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| Port Market Study: Port of Mossel Bay (PoMSB)  **Semi-structured interview guide:**  **Aquaculture Key Stakeholders** | July 2025  Version 2.0 |

# Introduction

As part of the Port of Mossel Bay Market Study commissioned by Transnet National Ports Authority (TNPA), Move Beyond Consulting (MBC), in collaboration with Rebel Ports & Logistics, has been appointed to undertake a comprehensive assessment of the port's market dynamics, future demand potential, and strategic growth pathways.

A key component of this study is the **Stakeholder Engagement Plan**, which aims to foster inclusive participation, enhance collaboration, and gather critical insights from a wide range of stakeholders. These include existing and potential port users, government and regulatory bodies, industry representatives, civil society organisations, and other relevant actors in the port and logistics ecosystem.

Through structured interviews and surveys, the project team seeks to collect qualitative and quantitative data relating to:

* Port usage experiences,
* Operational and regulatory dynamics,
* Investment considerations and barriers,
* Sustainability and green transition priorities,
* Opportunities for innovation, industrial support, and market expansion.

Please see the attached Project Letter from TNPA for service context.

We are committed to ensuring that the stakeholder engagement process adheres to ethical standards. In line with this, we request your **informed consent** based on the following principles:

* **Voluntary Participation**: Your involvement in this engagement is entirely voluntary. You may withdraw your participation at any time without consequence.
* **Confidentiality and Anonymity**: All responses will be treated with strict confidentiality. Anonymity. Identifiable information will not be shared outside of the research team (MBC and Rebel), and findings will be anonymised or aggregated in all reporting.
* **Queries and Further Information**: If you have any questions or would like to follow up, please do not hesitate to contact your interviewer directly or Dr. Meena Lysko, the research team lead, at mbc.mlysko@gmail.com.

Please submit your completed form to [mbc.mlysko@gmail.com](mailto:mbc.mlysko@gmail.com?subject=PoMSB%20Survey%20Response%20for%20Offshore)

Do you agree to participate in this study?

Yes  No

Do you agree to this interview being recorded?

Yes  No

## Background information of the interviewer/s

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| **Please complete the table below before the interview** | | |
| **Question** | **Answer** | |
| Date | Click or tap to enter a date. | |
| Time |  | |
| Venue/ Format of interview |  | |
| Name of interviewer/s from the project team | Dr Meena Lysko  Ms Mpho M Monyane  Mr Rhulani Madale | Dr Henriette van Niekerk  Angelique du Toit  Johan-Paul Verschuure |

## Respondent Profile

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| **To understand the background and relevance of your organisation to this study, please provide the following general information** | | | | |
| **No.** | **Name** | **Company** | **Position/ designation** | **Involved in aquaculture in/around Mossel Bay?** |
| 1 |  |  |  | Choose an item. |
| 2 |  |  |  | Choose an item. |
| 3 |  |  |  | Choose an item. |

# A. Strategic Intent and Business Model

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| **Organisation’s current activities, growth vision, and market orientation within the aquaculture or broader blue economy sector.** | |
|  | **What is/are your organisation’s current or planned activities in aquaculture, marine farming, or related blue economy sectors?** |
|  | Land-based aquaculture (e.g. tanks, RAS)  Coastal/marine aquaculture (e.g. cages, longlines)  Hatchery or broodstock development  Feed production or supply  Harvesting or processing of marine species  Packaging, freezing, or cold storage  Export or domestic distribution of seafood  Seaweed or kelp farming  Research or technical advisory services  Aquaculture training or skills development  Marine conservation or biodiversity projects  Other (please specify): Click or tap here to enter text. |
|  | **How does Mossel Bay factor into your regional or national development plans?** |
|  | Primary location for production or harvesting  Secondary production or backup site  Logistics hub for distribution/export  Site for future expansion (subject to conditions)  Pilot or demonstration project location  Not currently part of our plans  Other (please specify): Click or tap here to enter text. |
|  | **What species or marine products do you currently cultivate or plan to?** |
|  | ☐ Abalone  ☐ Mussels  ☐ Oysters  ☐ Seaweed (e.g., kelp, Gracilaria)  ☐ Finfish – marine species (e.g., yellowtail, kob)  ☐ Finfish – freshwater species (e.g., tilapia, trout)  ☐ Shrimp or prawns  ☐ Crustaceans (e.g., lobster, crab)  ☐ Aquarium species (e.g., ornamental fish)  Other (please specify): Click or tap here to enter text. |
|  | **What are the primary target markets for your production?** |
|  | Domestic consumption  Export via port (specify which port/s): Click or tap here to enter text.  Other (please specify): Click or tap here to enter text. |
|  | **Which demand nucleus determines the financial success or failure of the submitted/intended project?** |
|  | International  Domestic  Regional (e.g. SADC)  Local  Other (please elaborate): Click or tap here to enter text. |
|  | **What is your current annual production or output?** |
|  | Tonnes per year (or unit): Click or tap here to enter text.  % of this currently routed through Mossel Bay: Click or tap here to enter text. % |
|  | **What is your expected annual production/output in 5–10 years?** |
|  | Tonnes per year (or unit): Click or tap here to enter text.  % of this currently routed through Mossel Bay: Click or tap here to enter text. % |
|  | **What is your current annual revenue from aquaculture or marine activities?** |
|  | < R1 million  between R1 million and R5 million  between R5 million and R20 million  more than R20 million  Prefer not to say |
|  | **What is your estimated annual revenue in the next 5 to 10 years with improved port access?** |
|  | < R5 million  between R5 million and R20 million  between R20 million and R50 million  more than R50 million  Too early to estimate |
|  | **What role could Mossel Bay play in expanding your access to markets? (Tick all that apply)** |
|  | Improve access to SADC  Shorten time to Middle East  Serve niche or seasonal exports  Decongest other ports  Domestic coastal logistics  Other (please specify): Click or tap here to enter text. |
|  | **What operational risks or constraints do you foresee at the port (e.g. space limitations, safety compliance, grid constraints, water)?** |
|  |  |
|  | **From your perspective, what makes PoMSB an attractive/less attractive location for aquaculture?** |
|  |  |
|  | **How many full-time equivalent (FTE) jobs are currently supported?** |
|  | 1 to 10  11 to 50  51 to 200  more than 200  Prefer not to say |
|  | **How many full-time equivalent (FTE) jobs could your scaled project support?** |
|  | 1 to 10  11 to 50  51 to 200  more than 200  Too early to estimate |
|  | **How many indirect jobs or business opportunities could your project support through partnerships (e.g. SMMEs, cooperatives, training)?** |
|  | 0–5  6–20  21–50  More than 50  Too early to estimate |
|  | **Mode for transport of goods to/from port?** |
|  | Road  Rail  Coastal shipping  Other (please specify): Click or tap here to enter text. |

# B. Site Selection and Environmental Fit

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| **Explore the environmental requirements of operations and views on the suitability of the Mossel Bay coastline for aquaculture development.** | |
|  | **What environmental conditions are most important to your operations?** |
|  | Water temperature  Water salinity  Water quality (e.g., turbidity, pollutants)  Oxygen levels  Water current or flow rate  Wave exposure and protection  Seabed type (e.g., sandy, rocky, muddy)  Depth and bathymetry  Proximity to freshwater inflow  Risk of harmful algal blooms  Marine traffic or interference  Other (please specify): Click or tap here to enter text. |
|  | **What are your views on the suitability of the Mossel Bay coastal area for marine aquaculture zones?** |
|  | Highly suitable – environmental and logistical conditions are ideal  Moderately suitable – some strengths, but constraints exist  Unsuitable – key conditions are not present or viable  Uncertain – more data or studies are needed  Not applicable to our operations  Other (please specify): Click or tap here to enter text. |
|  | **Have you conducted or reviewed any environmental impact assessments (EIAs) or feasibility studies for Mossel Bay?** |
|  | ☐ Yes – we have conducted our own EIA or feasibility study  ☐ Yes – we have reviewed existing studies by others  ☐ No – but we plan to in the future  ☐ No – and we do not currently plan to  ☐ Not applicable to our operations  Other (please specify): Click or tap here to enter text. |
|  | **What challenges do you anticipate in obtaining permits or meeting marine spatial planning requirements?** |
|  | ☐ Long permitting timelines  ☐ Lack of clarity in zoning or marine spatial plans  ☐ Overlapping or conflicting jurisdiction (e.g., DAFF, DEA, SAMSA, local government)  ☐ High compliance or monitoring costs  ☐ Limited access to environmental baseline data  ☐ Community opposition or stakeholder conflict  ☐ Uncertainty around biodiversity or conservation areas  ☐ Difficulty accessing technical or legal advisory services  Other (please specify): Click or tap here to enter text. |
|  | **Have you already secured a site or concession in or near Mossel Bay?** |
|  | Yes – operational site  Yes – secured but not operational  In process of applying  Not yet identified  Not applicable  Other (please specify): Click or tap here to enter text. |
|  | **What is the estimated cost of preparing your preferred site for aquaculture operations?** |
|  | < R500,000  between R500,000 and R2 million  between R2 million and R10 million  > R10 million  Not yet costed |
|  | **How much lead time is required from site approval to first harvest/production?** |
|  | < 6 months  between 6 and 12 months  between 12 and 24 months  more than 24 months  Not sure |
|  | **Are you able to co-invest in site preparation or supporting infrastructure (e.g., roads, water, utility services)?** |
|  | Yes – fully Please indicate amount: Click or tap here to enter text.  Yes – partially Please indicate amount: Click or tap here to enter text.  No – would require public support or incentives Please indicate amount: Click or tap here to enter text.  Not applicable |
|  | **What is the total area (in hectares) your operation would require for full-scale production?** |
|  | < 1 ha  between 1 and 5 ha  between 5 and 20 ha  more than 20 ha  Not yet determined |
|  | **What hinterland infrastructure (rail, road) is/would be critical for your logistics chain?** |
|  |  |
|  | **How do you assess the port's current pricing structure (tariffs, handling fees, marine charges)?** |
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|  | **What would influence you to switch cargo or vessel calls to Mossel Bay from another port?** |
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|  | **Do you have any recommendations for improving the implementation and stakeholder interface processes at PoMSB?** |
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# C. Infrastructure and Logistics Requirements

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| **Current and future infrastructure needs, including the type of facilities, services, and logistical support required to operate effectively in or through the Port of Mossel Bay** | |
|  | **What is the status of your infrastructure planning or investment linked to the Port of Mossel Bay?** |
|  | Yes – secured and planned  Likely – evaluating feasibility  No immediate plans  Not applicable |
|  | **Would you be interested in participating in port-anchored investment models? (Tick all that apply)** |
|  | Landing quay or offloading areas  Cold storage facilities  Water quality testing laboratory  Equipment washdown or maintenance bays  Hatchery or broodstock support infrastructure  Feed import and storage facilities  Ice production and handling services  Packaging and value-added processing space  Utility connections (power, water, wastewater)  Security and access control  Other (please specify): Click or tap here to enter text. |
|  | **Do you foresee needing dedicated aquaculture berths, coastal access points, or floating structures?** |
|  | Yes – dedicated aquaculture berth(s) within the port  Yes – secure coastal access point(s) near aquaculture zones  Yes – mooring or anchoring space for floating cages, barges, or platforms  Yes – temporary docking or offloading points during harvest seasons  No – existing general-use infrastructure is sufficient  Not yet determined  Other (please specify): Click or tap here to enter text. |
|  | **How would you use the port for logistics?** |
|  | Offloading harvested product (e.g., abalone, mussels, fish)  Importing aquafeed or farming inputs  Exporting processed or packaged seafood  Transferring product to cold chain or road transport  Crew transfers or vessel provisioning  Storage or staging of equipment  Receiving hatchery stock or fingerlings  Not currently using the port for logistics  Other (please specify): Click or tap here to enter text. |
|  | **Is value-added processing (e.g. filleting, packaging, freezing) planned near the port or inland?** |
|  | Yes – processing is planned at or near the port  Yes – processing is planned at an inland site  Yes – processing is planned at both inland and port locations  No – processing is not part of our operation  Not yet decided |
|  | **What is your estimated capital expenditure (CAPEX) for port-related infrastructure or services?** |
|  | < R500,000  between R500,000 and R2 million  between R2 million and R10 million  > R10 million  Not yet estimated |
|  | **What is your expected annual throughput at the port (once operational or scaled)?** |
|  | Estimated volume/year: Click or tap here to enter text.  Estimated vessel calls/year: Click or tap here to enter text.  Peak season/month: Click or tap here to enter text. |
|  | **When would your operations realistically begin using Mossel Bay port services??** |
|  | Already operational  Within the next 12 months  1–2 years  3–5 years  Beyond 5 years  Not applicable |

# D. Sector-Wide Challenges and Mitigation Plans

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| **Explore the regulatory, environmental, and operational challenges that affect aquaculture growth, as well as how the organisation manages or mitigates these risks.** | |
|  | **How do you navigate government permitting systems? (Tick all that apply)** |
|  | We use in-house regulatory specialists  We hire external consultants or EIA specialists  We follow standard DFFE/DALRRD/DAFF processes  We rely on industry associations or forums  We face major delays due to unclear procedures  We have not yet applied for permits  Other (please specify): Click or tap here to enter text. |
|  | **How do you ensure resilience and sustainability in your operations? (Tick all that apply)** |
|  | We follow formal biosecurity protocols  We test water quality and stock regularly  We maintain separation between species or production zones  We implement contingency plans for disease or contamination  We comply with national environmental legislation (e.g. NEMA)  We lack the capacity to fully monitor risks  Other (please specify): Click or tap here to enter text. |
|  | **How do you maintain product quality and market access? (Tick all that apply)** |
|  | We own or lease cold storage capacity  We use third-party cold chain logistics providers  We coordinate tightly with harvest and shipping schedules  We invest in packaging/processing that extends shelf life  We lose product value due to infrastructure gaps  Other (please specify): Click or tap here to enter text. |
|  | **How do you engage communities and manage local concerns? (Tick all that apply)** |
|  | We consult local communities prior to expansion  We partner with local fishers or cooperatives  We support local employment and training  We run community awareness or environmental programmes  We have experienced pushback or opposition  Not applicable  Other (please specify): Click or tap here to enter text. |
|  | **Are your vessels or operations subject to SAMSA or IMO regulations?** |
|  | Yes – SAMSA and/or IMO regulated  No – not applicable to our operations  Not sure  If yes, what are the main compliance barriers or costs?  Vessel inspection or certification delays  Cost of safety equipment or modifications  Crew certification or training compliance  Recordkeeping, emissions, or reporting burdens  Not a barrier for us  Other (please specify): Click or tap here to enter text. |
|  | **What is the estimated annual cost of complying with environmental, licensing, and regulatory requirements?** |
|  | < R100,000  R100,000 – R500,000  R500,000 – R2 million  > R2 million  Not yet assessed |
|  | **How much financial or technical support would be required to address your top 1 to 2 risks?** |
|  | < R500,000  R500k – R2 million  R2 million – R10 million  > R10 million  Depends on port/TNPA offering  ☐ Not applicable |
|  | **If key permitting and regulatory barriers were resolved, how would this affect your investment plans?** |
|  | Would accelerate full-scale investment  Would enable a pilot or test deployment  Would reduce overall project risk  No major impact – already factored in  Other (please specify): Click or tap here to enter text. |
|  | **Have infrastructure or regulatory risks previously delayed your aquaculture project(s)?** |
|  | Yes – significantly delayed  Yes – minor delays  No – progressed on schedule  Not applicable  Prefer not to say |

# E. Financial Strength and Investment Capacity

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| **Insights into your organisation’s capital investment plans, funding sources, revenue models, and participation in shared infrastructure** | |
|  | **What is the expected capital expenditure (CAPEX) for your planned operations in Mossel Bay?** |
|  | < R500,000  R500,000 – R2 million  R2 million – R10 million  R10 million – R50 million  > R50 million  Not yet estimated |
|  | **Is your business self-funded, investor-backed, or reliant on development finance institutions (DFIs)?** |
|  | Self-funded  Private investors or venture capital  Bank loans or commercial finance  Development finance institutions (e.g. IDC, DBSA)  Government grants or subsidies  Other (please specify): Click or tap here to enter text.  Prefer not to say |
|  | **What revenue models do you use?** *(Tick all that apply)* |
|  | Direct-to-retail or food service  Bulk export to processors or traders  Contracted offtake agreements  Co-operative or producer group model  Auction or spot market sales  Other (please specify): Click or tap here to enter text.  Not yet operational |
|  | **Are you prepared to invest in co-located infrastructure (e.g., hatcheries, depuration facilities, labs)?** |
|  | Yes – willing to invest directly  Yes – under the right partnership model  Possibly – subject to feasibility  No – not part of our model  Not applicable |
|  | **What is your estimated annual revenue from Mossel Bay-linked operations?** |
|  | < R1 million  between R1 million and R5 million  between R5 million and R20 million  > R20 million  Not yet operational / too early to estimate  Prefer not to say |
|  | **Would you consider co-investing in shared-use port or marine infrastructure (e.g., cold rooms, water intakes, biosecurity areas)?** |
|  | Yes – interested in co-investment opportunities  Possibly – if the model and governance are clear  No – prefer exclusive-use infrastructure  Not applicable |

# F. Capabilities and Technical Track Record

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| **Organisation’s experience, operational strengths, and use of technology in aquaculture.** | |
|  | **What is the status of your aquaculture project(s)?** |
|  | Operational  Pilot or demonstration phase  Decommissioned or historical  Not yet launched |
|  | **What is the typical scale of your aquaculture operations?** |
|  | Small-scale (< 5 tonnes/year)  Medium-scale (5–50 tonnes/year)  Large-scale (> 50 tonnes/year)  Not measured / varies significantly |
|  | **What species do you currently farm or plan to farm?** |
|  | Abalone  Mussels  Oysters  Seaweed (e.g., kelp, Gracilaria)  Marine finfish (e.g., yellowtail, kob)  Freshwater finfish (e.g., tilapia, trout)  Shrimp or other crustaceans  Aquarium species (e.g., ornamental fish)  Other (please specify): Click or tap here to enter text. |
|  | **Where are your operations located?** |
|  | Mossel Bay  Elsewhere in the Western Cape  Other coastal region in South Africa  Inland location(s)  Cross-border / outside South Africa  Other (please specify): Click or tap here to enter text. |
|  | **How long has your aquaculture operation been active?** |
|  | Less than 1 year  1–3 years  3–10 years  More than 10 years  Not yet operational |
|  | **What type of production systems do you use or plan to use?** |
|  | Land-based tanks or raceways  Recirculating Aquaculture System (RAS)  Flow-through system  Coastal cages or longlines  Offshore pens or platforms  Other (please specify): Click or tap here to enter text. |
|  | **Which key milestones have been achieved?** *(Tick all that apply)* |
|  | Site secured  EIA completed  Permits obtained  Infrastructure developed  First harvest achieved  Export clearance or compliance achieved  Other (please specify): Click or tap here to enter text.  Not yet applicable |
|  | **Who are your key funders or investment partners (if any)?** |
|  | Self-funded  Private investors or equity  Development finance institution (e.g. IDC, DBSA)  Bank or loan-funded  Government grants or support  No external funding yet  Prefer not to say  Other (please specify): Click or tap here to enter text. |

# G. Partnerships, Stakeholder Relations, and Ecosystem Engagement

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| **Collaboration in enabling growth** | |
|  | **Are you working in partnership with research institutions, cooperatives, or local producers?** *(Tick all that apply)* |
|  | Yes – with a university or research institution  Yes – with an aquaculture cooperative or producer group  Yes – with local fishers or SMMEs  Yes – through an industry association or platform  Not currently – but open to partnerships  No – we operate independently  Other (please specify): Click or tap here to enter text. |
|  | **How would you describe your ideal relationship with TNPA and other enabling government agencies?** |
|  | Regular engagement and consultation on port planning  Coordinated permitting and licensing processes  Joint development of shared-use infrastructure  Access to technical and compliance guidance  Partnership for pilot zones or innovation sites  Prefer minimal involvement – just regulatory compliance  Other (please specify): Click or tap here to enter text. |
|  | **Are there collaborative models that would support your growth?** |
|  | Yes – aquaculture cluster or production hub  Yes – port-linked innovation or R&D zone  Yes – shared-use facilities (cold chain, processing)  Yes – export corridor or special economic zone  Possibly – with the right incentives  No – we prefer operating independently  Other (please specify): Click or tap here to enter text. |
|  | **How many local partners or stakeholders do you engage with directly in Mossel Bay or the region?** |
|  | None  1–2  3–5  More than 5  Not applicable / not yet operational |
|  | **Would you be willing to co-invest in shared facilities with other producers or institutions?** |
|  | Yes – already in discussions  Yes – if governance and benefits are clear  Possibly – subject to feasibility  No – we prefer exclusive-use infrastructure  Not applicable |

# H. Enablers, Dependencies, and Future Outlook

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| **Identify key conditions and support mechanisms that would enable the organisation’s growth through the Port of Mossel Bay. Also capture future-oriented projections—such as expected production, revenue, and stakeholder impact.** | |
|  | **What are your top dependencies for successful implementation at the Port of Mossel Bay?** *(Tick up to three)* |
|  | Aquaculture zoning or environmental approvals  Reliable access to seawater  Cold storage or cold chain infrastructure  Export licensing or customs facilitation  Utility access (power, water, waste)  Port berth or vessel access  Skilled local labour  Other (please specify): Click or tap here to enter text. |
|  | **Are you already targeting national or international markets through Mossel Bay?** |
|  | Yes – international (please specify region): Click or tap here to enter text.  Yes – national (within South Africa)  No – still assessing options  Not applicable |
|  | **What regulatory or financial incentives would accelerate your commitment to Mossel Bay?** *(Tick all that apply)* |
|  | Streamlined permitting and licensing  Tax incentives or rebates  Preferential lease terms or infrastructure co-investment  Export finance or working capital support  Subsidies for cold chain or processing equipment  Other (please specify): Click or tap here to enter text. |
|  | **Would you be open to the following collaboration models with public entities?** *(Tick all that apply)* |
|  | Pilot-scale production or demonstration zones  Shared-use infrastructure (e.g. cold storage, hatchery)  Joint R&D or innovation platforms  Skills training and institutional partnerships  No – prefer fully independent operation |
|  | **Which demand nucleus is most critical to the success of your business model?** |
|  | Local (Mossel Bay region)  Regional (e.g. Western Cape, SADC)  National (South Africa-wide)  International export markets  Other (please specify): Click or tap here to enter text. |
|  | **Does your success rely on proximity to the Port of Mossel Bay?** |
|  | Yes – critical for export or input logistics  Somewhat – provides strategic advantage  No – we could operate elsewhere  Not sure  Please elaborate: Click or tap here to enter text. |
|  | **What is your projected annual revenue if Mossel Bay becomes a viable production/export node?** |
|  | < R5 million  R5–20 million  R20–50 million  > R50 million  Too early to estimate |
|  | **What is your projected annual production or throughput if operations scale as planned?** |
|  | Volume (e.g. tonnes/year): Click or tap here to enter text.  % expected to be routed through Mossel Bay: Click or tap here to enter text.% |
|  | **What percentage of your future revenue do you expect from each market segment?** |
|  | Domestic (%):Click or tap here to enter text.  Export (%):Click or tap here to enter text. |
|  | **What is your estimated number of vessel calls per year once operational?** |
|  | 0–5  6–20  More than 20  Not yet estimated  Not applicable |
|  | **Would improvements in Mossel Bay’s port services reduce your operating costs?** |
|  | Yes – by more than 10%  Yes – by 5–10%  Minimal impact (<5%)  No significant effect  Please explain: Click or tap here to enter text. |
|  | **Which other stakeholders would benefit economically from your growth at Mossel Bay?** *(Tick all that apply)* |
|  | Local fishers  Processors  Cold chain operators  Transport and logistics companies  SMMEs  Training institutions or TVETs  Exporters  Other (please specify): Click or tap here to enter text. |
|  | **Would the financial success of your project contribute to any of the following? Please explain?** |
|  | Profitability of your business  Local community upliftment  National/regional economic growth  Job creation  Local education or schools  Skills development or training  Other: Click or tap here to enter text.  Please explain: Click or tap here to enter text. |
|  | **If port infrastructure or logistics improvements reduce time-to-market or spoilage, what impact would this have on your operating margins or profitability?** |
|  | Significant improvement (>10%)  Moderate (5–10%)  Minor (<5%)  No measurable impact  Not sure |
|  | **How does your business contribute towards green energy practices and decarbonisation?** |
|  | Click or tap here to enter text. |
|  | **Would you be willing to participate in a follow-up interview or stakeholder roundtable?** |
|  | Yes  No  Will delegate to someone else  If delegating, please provide contact information  Name: Click or tap here to enter text.  Contact email: Click or tap here to enter text.  Contact number: Click or tap here to enter text. |

Please submit your completed form to [mbc.mlysko@gmail.com](mailto:mbc.mlysko@gmail.com?subject=PoMSB%20Survey%20Response%20for%20Offshore)