

Initiative 1r Phase 3: New- Richards Bay Sea Cage Farming- Dusky Kob  
 Start Date: 1 November 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)
<b>1</b>	<b>Obtain project continuation approval from DST</b>		<b>IA - SU / DST</b>	<b>2014/11/01</b>	<b>2014/12/31</b>	<b>8.6</b>
		1.1 Submit revised project proposal to DST	Implementing Agent - SU / DST	2014/11/01	2014/11/05	0.6
		1.2 Conclude new project implementation contract for initial pilot project	IA - SU / DST	2014/11/15	2014/12/17	4.6
		1.3 Transfer project funding	IA - SU / DST	2014/12/27	2014/12/31	0.6
<b>2</b>	<b>Obtain marine aquaculture right from DAFF</b>		<b>IA - SU</b>	<b>2014/12/20</b>	<b>2015/12/24</b>	<b>52.7</b>
		2.1 Re-submit application to DAFF (all documentation already prepared)	IA - SU	2014/12/20	2015/12/24	52.7
		2.2 Process application	DAFF	2014/12/27	2015/02/12	6.7
<b>3</b>	<b>Finalize partnership plan</b>		<b>IA - SU</b>	<b>2014/11/08</b>	<b>2015/12/06</b>	<b>56.1</b>
		3.1 Conclude collaboration agreement with private sector partner	IA - SU	2014/11/08	2015/12/06	56.1
		3.2 Conclude market uptake agreements	IA - SU	2014/12/13	2015/01/10	4.0
<b>4</b>	<b>Implement and undertake 60 ton pilot project</b>		<b>IA - SU / DST</b>	<b>2014/11/15</b>	<b>2019/12/02</b>	<b>263.3</b>
		4.1 Establish project management system	IA - SU / DST	2014/11/15	2014/12/17	4.6
		4.2 Finalize project plan	IA - SU	2014/11/15	2014/12/17	4.6
		4.3 Appoint and train personnel	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.1 Complete health, safety and environment course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.2 Complete general seamanship course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.3 Complete firefighting at sea course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.4 Complete first aid at sea course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.5 Complete radio operator course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.6 Complete deck machinery and lifting course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.7 Complete forklift operator course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.8 Complete skippers license	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.9 Complete SU Aquaculture certificate course	IA - SU	2015/03/19	2015/04/28	5.7
		4.3.10 Complete in-service training	IA - SU	2015/03/19	2015/04/28	5.7
		4.4 Obtain fingerlings	IA - SU	2015/02/01	2015/05/02	12.9
		4.5 Implement environmental management program	IA - SU	2015/02/02	2019/12/02	252.0
		4.6 Acquire material and equipment	IA - SU	2015/01/03	2015/04/02	12.7
		4.7 Acquire consumables	IA - SU	2015/01/03	2015/04/02	12.7
		4.8 Install infrastructure	IA - SU / Contractors	2015/04/02	2015/04/16	2.0
		4.9 Undertake production	IA - SU	2015/05/02	2016/06/29	60.6
		4.1 Harvest fish	IA - SU	2016/04/01	2016/06/29	12.7
		4.1 Process fish through existing processing facility	IA - SU	2016/04/01	2016/06/29	12.7
		4.1 Conduct market tests	IA - SU	2016/04/01	2016/06/29	12.7
		4.1 Review project	IA - SU	2016/07/02	2016/07/31	4.1
		4.1 Decommission the pilot project	IA - SU	2016/08/01	2016/08/30	4.1
		4.2 Draft and submit final project report	IA - SU	2016/08/01	2016/08/30	4.1

<b>5</b>	<b>Prepare project for commercialisation and secure investment financing</b>	<b>InnovUS / CTT</b>	<b>2014/10/01</b>	<b>2016/07/31</b>	<b>95.6</b>
	5.1 Complete TIA Commercialisation Plan Project	InnovUS	2014/10/01	2014/12/31	13.0
	5.2 Establish commercialisation task team	InnovUS	2015/01/03	2015/02/01	4.1
	5.3 Define core business and objectives	CTT	2015/03/12	2015/04/02	3.0
	5.4 Collect data	CTT	2015/04/02	2015/05/02	4.3
	5.5 Evaluate various commercialisation strategies	CTT	2015/05/02	2015/05/31	4.1
	5.6 Conduct a legal review	CTT	2015/05/02	2015/05/31	4.1
	5.7 Evaluate markets and competition	CTT	2015/05/02	2015/05/31	4.1
	5.7.1 Conduct a value chain analysis	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.1.1 Evaluate inbound logistics aspects	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.1.2 Evaluate operations aspects	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.1.3 Evaluate outbound logistics aspects	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.1.4 Evaluate marketing and sales aspects	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.1.5 Evaluate service aspects	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.2 Review international seafood industry	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.3 Review African and regional seafood industries	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.4 Review domestic seafood industry	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.5 Determine revenue distribution through the value chain	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.6 Determine value addition opportunities	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.7 Review pricing reports	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.8 Review certification requirements	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.9 Review marketing support mechanisms	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.10 Determine target markets	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.7.11 Develop a marketing, promotion and branding plan	CTT / Specialist Consultant	2015/05/02	2015/05/31	4.1
	5.8 Determine and establish management structures	CTT	2015/06/01	2015/07/04	4.7
	5.9 Evaluate technology issues	CTT	2015/06/01	2015/07/04	4.7
	5.1 Draft transaction financial model	CTT	2015/08/01	2015/09/01	4.4
	5.1 Evaluate financing structure	CTT	2015/08/01	2015/09/01	4.4
	5.1 Evaluate appropriate BEE structures	CTT	2015/08/01	2015/09/01	4.4
	5.1 Draft business plan	CTT	2015/11/01	2016/01/02	8.9
	5.1 Prepare offering memorandum / prospectus	CTT	2015/11/01	2016/01/02	8.9
	5.2 Profile domestic and international target investor audience	CTT	2015/11/01	2016/01/02	8.9
	5.15.1 Profile government institutions (DST, DAFF, DTI, TIA)	CTT	2015/11/01	2016/01/02	8.9
	5.15.2 Profile parastatals (IDC, Landbank)	CTT	2015/11/01	2016/01/02	8.9
	5.15.3 Profile institutional entities and private equity	CTT	2015/11/01	2016/01/02	8.9
	5.15.4 Profile international investors	CTT	2015/11/01	2016/01/02	8.9
	5.15.5 Profile commercial banks (ABSA, Standard Bank, PSG, Investec)	CTT	2015/11/01	2016/01/02	8.9
	5.15.6 Profile social impact investors	CTT	2015/11/01	2016/01/02	8.9
	5.2 Undertake investor approach and negotiations	CTT	2016/01/02	2016/06/30	25.7
	5.2 Finalize investment / partnership agreements	CTT	2016/05/31	2016/07/31	8.7

<b>6</b>	<b>Establish and register commercial venture</b>	<b>CTT / Farm</b>	<b>2016/03/17</b>	<b>2019/12/02</b>	<b>193.6</b>
	6.1 Register and set-up private company	CTT	2016/03/17	2016/04/15	4.1
	6.2 Address transformation issues	CTT	2016/03/17	2016/04/15	4.1
	6.2.1 Establish black ownership of at least 25.1%	CTT	2016/03/17	2016/04/15	4.1
	6.2.2 Achieve required black management control level	CTT	2016/03/17	2016/04/15	4.1
	6.2.3 Achieve required employment equity level	CTT	2016/03/17	2016/04/15	4.1
	6.2.4 Achieve required skills development level	CTT	2016/03/17	2016/04/15	4.1
	6.2.5 Achieve required preferential procurement level	CTT	2016/03/17	2016/04/15	4.1
	6.2.6 Achieve required enterprise development level	CTT	2016/03/17	2016/04/15	4.1
	6.2.7 Achieve required socio-economic development level	CTT	2016/03/17	2016/04/15	4.1
	6.3 Create BEE Trusts	CTT	2016/03/17	2016/05/01	6.4
	6.4 Conclude shareholders agreement	CTT	2016/05/31	2016/07/31	8.7
	6.5 Conclude service level agreements	CTT	2016/05/31	2016/07/31	8.7
	6.5 Access investment funding	Farm	2016/08/01	2019/12/02	174.0
	6.6 Facilitate DST project exit	IA - SU / DST	2016/08/01	2016/08/30	4.1
<b>7</b>	<b>Obtain approvals for expansion</b>	<b>Farm / EAP / DAFF/ Transnet</b>	<b>2015/11/01</b>	<b>2016/11/30</b>	<b>56.4</b>
	7.1 Review environmental management program	Farm / EAP	2015/11/01	2015/11/30	4.1
	7.2 Obtain Environmental Authorisation from DEA	Farm / DEA	2015/12/01	2016/11/30	52.1
	7.3 Obtain land-based support site lease from Transnet	Farm / Transnet	2016/03/03	2016/08/30	25.7
	7.4 Obtain sea site lease from Transnet	Farm / Transnet	2016/03/03	2016/08/30	25.7
	7.5 Obtain marine aquaculture right	Farm / DAFF	2016/09/01	2016/10/31	8.6
<b>8</b>	<b>Increase production to 300 tons</b>	<b>Farm / Contractors</b>	<b>2015/12/01</b>	<b>2019/12/02</b>	<b>208.9</b>
	8.1 Finalize production / operational plan	Farm	2015/12/01	2016/03/12	14.6
	8.2 Conclude market uptake agreements for 300 ton production	Farm	2016/05/01	2016/05/30	4.1
	8.3 Implement environmental management program	Farm	2016/08/01	2019/12/02	174.0
	8.4 Appoint and train additional personnel (see 4.3.1 - 4.3.10 for details)	Farm	2016/08/01	2019/12/02	174.0
	8.5 Obtain fingerlings	Farm	2016/07/01	2016/11/30	21.7
	8.6 Acquire material and equipment	Farm	2016/08/01	2016/11/30	17.3
	8.7 Acquire consumables	Farm	2016/08/01	2019/12/02	174.0
	8.8 Install infrastructure	Farm / Contractors	2016/10/01	2016/11/30	8.6
	8.9 Undertake production	Farm	2016/12/01	2019/12/02	156.6
	8.1 Harvest fish	Farm	2017/10/01	2019/12/02	113.1
	8.1 Process fish through existing processing facility	Farm	2017/10/01	2019/12/02	113.1
	8.1 Market / sell fish	Farm	2017/10/01	2019/12/02	113.1
<b>9</b>	<b>Establish hatchery</b>	<b>Farm / Contractors</b>	<b>2015/12/01</b>	<b>2019/12/02</b>	<b>208.9</b>
	9.1 Finalize production / operational plan	Farm	2015/12/01	2016/03/12	14.6
	9.2 Obtain broodstock	Farm	2015/12/01	2016/05/31	26.0
	9.3 Appoint architect and complete hatchery design	Farm / Contractors	2016/08/01	2016/10/01	8.7
	9.4 Obtain required approvals: environmental authorisation and hatchery permits	Farm / DAFF / DEA	2016/08/01	2016/10/01	8.7
	9.5 Appoint contractors	Contractors	2016/10/01	2016/10/31	4.3
	9.6 Install infrastructure	Contractors	2016/11/01	2017/02/28	17.0
	9.7 Appoint and train additional personnel	Farm	2017/01/01	2017/03/31	12.7
	9.8 Acquire material and equipment	Farm	2016/11/01	2017/03/03	17.4
	9.9 Acquire consumables	Farm	2016/11/01	2019/12/02	160.9
	9.1 Commence broodstock conditioning and fingerling production	Farm	2017/03/02	2019/12/02	143.6

<b>10</b>	<b>Increase production to 1 000 tons</b>	<b>Farm / Contractors</b>	<b>2017/03/01</b>	<b>2019/12/02</b>	<b>143.7</b>
	10.1 Review business plan and financial model	Farm	2017/10/01	2017/10/31	4.3
	10.2 Finalize investment / partnership agreements	Farm	2017/11/01	2017/12/01	4.3
	10.3 Finalize production / operational plan	Farm	2017/03/01	2017/04/30	8.6
	10.4 Conclude market uptake agreements for 1 000 ton production	Farm	2017/05/01	2017/08/01	13.1
	10.5 Implement environmental management program	Farm / Contractors	2017/07/01	2019/12/02	126.3
	10.6 Appoint and train additional personnel (see 4.3.1 - 4.3.10 for details)	Farm	2017/09/01	2019/12/02	117.4
	10.7 Produce fingerlings	Farm	2017/11/01	2019/12/02	108.7
	10.8 Acquire material and equipment	Farm	2017/07/01	2017/07/31	4.3
	10.9 Acquire consumables	Farm	2017/07/01	2017/07/31	4.3
	10.1 Install infrastructure	Farm / Contractors	2017/10/01	2017/11/30	8.6
	10.1 Undertake production	Farm	2018/02/01	2019/12/02	95.6
	10.1 Harvest fish	Farm	2018/02/01	2019/12/02	95.6
	10.1 Process fish through existing processing facility	Farm	2018/02/01	2019/12/02	95.6
	10.1 Market / sell fish	Farm	2018/02/01	2019/12/02	95.6