok Owani – OMAL
07	<b>Review of policy and regulatory framework for feed value chain:</b> Policy briefs on the required changes in regulatory and policy framework to support the designed BMPs for feed ingredients, feed production, distribution and on farm feed management practices	Mid-March, 2021	Waiswa Wilson Mwanja - ECRAM
08	<b>Alternative and more appropriate and cost-effective fish feed ingredient supply systems:</b> (1) Dialogue between feed producers and ingredient suppliers; (2) Training of ingredient suppliers in negotiating and managing of contractual arrangements for ingredient supply; (3) policy briefs for policy actions to strength ingredient integrity, safety and quality.	Mid-March, 2021	Richard M. Kudeeba – OMAL
09	<b>Alternative and more appropriate and cost effective fish feed distribution channels:</b> (1) Gender and environmental responsive effective feed distribution channels; (2) Dialogue meetings and consultations among feed producers, ingredient producers, feed distributors, feed stockists, POs, and lead farmers. (3) A policy paper on	Mid – June, 2021	Sarah Namumbya – OMAL



	alternative effective and reliable feed distribution channels and linkages.		
10	<b>A central data feed production, utilization &amp; records management system: (1)</b> Record and data sets on quality and quantities of fish feeds manufactured, distributed and utilized developed and promoted <b>(2)</b> Guidelines for BMPs on central fish feed data collection and management developed.	Mid-June, 2021	Joseph Ssekayi – AFC
11	Digital media platforms (Mobile Application) to access and exchange information on fish feed and markets developed in conjunction with PESCA lot 2		
12	<b>Local and international fish feed standards popularised among and adopted by the fish feed value chain actors:</b> breakdown and promotion of established local (UNBS) and international fish feed standards; production and disseminate information packages on feed and feed ingredient standards; training workshop on standards and their applicability and use for actors in feed value chain; training and demonstration to local SMEs involved in fish feed production the UNBS and international standards for animal feed production; self-monitoring guidelines for compliance to the standards by local SME; and Code of Practice for fish feed ingredients producers, suppliers and feed producers.	Mid-June, 2021	Aruho Cassius – KARDC
13	Environment management guidelines on feed and feed	Mid – June 2021	Waiswa Wilson Mwanja - ECRAM

	management for farmers, SMEs, distributors and commercial producers developed, and disseminated		
14	<b>Capacity for on-farm feed analyses:</b> (1) Establishment of existing fish feed analytical capacity in Uganda; (2) Devising and promoting user friendly and gender responsive mechanisms for feed analyses; (3) Capacity for gender responsive and user friendly feed analysis to local fish feeds producers, POs and other stakeholders.	Mid-June, 2021	Mujibu Nkambo – KARDC/NARO
15	<b>Capacity Building of ingredient producers, ingredient suppliers and feed producers:</b> Training in (1) Quality and Safety Control and Assurance Systems; (2) Business Development and Support Systems for feed value chain; (3) appropriate feed distribution channels and arrangements for working with POs; (4) effective and contractual feed ingredient production and supply chains.	Mid October, 2021	Simon-Olok Owani – OMAL
16	<b>Business Capacity Development for SMEs in feeding ingredient supply and feed production business:</b> (1) Doing fish feed ingredients production, ingredients supply, and feed production as a business (2) Management of data and information for business monitoring, financial analysis and investment; (3) Packaging information on accessing credit and	Mid-June, 2021	Deogratius Ssekidde – NLE

	writing bankable proposals for feed related SMEs businesses; (4) Development and use of appropriate and sustainable business plans in feed business		
17	<b>A system for increasing availability and accessibility of action results and outputs for the target beneficiaries:</b> Fish feed information gathered and packaged in various forms and disseminated to all the stakeholders and beneficiaries.	<b>Mid-October, 2021</b>	<b>Waiswa Wilson Mwanja - ECRAM</b>

**Table 5:** Comments, Questions and Responses to second presentation

NS	Question	Answer
1	The list of deliverables seems to be long, need to know whether the budget will cater for all of it.	This is a challenge but we will do many of these activities concurrently since they are about gathering information mostly.
2	Have engagement with the private sector	This Action is about engagement with private sector – the feed producers, ingredient suppliers and farmers.
3	Let the feed formulas be customized to regions and not in general	The findings on the occurrence /distribution, availability and abundance of ingredients in different regions will determine the customization or localization of formulas.
4	Have a proper detailed work plan to know in detail what will be done in the next 3 months (quarter)	This has been provided in the inception report and also within this report.

#### **6.0. Communication and Visibility Plan: fourth presentation**

Ms. Sarah Namumbya Othieno, a Communication and Relations Manager of Owan Mwan Aquaculture Limited (OMAL), and gender specialist for this Action presented the **communication and visibility plan** for the Action. She indicated that preparation and production of a communication and visibility plan is a key requirement of European Union (EU) for any coordinator or implementer of EU funded Action. The plan for this Action was prepared and submitted to EUD which the EUD communication and press officer through the EUD coordinator for PESCA approved the plan.

The plan was based on the guidelines from the 2018 EU Communication & Visibility(C&V) Manual and face to face consultations with EUD Uganda offices. In this plan, a team of 5 persons including Ms. Sarah Namumbya Othieno as the chairperson, Ms. Pauline Nakyewa as Secretary, Mr. Deogratius Ssekidde as the graphic designer and animist, Ms. Gertrude Atukunda as Socioeconomic specialist, and Mr. Waiswa Wilson Mwanja as Action subject matter specialist. The team is responsible for coming up with communication and visibility materials, and review any messages and outputs of the study to ensure that such messages meet the communication and visibility conditions. This team held a three-day retreat which generated and produced a Communication and Visibility Plan for this Action. The plan was approved by EUD and has been uploaded to ECRAM led consortium website ([www.ecram.net](http://www.ecram.net)) for this Action. The plan includes the following:

1. Outline of Project title
2. Project overall objective
3. Implementing partners
4. Time frame.
5. Glossary
6. General communication objective
7. Target audiences
8. Specific communication objectives per target group
9. The communication and visibility plan Communication tools
10. Communication language
11. Calendar of activities
12. Indicators
13. Human resource
14. Financial resource-Budget.
15. Communication Matrix

The communication and visibility plan gives the overall objective of this Action as increasing the output, quality, accessibility and availability (reliability) of feed, and improve utilisation of industrially and on-farm produced complete feed in Uganda.

### **General communication objective**

To avail knowledge to the stake holders that enhances increased industrially and on-farm feed production and usage, and adoption of improved technologies for feed production to ensure consistent supply of quality ingredients and production of high quality cost effective feed based on locally available ingredients, while increasing access and utilization of the high quality fish feeds to smallholder farmers through targeted policy actions and improved regulation of feed sector.

### **Roles of stakeholders**

- NAO-Overall management and coordination of the funding programme.
- MAAIF- Monitoring and supervision of the implementation of the Action
- EU-Funding and overall supervision of the Action including approval of the Communication and Visibility plan implementation.
- ECRAM Consortium-Implementation of the Action and communication and visibility plan.
- Beneficiaries; support the implementation of the Action and provided feedback on the implementation of the Communication and Visibility plan. They also contribute to the monitoring and supervision of both the Action and Communication and Visibility plan.

### **Communication and visibility tools**

- Field visits; Experts, MAAIF, EU, NAO.
- Radio talk shows; At least 3 in each of the 6 regions
- Branded T-shirts issued to targeting key stake holders
- Branded caps
- Banners, eardrops and pullup posters with Action messages and visibility materials raised at every meeting both at project office and field engagements
- Social media; Facebook, WhatsApp, Twitter Brochures and Factsheets capturing the project profile and researched publications
- Practical farmer manuals for adopted BMPs
- On-farm visits by the fish farmers
- Press release approved by the EU and NAO
- Trainings, workshops

### **Target Audiences**

- Smaller holder fish farmers
- Emerging commercial fish farmers
- Local feed manufacturers/Producers
- Feed depot managers and retailers
- Ingredient suppliers Fish feed inspector
- Feed trade policy makers
- Aquaculture Development and Financial Resource Mobilisers
- Funders (EU)
- Research
- Academia

## 7.0. Final discussions and way forward

The general discussion and way forwarded was facilitated by Dr Matthew Tenywa Mwanja of the Kajjansi Aquaculture Research and Development Centre of the National Fisheries Resources Research Institute (NaFIRRI) of NARO. The following areas were raised and responded to in the inception meeting and or responded to later as follows:

Table 6: Matrix of issues and concerns raised during the final discussion and responses provided by the Contractor

SN	Issues of areas of concern	Response
01	Align specific activities to objectives, expected outputs and the deliverables.	This was addressed as guided in here and also in the finalized inception report.
02	Give elaborate criteria for selecting to work with the Districts outlined in the grant contract.	This is addressed above in responses to the first presentation.
03	Request MAAIF to bring together all beneficiaries of EU funded PESCA for engagement to reduce overlaps in activities in order to leverage on resources especially time and money.	This is agreed to and addressed in responses to the first and second presentations.
04	As the laid out work/activities in the draft final inception report is enormous to be executed in limited time, there is need to have a Project Steering Committee (PSC) with one or two members from outside the consortium.	Consultations have been initiated with NAO on how to set up and fund the PSC given that it was not included in the current budget.
05	Agreed that for fish feed laboratory analyses the level analyses – proximate analyses should be left to PESCA Direct award grant to handle and LOT 3 works on the profiling.	This issue will be addressed and conclusively dealt with in the planned meeting between Lot 3 and the Direct Grant implementing teams. However, this Action has planned to acquire the instant probes and to train and demonstrate to lead

		farmers and SME fish feed producers the use of portable Near Infrared Proximate Analyser probes.
06	Project Coordinator/PI should engage one of the co-applicants scheduled to handle Lab analyses – Chemiphar Uganda Ltd to have another lab repeat their analyses to act as a second reference for validation of the result.	This aspect has been addressed in responses to the first presentation in here.
07	PMU-MAAIF through the Direct Award Action of Laboratory renovations guides NARO-KARDC to have the lab elevated to higher levels to carry out some of the profiling tests	This aspect is noted and will be passed on KARDC/NARO for follow up, but also if the findings of this Action indicated so then output will include this aspect.
08	1) In the implementation approach the consortium should include numbers for all activities, results, outputs and deliverables.	Guidance accepted and will be implemented as guided.
09	Project Coordinator/PI ECRAM consortium should circulate the draft final inception report to all workshop participants who did not have copies.	This will be done together with this Inception Meeting Activity Report.
10	Consortium should link up with the MAAIF identified expert on farmed fish digital marketing platform development and avoid wasting resources on developing a similar platform.	This will be immediately undertaken and followed up.
11	During implementation the consortium members are advised to ensure all documentation is well kept and endeavour to follow	ECRAM led consortium has put in place a document and records manager, and taken her through the requirements and guidelines for document handling and

	EDF procedures for implantation of EU funded activities.	management.
12	Consortium was reminded that they ought to spend at least 75% of the initial pre-payment release before asking for the second release.	Guidance taken as advised, and already activities have already been lined up as per the proposal for expending the funds received as per submitted plan.
13	Consortium was advised on writing/wording of outputs/deliverables that it commits to achieve e.g. policy briefs or information papers and NOT Policies.	ECRAM led consortium is aware that we can only suggested policy action through advocacy inform of policy briefs, technical papers, dialogue and presentations BUT not policy initiation or policies/draft policies.
14	Consortium was requested to include AEZ customized feeding charts as part of their deliverables.	This request will be considered at the time of design and formulation of the outputs.
15	Communication Manager should download and circulate to the consortium members the Procedure and practical guide (PRAG) for EDF to all consortium members for internalisation and use during this implementation phase.	This advice is well taken, and we restate here that already we are following PRAG guidelines but we also expect EUD to interface with our accounts and procurement teams soon as promised to taken them through PRAG>
16	Project Coordinator/PI LOT 3 should send to MAAIF-PMU proper schedule of activities for proper supervision.	The schedule of activities has been included in this Inception Meeting Activity Report ( <b>Table 2</b> ) and also within the Final Inception Report ( <b>Section 4.2</b> ) both of which will be submitted to NAO , EUD and MAAIF as part of the proceedings of the Inception Meeting.
17	Communication manager of the Action should get the proper communication channel/route between NAO and PMU by early	Advice taken and accepted. We shall wait a formal communication guidance from NAO on this aspect especially as regards technical matters of the Contract.



	next week.	
18	The consortium for this Action – ECRAM led consortium and the supervisor – MAAIF-PMU should have increased engagement both formally and informally for the smooth and timely execution of the Action	Advice well taken and ECRAM will follow up with MAAIF on how to ensure that indeed the engagement is successful throughout the project.

### 8.0. Closing remarks

The closing remarks were made by Mr. Charles Oberu on behalf of Director of Fisheries Resources, MAAIF. He informed members that we were henceforth one team called PESCA and the need to collaborate and engage freely and more often so that we can get this action to contribute to the PESCA goals and objectives. He called upon members to contribute equally and give the necessary time and resources according to strength and ability such that work is implemented as intended using available expertise of the implementing partners, and he called upon members to work very fast but also staying on track with set objectives and outputs. The meeting was then formally closed at 5 pm.

## Annex 1. Programme



### Support to Promoting Environmentally Sustainable Commercial Aquaculture Project in Uganda (PESCA)

#### Program of the Inception Meeting: DAY 1

#### Lot 3, Upgrading the National Feed Output, Quality and Reliability

Date: Friday 28th February 2020

Venue: **MUZARDI** in Mukono

Time	Activity	Responsible
08:30 to 09:30	Arrival and Registration	ECRAM Management
09:30 to 10:30	Prayer Self-Introduction Opening Remarks <ul style="list-style-type: none"> <li>- ECRAM Managing Partner</li> <li>- Lead person of KARDC</li> <li>- Lead person of AFC</li> <li>- Lead person of NLE</li> <li>- Lead person of CUL</li> <li>- Lead person of OMAL</li> <li>- PC PESCA</li> <li>- NAO</li> <li>- EUD</li> </ul> Opening of Meeting by DiFR	ECRAM Managing Partner
10.30 to 10.40	Group picture	
10.40 to 11.30	Break tea	ECRAM Management
11.30 to 12.30	Design of Action, Background, Relevance, and Intervention logic	Mwanja Waiswa Wilson
12:30 to 14:00	Lunch Break	ECRAM Management
14.00 to 14.30	Implementation plan, local and international partners, and area of Action	Nkambo Mujibu

14.30 to 15.30	Expected Deliverables and Key Responsible persons	Nakyewa Pauline
15.30 to 16.00	Communication Plan and Visibility	Sarah Namumby Othieno
16:00 to 16:30	Break tea	ECRAM Management
16.30 to 17.00	Discussions, Next steps and way forward	Mwanja Matthew



ECCELENZIA CONSORZIO RESEARCH AND MANAGEMENT



## Support to Promoting Environmentally Sustainable Commercial Aquaculture Project in Uganda (PESCA)

### Program of the Inception Meeting: DAY 2

#### Lot 3, Upgrading the National Feed Output, Quality and Reliability

Date: Day 2.Saturday29th February 2020

Venue: **MUZARDI** in Mukono

Time	Activity	Responsible
<b>08:30 to 09.30</b>	Arrival and Registration	ECRAM Management
<b>09:30 to 10:30</b>	Prayer -Remarks from Project Manager and Recap of Day 1.	ECRAM Managing Partner – Waiswa Wilson Mwanja
<b>10.30 to 10.40</b>	Break tea	MUZARDI Services
<b>10.40 to 11.30</b>	Presentation of Day 1 questions & comments	Matthew Tenywa Mwanja
<b>11.30 to 12.30</b>	Discussions and formulating of responses	Justus Rutaisire
<b>12:30to14:00</b>	Lunch Break	ECRAM Management
<b>14.00 to 16.00</b>	Integrating of comments and inception meeting outcomes into final inception report	Nakyewa Pauline
<b>16.00 to 16.30</b>	Tea break	MUZARDI Services
<b>16,30 to 17,30</b>	Group work on finalization of Inception Report and Inception Meeting Activity Report	Mujibu Nkambo
<b>17.30 to 18.00</b>	Plenary review of final documents for submission	Matthew Tenywa Mwanja
<b>18.00 to 18.20</b>	Closing remarks & Break tea	Wilson Waiswa Mwanja

## Annex 2: Participants list for Day 1




S/N	Name	Organisation	Designation	Phone Number
1	Musoke Cainitious	ECRAM	Accounts Ass.	0702758070
2	Kizza Alex	HK poultry feeds	Manager	0755842670
3	Arubo Cassious	NaFIRRI	SRO	0704655443
4	Pauline Nakyewa	NLE	Technical Director	0754366886
5	Kawudha Loy	ECRAM	Project Assistant.	0702501148
6.	Nalukwago Rose	MAAIF	PFO	0772368562
7	Nadiope Eric	MAAIF	PFI	0772931942
8	Omolo Anthony	MAAIF	FI	0772973030
9	Deogratius Ssekide	NLE	Operations Manager	0751646408
10	Enoch Mubumuza	AFC	Accounts Manager	0783206382
11	Mwanja Matthew	KRDC	SRO	0772403186
12	Paul Ssekyewa	NLE	Managing Director	0753646408
13	Justus Rutaisire	AFC	Director	0772501227
14	Magumba Sulaiman	ECRAM	Project Assistant	0774020500
15	Nabule E. Claire	DFIR/MAAIF	DFO/Lab Manager	0753126966
16	Mukuluma Alex	MAAIF-PESCA	M&E	0772394139
17	Atukunda Gertrude	KRDC	Research Officer	0772482946
18	Namumbya Sarah Othieno	OMAL	Comm. Manager & Gender Specialist	0772951281
19	Owani Simon –Olok	OMAL	Executive Director	0772697629
20	Turyashemerwa Martin	ECRAM	IT and GIS Expert	0783437159
21	Musomerwa Mutwalibi	Muso4F	Director	0772352237
22	Mwanja Waiswa Wilson	ECRAM	Managing Partner	0701594923
23	Nakandha Joyce	OMAL	Project office Manager	0779776380
24	Oberu Charles	MAAIF	SFO/TTL	0772328315
25	Baleke Asavia Mugolo	ECRAM	Project accountant	0704650143
26	Nakaibale Frida	OMAL	Project Accountant	0701156612
27	Kudeeba Richard	OMAL	Operations Manager	0753670786
28	Nkambo Mujibu	KRDC	SRO	0776190279
29	Bwaita Robert	UBC	Journalist	0773199070
30	Mutanyi Hilda	UBC	Journalist	0701777669
31	Kyakuwa Dinna	ECRAM	ASPP	0705289244
32	Ojok Emmanuel	OMAL	Project Assistant	0780208924
33	Ojok Henry	OMAL	Project Assistant	0785557498
34	Tushabe Angella	OMAL	Accounts	0780865027
35	David Russell	Agrotech	TAT	0770358526
36	Abudala Napuru	Agrotech	TAT	070353471

37	<i>Margaret Banga</i>	<i>OMAL</i>	<i>ATM</i>	<i>078311498</i>
38	<i>Wasirwa David</i>	<i>ECRAM</i>	<i>Transport facilitator</i>	
39	<i>George Okiror</i>	<i>OMAL</i>	<i>Aquaculture Technician</i>	<i>070705435356</i>
40	<i>Igodhi Banga John Godfrey</i>	<i>Budhebera Fish Farm</i>	<i>Farmer</i>	<i>0703508899</i>
41	<i>Ssekaayi joseph</i>	<i>AFC</i>	<i>Technical Manager</i>	<i>0776186932</i>
42	<i>Wasityo Joab</i>	<i>ECRAM</i>	<i>Project Assistant</i>	<i>0701122602</i>

### Annex 3: Participants list for Day 2:






S/N	NAME	ORGANIZATION	DESIGNATION	PHONE
1.	Nakaibale Frida	OMAL	PA	0701156612
2.	Mwanja Wilson W	ECRAM	Managing Partner	0701594923
3.	Ssekaayi Joseph	AFC	Technical Expert	0776186932
4.	Baleke Asavia Mugolo	ECRAM	PA	0704650143
5.	Mwanja Mathew	KARDC	SRO	0772403186
6.	Pauline Nakyewa	NLE	T/D	0754366886
7.	Kudeeba Richard	OMAL	Operations manager	0753670786
8.	Paul Syekyewa	NLE	MD	0753646408
9.	Oberu Charles	MAAIF	SFO/TTL	0772328315
10.	Nakanda Joyce	OMAL	Office Manager	
11.	Ssekide Deogratius	NLE	OPS	0773875559
12.	Aruho Cassius	NaFIRRI	EXPERT	0704655443
13.	Bwaitah Robert	JOURNALIST	UBC TV	0773199070
14.	Muhumuza Enoch	AFC	Accounts	0783206382
15.	Owani Simon Olok	OMAL	ED	
16.	Namumbya Sarah Othieno	OMAL	Communication Expert	077295128107 72697629
17.	Justus Rutaisire	AFC	DIRECTOR	0772501227
18.	Martin Turyashemererwa		IT	0783437159
19.	Kawudha Loy	ECRAM	CDM	0702501148
20.	Dr. Banga Margret	ECRAM	ECONOMIC EXPERT	0701475416

**Annex 4: List of persons provided with Communication and Visibility Materials (T-shirts and Caps)**

**FORM FOR ACKNOWLEDGMENT OF RECEIPT OF VISIBILITY MATERIALS**

S/N	PARTICULARS	QTY	NAME	SIGNATURE
22	T/shirt/cap	02	Kucleesa Rood	
23	T/shirt/cap	02	Omolo Anthony	
24	T/shirt/cap	02	Owani Simon Olo	
25	T/shirt/cap	02	Paul Isayawa	
26	T/shirt/cap	02	Charles Obo	
27	T/shirt/cap	02	Bekke Alex Magbo	
28	T/shirt/cap	02	Magus, Sulema	
29	T/shirt/cap	02	Abudala Napuru	
30	T/shirt/cap	02	Lowantah Abraham D.	
31	T/shirt/cap	02	Namulondo Bara	
32	T/shirt/cap	02	Ritah Nassozi	Nassozi
33	T/shirt/cap	02	Mwanja Waiwa Wipso	
34	T/shirt/cap	02	DR. RUTASIRE	
35	T/shirt/cap	02	Chakusa Dinna Xyoi	
<del>36</del>	<del>T/shirt/cap</del>	<del>02</del>	<del>Magumba Sulema</del>	<del></del>
36	T/shirt/cap	02	OJOK EMMANUEL	
37	T/shirt/cap	02	OJOK Henry	
38	T/shirt/cap	02	TUSHABE ANGECCA (CAP)	
39	T/shirt/cap	02	KASITO JOSE E	
40	T/shirt/cap	08	Klasirwa David	





FORM FOR ACKNOWLEDGMENT OF RECEIPT OF VISIBILITY MATERIALS

S/N	PARTICULARS	QTY	NAME	SIGNATURE
1	T/shirt / cape	01	Okumbo Mujibu	
2	T/shirt / cape	02	Arulo Cassus	
3	T/shirt / cape	02	Mwememe fm	
4	T/shirt / cape	02	Kizza Kizza	
5	T/shirt / cape	02	Pauline Nakyeza	
6	T/shirt / cape	02	MUKULISA Kizza	
7	T/shirt / cape	02	Nabwire E. Claire	
8	T/shirt / cape	02	Enoch Muhumuza	
9	T/shirt / cape	02	Justus Rutaisire	
10	T/shirt / cape	02	Kawudha Loy	
11	T/shirt / cape	02	David Russell	
12	T/shirt / cape	02	NAMUMBALE FRIDA	
13	T/shirt / cape	02	NAMUMBYA SARATI DITINDO	
14	T/shirt / cape	02	NAKANDA TORCE	
15	T/shirt / cape	02	Mwanjeri M	
16	T/shirt / cape	02	Martin Turashomerere	
17	T/shirt / cape	02	Seagratus Seelodde	
18	T/shirt / cape	02	Mediopo Eric	
19	T/shirt / cape	02	Nalukwago Rose	
20	T/shirt / cape	02	MUSTAG LAINIPIUS	
21	T/shirt / cape	02	Atukunda G	