



Department of Energy

APPOINTMENT OF A SERVICE PROVIDER FOR A PERIOD OF 8 MONTHS FOR THE MANAGEMENT AND COORDINATION OF SOUTH AFRICA'S INTERNATIONAL RENEWABLE ENERGY CONFERENCE (SAIREC) TO BE HOSTED FROM 3 TO 6 OCTOBER 2015, AT THE CAPE TOWN INTERNATIONAL CONVENTION CENTRE (CTICC)

26 January 2015

**Ms Mokgadi Modise
Chief Director: Clean Energy**



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Outline of the Presentation

1. Purpose of the Presentation
2. Background and context
3. Objectives
4. Structure of the SAIREC Preparations / LOC Team
5. Scope of Work
6. Conference Deliverables
7. Payments
8. Completion Date



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Purpose of the presentation

The purpose of this presentation is:

- to brief the bidders of the hosting of the SAIREC preparations at a compulsory briefing session held at the DoE; and
- to present and / or clarify the Terms of Reference (ToR) for the appointment of a Service Provider for the management and coordination of SAIREC;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Background & Context

- Pursuant to Cabinet approval, South Africa's started with the preparations towards the hosting of the SAIREC which is scheduled to take place on 3 - 6 October 2015 with the first two days (3 – 4 October 2015 set aside to set up Exhibition). The main Conference will be on 5 – 6 October 2015.
- The Department of Energy (DoE) together with the South African National Energy Development Institute (SANEDI) will be responsible for hosting the South Africa's International Renewable Energy Conference (SAIREC).
- This conference is expected to bring together both national and international stakeholders in the renewable energy sector.
- Over the past 3 to 4 years, South Africa has demonstrated leadership and innovation in the area of renewable energy implementation.
- As a result, SAIREC will provide a platform on which to showcase the successes in South Africa.

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Background & Context (2)

- It is expected that conference attendees will include investors, project developers, manufacturers, government, non-governmental organisations, developmental organisations, state owned entities, national utilities, private sector, non-profit organisations, the public at large and labour organisations. It is anticipated that the conference will be attended by more than 6 000 participants.
- SAIREC will be the 6th in a series of conferences convened by the Renewable Energy Policy Network for the 21st Century (REN21) and will be the first in the series to be held on the African Continent.
- Previous International Renewable Energy Conferences were hosted by Germany (Bonn); China (Beijing); United States of America (Washington), India (New Delhi); and United Arab Emirates (Abu

Dhabi).

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Objectives of the appointment of SAIREC Service Provider

- The primary objective is for the appointed Service Provider to render a seamless, well-coordinated and managed conference preparatory service prior, and leading up, to the hosting of the conference.
- Ensure successful execution of the deliverables and sub-deliverables including subcontracted activities as per the approved project plan;
- Market the conference as well as support the client in resource mobilisation/fundraising for the conference; and
- The Service Provider will be solely responsible for the management of all the activities leading to the smooth and successful hosting of the SAIREC 2015 and conference and the trade exhibition at the CTICC.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Structure of the Preparatory Team for SAIREC

- First, a Local Organising Committee (LOC) was established. The LOC comprises of officials from the relevant national departments and SANEDI and certainly to include the City of Cape Town representatives.
- To be able to manage both deliverables and sub-deliverables, the LOC is supported by five working groups which reports regularly to the LOC.
- Supporting Working Groups are as follows:
 - Logistics and Exhibition;
 - Communication and Marketing;
 - Conference Content and Side Events;
 - Budget and Finance; and
 - Security and Protocol.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Scope of Work

- The successful Service Provider is expected to perform the functions as listed in Section 4: Conference Deliverables. The list provides non-exhaustive requirements as a framework to deliver on SAIREC. The Service Provider is also expected to employ all measures as would be expected from a prudent conference coordinator and manager for the successful execution of SAIREC within the scale and size of conferences of this magnitude.
- The following non-exhaustive list of the major identified services provides the framework for achieving the objective:
 - a) Overall Management of SAIREC conference (i.e. planning, logistics, coordination, marketing and management of the hosting);
 - b) Exhibition Management (i.e. planning, logistics and coordination of set up space and management);



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Scope of Work (2)

- c) Sponsorship and Fundraising Management;
- d) Onsite Services Management;
- e) Management of Catering Services;
- f) Negotiation of provisional / preliminary accommodation.

arrangements and rates with hotels, travel and transport, etc.;

- g) Complete overall Conference Service reconciliatory report

- In execution of the services, the Service Provider may at any given time, be required to liaise with the following key parties in partnership with DoE and SANEDI:

- Cape Town International Convention Center (CTICC)
- Department of International Relations and Coordination (DIRCO)
- South African Police Services (SAPS) and State Security Agency (SSA)

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Scope of Work (3)

- City of Cape Town (e.g. Municipal services: health, fire and metro police);
 - Conference sponsors;
 - All service providers on any subcontracted services (e.g. communication: translation services, printing services, report writing, etc.); and
 - All potential and confirmed conference participants and exhibitors.
- The responsibility for inclusion of all the items and services required to deliver the complete event lies with the service provider. The service provider should provide a proposal with detailed project plan that is supported by both a technical and financial bid.
 - A high level project plan outlining the deliverables and sub-deliverables has already been deliberated and agreed upon by the LOC.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables

- **Conference Project Plan and Execution**

- The successful Service Provider is expected to submit a Project Charter and a detailed Project Plan (a full project plan write-up) highlighting, among other things, the scope, quality criteria, typical constraints, risks and contingencies, dependencies, clear timelines, payment schedule, and milestone deliverables on SAIREC for approval by both DoE and SANEDI. The final or revised plan should be submitted to the DoE within 2 weeks after the Inception / clarity meeting. The inception meeting will be convened within a week after the signing of the Service Level Agreement.
- Performance of the Service provider will be assessed on execution against this project plan. Achievement of milestones with acceptable quality of service will underpin progress reports back to DoE and

SANEDI.

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (2)

- **Conference Secretariat**

- Setting up an appropriately-staffed Conference Secretariat from the time of appointment until the conclusion of the conference to render secretariat services during all engagements on SAIREC and to provide minutes to be submitted for sign off by the Chairs of the respective meetings as confirmation of what transpired. All engagements outside those involving DoE and SANEDI are to be reported to DoE and SANEDI prior to being undertaken.
- During the Conference the service provider will set up an Operations Centre and ensure that it has the required workstations, computers, laptops, printers, photocopiers, facsimiles, scanners, and telephones with international lines, internet connectivity, standard office supplies and other conference organisation enablers.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (3)

- **Conference Secretariat**

- The Conference Secretariat shall be manned and fully equipped to carry out or facilitate all applicable identified activities as listed in this Section 4.
- In the period leading up to the conference, the Secretariat shall be set up at a location jointly agreed by DoE and the Service Provider.

- **Protocol and Translation Services**

- Provide and Manage translation services in the following languages: English, French, Portuguese and Sign language. All translators will be vetted by DoE and/or State Security Agency (**Refer to 4.13.8**).
- In partnership with DIRCO, the Service Provider will provide assistance/support by working closely with DoE and SANEDI in making protocol and diplomatic arrangements for political and other high profile dignitaries attending the Conference.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (4)

- **Operationalize website**

- Design, develop, host, operationalise, and maintain the SAIREC website with the first draft of the website design and content being made available for approval by DoE and SANEDI within 20 working days after being awarded the contract.
- The website must be fully operational within 10 working days following the final design and content approval by DoE and SANEDI.
- Management and maintenance (with secure backup capabilities) of SAIREC website including uploading of current and new information on a daily basis.
- Transfer of conference website and all required data onto DoE and SANEDI websites for archival purposes at the conclusion of the conference event.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (5)

- **Development of Conference promotional material and marketing**
 - **Development, layout, design and production/printing of SAIREC promotional material, including:**
 - Invitations (A5; 1 page) and programmes (A4; 3 Pages double sided) - **[6000 units each & electronic version on conference website];**
 - Conference abstracts for papers - **[Electronic version of abstracts on conference website];**
 - Speakers' profile booklets (A5; 20 page booklet) - **[6000 units];**
 - Laminated certificates - **[15 units – to be used for presenting awards];**
 - Accreditation cards / Coupons for entry to designated official SAIREC event - **[10 000 units]**
 - Special events (e.g. gala dinners) and meal invitation cards for VIPs - **[5000 units];**
 - Sponsorship and exhibition prospectus (A5) - **[6000 units]**
 - Venue guide (A4 Floor plan for all floors of venue) - **[2000 units & electronic versions on conference website]**



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (6)

- **Development of Conference promotional material and marketing**
 - Development, layout, design and production/printing of SAIREC promotional material, including:
 - Guide maps for the City of Cape Town - **[Map to be made accessible on conference website via download]; and**
 - Banners with DOE, SANEDI, and REN21 logos - **[30 Banners and 10 backdrops]**
- Facilitate and manage all marketing and event promotional materials accordingly (i.e. disseminating conference information, dispatching conference brochures and other promotional material and invitations nationally and internationally);
- Market the Conference widely across media/ broadcast platforms and other print materials (e.g. posters, flyers and any other material) and advertising such as street and wall wraps or banners;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (7)

- Packaging of delegate kits and distribution at the event;
- Preparation of “Welcome Package” containing practical information for participants including official programme, services, plans, cultural activities, guide maps of the city and venue, phone numbers for essential services, etc.
- **Manage the erection of audio, video, IT and WiFi infrastructure**
 - Hiring/sourcing and organising audio, video and other equipment required for all conference rooms used, plenary halls, and exhibitions halls;
 - Ensure WiFi concurrent connection access of 3000 participants with reasonable speed performance of 5klb per second. This will include liaison and coordination with the Management of the CTICC to ensure adequate safe IT infrastructure set up with uninterrupted internet connectivity and fully secured WiFi access throughout the venue; and



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (7)

- Setting up a work station/business centre for the exhibitors / visitors with computers, printers and stationery.
- **Manage digital and written documentation for the conference**
 - Uploading of the summary proceedings of all sessions, all Power Point Presentations, and all conference photographs from each day of the Conference on the designated SAIREC website;
 - Ensure photography and Audio-visual coverage (recording) of Conference sessions and key events/announcements of the exhibition (projected videography coverage is for 8 to 10 hours each day). Other key events and areas to receive coverage must include:
 - Venues for opening ceremony
 - Inaugural reception
 - Official social evenings
 - Closing ceremony
 - Press briefings



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (8)

- Setting up a work station/business centre for the exhibitors / visitors with computers, printers and stationery.
- **Manage digital and written documentation for the conference**
 - Uploading of the summary proceedings of all sessions, all Power Point Presentations, and all conference photographs from each day of the Conference on the designated SAIREC website;
 - Ensure photography and Audio-visual coverage (recording) of Conference sessions and key events/announcements of the exhibition (projected videography coverage is for 8 to 10 hours each day). Other key events and areas to receive coverage must include:
 - Venues for opening ceremony; Inaugural reception; Official social evenings; Closing ceremony; Press briefings and Official side events
- Source, procure and manage sufficient support staff including stenographers, translators, and assistants.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (9)

- Ensure the provision of rapporteur services for each conference session to summarise key messages and notes in a format that can be used to develop a final report for the conference
- Where necessary, outsource additional manpower requirements such as secretarial staff.
- **Communication, Media, Publicity Plan and Execution**
 - Coordinate and Manage publicity in consultation and approval by DoE and SANEDI on all announcements, press conferences and briefings during conference, media, website, advertising and media monitoring leading up to the conference;
 - Produce/print and oversee press releases in conjunction with DoE;
 - Ensure organisation of press conference for the 1st official announcements involving representatives of all major press and TV channels;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (10)

- **Communication, Media, Publicity Plan and Execution**

- Advertise/publicise the event in print and electronic media including professional business promotion platforms;
- Preparation of a media plan for the promotion of SAIREC 2015 in consultation with DoE and SANEDI; and
- Public Relations and media management, including liaison with Regional, National and International Media for coverage.

- **Coordination and liaison**

- Coordinate with management of CTICC, DoE and SANEDI for venue layout and arrangements;
- Support to speakers and VIPs with their onsite requirements;
- Advertise call for papers and abstracts from National and International speakers and coordinate the submission and review process for each

session;

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (11)

- **Coordination and liaison**

- Liaison with all conference subcontractors including caterers, audio visual, cleaning services etc., on an ongoing basis to ensure smooth running of all aspects of conference and exhibition; and
- Liaise with venue management on key aspects (e.g. Private security, medical services (Emergency Medical Services and First Aid Team) and any other service depending on an external provider or municipality) on a regular basis including every fortnight for the last four months towards the hosting of the conference.

- **SAIREC Registration process and Information Management**

- Manage participants' online and on-the-day registration, confirmation and correspondence with participants. The Service Provider will be expected to report back on the status of registration every two weeks starting from the day when the online registration is activated;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (12)

- **SAIREC Registration process and Information Management**

- Setting up of the reception, information desk, registration desk, business centre, and travel desk to cater for both exhibition and the main conference participants;
- Coordination of all logistics for official functions and meetings (setting up of stage, podium, decorations, media coverage, supervision of manpower, distribution of mementos and/or certificates etc. for both exhibition and Conference; and
- Where necessary, outsource additional manpower requirements such as secretarial staff, conference hostesses and ushers in consultation and approval by DoE and SANEDI.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (13)

- **Manage the setup of all Conference rooms and Exhibition Halls**
 - Conference rooms set-ups: classroom style seating with sufficient space to accommodate for people with disability e.g. wheelchair users between rows (1.5 meters), accessible stage with lectern, all standard audio-visual equipment, speakers ready rooms.
 - Location of signage and banners.
 - Conference hall and other meeting halls arrangements with suitable audio-visual technology, including:
 - Microphone on stage; Portable/mobile microphones; Large projection screen at front of the hall; Projector; DVD, CD & Video player (suitable for all international formats).



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (14)

- **Production of a Hospitality Programme**

- Establishment of hospitality programme for the Conference and the Exhibition including welcome services at the venue and the hotels.
- Providing guidance and extending courtesy to delegates, participants and high dignitaries at the Conference and exhibition venues.
- Identify and list best rates for accommodation, and provide links to available accommodation for about 3,000 delegates across various star/budget categories of hotels/service apartments with breakfast.
- The details of accommodation available must be reflected on the Conference website with links provided of the respective hotels/guest houses/ service apartments.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (15)

- **Security Liaison and Management**

- The Service provider is expected to interface with the client (DoE and SANEDI), CTICC and relevant government Security structures during preplanning immediately after appointment. Such engagement will include face-to-face briefings every two weeks (or as convened by DoE) leading up to the hosting of the conference;
- Liaise with key stakeholders from all the security structures on the management of security measures for the Conference and Exhibition;
- Facilitate the list of delegates for accreditation purposes;
- Liaise with SAPS for protection services and SSA for technical security issues and accreditation including for political, other dignitaries/VIPs/VVIPs and any other high profile delegates;
- Facilitate the appointment of supplementary private security to be cleared / vetted by the SSA through approval by DoE; and



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (16)

- **Security Liaison and Management**

- The service provider will submit the details of the appointed private security to the DoE for vetting. The private security will provide the services of patrolling and escorting, marshals and work together with access control team.
- Prevention and contingency plan against breach of security at the SAIREC conference.
- All shortlisted companies will undergo security screening process by State Security Agency and appointment thereof will be subject to positive security clearance. It should be noted that the issuance of positive security clearance is only valid for the duration of the contract and should not be used for other bidding processes” The following requirements / information should be provided by bidding service providers for screening purposes.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (17)

- **Security Liaison and Management**

- Valid Tax certificate
- Identity documents of Directors (if there is a foreign director a copy of passport should be provided)
- Company Profile
- Identity documents of the staff members to render the actual service

- **Post Conference Evaluation and Wrap-up**

- Undertaking post conference evaluation survey to obtain feedback from all the following on the conference and exhibition to obtain their perspectives:
 - Stakeholders
 - Sponsors
 - Presenters
 - Delegates and Exhibitors



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (18)

- **Exhibition Coordination and Management**

- Manage exhibition design, layout for all the halls in line with the CTICC requirements or terms and conditions as outlined in the contract signed between DoE and CTICC.
 - Designing and production of an exhibition layout and prospectus;
 - Preparation of floor layout plan, construction of exhibition booths/stalls for all registered exhibitors in various sizes of shells/booths/stalls (available floor area of approximately 7,500 m²); and
 - Ensure the process of dismantling to the satisfaction and requirements of the CTICC;
- Internet provision and power requirements (with backup) for exhibitors including country specific pavilions. Attending to the needs of exhibitors during registration, on the day of exhibition and preparation thereof;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (19)

• Exhibition Coordination and Management

- Selling of Exhibition space. An area of 7,500 m² is available of which 70% can be sold to exhibitors. Sustained campaigning through various platforms including, but not limited to: online, through advertisements in the print and electronic media; personal contacts and overseas marketing in international trade shows;
- Processing of exhibitors' bookings, allocation of space and response to queries;
- Development, management, and maintenance of updated data base of potential and confirmed exhibitors while also providing monthly progress report on the status of exhibitors;
- Maintenance of updated data base of approximately 400 potential exhibitors and providing monthly progress report on the status of exhibitors;
- Coordinating equipment hire required for exhibitors; and
- Managing the registration/booking process and requirements of all exhibitors.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (20)

• Sponsorship & Fundraising Management

- Campaigning for, sourcing, and managing sponsorships (for overall event as well as meals, social events, signage and gift bags);
- Manage all aspects of generating funds including the signing of expression of interest by sponsors to meet the budget of organising the Conference and Exhibition through selling space for exhibition, delegate participation fees, sponsorships, etc.;
- Identification and designing sponsorship opportunities as well as approaching potential sponsors by way of direct mail, personal contact and telephone follow up;
- Fundraising from International sponsors/partners: All funds and sponsorships raised must be declared, once secured, to DoE/SANEDI in the form of an official letter from each donor/sponsor (i.e. Expression of Interest to Sponsor). Fiscal contributions must be deposited into an account nominated and specified by DoE and SANEDI.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (21)

- **Sponsorship & Fundraising Management**

- A monthly spend report must also be prepared and submitted to DoE and SANEDI indicating clearly how funds are being utilised as well as funding shortfall/excess. All funds required from the specified account must be requested in writing and accompanied by a detailed spend budget.

- 4.16.6 Non-financial sponsorships (in kind contribution): All sponsorships must be declared in writing in the form of an official letter signed by the sponsor, alongside a report indicating the use of the sponsorship within SAIREC.

- **Management of Catering Services and entertainment**

- Arrange and manage themed opening gala dinner with cultural programme and entertainment; Arrange refreshment stations (tea, coffee, water);
- Liaise with on-site restaurants to ensure that sufficient catering will be available for delegates. Meals and catering services available at the CTICC must be made available to delegates on a cash basis; and

energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (22)

- **Management of Catering Services and entertainment**

- Manage catering for VIP and VVIPs: catering for VIPs and VVIPs must be covered under conference costs. These delegates must receive complimentary meal vouchers that can be redeemed at the CTICC catering stations/restaurant: The exact number of these vouchers is still to be confirmed by DoE and SANEDI.

- **Travel and Transport**

- Establish airport assistance desk;
- Liaise with the local traffic department and relevant authorities;
- Arrange and manage transport for site visits;
- Arrange shuttle buses and timetables between hotels, venues and hotels;



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (23)

- **Travel and Transport**

- Manage transportation logistics for Government delegations and other VIP groups (to be done in accordance with DIRCO); and also chauffeur service to be made available for as and when required)
- Facilitate the escorting of VIP/delegates from the airport and other errands as required.

- **Record Keeping, Document Control and Management**

- The Service Provider is expected to keep all the records related to any aspect of the organisation and hosting of the conference in addition to the regular spending reports.
- All records will be kept in accordance with the required standards including document control and management.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Conference Deliverables (24)

- **Record Keeping, Document Control and Management**

- The DoE will have the rights of any information, all records and deliverables generated for the purposes of this conference and no any future use by the service provide without approval in writing by the DoE and as a result the service provider should hand over all at the end of the conference including availing all the records for audit processes.
- Bimonthly meetings to be held between DoE, SANEDI and the Service Provider to inspect record keeping, document control and management.
- No records (minutes, letters or any correspondence of the conference) will be destroyed prior and after the hosting of the conference in line with the time allowed in the relevant prescripts/law of the country.
- The records on the hosting of the conference will be audited in accordance with the relevant prescripts as part of closing this project..



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Reporting requirements and progress meetings

- It is envisaged that DoE will require an initial meeting with the successful Service Provider to agree on the project implementation framework, process, deliverables and sub-deliverables, and options to be investigated. The outcomes of this inception meeting will aid the successful Service Provider in preparing a detailed project plan.
- Preparation of a draft conference project plan to be submitted to the DoE 2 weeks after the Inception Meeting.
- Progress meeting feedback shall be held as and when necessary, but at least weekly. The venue for these meetings will be a selected venue in Johannesburg (SANEDI offices) or Pretoria (DoE Offices). Representatives from the Service Provider shall be obliged to attend. Where appropriate, conference calls shall be held to facilitate such meetings.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Payments

- The Department will not make an upfront payment of the entire contractual amount to the successful Service Provider. Payment will only be made in accordance with the delivery of service that will be agreed upon by both parties and upon sign off and receipt of an original invoice. Such payments will be recorded on a deliverables-linked payment schedule.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

Completion Date

- The duration of the project is largely dependent on satisfactory completion of all deliverables listed in the Scope of Works of this request for proposal by the appointed Service Provider. However, the projected completion period will be no more than 5 months after the end of the conference and not later than 31 March 2016 if circumstances warrant for an extension. This extended period is to allow time for the required audit processes after the conference event and responses from the Service Provider to any audit queries if required.



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA

THANK YOU



energy

Department:
Energy
REPUBLIC OF SOUTH AFRICA