

Bulembu Vocational Training Centre

Project Summary

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Executive Summary

The Bulembu Vocational Training Centre (VTC) is a new initiative that seeks to provide Swazi youth with market driven technical job skills and training for the hospitality industry that will enable them to secure steady, well paying jobs in Swaziland and become productive members of society and the community. The VTC will also provide personal and social competencies, and impart key skills and abilities required in working life both in rural and urban areas. The focus will be on providing short, hands-on competency based training programs which equip trainees with skills, entrepreneurial acumen and productive competencies needed for employment in the economy.

Development research shows that good quality, broad based and market responsive technical and vocational education, training and skills development (TVETSD) programs supply the skills and competencies that immediately respond to labor market demands and that drive growth in post-industrial economies. Skilled labor is critical for its capacity to apply knowledge and technology to realized higher valued added productivity to which is the base for sustainable growth. By enhancing the skills base, the TVETD sub-sector can contribute to several of the Poverty Reduction Strategic Action Plan (PRSAP) pillars: empowering the poor to generate income, macroeconomic stability, growth acceleration, human capital development, improving the quality of life and fair distribution of the benefits of growth.¹

Over the last 15 years HIV/AIDS has spread throughout Swaziland at an alarming rate. It has had a detrimental effect on young professionals across the country. Over the next 5 years, the Swazi government will spend 8% of GDP on training in an attempt to repopulate professional fields with skilled workers. Today, industry leaders have identified that the biggest obstacle to the continued growth is the provision of market driven training to offset the vast losses in the workforce, due to AIDS.

The VTC will specialize in training for the hospitality industry and international tourism. The tourism sector is one of the few growing industries in Swaziland which currently only has one formal place of training, which only supplies 25 graduates every 3 years to the industry. Industry partners do nearly all training in-house, working with staff that have little to no experience. The curriculum being designed for The VTC is partially based on curriculums designed by the Hospitality Youth Initiative (HYI) and used throughout South Africa, especially in regards to training preparations for the 2010 FIFA World Cup.

The curriculum will include areas of focus to the hospitality industry such as: food preparation and culinary arts; food and beverage service; reception operations and services; accommodation operations and services; and, international tourism. Subset classes will also be foundational to the program which will focus on English proficiency, AIDS awareness, Entrepreneurship and Leadership Development.

The Bulembu Vocational Training Centre participates directly in the fight against poverty and the stabilization of Swaziland society through its skill-development training. By providing students with relevant skills for employment and necessary entrepreneurial skills, employment is increased. HIV/AIDS prevalence rates are much

¹ World Bank Report and Analysis

higher in youth groups that have dropped out of school and are unemployed. Increasing employment, therefore, is also supporting the fight against this pandemic.

The overall objective of The VTC is to alleviate poverty and unemployment by providing vocational training and job-creation projects for unemployed young Swazi's - especially those from historically disadvantaged communities.

The VTC is part of the overall vision for Bulembu. The vision of Bulembu is to restore Bulembu to a vibrant, self-sustaining community. This vision for sustainability includes fostering the development of a new generation of emerging leaders through orphan care, education, health services and commerce. Bulembu has placed a strong emphasis on business development and supporting local entrepreneurs. Since 2006, Bulembu has generated nearly 600 jobs ranging from timber to honey, tourism, and administration. Students at The VTC will have the advantage of incorporating their studies into this vibrant business culture and strong leadership training, which will enhance their holistic development.

The VTC's sustainability plan and capacity building initiative sets an objective of becoming sustainable within its first three years of operation. Alongside and in conjunction with The VTC will be a conference facility which will be promoted through the already existing Bulembu Country Lodge. Corporate partners will be sourced to assist in funding, training relevancy and potential job placements.

1. Sector and Regional Context

1.1 – Statement of Need

According to the IMF, close to 40% of Swaziland's 1 million citizens are unemployed and the CIA's Fact Book (2006) indicates that official government statistics show 55% of Swazi's aged 15-24 are chronically out of work – yet while tens of thousands of youth enter the work force every year, few find employment. This low uptake is largely due to a mismatch between the skills required by industry and the outputs of the education system.

The two existing large centres of vocational training in Swaziland – Vocational and Commercial Training Institute Matsapa (VOCTIM) and Swaziland College of Technology (SCOT) – are underfunded and unable to meet market needs. The World Bank's survey on Swaziland's Technical and Vocational Education and Training Skills Development (TVETSD) revealed that Swazi companies are experiencing difficulty in hiring qualified staff. 28% of employers stated this was due to a lack of training provision and 29% said it was because of the low quality of the outputs of the current training system. The World Bank also noted that "TVETSD in Swaziland is currently supply driven, not demand driven. Providers focus on entry level skills in traditional areas such as mechanics, automotive, electrical, building, commerce and sewing. They do not adequately cater to emerging areas such as services, tourism, hospitality..."

USAID's TechnoServe's Tourism Industry Strategic Plan (2006) identified one of the largest barriers to the industry being "no training available for management or staff who have no prior experience." This situation is further exacerbated by the fact that, according to the Hotel and Tourism Association of Swaziland (HOTAS), the need for trained staff will double over the next 5 years, first and foremost because of the AIDS prevalence rate which is reducing available staff at an alarming rate. Citing projections compiled by the International Labour Organisation (ILO), the IMF report states that by 2016, 8% of Swaziland's GDP would be devoted to training workers to replace those who have died from AIDS.

According to the World Bank's *Educational Sector Analysis and Assessment for Swaziland* (2009), Swaziland needs to invest in key areas of knowledge driven growth or efficiency enhancers. Broadening access to education and vocational training could also have the redistributive effects required for sharing the benefits in line with the Poverty Reduction Strategic Action Plan (PRSAP). The report also noted that "current levels of access are inadequate to supply the right threshold and mix of skills required to meet the national and regional labour market demands, to support accelerated and shared growth and to make Swaziland globally competitive." One of the report's most telling directives is that Swaziland needs to "create capacity for an 80% progression rate from senior secondary to tertiary education and training by 2022. The distribution of the progression should primarily focus on technical and vocational education and training."

This project is in line with the admonitions from the World Bank, IMF, TechnoServe and HOTAS. The project is consistent with the United Nation's Millennium Development Goals 1 and 3.

Goal 1: Eradicate extreme poverty and hunger

Target 1b: Achieve full and productive employment and decent work for all, including women and young people

Goal 3: Promote gender equality and empower women

3.1 Ratios of girls to boys in primary, secondary and tertiary education

3.2 Increase the share of women in wage employment in the non-agricultural sector

The project is also consistent with Swaziland's National Tourism Policy principles 1 and 3, namely that "tourism will be private sector driven" and will "promote Swazi participation." It will also endeavour to assist with Section 5.6, "To deliver the highest quality service at all levels in the tourism industry through the establishment of minimum standards and participatory regulation, and by supporting training and human resources development."

2. Project Concept

2.1 – Project History and Formation

The idea for a vocational training school was originally broached by the Bulembu Development Forum – a standing committee of Bulembu Ministries Swaziland (BMS), chaired by Swazi Regional Chief Mnikwa and comprised of community leaders. The idea was presented to the leadership team of BMS, who began an initial investigation to assess the need for and the feasibility of such an endeavour. The Bulembu Planning Committee conducted a needs assessment study with industry and business leaders in hospitality and tourism, the Directorate of Industrial and Vocational Training and the community to determine the demand for industry specific vocational training in this arena. The outcome from these meetings gave the overall impression that Swaziland's TVETSD sub-sector has not responded to national or regional demands for skilled workers. TVETSD programs are focused on inappropriate skills, are too long, do not reflect industry standards, and are delivered by people who lack contemporary industry experience. It therefore became apparent that the tourism and hospitality professions will be undersupplied during the coming decade. On a parallel timeline, BMS began to see the growing need for diversification in educational opportunities for the children in its orphan care program. While the school had recently begun to provide students with the opportunity to pursue academic credentialing through IGCSE (International General Certificate of Secondary Education), the need for vocational training was becoming greater. As BMS already had a well known and profitable business venture in the Bulembu Country Lodge, it made sense to pursue avenues that would both meet the needs of the potential beneficiaries as well as leverage the resources of the organization.

Once the decision to move forward was approved, the Lutsango Community Woman's Forum prepared our initial gender analysis.

Other potential beneficiaries (direct and indirect) were engaged to confirm our impression of the feasibility of the project. HOTAS was brought in to give industry expertise and input on the actual market need of the vocational training. Rebecca Chauke, department head of hospitality/tourism training at SCOT, told us, "The only way to properly run a vocational training school is in and through a functioning business (SCOT is not run this way)." USAID's TechnoServe division confirmed Rebecca's assessment from their perspective as well. Peterson Dlamini, Chief Inspector for the Ministry of Education, gave us unconditional support for the design of the program saying, "Combining structured education with internships completely aligns with the formation of the National Policy being formalized for a 2010 roll out." Even Walter Stow, President of Elite Food Services – the largest distributor and supplier for the hospitality industry in Swaziland – has offered his company's full support of the school.

Bulembu's resident engineers have provided a full environmental assessment for the project and Bell Architects from the UK were engaged to provide an onsite architectural analysis as well as complete the design schematics for the building. Having completed these processes, we are fully confident that the project can be successfully completed and functionally sustained.

3. Project Activities

3.1 – Project Activities

- a) **Conduct an in-depth market analysis to confirm key need areas for training and key need groups for training.** A research team will follow up with Hotels and Tourism Association of Swaziland (HOTAS), Swaziland College of Technology (SCOT) and the Ministry of Enterprise and Employment (MoEE) to ensure that the needs of both the industry and the students are being met through the curriculum and internship opportunities.
- b) **Renovate the facilities.** The architectural plans have been outsourced to Bell Architects from Northern Ireland. They have extensive experience with the use of sustainable eco-technologies and are able to apply that knowledge-base into energy saving solutions following the mantra 'local need, local solution'. The onsite supervision and hands-on work, however, will be carried out by the same local work force that has renovated over 135 buildings and homes in Bulembu during the last 3 years
- c) **Assemble a Board of Advisors for Vocational Training School.** Our goal is to have a board of advisors that is representative of the key stakeholders that the school will serve. Membership would include representatives from HOTAS, MoEE, local government, other NGO's from southern Africa that are involved in similar endeavours, and the Lutsango Community Women's Forum.
- d) **Facilitate South African Hospitality and Tourism Training Development Network.** Our purpose with this body is to establish a knowledge sharing network that would allow for the free flow of information between organizations and governments most closely aligned with the Hospitality/Tourism industry. Initial members will include: NOW Africa, Bulembu Ministries Swaziland, Swiss-South African Co-operation Initiative, Hospitality Youth Initiative (S.A.), HOTAS TechnoServe (Swaziland); as well, we are in discussions with ex-officio member Capilano University from British Columbia, Canada.
- e) **Collaborate with Directorate of Vocational & Industrial Training and Ministry of Education regarding National Qualifications Framework & National Training Policy.** One of the goals of this project is to be a catalyst for the private sector in order to assist the government in the development and implementation of a National Qualifications Framework for Hospitality/Tourism as well as updating the Industrial and Vocational Training Act of 1982 to better reflect industry conditions.
- f) **Curriculum development and review.** Using source materials from City and Guild as well as the Hospitality Youth Initiative (HYI), we will develop a unique internship-based semester curriculum with the direct input of industry leaders and pedagogical guidance from Capilano University in British Columbia (who have extensive experience in cross cultural tourism and hospitality through their Tourism Management for International Students diploma program, and their ACCC/CIDA-funded community-based tourism projects in Vietnam and Paraguay).
- g) **Instructor training.** Hospitality Youth Initiative (HYI) based in Grahamstown, South Africa have been contracted to oversee the training of all instructors. HYI is a charitable organization with a decade of experience in hospitality focused vocational training. Overseeing multiple schools and projects in South Africa,

they have had over 2,000 students complete their training and have been recognized by UN Habitat for their unique model.

- h) **Marketing of Vocational School and Conference Centre.** We will begin by leveraging the same marketing avenues already used by the Bulembu Country Lodge (Swazi Tourism Authority; direct mail of brochures to trade organizations, universities, businesses, churches, political parties, sports teams, clubs; conference directory websites such as Direct Access and the South African Association for the Conference Industry). Marketing for the school will also be done through Swaziland College of Technology and industry partners as well as through presentations at secondary schools for students looking ahead to tertiary education. A web-based presence will also be developed and implemented.
- i) **Identify Specialty Instructors.** Specialty instructors will be solicited from industry recognized leaders in Swaziland and South Africa. In addition, we will be working to bring instructors and recognized specialists from both industry as well as tertiary educational facilities in Canada.
- j) **Identify internship opportunities.** Using existing relationships in HOTAS in Swaziland as well as HYI's network of hotels seeking interns, we will arrange internships for every student covering each area of educational focus.
- k) **Open and run vocational training school and conference centre.** The second year of the grant cycle will see the school and conference centre fully functioning. We will fill our class openings for both full-time students as well as industry upgrade openings. We expect to have eight conferences booked to use the centre the first year of operation, providing even more hands-on experience for the students.
- l) **Evaluation of project.** HYI's internationally recognized evaluation process will be used as the basis for our evaluation, but we will also engage external experts from HOTAS, executive level officers from Atlific Hotel Management Company of Vancouver, BC; as well, we anticipate engaging Capilano University.

4. Results-Based Project Summary Table

Total budget: \$806,417		Purpose(s): To increase work opportunities for men and women in Bulembu, the surrounding region and across Swaziland through provision of vocational training in Hospitality and Tourism		Goal(s): To alleviate poverty and unemployment by supporting vocational training and internships that respond to market demands.
		Expected Results		
Activities	Outputs	Immediate Outcomes	Intermediate Outcomes	Ultimate Outcomes
<p>1. Conduct an in-depth market analysis to confirm key need areas for training and key need groups for training</p> <p>2. Renovate Facilities</p> <p>3a. Identify and select Board of Advisors for Vocational Training School</p> <p>3b. Facilitate Regional Hospitality and Tourism Training Development Network</p> <p>3c. Collaborate with Directorate of Vocational & Industrial Training and Ministry of Education regarding National Qualifications Framework & National Training Policy</p> <p>4. Curriculum development and review</p> <p>5a. Instructor Training</p> <p>5b. Marketing of Vocational School and Conference Centre</p> <p>5c. Identify Specialty Instructors</p> <p>5d. Identify internship opportunities</p>	<p>1. Market analysis completed</p> <p>2. Facilities renovated</p> <p>3a. Board of Advisors in place</p> <p>3b. Training Development Network operational</p> <p>3c. Linkage for qualifications and training policy established.</p> <p>4. Training curriculum developed and piloted</p> <p>5a. Instructors trained</p> <p>5b. Marketing plan in place and in use</p> <p>5c. Specialty instructors identified and hired</p> <p>5d. Internship opportunities identified and partnerships formed</p> <p>6. Training school opened, initial trainees selected, and training begun</p>	<p>1. Key need areas verified and strategies elaborated for key need groups</p> <p>2. Conference centre with capacity for 150 people and vocational training centre with capacity for 50 full time students and 195 industry-employed upgrade students</p> <p>3. Three functioning bodies focused on designing and establishing baseline standards for best practices models across the industry in Swaziland</p> <p>4. A market-driven, industry-approved, internship-based 6 month vocational training curriculum in place to enable skills acquisition</p> <p>5a. Five vocational school instructors trained and prepared to transfer knowledge and skills</p> <p>5b. Commitments from 50 full time students and 150 industry upgrade students to pilot the school + bookings for 8 conferences at the centre in 2011</p> <p>5c. Commitments from 6 industry-recognized professionals to be specialty instructors for 1 week courses throughout the term</p> <p>5d. Commitments from industry members for 50 internship opportunities to provide hands-on skills enhancements</p> <p>6. 50 young men and women receive vocational training and internship opportunities within the industry</p> <p>7. Based on the success of the 2009 <i>Voices for Bulembu</i> benefit concert, the intent is that the</p>	<p>1. Increased opportunities by provision of new pathways to education and employment to some of the 300 students seeking vocational training in Hospitality/Tourism each year (92% of which are currently denied access)</p> <p>2. Increased and sustained local capacity for vocational training in Hospitality/Tourism industry through NGO, government and industry partnering and establishment of best practice guidelines</p> <p>3. Increased HR capacity of the Hospitality/Tourism industry by provision of upgrade / continuing education to industry employees</p> <p>4. Reduced vulnerability of women in terms of financial and occupational security</p> <p>5. Enhanced commitment by Canadians towards involvement in development issues and vocational training, through expanded understanding and undertaking of opportunities presented</p>	<p>1. A strengthened Hospitality and Tourism industry through filling the need for qualified staff which will allow it to achieve its growth potential</p> <p>2. Increased numbers of employed Swazis</p> <p>3. Increased gender equity in Hospitality/Tourism industry's employment ratios</p> <p>4. Development of a National Qualifications Framework for Hospitality/Tourism</p> <p>5. Updated Industrial and Vocational Training Act of 1982 to better reflect industry conditions</p> <p>6. Reduced amount of GDP (currently 8%) that</p>

<p>6. Open and run vocational training school and conference centre</p> <p>7. Create knowledge sharing video to be disseminated through the <i>Canadian Tenor's Voices for Bulembu campaign</i> and Youth Engagement Initiative in various private schools in the Vancouver area.</p> <p>8. Evaluation of project</p>	<p>7. Public engagement launched in Canada</p> <p>8. Project evaluation undertaken</p>	<p><i>Canadian Tenors</i> perform at celebratory 2010 concert where video is shown. Video and project details shared in various school classrooms (i.e. Mennonite Educational Institute, Pacific Academy and Trinity Western University). Transfer of project information and outcomes to Canadian audiences and constituencies, and participation opportunities increased</p> <p>8. Collection, collation and analysis of project results</p>		<p>the government of Swaziland spends on training replacement workers because of AIDS attrition</p>
Performance Indicators- (sex-disaggregated)				
		<p>1. Completed business plan for the conference centre and market based sustainability plan for the vocational training school, with strategies for key need groups</p> <p>2a. Bulembu resident engineer occupancy approval certification</p> <p>3a. Functional board of advisors providing annual industry and marketplace assessments of curriculum and program</p> <p>3b. Extent of feedback and knowledge sharing by NGO and Industry network</p> <p>3c. # of meetings with Deputy Director of Industrial and Vocational Training as well as the Technical and Vocational Education and Training (TVET) Advisor to the Ministry of Education regarding National Qualifications Framework and National Training Policy</p> <p>4. Publication of completed curriculum</p> <p>5a. # of instructors trained (#m/f)</p> <p>5b. % of student capacity filled (%m/f) and % of conference centre bookings confirmed</p> <p>5c. # of industry recognized professionals committed to teaching 1 week specialty courses</p> <p>5d. Written confirmation of # internship opportunities from industry</p> <p>6. Degree of satisfaction by students towards their vocational training</p> <p>7. # of men and women reached by benefit concert and youth engagement initiatives for constituents held in Vancouver and project video</p>	<p>1a. % of enrolled students graduate (%m/f)</p> <p>1b. % of graduates hold wage earning jobs (%m/f)</p> <p>2. Extent of financial viability of vocational training centre</p> <p>3. # industry employed individuals receiving enhanced training in specific skills development (%m/f)</p> <p>4. Move towards PRSAP gender parity goal of 50% of vocational training students being female</p> <p>5. Level of increased Canadian involvement through volunteerism and financial giving commitments</p>	

8. Extent of project achievement and learning		
	Reach (number and type of beneficiaries, sex disaggregated, if applicable)	
	Hospitality and Tourism vocational training: 25 male; 25 female per year on going; 90% ages 16-35 Upgrade / continuing education to industry employees: 130 per year 80% ages 20-35, which 60% are female and 40% are male. Trained vocational instructors: 5 (3 male, 2 female) Speciality Instructors: 6	Indirect beneficiaries are the 1800 residents of Bulembu; the 500 employees of related and ancillary businesses in Bulembu; 188 students of the Bulembu community school; the 25+ hotels in Swaziland in need of trained staff; the Hospitality/Tourism industry of Swaziland receiving human resources to reach its potential as well as the written best practices standards and the foundation for National Qualifications framework

Risks and Assumptions

1. Insufficient interest in training - Strong response from people for the training through enrolment numbers is expected. Swaziland College of Technology (SCOT) has 300 students apply every year and only accepts 25 every three years. This shows a strong demand with very little opportunity; however, we will also be doing direct marketing of the opportunity in secondary schools and community groups.

2. Lack of support from industry - Strong buy-in and support from the hospitality/tourism industry is expected. Multiple meetings have been held and written support has been received from Hospitality Association of Swaziland (HOSTAS) offering their input for curriculum development as well as internship opportunities.

3. Insolvency - Sustainability of the school and conference centre is anticipated. Thorough financial projections have been completed and they are very strong. In addition, existing donor support has been pledged to support the initiative in the early years; and the Bulembu Country Lodge has pledged to cover any operational shortfall for the first 3 years as well as being on site to support the running of the conference centre and provide ancillary training support should it be needed.

4. Continued industry acceptance of curriculum - Curriculum and training must stay current with market needs and responsive to industry trends. HOSTAS has already pledged to provide ongoing reviews for the course curriculum, and in addition, the Board of Advisors for the school will be comprised of representatives from the industry, other vocational training schools in Southern Africa, and governmental representatives from the Ministry of Industrial and Vocational Training and the Ministry of Enterprise and Employment.

5. Program / Curriculum does not receive accreditation from MOE - Ministry of Education support is expected to be strong as we have already been provided with verbal support and input from the Chief Inspector Peterson Dlamini as well as the TVET advisor to the Ministry of Education Bernadetta Ndunguru.

6. Perception of existing mine dump tailings - Understanding that the town of Bulembu was originally built to house the company employees who serviced the asbestos mine in the area, situated about 1 kilometre away from the site of the Vocational School project is the Chrysotile asbestos mine dump. The mine dump is not positioned in such close proximity to be of immediate concern to the project; however its existence in the town is worth noting and discussing. Our lengthy investigation into the nature of Chrysotile asbestos has led us into what is a fairly rigorous scientific debate. On one hand there are published studies showing a causality relationship between exposure to Chrysotile asbestos and the disease known as asbestosis. On the other hand, the World Health Organization does not list the substance as a harmful material. Our own investigation led us to Dr. Bradley who was the head physician at the mine from 1971-1980. He led their investigation into asbestosis, including x-raying the chest of every employee of the mine. He found cases of asbestosis, but only in workers who worked in the mill. He has seen no cases of asbestosis since the mill closed. His medical opinion is that there is no medical risk from the currently capped Chrysotile mine dump. Our opinion is that in the midst of inconclusive or conflicting reports, we will err on the side of safety and caution. To that end, we have contracted Quantum-Murray, a leading environmental rehabilitation contractor in Canada to partner with us on the town's mine-dump rehabilitation. www.murraydemolition.com Quantum-Murray is scheduled to commence work November 2009 and should be completed December 2010. The rehabilitation process will further cap the mine dump with rock and gravel and then cover that with a deep layer of topsoil. The resulting hill will be seeded in order to naturally produce grass and trees. With the natural Chrysotile asbestos fully covered and seeded, any potential harmful factors

will be fully alleviated. These measures have been taken even though Natural Resources Canada has stated that *“chrysotile asbestos can be used without undue risk (i.e. safely) in building materials, friction products, pipes and other industrial applications, provided it is manufactured and handled with care. Experts in Canada and in other countries, as well as the International Labour Organization, and the Organization for Economic Co-operation and Development concluded that current knowledge and modern technology can successfully control the potential for health and environmental harm posed by chrysotile asbestos.”*

5. Beneficiaries

5.1 – Direct Beneficiaries

Number of Beneficiaries:

50 Hospitality and Tourism Vocational Trainees annually; 130 Continuing Education Students annually; 5 Vocational Instructors and 6 Specialty Instructors.

Description of Beneficiaries:

- Hospitality and Tourism Vocational Trainees: 25 male, 25 female, 90% ages 16-35;
- Continuing Education Students: 80% ages 20-35, 60% female and 40% male;
- Vocational Instructors: 3 male, 2 female;
- Specialty Instructors to be determined

What the Beneficiaries will Receive:

- Hospitality and Tourism Vocational Trainees - In addition to health & nutrition, first aid, HIV/AIDS education, and leadership training, these students will receive industry focused, market driven training in the three major aspects of the hotel/tourism industry: Kitchen, Housekeeping and Reception/Guest Services, as well as internships in each of the areas. These students will leave with both academic and hands-on experience from hotels in the industry, thus greatly improving their chances at obtaining gainful employment.
- Continuing Education Students - These students will receive intensive one-week training in their area of employment in the industry (Kitchen, Housekeeping and Reception/Guest Services). These courses run in conjunction with the full time students' studies, but are taught by specialty instructors from industry.
- Vocational Instructors - These individuals will receive specialized training in the curriculum. These instructors will, over the course of the first few years, also be given training as Instructor Trainers.
- Specialty Instructors - Being selected as a specialty instructor will not only bring in income to the person, but will bring accolades to the individual as well as their employer.

How the Beneficiaries will Benefit:

- Hospitality and Tourism Vocational Trainees - These students will leave with both academic and hands-on experience from hotels in the industry, thus greatly improving their chances at obtaining gainful employment. This will lead to greater financial stability, improved self-confidence and better quality of life.

- Continuing Education Students - The intention for these students is to refresh and upgrade their existing skill sets to better position them for internal promotional opportunities when they arise in their hotel. These courses may also be utilized by industry for the purposes of cross-training their staff in other areas. The leaders of the Hotel and Tourism Association of Swaziland have already indicated a need for this when they stated that the need for trained staff will double in the next 5 years, first and foremost because of the AIDS pandemic which is increasing staff attrition rates with frightening alacrity.
- Vocational Instructors – These individuals will have ongoing gainful employment as well as stable income. In addition, as Instructor Trainers, they will train additional instructors as the program expands and is duplicated through knowledge sharing with other NGO's and stakeholder groups in the industry. This benefit will also trickle down to others as they transfer their skills to the next generation.
- Speciality Instructors - Being selected as a specialty instructor will not only bring in income to the person, but will bring accolades to the individual as well as their employer. The intent is that long term, the status of being recognized as a Specialty Instructor will translate into greater employment and income opportunities for them as their employer leverages their status in the marketing materials.

5.2 – Indirect Beneficiaries

Number of Indirect Beneficiaries

2,517 quantifiable indirect beneficiaries (comprised of residents, employees and students in Bulembu), countless thousands of others as employers and employees in the industry and the economy in general.

Description of Beneficiaries

The 1,800 residents of Bulembu; 500 employees (approx. 200 of which are female) of related and ancillary businesses in Bulembu; 188 students (ages 4-18; 50% female) and 29 staff (23 of which are female) of the Bulembu community school; 25+ hotels in Swaziland in need of trained staff; The Hospitality/Tourism industry of Swaziland; Ministry of Education, Kingdom of Swaziland.

How the Beneficiaries will Benefit

- The residents of Bulembu - The residents of Bulembu will see an increase in the tourism trade through the opening of the Conference Centre. This will provide opportunity for entrepreneurial endeavors within the community, as well as help diversify their world view and assist with breaking down inappropriate gender based stereotypes through interaction with foreign nationals and more urban based companies and organizations using the Conference Centre;

- Employees of related and ancillary businesses in Bulembu. The school and Conference Centre will rely heavily on other businesses in the community for the resources needed to run. Bulembu's dairy industry will provide milk and cheese products needed in the kitchen; the honey industry will provide honey; the water bottling plant will provide the bottled water needed for conference centre attendees; the agricultural industry will provide the fruits and vegetables needed to run the kitchen; the Bulembu Bakery will provide the bread and baked goods necessary for the Conference Centre; and the timber industry will provide the lumber needed for the expansion of the physical works building for the school and conference centre. All of these industries and the employees working for them will see direct ongoing benefit from the operation of the school and Conference Centre as they will become direct suppliers for the operations of them.
- Students and staff of the Bulembu community school. These students will have the opportunity to see, up close and personal, tertiary education in practice. This will provide them with the vision for and appreciation of setting and following after life goals. They will see gender equity being practiced and modeled at the school which will further benefit the community at large by helping to break inappropriate gender stereotypes.
- Hotels in Swaziland in need of trained staff. As HOTAS has said, the need for trained employees is growing at an exponential rate. Having a pool of trained applicants come forward twice a year will go a long way to helping the hotels continue to meet the demand that the market need is placing on them. In addition, the ability to cross-train their current employees will help mitigate the immediate needs as well.
- The Hospitality/Tourism industry of Swaziland. The industry as a whole will benefit through receiving the trained human resources to reach its potential. In addition, it will greatly benefit from the collation of a written best practices standards, which is one of the goals for our collaboration with HOTAS and the Southern Africa Hospitality and Tourism Vocational Training Development Network.
- Ministry of Education. The MoE can benefit from our input towards a foundation for a National Qualifications Framework for vocational training in the area of hospitality/tourism.

6. Risk Management

6.1 – Potential Challenges and Risks and Mitigation

1. **Insufficient interest in training** - Strong response from people for the training through enrolment numbers is expected. Swaziland College of Technology (SCOT) has 300 students apply every year and only accepts 25 every three years. This shows a strong demand with very little opportunity; however, we will also be conducting direct marketing in secondary schools and community groups.
2. **Lack of support from industry** - Strong buy-in and support from the hospitality/tourism industry is expected. Multiple meetings have been held and written support has been received from Hospitality Association of Swaziland (HOSTAS) offering their input for curriculum development as well as internship opportunities.
3. **Insolvency** - Sustainability of the school and conference centre is anticipated. Thorough financial projections have been completed and they are very strong. In addition, existing donor's have pledged to support the initiative in the early years; and, the Bulembu Country Lodge has pledged to cover any operational shortfall for the first 3 years as well as being on site to support the running of the conference centre and provide ancillary training support should it be needed.
4. **Continued industry acceptance of curriculum** - Curriculum and training must stay current with market needs and responsive to industry trends. HOSTAS has already pledged to provide ongoing reviews for the course curriculum and, in addition, the Board of Advisors for the school will be comprised of representatives from the industry, other vocational training schools in Southern Africa, and governmental representatives from the Ministry of Industrial and Vocational Training and the Ministry of Enterprise and Employment.
5. **Program / Curriculum does not receive accreditation from MOE** - Ministry of Education support is expected to be strong as we have already been provided with verbal support and input from the Chief Inspector Peterson Dlamini as well as the TVET advisor to the Ministry of Education Bernadetta Ndunguru.
6. **Perception of existing mine dump tailings** - The town of Bulembu was originally built to house the company employees who serviced the asbestos mine in the area, situated about 1 kilometre away from the site of the Vocational School project is the Chrysotile asbestos mine dump. The mine dump is not positioned in such close proximity to be of immediate concern to the project; however its existence in the town is worth noting and discussing. Our lengthy investigation into the nature of Chrysotile asbestos has led us into what is a fairly rigorous scientific debate. On one hand there are published studies showing a causality relationship between exposure to Chrysotile asbestos and the disease known as asbestosis. On the other hand, the World Health Organization does not list the substance as a harmful material. Our own investigation led us to Dr. Bradley who was the head physician at the mine from 1971-1980. He led their investigation into asbestosis, including x-raying the chest of every employee of the mine. He found cases of asbestosis, but only in workers who worked in the mill. He has seen no cases of asbestosis since the mill closed. His

medical opinion is that there is no medical risk from the currently capped Chrysotile mine dump. Still it is our opinion that in the midst of inconclusive or conflicting reports, we will err on the side of safety and caution. To that end, we have contracted Quantum-Murray, a leading environmental rehabilitation contractor in Canada to partner with us on the town's mine-dump rehabilitation (www.murraydemolition.com). Quantum-Murray is scheduled to commence work November 2009 and should be completed December 2010. The rehabilitation process will further cap the mine dump with rock and gravel and then cover that with a deep layer of topsoil. The resulting hill will be seeded in order to naturally produce grass and trees. With the natural Chrysotile asbestos fully covered and seeded, any potential harmful factors will be fully alleviated. These measures have been taken even though Natural Resources Canada has stated that *"chrysotile asbestos can be used without undue risk (i.e. safely) in building materials, friction products, pipes and other industrial applications, provided it is manufactured and handled with care. Experts in Canada and in other countries, as well as the International Labour Organization, and the Organization for Economic Co-operation and Development concluded that current knowledge and modern technology can successfully control the potential for health and environmental harm posed by chrysotile asbestos."*

7. Environmental Analysis

As the tourism industry is already established in Bulembu, the impacts we anticipate will be lessened by the systems and procedures already in place in Bulembu. The most quantifiable impact will be an increase in tourists and visitors.

In 2008 there were 1,500 tourists that visited the community. This number is on pace to grow to 1,800 in 2009; with the launch of the new Conference Centre in 2010, however, that number could be 2,700 in 2010 and potentially 3,100 in 2011.

The secondary impacts caused by the increase in visitors will be:

- a) an increase in the usage and consumption of energy
- b) an increased amount of sewage generated
- c) an increase in the volume of trash created

With regards to increased energy consumption, we have almost completed a complete overhaul of the electrical infrastructure of the community. All transformers have been replaced with new energy efficient systems and we have installed an entirely new electrical grid for the community – all through a generous grant from the Jim Pattison Foundation. In addition we are working towards a sustainable energy source moving off of the South African power grid (coal based) and onto a local grid powered by a biomass wood waste power plant. The plant is anticipated to be operational by 2011. It will run solely off the wood waste of the Bulembu Timber Company. Forest sustainability is ensured as Bulembu Timber has been fully certified and approved by the Forestry Stewardship Council (FSC). We will be more energy efficient and draw power from renewable resources which are sustainable in the long term – aligning with the Environmental Policy of BMS.

With regards to the increase in sewage generated, as part of the infrastructure overhaul, we also implemented a reed bed system for waste disposal. It is a bacteria activated sludge system that separates the treated sludge to drying beds and the water to the reed beds. Reed beds are a 'green' water treatment technology, incorporating an aesthetically pleasing landscape and adding ecological value by providing habitats for wildlife. This system is naturally sustainable in addition to significantly reducing operational costs compared to a conventional biological effluent treatment system.

With regards to an increase in trash produced, we are working on an integrated system to process all organic trash using a composting system which will benefit the agricultural farms in the community. Already, all glass goes to a glass processing plant for product creation and all aluminum cans are crushed and sold as scrap.

As far as the renovation of the building, we know that as this is an older building, construction work on it will likely release embedded Chrysotile asbestos fiber which could be a health risk for workers.

As part of our policy regarding construction/demolition on any existing building in Bulembu, all workers are required to wear certified masks; proper suction fans and

water dampening strategies will be used; and, all measures of removal and disposal will comply with the International Labour Organizations (ILO) *Convention 162 Concerning Safety in the Use of Asbestos, 1986* (C162) – the standards to which Canada also adheres.

8. Sustainability

Part of the initial review of the project was the completion of a full market assessment to determine the financial feasibility and sustainability of the project. It was determined that this project has inherent cost recovery strategies built into it. As a vocational school, the students will pay tuition as well as room and board, with those monies going to offset expenses such as instructors' salaries and operational costs. In addition, industry has committed to providing internships and job placement opportunities to all the students. The working Conference Centre that is part of the school will not only provide an ongoing source of work experience, but will also be a source of income for the school. The addition of continuing education opportunities for industry employees will also provide a source of income to offset expenses.

We believe that there will not be an issue with either the will or ability of beneficiaries to contribute the required amount in order to attend as SCOT turns away a minimum of 275 students each year that apply to their hospitality focused vocational training school. These students, in addition to the students from BMS's secondary school, will provide an excess supply of students for our initial catchment of full time students.

As for the viability of employment stemming from participation in our program, we have verbal commitments from HOTAS members for both internships and priority assessment for job openings. In addition, the statistics and assessments from the World Bank, IMF and TechnoServe further solidify the immense and growing need for skilled and trained workers in this industry.

Students participating in our program will have every opportunity to sustain the improvements in their living conditions through obtaining gainful employment in the hospitality/tourism industry. Jobs are readily available and hotels are in desperate need of skilled workers.

The school is based on both industry responsive curriculum and focused internships. These two streams have been intentionally designed to ensure the students have the best opportunity to obtain gainful employment in the industry and most likely in the hotels directly partnering with us.

The school is fully intended and designed to be ongoing and operate in perpetuity. The school is meant to become self-sustaining as a business venture, combining the incomes from tuitions as well as the income produced through the Conference Centre. The Bulembu Country Lodge has also committed to provide financial resources from its profits for at least the first 3 years to help ensure the school has a complete opportunity to prove it is viable.

A Board of Advisors comprised of industry leaders and stakeholders in the vocational and educational sectors will be created to provide direct input regarding changing market needs and to provide external assessments of the school's curriculum and operational paradigm. This will ensure that the school remains responsive to the actual needs of the industry in order to ensure the beneficiaries have the maximum opportunity to obtain long-term gainful employment in the sector. As well, a network of industry leaders, NGO's, and vocational focused education centres known as the Southern African Hospitality and

Tourism Vocational Training Development Network has been established in order to disseminate learning, share best practices and facilitate knowledge sharing around the region.

The school and Conference Centre will be housed in an existing building but it will require significant renovations. Maintaining the renovated building will fall under the auspices of the BMS maintenance staff and the cost will be shared by the school and Conference Centre as well as BMS (as the buildings and physical plant will be used by them at times). The school and Conference Centre's portion will come from the income from tuition and conference fees.

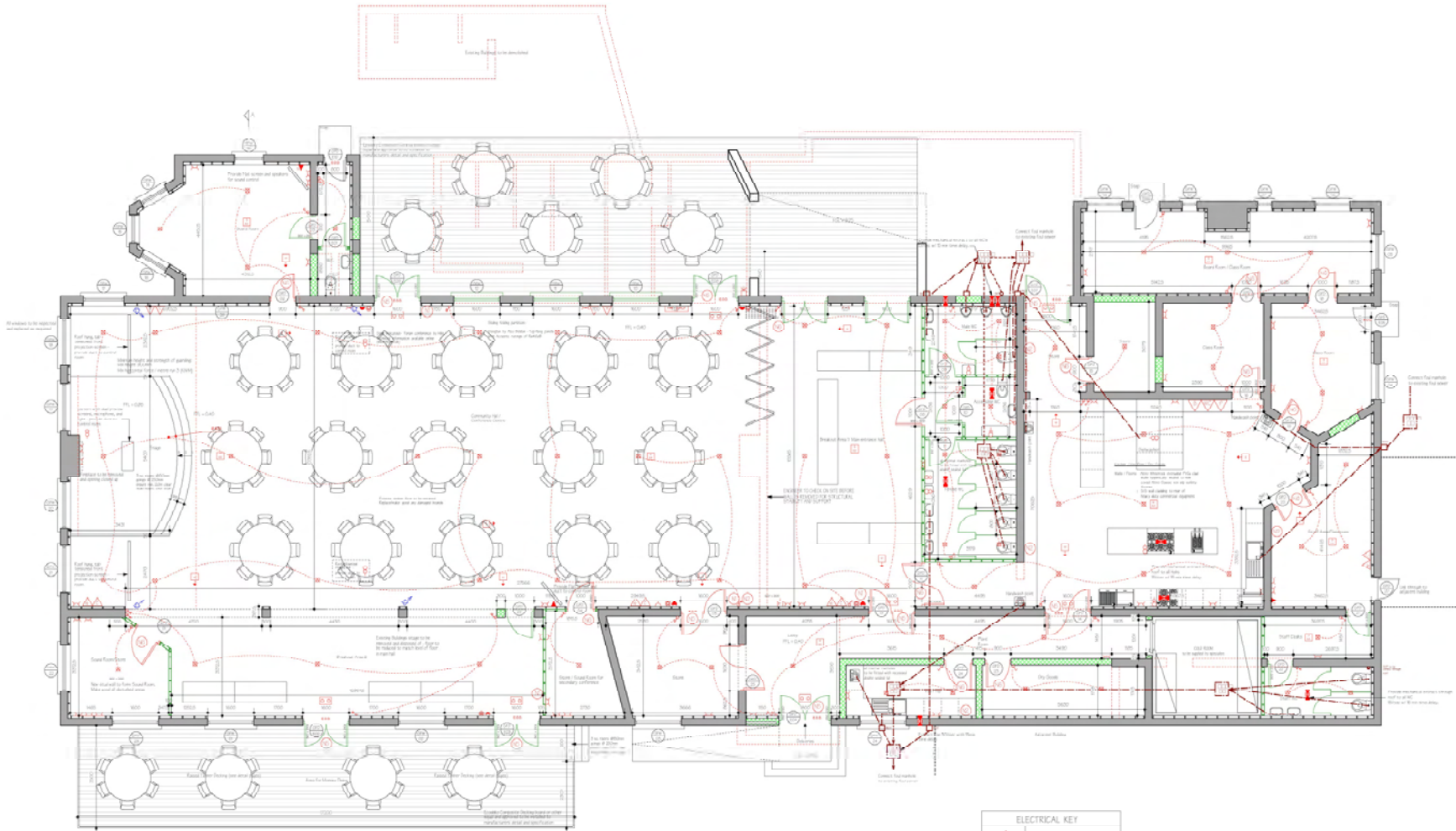
9. Building Floor Plan and Elevations

M07-091 | F01 | B

Recreational Centre for training in Hospitality, Chinda Place, Swaziland

Proposed Floor Plans

Bulembu Community



This drawing is issued for Planning Services only and may be measured accordingly. All measurements should be made during the construction phase. Confirmation is required please contact Bell Architects office.

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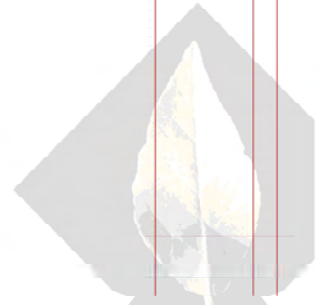
- KEY**
- Existing Work to be retained
 - Existing Work to be removed
 - New Work
 - Fire Protection
 - Proposed Work to be removed
 - Not proposed

ELECTRICAL KEY

	Light switch, standard
	Dimmer switch
	Single light switch
	Two-way light switch
	Emergency stop
	Fire alarm bell
	Fire alarm control panel
	Fire alarm call point
	Fire alarm manual alarm
	Fire alarm reset
	Fire alarm test
	Fire alarm trouble
	Fire alarm silence
	Fire alarm sounder
	Fire alarm strobe
	Fire alarm bell
	Fire alarm bell

FFS SYMBOL KEY

	Water
	Flouride
	Fire
	Fire Alarm Control Panel
	Fire Alarm Call Point
	Fire Alarm Manual Alarm
	Fire Alarm Reset
	Fire Alarm Test
	Fire Alarm Trouble
	Fire Alarm Silence
	Fire Alarm Sounder
	Fire Alarm Strobe
	Fire Alarm Bell

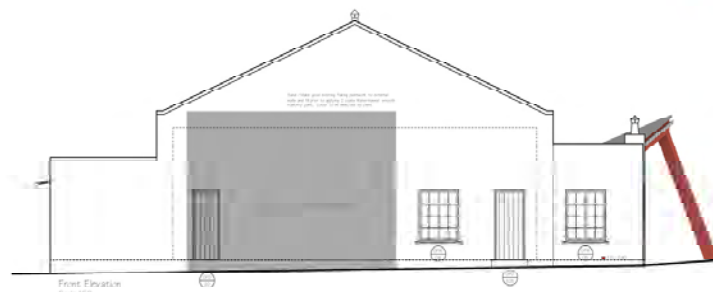
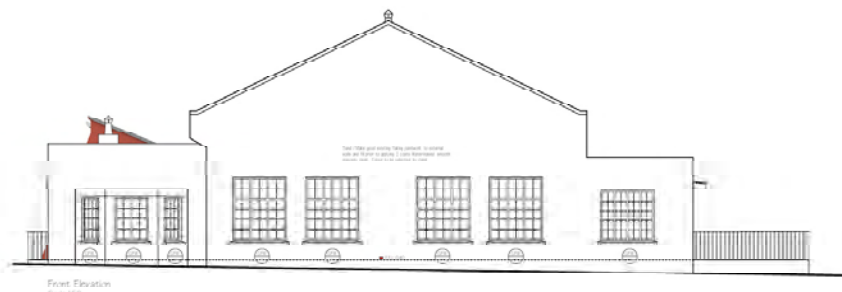


M07-091 | F02 | B

Recreational Centre for
training in Hospitality, Chinda
Place, Swaziland

Section and Elevations

Buromou Community



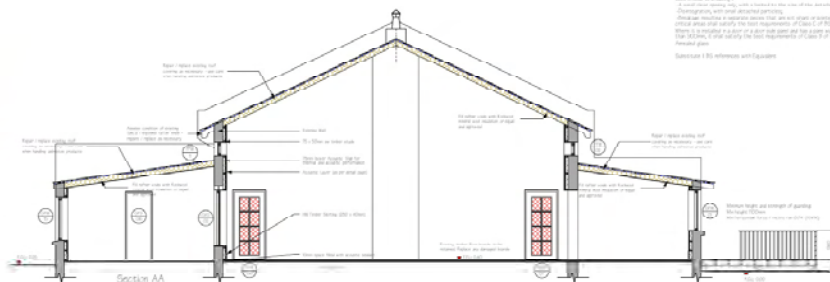
Feature Entrance 3D View
Not to Scale



Feature Entrance Side Elevation
Not to Scale

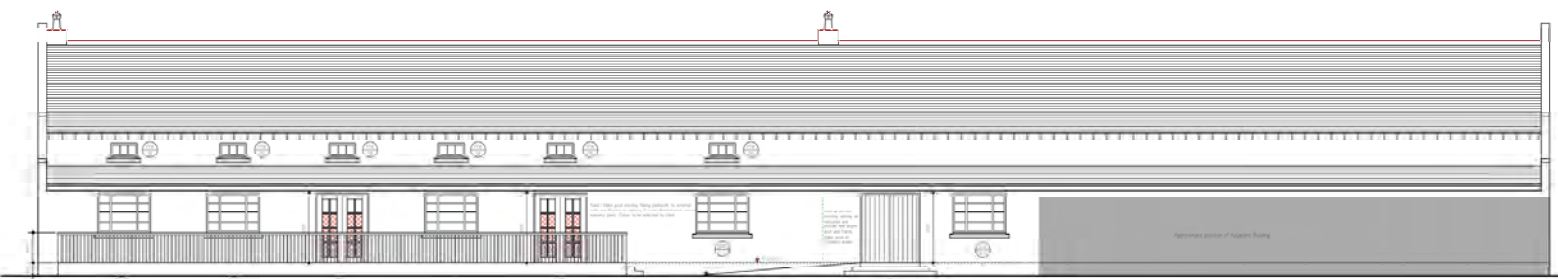
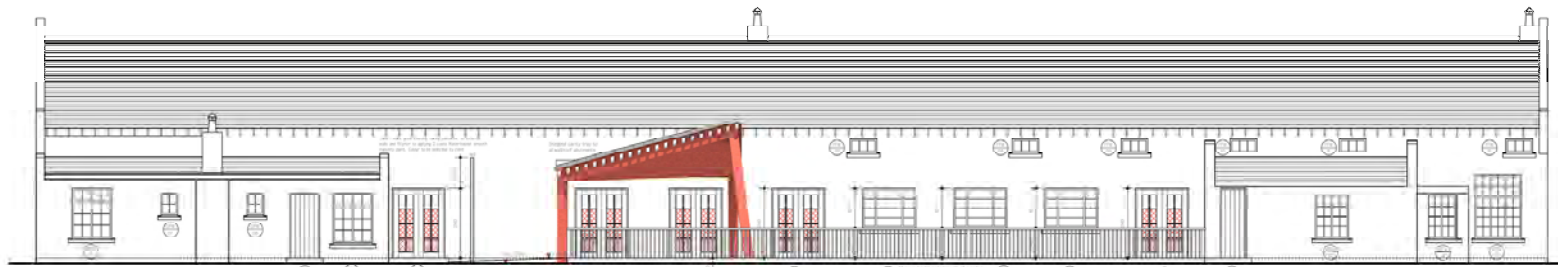


Feature Entrance Front Elevation
Scale 1:50

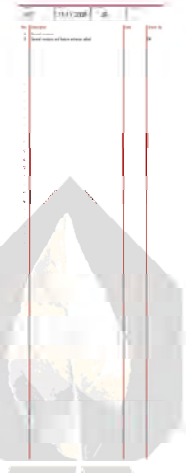


Roofing System

Roofing in all roof sections shall consist of:
150mm thick concrete slab
The precast concrete slabs shall be supported by:
150mm square steel
150mm x 150mm x 10mm steel sections spaced at 2000mm center to center
The precast concrete slabs shall be supported by:
150mm square steel
150mm x 150mm x 10mm steel sections spaced at 2000mm center to center
The precast concrete slabs shall be supported by:
150mm square steel
150mm x 150mm x 10mm steel sections spaced at 2000mm center to center
The precast concrete slabs shall be supported by:
150mm square steel
150mm x 150mm x 10mm steel sections spaced at 2000mm center to center



This drawing is issued for Planning Services and will not be treated as a final drawing. No measurements should be taken during the construction phase. Construction of the building shall be in accordance with the drawings.



10. Financials

Category	Year 1	Year 2	Total	Currency
External Building Renovations <ul style="list-style-type: none"> • Structure work • Roofing 	\$110,770	-	\$110,770	CAD
Internal Building Renovations <ul style="list-style-type: none"> • Finishings • Electrical/plumbing • Furnishings/heating/cooling • Industrial Kitchen • Computer/Lan Network 	\$373,301	-	\$373,301	CAD
Salaries/Stipends <ul style="list-style-type: none"> • Project Manager • Conference Centre Manager • Marketing Manager • Head Chef / Teacher • Headmaster / Teacher • Teacher • Admin / internship coordinator 	\$93,000	\$111,000	\$204,000	CAD
Consultants/Subcontractors <ul style="list-style-type: none"> • Staff training • Project evaluation and reporting • Curriculum Design • Curriculum review and evaluation 	\$52,035		\$52,035	CAD
Operating Expenses <ul style="list-style-type: none"> • Electricity • Maintenance • Marketing & Sales • Office Supplies • Special Events • Student houses • Staff houses • Telecommunication • Travel/Transportation • Electricity 	\$35,533	\$52,678	\$88,211	CAD
Project Evaluation		\$12,550	\$12,550	CAD
Canadian Overheads (6.36%)	\$42,303	\$11,217	\$53,520	CAD
	\$706,942	\$187,445	\$894,387	CAD