

Initiative 1q Phase 3: New- Algoa Bay Sea Cage Farming- Yellowtail

Start Date: 1 September 2014

End Date: Through 2019

Project Promoters: Department of Science and Technology / Stellenbosch University

No	Milestone	No	Detailed activity	Responsibility	Planned start date (dd.mm.yyyy)	Planned end date (dd.mm.yyyy)	Length (in weeks)
1	Obtain project continuation approval from DST			IA - SU / DST	2014/11/01	2014/12/07	5.1
		1.1	Submit revised project proposal to DST	Implementing Ageng/Stellenbosch University / DST	2014/11/01	2014/11/07	0.9
		1.2	Conclude new project implementation contract for initial pilot project	IA - SU / DST	2014/11/07	2014/11/30	3.3
		1.3	Transfer project funding	IA - SU / DST	2014/11/30	2014/12/07	1.0
2	Obtain marine aquaculture right from DAFF			IA - SU	2014/10/20	2014/12/12	7.6
		2.1	Re-submit application to DAFF (doc already prepared and sea space obtained)	IA - SU	2014/10/20	2014/10/31	1.6
		2.2	Process application	DAFF	2014/10/27	2014/12/12	6.6
3	Finalize partnership plan			IA - SU	2014/11/01	2014/12/31	8.6
		3.1	Conclude collaboration agreement with private sector partner	IA - SU	2014/11/01	2014/11/30	4.1
		3.2	Conclude market uptake agreement for the 60 ton pilot project	IA - SU	2014/11/30	2014/12/31	4.4
4	Implement and undertake 60 ton pilot project			IA - SU / DST	2014/11/01	2019/12/02	265.3
		4.1	Establish project management system	IA - SU / DST	2014/11/01	2014/12/07	5.1
		4.2	Finalize project plan	IA - SU	2014/11/01	2014/12/07	5.1
		4.3	Appoint and train personnel	IA - SU	2015/01/19	2015/12/31	49.4
		4.3.1	Complete health, safety and environment course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.2	Complete general seamanship course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.3	Complete firefighting at sea course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.4	Complete first aid at sea course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.5	Complete radio operator course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.6	Complete deck machinery and lifting course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.7	Complete forklift operator course	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.8	Complete skippers license	IA - SU	2015/01/19	2015/02/28	5.7
		4.3.9	Complete SU Aquaculture certificate course	IA - SU	2015/01/19	2015/11/30	45.0
		4.3.10	Complete in-service training	IA - SU	2015/01/19	2015/12/31	49.4
		4.4	Obtain 60 000 fingerlings from Pure Ocean East London	IA - SU	2014/12/01	2015/03/02	13.0
		4.5	Implement environmental management program	IA - SU	2015/12/02	2019/12/02	208.7
		4.6	Acquire material and equipment	IA - SU	2014/11/03	2015/02/02	13.0
		4.7	Acquire consumables	IA - SU	2014/11/03	2015/02/02	13.0
		4.8	Install infrastructure	IA - SU / Contractors	2015/02/02	2015/02/16	2.0
		4.9	Undertake production	IA - SU	2015/03/02	2016/04/29	60.6
		4.1	Harvest fish	IA - SU	2016/02/01	2016/04/29	12.6
		4.1	Process fish through existing processing facility	IA - SU	2016/02/01	2016/04/29	12.6
		4.1	Conduct market tests	IA - SU	2016/02/01	2016/04/29	12.6
		4.1	Review project	IA - SU	2016/05/02	2016/05/31	4.1
		4.1	Decommission the pilot project	IA - SU	2016/06/01	2016/06/30	4.1
		4.2	Draft and submit final project report	IA - SU	2016/06/01	2016/06/30	4.1

5 Prepare project for commercialisation and secure investment financing		InnovUS / CTT	2014/11/01	2016/05/31	82.4
5.1	Complete TIA Commercialisation Plan Project	InnovUS (SU Technology Transfer Company)	2014/11/01	2014/11/30	4.1
5.2	Establish commercialisation task team	InnovUS CTT (Commercialisation Task Team)	2014/11/03	2014/12/01	4.0
5.3	Define core business and objectives	Includes the InnovUS CEO, DST Aquaculture Program Coordinator, Agribusiness advisors)	2015/01/12	2015/02/02	3.0
5.4	Collect data	CTT	2015/02/02	2015/03/02	4.0
5.5	Evaluate various commercialisation strategies	CTT	2015/03/02	2015/03/31	4.1
5.6	Conduct a legal review	CTT	2015/03/02	2015/03/31	4.1
5.7	Evaluate markets and competition	CTT	2015/03/02	2015/03/31	4.1
5.7.1	Conduct a value chain analysis	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.1.1	Evaluate inbound logistics aspects	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.1.2	Evaluate operations aspects	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.1.3	Evaluate outbound logistics aspects	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.1.4	Evaluate marketing and sales aspects	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.1.5	Evaluate service aspects	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.2	Review international seafood industry	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.3	Review African and regional seafood industries	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.4	Review domestic seafood industry	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.5	Determine revenue distribution through the value chain	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.6	Determine value addition opportunities	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.7	Review pricing reports	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.8	Review certification requirements	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.9	Review marketing support mechanisms	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.10	Determine target markets	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.7.11	Develop a marketing, promotion and branding plan	CTT / Specialist Consultant	2015/03/02	2015/03/31	4.1
5.8	Determine and establish management structures	CTT	2015/04/01	2015/05/04	4.7
5.9	Evaluate technology issues	CTT	2015/04/01	2015/05/04	4.7
5.1	Draft transaction financial model	CTT	2015/06/01	2015/09/01	13.1
5.1	Evaluate financing structure	CTT	2015/06/01	2015/07/01	4.3
5.1	Evaluate appropriate BEE structures	CTT	2015/06/01	2015/07/01	4.3
5.1	Draft business plan	CTT	2015/09/01	2015/11/02	8.9
5.1	Prepare offering memorandum / prospectus	CTT	2015/09/01	2015/11/02	8.9
5.2	Profile domestic and international target investor audience	CTT	2015/09/01	2015/11/02	8.9
5.15.1	Profile government institutions (DST, DAFF, DTI, TIA)	CTT	2015/09/01	2015/11/02	8.9
5.15.2	Profile parastatals (IDC, Landbank)	CTT	2015/09/01	2015/11/02	8.9
5.15.3	Profile institutional entities and private equity	CTT	2015/09/01	2015/11/02	8.9
5.15.4	Profile international investors	CTT	2015/09/01	2015/11/02	8.9
5.15.5	Profile commercial banks (ABSA, Standard Bank, PSG, Investec)	CTT	2015/09/01	2015/11/02	8.9
5.15.6	Profile social impact investors	CTT	2015/09/01	2015/11/02	8.9
5.2	Undertake investor approach and negotiations	CTT	2015/11/02	2016/04/30	25.7
5.2	Finalize investment / partnership agreements	CTT	2016/03/31	2016/05/31	8.7

6 Establish and register commercial venture	CTT / Farm	2016/01/17	2019/12/01	202.0
6.1 Register and set-up private company	CTT	2016/01/17	2016/02/15	4.1
6.2 Address transformation issues	CTT	2016/01/17	2016/02/15	4.1
6.2.1 Establish black ownership of at least 25.1%	CTT	2016/01/17	2016/02/15	4.1
6.2.2 Achieve required black management control level	CTT	2016/01/17	2016/02/15	4.1
6.2.3 Achieve required employment equity level	CTT	2016/01/17	2016/02/15	4.1
6.2.4 Achieve required skills development level	CTT	2016/01/17	2016/02/15	4.1
6.2.5 Achieve required preferential procurement level	CTT	2016/01/17	2016/02/15	4.1
6.2.6 Achieve required enterprise development level	CTT	2016/01/17	2016/02/15	4.1
6.2.7 Achieve required socio-economic development level	CTT	2016/01/17	2016/02/15	4.1
6.3 Create BEE Trusts	CTT	2016/01/17	2016/03/01	6.3
6.4 Conclude shareholders agreement	CTT	2016/03/31	2016/05/31	8.7
6.5 Conclude service level agreements	CTT	2016/03/31	2016/05/31	8.7
6.5 Access investment funding (continues)	Farm	2016/06/01	2019/12/01	182.6
6.6 Facilitate DST project exit	IA - SU / DST	2016/06/01	2016/06/30	4.1
7 Obtain approvals for expansion	Farm / EAP / DAFF / Transnet	2015/10/01	2016/05/31	34.7
7.1 Review environmental management program	Farm / EAP (Environmental Asses:	2016/01/12	2016/02/15	4.9
7.2 Obtain Algoa Bay Sea Cage ADZ Lease (*assumes Environmental Authorisation Obtained for Algoa Bay ADZ)	Farm / DAFF	2016/02/15	2016/03/31	6.4
7.3 Obtain land-based support site lease	Farm / Transnet (Port Elizabeth I	2015/10/01	2016/03/31	26.0
7.4 Obtain marine aquaculture right	Farm / DAFF	2016/03/31	2016/05/31	8.7
8 Increase production to 300 tons	Farm / Contractors	2015/10/01	2019/12/01	217.4
8.1 Finalize production / operational plan	Farm	2015/10/01	2016/01/12	14.7
8.2 Conclude market uptake agreements for 300 ton production	Farm	2016/03/01	2016/04/30	8.6
8.3 Implement environmental management program	Farm	2016/06/01	2019/12/01	182.6
8.4 Appoint and train additional personnel (see 4.3.1 - 4.3.10 for details)	Farm	2016/06/01	2019/12/01	182.6
8.5 Obtain fingerlings	Farm	2016/05/01	2016/09/30	21.7
8.6 Acquire material and equipment	Farm	2016/06/01	2016/09/30	17.3
8.7 Acquire consumables	Farm	2016/06/01	2019/12/01	182.6
8.8 Install infrastructure	Farm / Contractors	2016/08/01	2016/09/30	8.6
8.9 Undertake production	Farm	2016/10/01	2019/12/01	165.1
8.1 Harvest fish	Farm	2017/08/01	2019/12/01	121.7
8.1 Process fish through existing processing facility	Farm	2017/08/01	2019/12/01	121.7
8.1 Market / sell fish	Farm	2017/08/01	2019/12/01	121.7
9 Establish hatchery	Farm / Contractors	2015/10/01	2019/12/01	217.4
9.1 Finalize production / operational plan	Farm	2015/10/01	2016/01/12	14.7
9.2 Obtain broodstock	Farm	2015/10/01	2016/03/31	26.0
9.3 Appoint architect and complete hatchery design	Farm / Contractors	2016/06/01	2016/07/31	8.6
9.4 Obtain required approvals: environmental authorisation and hatchery permits	Farm / DAFF / DEA	2016/06/01	2016/07/31	8.6
9.5 Appoint contractors	Contractors	2016/08/01	2016/08/31	4.3
9.6 Install infrastructure	Contractors	2016/09/01	2016/12/31	17.3
9.7 Appoint and train additional personnel	Farm	2016/11/01	2017/01/31	13.0
9.8 Acquire material and equipment	Farm	2016/09/01	2016/12/31	17.3
9.9 Acquire consumables	Farm	2016/09/01	2019/12/01	169.4
9.1 Commence broodstock conditioning and fingerling production	Farm	2017/01/02	2019/12/01	151.9

10 Increase production to 1 000 tons	Farm / Contractors	2017/01/01	2019/12/01	152.0
10.1 Review business plan and financial model	Farm	2017/08/01	2017/08/31	4.3
10.2 Finalize investment / partnership agreements	Farm	2017/09/01	2017/10/01	4.3
10.3 Finalize production / operational plan	Farm	2017/01/01	2017/04/30	17.0
10.4 Conclude market uptake agreements for 1 000 ton production	Farm	2017/03/01	2017/05/01	8.7
10.5 Implement environmental management program	Farm / Contractors	2017/05/01	2019/12/01	134.9
10.6 Appoint and train additional personnel (see 4.3.1 - 4.3.10 for details)	Farm	2017/07/01	2019/12/01	126.1
10.7 Produce fingerlings	Farm	2017/09/01	2019/12/01	117.3
10.8 Acquire material and equipment	Farm	2017/05/01	2017/07/31	13.0
10.9 Acquire consumables	Farm	2017/05/01	2017/07/31	13.0
10.1 Install infrastructure	Farm / Contractors	2017/08/01	2017/11/30	17.3
10.1 Undertake production	Farm	2017/12/01	2019/12/01	104.3
10.1 Harvest fish	Farm	2017/12/01	2019/12/01	104.3
10.1 Process fish through existing processing facility	Farm	2017/12/01	2019/12/01	104.3
10.1 Market / sell fish	Farm	2017/12/01	2019/12/01	104.3
11 Increase production to 3 000 tons	Farm / Contractors	2018/01/03	2019/12/01	99.6
11.1 Review business plan and financial model	Farm	2018/01/03	2018/03/01	8.1
11.2 Finalize investment / partnership agreements	Farm	2018/03/01	2018/04/30	8.6
11.3 Finalize production / operational plan	Farm	2018/05/01	2018/05/31	4.3
11.4 Conclude market uptake agreements for 3 000 ton production	Farm	2018/06/01	2019/12/01	78.3
11.5 Implement environmental management program	Farm / Contractors	2018/06/01	2019/12/01	78.3
11.6 Appoint and train additional personnel (see 4.3.1 - 4.3.10 for details)	Farm	2018/06/01	2019/12/01	78.3
11.7 Produce fingerlings	Farm	2018/11/01	2019/12/01	56.4
11.8 Acquire material and equipment	Farm	2018/06/01	2018/09/30	17.3
11.9 Acquire consumables	Farm	2018/06/01	2018/09/30	17.3
11.1 Install infrastructure	Farm / Contractors	2018/10/01	2019/01/31	17.4
11.1 Undertake production	Farm	2019/12/01	2019/12/01	0.0
11.1 Harvest market ready fish	Farm	2019/12/01	2019/12/01	0.0
11.1 Process fish through existing processing facility	Farm	2019/12/01	2019/12/01	0.0
11.1 Market / sell fish	Farm	2019/12/01	2019/12/01	0.0