



## **PROJECT DESCRIPTION**

### **MAGILA FALLS ECO RESORT**

**BY**

***MAGILA FALLS ECO RESORT COMPANY LIMITED***

***IN PARTNERSHIP WITH***

***MAGILA VILLAGE COUNCIL***

The business plan for Magila Falls Eco Resort Company Limited is to assist the Company to run and operate and monitor its performance on a regular basis. Eco-tourism is a tour that is prepared professionally, integrates education, a sector of business, conserves cultural heritage, involves local people to maintain their well-being, and conserves natural resources and environment.

Magila Falls Eco Resort Company Limited (MFERCL) is a registered Company, officially registered 2021 under the Companies Act, 2002 of United Republic of Tanzania.

The Company has an executive Board responsible for developing strategies and overseeing the proper implementation of activities to fulfil the purpose of the Company. The Board of Directors delegates some of the tasks to employees, contractors through assignments which are organized around specific projects or topics. MFERCL is in partnership with the Magila Village Council.

## **OUR UNIQUE VISION:**

- ✓ Sustainability
- ✓ Evolution
- ✓ Continual Improvement and Leadership while we think globally and Act Locally.

## **OUR MISSION:**

To provide unparalleled customer service combined with offering premier outdoor attractions with amenities, and activities individuals and families on a one-on-one connection with nature that derives its vitality from the great distinct waterfalls of the Mkurumuzi River and on-mountain outdoors experience. MFERCL provides the most enjoyable camping experience. The Company strives to balance social, environmental, economic and governance considerations to meet the needs of our customers, employees, community, and other stakeholders. We are working to minimize our environmental impact and promote our cultural heritage.

## **CORE VALUES**

- ✓ *Agile;*
- ✓ *Optimistic;*
- ✓ *Respect;*
- ✓ *Integrity;*
- ✓ *Commitment;*
- ✓ *Objectivity; and*
- ✓ *Collaboration.*

## **PROJECT DESCRIPTION**

### **1. INTRODUCTION**

MFERCL is a registered Company officially registered in 2021 under the Companies Act, 2002 of United Republic of Tanzania. The Company has an executive Board responsible for developing strategies and overseeing the proper implementation of activities to fulfil the purpose of the Company. The Board of Directors delegates some of the tasks to employees, contractors through assignments which are organized around specific projects or topics.

MFERCL in collaboration with the Magila Village Council intends to develop the Seluka Waterfalls into an Eco-Village that will encompass the Magila Water Falls. All together is hereby named, “Magila Falls Eco Resort”.

## **2. OBJECTIVES:**

- The general purpose is to develop an Eco tourism business in and around the waterfalls of the Mkurumuzi River located in the Seluka, Magila Village, Muheza, Tanga, Tanzania
- To effectively collaborate with the Magila Village Council to develop an eco-camp around the waterfalls of the Mkumuzi River.
- To support the Magila Village Council in promoting innovative and sustainable development in Tanzania starting with the Magila Village and the Muheza District.
- To support efforts by the Government and other stakeholders including local communities striving to achieve better socio-economic status.
- To promote transnational entrepreneurship - business activities in both country of residence and in country and district of origin; being Tanzania and Muheza District respectively.

The Magila Water Falls Eco Resort principal infrastructural settings will include but are not limited to rustic cabins, rustic cottages, banquet hall, tented decks, on-site bars and restaurants, boardwalks to the falls, flower gardens, horticultural gardens and play grounds. The lands for the above assets were purchased from the local people and some is under the late, Mama Helena Selemani’s family. However, some of the temporary facilities will be located inside the 30 metre buffer zone that is donated by the Magila Village Council for the purpose of the Undertaking.

Magila Eco Resort is located at Seluka, Magila Village, Muheza, Tanga Region, Tanzania. It is an eco-village business that includes traditional lifestyle and ways of living of the people around the project.

Figures 1a depicts one of the waterfalls available at the Magila Falls Eco Resort



**Figure 1a: One of the Water Falls at the Magila Falls Eco Resort**

### **3. THE BUSINESS BACKGROUND**

Magila Eco Resort (MFER) is an eco-village project that will include rustic cabins, rustic cottages, banquet hall, tented decks, on-site bars and restaurants, boardwalks to the falls, flower gardens, horticultural gardens and play grounds. The project is well advanced and we are receiving guests from all over the world.

#### **Activities to be undertaken are:-**

- Water Falls Guided Tours (Seven Distinct Water Falls)
- River Guided Tours
- Life in the caves
- Cultural/Heritage Tours
- Potholes Guided Tours
- Magila Msalabani Church Tours (Oldest Church in Tanzania)
- Oldest school in Tanzania
- Rustic Accommodations

- Walking tours
- Souvenir Shop (Safari Gear)
- Hospitality (Snacks, Beverage and food)
- Riverside View Bar and Restaurant
- East Usambara Mountain View Restaurant and Bar
- Riverside View Lodge
- East Usambara Mountain View Lodge
- Camping (Tents, etc.)
- Any other lawfully activities

### 3.1 KEY CONTACTS

This Project Description belongs to MFERCL a registered Company established under the Companies Act, her address for the purpose of this plan is:

#### ***Tanzanian Base Address***

Magila Falls Eco Resort Company Limited

P. o. Box 157

Muheza, Tanga Region

#### **In Country Contacts:**

David Mhina Mchaina: Phone: +255 656 339 955; Email: [dmchaina@hotmail.com](mailto:dmchaina@hotmail.com); [magilafallsresortdmm001@hotmail.com](mailto:magilafallsresortdmm001@hotmail.com); [dmchaina@magilafallsresort.com](mailto:dmchaina@magilafallsresort.com); info@magilafallsresort.com

#### ***Base Address (Canada)***

53 Hillside Avenue, RR #2, Cambridge, Ontario, Canada, N1R 5S3

Canadian Phone: +1519 241 9655

Dr. David Mhina Mchaina, Ph.D., P. Eng., CSR-P; E-mail: [dmchaina@hotmail.com](mailto:dmchaina@hotmail.com),

Dr. Grace Masala Mchaina (Ph.D., in Plant Physiology); E-mail: [gmchaina@hotmail.com](mailto:gmchaina@hotmail.com)

#### **4. THE MAGILA FALLS ECO RESORT**

The goal of the eco-village is to provide unparalleled customer service combined with offering premier outdoor activities. These are activities for individuals and families tailored to provide a one-on-one connection with nature combined with the Waterfalls of the Mkurumuzi River and on-mountain outdoors experience. We hope to be the most enjoyable camping experience you'll have in Seluka. The eco-village will strive to balance social, environmental, economic and governance considerations to meet the needs of the customers, employees, community, and other stakeholders. MFERCL and the Magila Village Council are working together to promote the cultural heritage of the area at the same time minimize potential environmental and social impacts. The project will generate employment to the Village and district in general that will result in positive social and economic impacts.

#### **5. MARKETING**

The typical client/customer is expected to be a tourist, regular citizens, mid- to upper-income, 25 to 54 old seeking adventure. The goal is to target "self-actualizers" who are up to the challenges and experience that the Eco-Village offers.

The potential guests and visitors will include people from the following geographical locales:

- Local – from within and around the Muheza District
- Regional and National
- International – Africa, Asia, Europe, Canada, USA, Australia, South American countries etc.

To date, we have received guests from China, Switzerland, United Arab Emirates, Kenya, South Africa, USA, Norway, Canada, Turkey, Italy, Germany, Australia, United Kingdom and the Caribbeans.

#### **5.1 COMPETITIVE ADVANTAGE**

MFERCL will be one of the few service providers in Muheza District to offer accommodations at the Magila Falls Eco Resorts. We will be tapping into the local, regional, national and international markets, but also focus on upwardly mobile clients with disposable income. Magila Falls Eco Resort will be the only unique facility in the Muheza District.

#### **5.2 PROMOTION**

Our marketing strategy is depicted in Figure 2. Our key attributes will be to offer competitive pricing, rustic accommodations, year round access, unique attractions of the seven distinct waterfalls, Usambara mountain ranges and the oldest church in the country (the Magila Anglican Church). All these are depicted in Figure 2. MFERCL will use all avenues possible to promote the Eco Resort and will provide adequate funding for the marketing campaign.

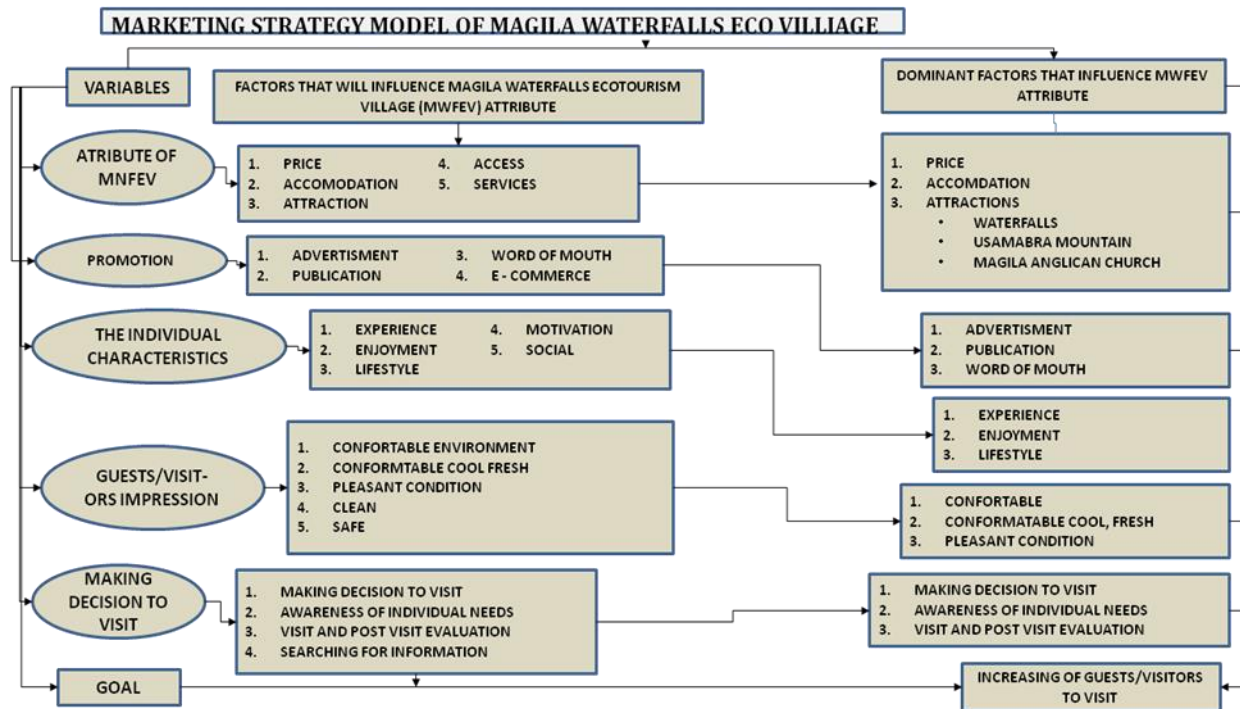


Figure 2: Marketing Strategy Model for the Magila Falls Eco Resort

The platforms to promote and market the Eco-Village will include:

- MFERCL Website
- Door to Door
- Trade Fairs
- Industry Association
- Radio and TV
- YouTube
- Face Book Page
- Twitter

- Instagram
- Data mining
- Local media such as TV and Radio
- Fliers and brochures

MFERCL recognizes that there are two factors that contribute to an interest in an eco-tourism destination namely primary and secondary factors. The primary factors are the climate, environment, cultural traditions, traditional architecture and natural resources of the tourist destination. Secondary factors are tangible attribute – accommodations, catering – and intangible attribute – activities, attractions – that are offered to the tourists. The Eco-Resort destination meets the majority of the above attributes and the Magila Falls Eco Resort enhances it.

The Eco-Resort will show case rustic accommodation, food-service, entertainment, attractions, mountain hiking and merchandisers. MFERCL will partner with travel service companies to craft travel packages for the Eco-Resort.

The Eco-Resort is blessed to have amongst other things, the good access, reasonable infrastructure and low cost of internal transportation to the falls. The Eco-Resort will offer competitive prices for its services, high quality service standards, high quality hosts and high quality rustic accommodation.

In addition to the above attributes, MFERCL will exercise reasonable efforts to ensure the safety of its guests and visitors. Safety will be paramount to our way of doing business.

### **5.3 SWOT ANALYSIS**

MFERCL recognizes that to develop this project, undertaking SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis is a good business practice.

It is the culmination of much internal analysis and external research. Thinking about the outcome, one can define SWOT analysis as the extent to which a firm’s current strategy, strengths and weaknesses are relevant to the business environment that the company is operating in.

Strengths and weaknesses are internal aspects and these cover four areas of marketing, financial, services, and organizational capabilities. Opportunities and threats look at the main environmental issues such as the economic situation, social changes such as the population getting older and technological developments including the internet and social media.

The preliminary SWOT analysis for the MERC Park may include but may not be limited to the following:

### **5.3.1 Strengths**

- Well funded
- High quality project
- Seven distinct Water Falls
- Location: Accessible
- Stand out as a unique Eco Resort
- Strong management team that embraces different disciplines with expertise in all areas of the business
- Only Water Falls in the region
- Able to give good customer care
- Strong and experienced team
- High brand recognition
- Own the land along the water falls (outside the buffer zone)
- Have a signed MOU with the local village government
- The CEO was born and partially raised in the area
- Able to change direction quickly if the marketing strategy is not working well
- Low salary levels and benefits overhead
- Quick to respond to market changes
- Light weight and flat hierarch resulting in quicker decision making
- Able to develop an aggressive and focused marketing campaign with clear goals and strategies
- Able to work on a reasonable price point

### **5.3.2 Weaknesses**

- Prices may be perceived to be too high
- Costs spiraling out of control due to increases from raw material and suppliers
- Lack of market presence and existing reputation
- Local staff with shallow skills base in many areas of the business
- Competitors may be slow to adopt new technologies

### **5.3.3 Opportunities**

- Use of social media for marketing

- New emerging middle class market
- Local government wants to encourage local businesses
- Wide range of expertise is available regionally and in Tanzania in general
- Niche for helping locals find meaningful employment
- Profit margins can easily be expanded
- Have an MOU with the Magila Village Government

#### **5.3.4 Threats**

- Can operate at a loss to drive away competition
- Regulatory changes
- Potential property vandalism
- Another competitor provides similar services
- Unpredictable grand opening number of guests and visitors
- Larger competitors get majority of market share
- Climate Change
- Potential drought
- Damming the river upstream for potable and bottled water
- Competition stepping up marketing and advertizing rapidly
- Go/No Go due to negative environmental impacts

Our SWOT analysis is more of a simple checklist. Further analysis will be needed to consider the degree of strength and weakness versus the competition to determine how good our strength really is. We will also look at the size of an opportunity or threat and to show how these inter-relate with the strengths and weaknesses. The ideal outcome of SWOT analysis would be to maximize strengths and minimize weaknesses to take advantage of external opportunities and overcome the threats. We will continue to help clarify and summarize the key issues and opportunities facing a business. Value lies in considering the implications of the things identified and it can therefore play a key role in helping a business to set objectives and develop new strategies.

As part of our continual improvement efforts, our team will spend some time going forward thinking about how we can continue to develop our strengths; how we can improve the weaknesses, what procedures can be put in place, or training can we undertake to help with this; think about we can leverage our strengths to take advantage of the

opportunities listed above; can our strengths be used to tackle any threats facing the company; about our weaknesses, will they hold us back from pursuing the opportunities; and whether our weaknesses would further disadvantage us when it comes to our threat list.

## 6. POTENTIAL ECONOMIC SIGNIFICANCE

The project will contribute the following aspects to the local Communities of Interest.

- Creation of employment
- Generation of foreign currency
- Generation of taxes for the local government and the Federal government
- Will attract small and medium size enterprises
- Show case the Magila village and the Muheza District in general
- Creation of indirect jobs and businesses (spin-offs)

### 6.1 POTENTIAL EMPLOYMENT LEVELS

Table 1 gives the preliminary workforce requirements

**Table 1: Preliminary Estimated Workforce Requirement**

<b>Employee Category</b>	<b>Estimate Number of Employees</b>	<b>Employee Responsibility</b>
Staff and Management	3	Manager, Administration, Finance, Human Resources, Marketing
Hospitality – Camp Accommodations	4	Room and Tent Care service
Camp Grounds Maintenance	2	Maintenance
Restaurant and Bar	4	Waiters and Servers
Tour Guides and First Aid	4	Tour Guiding and First Aid Attendant
Handyman	1	Plumber, Carpenter, mechanical, electrical

Security	4	Security
PROJECTED TOTAL	23*	

\*Note = these estimates will be updated as the project advances

### **6.1.1 TRAINING NEEDS AND CAPACITY BUILDING**

An extensive programme will be required to train management and staff with respect to financial management, hospitality, human resources, customer care, health and safety.

## **7. PROJECT FINANCING**

The project will be fully financed by Drs. David Mchaina and Grace Mchaina. Some of the expansion programs will be funded from the funds generated by the project revenues and by Dr. Grace Mchaina and Dr. David Mchaina.

## **8. CONSTRUCTION SCHEDULE**

Construction will commence in 2021 and will be completed in 2023 with a soft opening in December 2021. A detailed construction and project implementation schedule is attached in this package. The construction schedule summary is given below:

### **8.1 Year 2021 – Year 2023**

- ✓ Access Road/Trail – Temporary
- ✓ Access Road - Permanent
- ✓ Power supply to the sites
- ✓ Potable water supply
- ✓ Right- of- way for the access road
- ✓ Trails to the waterfalls
- ✓ Industrial water supply – potential sources
- ✓ Electrical distribution
- ✓ Services

- Public Toilets/Washrooms
- Private Toilets/Washrooms
- Restaurant and Bar
- Septic/Tank systems
- Flower Gardens
- Water storage tanks
- Reception House/Gate House
- Garage and storage shed
- 10 Cottages/Cabins
  
- 30 Tented Decks
- Swimming pool and Water Fountains
- Kids Play Area
- 
- 

### **8.1.2 Year 2024 and Beyond**

- ✓ Fixing the pond at *Duli* for use as a “swimming pool”
- ✓ Services in and around the caves
  
- ✓ Basket Ball Grounds
- ✓ Zip-line – Ropeway Adventure
- ✓ Suspended Bridge Across the Falls
- ✓ Observation Deck
- ✓ Event Hall Expansion
- ✓ Fruits Orchard

## **9. HEALTH AND SAFETY**

At FERCL, we believe “there is no job so important that we cannot take the time to do it safely”. MFERCL is committed to conducting business in a manner that protects the health and safety of all employees, and provides protection of the environment, others involved in its operations, its customers, and the general public. MFERCL holds its culture of safety as a core value and safety is a prerequisite in everything we do.

One of the key tenets of our Health, Safety, Security and Environment (HSSE) management, is “Care for Our People”. We meet this expectation through a Safety Shield that include: Prepare Engage, Intervene, and meeting other safety standards. The purpose of the MFERCL safety management protocols is to provide a consistent way in which safety is managed across our business so that everyone under MFERCL’s responsibility goes home safe every day. Our safety protocols contain two important tools which are used globally, the Safety Essentials and the Life Saving Rules. The Safety Essentials and Life Saving Rules are integral parts of our safety management protocols and provide a foundation of behavioral expectations and operational worksite standards respectively:

### Six Safety Essentials



### Nine Lifesaving Rules



The reporting of incidents and near misses is required immediately to the line supervisor to ensure that timely notifications and investigations are undertaken, including root cause analysis and the identification of potential corrective and preventative actions, based on investigation findings.

All MFERCL new staff for the Magila Falls Eco Resort will receive staff training commensurate with their roles and responsibilities. Staff will be fully trained and will be expected to be self-reliant, rather than needing direct client support on safety and most other matters. As a minimum, all staff will complete an initial HSSE orientation on hiring, and are required to complete mandatory periodic refresher training on a set schedule. MFERCL will monitor HSSE data with a goal to produce a comprehensive analysis to establish key performance indicators as depicted Table 2.

**Table 2: HSSE Performance Indicators**

Total Hours Worked
Average Number of Employees
Number of Fatalities
Number of Lost Time Injuries
Number of Restricted Injuries
Number of Medical Treatment Injuries

Number of Total Recordable Injuries
Number of First Aid Injuries
Number of Lost Workdays
Number of Restricted Workdays
Recordable Case Incidence Rate
Lost Time Injury Incidence Rate

MFERCL will develop safety protocols specifically for the Magila Falls Eco Resort that will cover the development and construction; and operational phases.

**9. PROJECTED CAPEX AND SUSTAINING (WORKING) CAPITAL**

The development of the Magila Falls Eco Resort will require CAPEX and Working Capital. The projected cost estimates for CAPEX and working capital are included in this submission – Spreadsheet entitled, “PROJECTED CAPITAL EXPENDITURES AND SUSTAINING (WORKING) CAPITAL”

The funds required for 2019/2020; 2021; 2022; 2023; and 2024 and Beyond are \$36K; \$314.5K; \$222K; \$101K and \$101K respectively.

**10. PROJECTED INTERNAL RATE OF RETURN (IRR) AND WAYS TO IMPROVE IRR**

We envision a payback period for this investment is between 8 to 12 years.

The industry was affected by the pandemic that led to low occupancy rates. Now that the industry has rebounded from the pandemic, and occupancy rates are steadily climbing. This growth is typically driven by the stable economic environment, which has encouraged travel and tourism. With a high travel demand, our business will likely experience growth and generate more revenue. The expected mean return for our business is 15%, however, from historical perspective, the distribution of Internal Rate of Returns (IRR's) varies widely due measures of dispersion, such as the standard deviation. All these parameters indicate the spread of the distributions and the risk associated with the prospective return.

MFERCL will tap into the top most valuable and profitable amenities including guest room accessories, banquet supplies, pool menus and souvenirs.

At most hospitality establishments, rooms’ expenses are the largest cost buckets, since this category includes not only payroll and personnel expenses for room team members, but also reservation system fees, travel agent and third-party commissions, and any other expenses associated with rooms and reservations. MFERCL will strive to

offer exceptional services so that we can have repeated customers to minimize overheads due to third party interactions.

Magila Falls Eco Resort is no exceptional as all hotel businesses do face some level of market risk. One of the significant risks associated with investing in the hotel industry is market risk. Hotel revenue is directly related to the demand for accommodation in the market. Therefore, fluctuations in market demand can significantly affect hotel revenue and profitability.

## MAGILA FALLS ECO RESORT COMPANY LIMITED

### PROJECTED CAPITAL EXPENDITURES AND SUSTAINING (WORKING) CAPITAL

ID	ACTIVITY	2019/2020	2021	2022	2023	2024 AND BEYOND	TOTAL
1	Land/Real Estate Procurement from the Locals	\$ 20,000.00	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 2,000.00	\$ 37,000.00
2	Engineering Design and Layouts	\$ 2,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 17,000.00
3	Preparation of Laydown Areas	\$ 1,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 6,000.00
4	Community Consultation and Engagement	\$ 1,000.00	\$ 5,000.00	\$ 5,000.00	\$ 2,000.00	\$ 2,000.00	\$ 15,000.00
5	Magila Village Council and Magila Falls MOU	\$ 500.00	\$ 1,500.00	\$ -	\$ -	\$ 2,000.00	\$ 4,000.00
6	Water Supply and Electrical/Solar Systems	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 2,000.00	\$ 5,000.00	\$ 22,000.00
7	Right of Way and Access Road to Site #2	\$ -	\$ 15,000.00	\$ 1,000.00	\$ 2,000.00	\$ 5,000.00	\$ 23,000.00
8	Construction of Restaurant/Bar - Site #2	\$ -	\$ 45,000.00	\$ 5,000.00	\$ -	\$ -	\$ 50,000.00
9	Construction of Restaurant/Bar - Site #1	\$ -	\$ 30,000.00	\$ 5,000.00	\$ -	\$ -	\$ 35,000.00
10	Construction of Cottages at Site #2	\$ -	\$ 20,000.00	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 35,000.00
11	Construction of Cottages at Site #2	\$ -	\$ 25,000.00	\$ 10,000.00	\$ 2,000.00	\$ -	\$ 37,000.00
12	Construction of Tented Decks at Site #1	\$ -	\$ 5,000.00	\$ 10,000.00	\$ -	\$ 5,000.00	\$ 20,000.00
13	Construction of Tented Banda for Tented Rooms	\$ -	\$ 10,000.00	\$ 1,000.00	\$ -	\$ -	\$ 11,000.00
14	Construction of Misonges at Mwembeni	\$ -	\$ 5,000.00	\$ 10,000.00	\$ 1,000.00	\$ -	\$ 16,000.00
15	Construction of Kitchens for Sites#1 and #2	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 3,000.00	\$ -	\$ 33,000.00
16	Construction of Sitewide Trails	\$ 1,000.00	\$ 10,000.00	\$ 10,000.00	\$ 3,000.00	\$ 5,000.00	\$ 29,000.00
17	Construction of Public Toilets	\$ 500.00	\$ 10,000.00	\$ 5,000.00	\$ 1,000.00	\$ -	\$ 16,500.00
18	Development of Access Road to Site #1	\$ -	\$ 2,000.00	\$ 1,000.00	\$ -	\$ -	\$ 3,000.00
19	Construction of Reception House	\$ -	\$ 1,000.00	\$ 5,000.00	\$ -	\$ -	\$ 6,000.00
20	Remodelling of Cottages - Sites #1 and 2	\$ -	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 20,000.00
21	Usambara Mountain Peak Observation Point	\$ -	\$ -	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00	\$ 4,000.00
22	Conservation Measures	\$ -	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00	\$ 5,000.00	\$ 9,000.00
23	Water Management (Tankage Storage Systems)	\$ -	\$ 2,000.00	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00	\$ 9,000.00
24	Installation of Solar Systems	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ 2,000.00	\$ 7,000.00
25	Construction of Playground Park	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00	\$ 4,000.00
26	Design and Construction of Swimming Pool	\$ -	\$ -	\$ 7,000.00	\$ 10,000.00	\$ 2,000.00	\$ 19,000.00
27	Design of 3 Cottages facing Fall #1	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 2,000.00
28	Construction of 3 Cottages Facing Falls #1	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 4,000.00	\$ 9,000.00
29	Design and Construction of Large Event Hall	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 6,000.00	\$ 8,000.00
30	Marketing Campaigns	\$ -	\$ -	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00	\$ 10,000.00
31	Sustaining Capital	\$ 3,000.00	\$ 5,000.00	\$ 20,000.00	\$ 5,000.00	\$ 5,000.00	\$ 38,000.00
32	Maintenance	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 4,000.00	\$ 8,000.00
33	Fixed Assets for Kitchen/Bar/Cottages	\$ -	\$ 15,000.00	\$ 10,000.00	\$ 4,000.00	\$ 3,000.00	\$ 32,000.00
34	HR - Labour	\$ 4,000.00	\$ 40,000.00	\$ 40,000.00	\$ 30,000.00	\$ 20,000.00	\$ 134,000.00
35	Compensation for Lost Crops along the Buffer Zone	\$ -	\$ 5,000.00	\$ 2,000.00	\$ -	\$ 1,000.00	
36	General Administration (Including Travels)	\$ 3,000.00	\$ 15,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 38,000.00
	<b>TOTAL</b>	<b>\$ 36,000.00</b>	<b>\$ 314,500.00</b>	<b>\$ 222,000.00</b>	<b>\$ 101,000.00</b>	<b>\$ 101,000.00</b>	<b>\$ 766,500.00</b>