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

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.** |
| 1.
 | **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. |
| 1.
 | **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. |
| 1.
 | **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)?** |
|  |  |
|  | **What would influence you to switch cargo or vessel calls to Mossel Bay from another port?** |
|  |  |
|  | **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. |
| 1.
 | **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. |
| 1.
 | **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. |
| 1.
 | **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 sureIf 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 |
| 1.
 | **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. |
| 1.
 | **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. |
| 1.
 | **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 |
| 1.
 | **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 effectPlease explain: Click or tap here to enter text. |
| 1.
 | **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