ATTACHMENT 115C

MINUTES OF STAKEHOLDERS MEETING ON FEED IN TARIFF
AND STANDARD POWER PURCHASE AGREEMENT, LILONGWE,
MALAWI

Compiled by
AFREPREN/FWD
COGEN FOR AFRICA PROJECT
2013
MINUTES OF STAKEHOLDERS MEETING ON FEED-IN-TARIFF (FIT) AND STANDARD POWER PURCHASE AGREEMENT (PPA); HELD ON 16TH MARCH 2011 AT SUNBIRD CAPITAL HOTEL, LILONGWE

LIST OF STAKEHOLDERS PRESENT

See attached Annex

1.0 Welcome Remarks

1.1 The Chairperson welcomed all invited participants to the meeting and encouraged them to feel free and contribute effectively to discussions of the meeting. He indicated that the purpose of the meeting was to consult stakeholders on two draft policy documents, namely: the feed-in-tariff (FIT) and the standard power purchase agreement (PPA). The meeting was further informed that the two documents are addressing some outstanding issues concerning electricity tariffs and therefore invited participants to raise issues that will ultimately address their concerns on tariffs and other matters.

1.2 Before discussions on the documents could start, two presentations were made; one on feed-in-tariff which was presented by Mr. Lewis Mhango of Department of Energy Affairs (DoEA) and another one on standard power purchase agreement presented by Ms. Zione Ntaba of Malawi Energy Regulatory Authority (MERA).

2.0 Presentation on Feed-In-Tariffs

2.1 Background

2.1.1 Properly formulated, feed-in-tariff (FIT) is an important tool for promoting renewable energy industry as it encourages the independent power producers (IPPs) to invest in the sector. Coupled with well promulgated standard power purchase agreement (PPA), FIT has succeeded in promoting investment in the renewable energy industry in Sri Lanka. In Kenya, FIT has stimulated investment in wind power generation with a capacity of 365 MW. Similar developments have taken place in Tanzania and South Africa. In all these scenarios, the bottom line has been that FIT has attracted the private sector to invest in the renewable energy industry thereby significantly increasing access to electricity. It is therefore hoped that implementation of the FIT policy in Malawi will not only help address the current power generation capacity challenges, but also increase access to electricity for economic advancement.
2.1.2 The feed-in-tariff policy articulates ways of dealing with unsolicited bids and investments.

2.2 The Draft FIT Policy
2.2.1 The draft policy on FIT has proposed constitution of a Committee to assess unsolicited bids in line with standard power purchase agreement and the feed-in-tariff. It is hoped that finalization and implementation of the FIT policy will culminate in increased investment in renewable energy technologies such as solar, wind, small hydro power plants and co-generation (power generation using biomass in the sugar and tea industries).

2.2.2 In addition to giving guidance on how to connect power from renewable energy technologies to the main grid, FIT policy also outlines specific tariffs for a particular technology. For instance, wind energy technology has a feed-in-tariff that is different from that of solar. The benchmark for FIT for various RETS is the tariff for diesel generated electricity as this is the most expensive electricity due to high cost of diesel. Thus if the FIT is more than the tariff for diesel generated electricity, then there is a serious problem.

2.3 FIT Policy Presentation

2.3.1 The presentation on FIT focused on the following areas:
   a) The Feed-In-Tariff Instrument
   b) The Feed-In-Tariff Design
   c) The Feed-In-Tariff for wind-generated electricity
   d) The Feed-In-Tariff for biomass-generated electricity
   e) The Feed-In-Tariff for hydro-generated electricity
   f) The Feed-In-Tariff for solar-generated electricity; and
   g) The Feed-In-Tariff for geothermal-generated electricity

2.3.2 The Feed-In-Tariff Instrument

Feed-in-tariff is an instrument for promoting generation of electricity from renewable energy sources and allows power producers to sell this electricity to a distributor at a pre-determined fixed tariff for a given period of time. In the context of Malawi, renewable energy sources include small hydro, wind power, biomass, solar, biogas and geothermal.
The main objectives of the Feed-in-Tariffs system, among others, are to:

a) facilitate resource mobilization by providing investment security and market stability for investors in electricity generation from renewable energy sources; and

b) reduce transaction and administrative costs and delays by eliminating the conventional bidding processes.

2.3.3 The Feed-In-Tariff Design

Electricity generation costs vary according to the renewable energy technology used. Therefore, the feed-in-tariff levels are technology specific and depend on:

a) the investment costs for the plant;
b) the operations and maintenance (O&M) costs;
c) fuel costs where applicable;
d) financing costs and return on the invested capital;
e) estimated lifetime of the power plant; and
f) amount of electricity to be generated.

Since generation costs differ for different renewable energy technologies, the feed-in-tariffs design provide technology specific tariff levels incorporating the electricity generation costs and a fair return on the investment. The following are the proposed specific FIT for various RETS generated electricity.

2.3.4 The Feed-In-Tariff for wind-generated electricity

To attract private sector capital in wind resource electricity generation, the Government through the Ministry of Natural Resources Energy and Environment hereby establishes the feed-in-tariff for wind energy generated electricity at a fixed rate not exceeding US$12.0 per kilowatt-hour of electrical energy supplied in bulk to the grid operator at the interconnection point. This tariff is applicable to individual wind power plants (wind farms) whose effective generation capacity is above 500kW and does not exceed 100MW for the first cumulative 200MW capacity of wind power plants. This tariff shall apply for 20 years from the date of the first commissioning of the wind power plant.

2.3.5 Feed-in Tariff for Biomass Generated Electricity

For purposes of attracting investment in biomass energy resource electricity generation, the Government issues the feed-in-tariff for biomass generated electricity not
exceeding US$10.0 per kilowatt-hour of electrical energy supplied in bulk to the grid operator at the interconnection point. This tariff shall apply for 20 years from the date of the first commissioning of the Biomass power plant.

The firm power tariff shall apply to the first 200MW of firm power generating, biomass based power plants developed in the country.

A non-firm power fixed tariff not exceeding US$8 per kilowatt-hour of electrical energy supplied in bulk to the grid operator at the interconnection point. This tariff shall apply for 20 years from the date of the first commissioning of the Biomass power plant.

2.3.6 Feed-in-Tariff for Small Hydro Power Generated Electricity

The Government hereby establishes the feed-in-tariffs for small hydro electricity fixed tariff not exceeding the prices shown in the table below shall apply on electrical energy supplied in bulk to the grid operator at the interconnection point.

<table>
<thead>
<tr>
<th>Effective Capacity (MW)</th>
<th>Firm Power Tariff (US$/kWh)</th>
<th>Non-Firm Power Tariff (US$/kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1MW</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>1-5 MW</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>5 -10 MW</td>
<td>10</td>
<td>8</td>
</tr>
</tbody>
</table>

These tariffs shall apply for 20 years from the date of the first commissioning of the small hydro power plant. The firm power tariff shall apply to the first 150 MW of small hydro, firm power generating stations developed in the country. The non-firm power tariff shall apply to the first 50MW of small hydro non-firm power generating stations developed in the country. The tariffs shall apply to individual small hydro power plants whose effective generation capacity does not exceed 10MW.

2.3.7 Feed-in-Tariff for Geothermal Generated Electricity

To attract private sector investment in geothermal electricity generation, the Government through the Ministry of Natural Resources Energy and Environment hereby issues the Feed-in-Tariff for geothermal generated electricity at a fixed tariff not exceeding US$10.5 per kWh of electrical energy supplied in bulk to the grid operator at the interconnection point. This tariff shall apply for 20 years from the date of the first commissioning of the geothermal power plant. This tariff shall apply to the first 200 MW of geothermal power capacity developed in the country under this tariff policy. The tariffs shall apply to individual geothermal power plants whose effective generation capacity will not exceed 70 MW.

2.3.8 Feed-in-Tariff for Biogas Generated Electricity

The feed-in-tariff for biogas energy generated electricity shall not exceeding US$10 per Kilowatt-hour of electrical energy supplied in bulk to the grid operator at the
interconnection point. This tariff shall apply for 20 years from the date of the first commissioning of the Biogas power plant. This tariff shall apply to the first 100MW of power generated using biogas. A non-firm power fixed tariff not exceeding US¢ 8 per Kilowatt-hour of electrical energy supplied in bulk to the grid operator at the interconnection point. This tariff shall apply for 20 years from the date of the first commissioning of the Biogas power plant. The non-firm power tariff shall apply to the first 50MW of non-firm power generating, biogas based power plants developed in the country. This tariff shall apply to individual biogas power plants whose effective generation capacity are equal or above 500kW and does not exceed 40MW.

2.3.9 Feed-in Tariff for Solar Generated Electricity
To attract private sector capital in solar generated electricity, the Ministry of Natural Resources Energy and Environment hereby issues the feed-in-tariff fixed at a maximum tariff of US¢15.0 per kilowatt-hour of electrical energy supplied in bulk to the grid operator at the connection point. These tariffs shall apply to the first 100 MW of power generated using solar resource. A non-firm power fixed tariff not exceeding US¢ 10.0 per Kilowatt-hour of electrical energy supplied in bulk to the grid operator at the connection point. The non-firm power tariff shall apply to the first 50MW of non-firm power generating, solar based power plants developed in the country. This tariff shall apply to individual solar power plants whose effective generation capacity are equal to or more than 500kW and does not exceed 10MW. Both the firm and non-firm tariff shall apply for 20 years from the date of the first commissioning of the solar based power plant.

2.4 Connection and Purchase Obligations
The feed-in-tariffs include interconnection costs to transmission, substations and associated equipment and therefore grid system operators shall connect plants generating electricity from renewable energy sources as specified in the draft policy document.

Where necessary, the grid system operator shall construct or upgrade its grid at a reasonable economic expense to facilitate interconnection. The interconnection costs including transmission/distribution lines and substations construction or upgrading shall be recovered by the grid operator from the feed-in-tariff.

The grid system operator shall connect plants generating electricity from renewable energy sources and guarantee priority purchase, transmission and distribution of all electricity from renewable energy sources.

Grid operator shall pay a tariff agreed upon between them and the power producer subject to the maximum tariffs and maximum capacities.
Grid operator shall recover from electricity consumers 70% of the portion of the feed-in-tariff except for solar which will be 85%, or as may be directed by the energy regulator at the time of the approval of the PPA or review thereafter.

Power Producers and the grid system operator may agree by contract to digress from the priority of purchases, if the plant can thus be better integrated into the grid system. The parties shall seek approval for such variations from MERA.

2.5 Implementation Procedures

The following procedures shall apply in the implementation of the feed-in-tariff.

a) Private investors who wish to become power producers shall send an expression of interest (EOI) to the Ministry of Natural Resources Energy and Environment. The EOI shall include preliminary information such as the renewable energy source to be used, location in the country where the power plant is to be located, proposed installed capacity, indicative tariff, expected duration of plant development and any other information that the private investors wishes to disclose to facilitate decision making.

b) A feed-in-tariff Committee comprising representatives of the Ministry of Energy, the grid operator (ESCOM) and MERA will review the EOI. The purpose of the review is to determine how the proposed power plant can be integrated into the national power development plan and estimate suitability of proposed power plant location for interconnection including interconnection facilities and costs.

c) The results of the review shall be communicated to the private investor by the Feed-in-Tariff Committee within three months from the date of receipt of the EOI. The EOI may be accepted or rejected and where it is rejected, the reason for the rejection shall be provided.

d) Where the EOI is accepted and no further studies are required, the applicant shall be asked to provide a detailed proposal describing the technical and financial viability of the project, proposed financing arrangements, etc.

e) Where the EOI is accepted, the applicant shall be notified and given non-renewable rights of first refusal for the use of the same technology for power generation at the same location for a period of two years.

f) Where the EOI is accepted and further studies need to be carried out to determine project viability, the applicant shall be given 12 months to carry out and conclude the studies. Progress report shall be provided to the Feed-in-Tariff Committee after 6 months. Where the 6 months progress report shows that the project is not viable within the feed-in-tariffs, the project shall be abandoned and the rights of refusal will lapse.
g) Where the detailed proposal received under (d) or feasibility studies carried out under (e) confirms that the project is viable within the feed-in tariffs, the applicant shall be given another 6 months to conclude the studies and project development including engineering design, financing arrangements, and PPA (standard) negotiations with the grid operators etc.

h) Construction works of all projects to be implemented under the Feed-in-Tariff system shall commence within 6 months from the date of the signing of the PPA. The project shall be completed and commissioned within a period of 24 months from the date of the signing of the PPA.

2.6 Compliance Requirements
All projects implemented under the feed-in-tariff system shall comply with all other relevant technical, legal and regulatory requirements of the Republic of Malawi.

2.7 Feed-in-Tariffs Policy Reviews
This feed-in-tariffs policy shall be subject to review every five years from the date of publication. Any changes that may be made during such reviews shall only apply to RESE power plants that shall be developed after the revised guidelines are published. This means that the revised guidelines and tariffs shall only apply to PPA contracts that shall be entered into after the revised tariffs have been published.

3.0 Presentation on Standard Power Purchase Agreement (PPA)

3.1 Power Purchase Agreements are contracts between two parties, one who generates electricity for the purpose of selling and one who is looking to purchase electricity. There are various forms of Power Purchase Agreements; these are differentiated by the source of energy harnessed (solar, wind, etc.).

3.2 Under a PPA, the seller is often the developer and owner of the technology that generates electricity. The seller may also be someone who buys electricity from another supplier for resale. Under these circumstances, another PPA may be established but will usually contain similar contractual agreements as already proclaimed in the original PPA, with the exception of some pricing mechanisms that would be redefined.

3.3 Under a PPA, the buyer is often a utility company that bulk-purchases the electricity generated from the seller. In some circumstances, a company may be trying to meet renewable-energy portfolio standards and would be considered a retail purchaser. Under this condition, the retail purchaser may resell the electricity to another entity under a new PPA. Typically, a PPA is established between the primary seller and a utility company who is regulated to buy the electricity.

3.4 The PPA is often regarded as the central document in the development of independent electricity generating stations/power plants, and is a key to obtaining project financing for the project. Under the PPA model, the PPA provider would secure
funding for the project, maintain and monitor the energy production, and sell the electricity to the transmission licensee at a contractual price for the term of the contract. Most PPAs generally last between 5 and 25 years. For instance in some renewable energy contracts, the host has the option to purchase the generating equipment from the PPA provider at the end of the term, may renew the contract with different terms, or can request that the equipment be removed. One of the key benefits of the PPA is that by clearly defining the output of the generating station (such as a solar electric system) and the credit of its associated revenue streams, a PPA can be used by the PPA provider to raise non-recourse financing from a bank or other financing counterparty.

3.5 Provisions of a PPA

**Effective Date** - The PPA is considered contractually binding on the date that it is signed, also known as the effective date. Once the project has been built, the effective date ensures that the purchaser will buy the electricity that will be generated and that the supplier will not sell its output to anyone else except the purchaser.

**Delivery Point** - The PPA usually states where the sale of electricity shall take place in relation to the location of the buyer and seller for instance a busbar sale, the delivery point is located on the high side of the transformer adjacent to the project. In this type of transaction, the buyer is responsible for transmission of the energy from the seller. However the PPA will always stipulate another delivery point as agreed by both parties.

**Pricing** - Electricity rates are provided for in a PPA. However issues of escalation are usually also highlighted. There will be specification of the amount of energy which the supplier is expected to produce each year. Notably any excess energy produced will negatively impact on the sales rate of electricity that the buyer will be purchasing. This is because a PPA as a system is intended to provide an incentive for the seller to properly estimate the amount of energy that will be produced in a given period of time.

**Performance initiatives** - In a PPA, the buyer typically requires the seller to guarantee that the project will meet certain performance standards. These guarantees ensure the buyer plans accordingly when developing new facilities or when meeting demand schedules thus encouraging maintenance of adequate records. Therefore where supplier fails to meet the contractual energy demand by the buyer, the seller is responsible for reimbursing such costs. Examples are - availability guarantees and power-curve guarantees especially where the energy harnessed by the renewable technology is more volatile.
4.0 Discussions

Discussions on the two presentations mainly centered on issues of clarification and suggestions, which were ably clarified and responded to by the presenters and other experts during the meeting.

Specifically, the meeting raised a concern on the duration of 20 years for the FIT for various RETs being too long. It was clarified that the proposed period was based on regional trends and international best practice. However, tariff reviews would be done on short intervals within the 20 years period.

On composition of the committee to look at expressions of interest (EOI), it was proposed that ESCOM as one of the regulated entities should not be a member of the committee. Instead, the private sector should be incorporated as a member.

On maximum FIT vis-à-vis minimum tariffs, it was explained that in order to encourage efficiency and cut on costs, minimum tariffs cannot be set to allow those who want to charge less than the maximum to so.

On the proposed maximum FITs for various RETs, it was observed that all of them are above what ESCOM charges its customers yet ESCOM may be the major off-taker of the power generated by IPPs. It was explained that the tariff that ESCOM charges its customers takes into account various cost and other elements and therefore the FIT that ESCOM will pay to IPPs will be incorporated as one of the cost elements.

5.0 Conclusion and Way Forward

It was noted that the draft FIT policy has come at an opportune time and highlights issues that if properly implemented would develop the renewable energy industry in Malawi. However, the draft policy needs to be further worked upon and come up with a basis for the proposed maximum tariffs and tariff review periods, among other critical issues.

The Government renewed its commitment to private sector power generation and recovery of their investment costs plus a reasonable return on investments, including investments in the renewable energy sub-sector. Investments in the renewable energy sub-sector will not only increase the country’s generation capacity to cater for the ever increasing demand for electricity but will also guarantee security of power supply.

Currently, electricity tariffs are below cost recovery levels and this discourages investments in the electricity sub-sector. Government’s stand is to increase the tariffs over time to levels that will ensure cost recovery.
The draft FIT and standard PPA documents are a starting point of the process to come up with final documents that will have to be approved by Government before being adopted for implementation. In this regard, the documents will be subjected to further consultation process after taking onboard the comments and suggestions from the first meeting. Meanwhile, the Government will constitute a working committee to further work on the documents based on the useful comments and suggestion made by the participants during the meeting. Therefore the stakeholders will be invited again in the near future to look at the revised documents. In the interim, stakeholders are free to further comment on the documents in case they did not have ample to read and give comments during the meeting.

In his closing remarks, the chairperson thanked all stakeholders for coming and actively participated in the meeting. He emphasized that the intention of these policy documents is to bring the private sector investors in power generation due to the high capital cost outlays which the Government cannot afford. Therefore, Government welcomes ideas from the private sector to guide Government in tailoring the policies
### Annex: List of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Address</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mr. K.R. Datla</td>
<td>Acting General Manager</td>
<td>Aspire Global Mining, P.O. Box 3235, Lilongwe 3</td>
<td>Phone: 0991449698. Email: <a href="mailto:datla.kv@asmining.com">datla.kv@asmining.com</a></td>
</tr>
<tr>
<td>2. Tanda Kadammanja</td>
<td>Acting Chief Economist</td>
<td>ESCOM Ltd, P.O. Box 2047, Blantyre</td>
<td>Phone: 0888210985. Email: <a href="mailto:tkadammanja@escommw.com">tkadammanja@escommw.com</a></td>
</tr>
<tr>
<td>3. Hope Chavula</td>
<td>PPD Manager</td>
<td>MCCCI, P.O. Box 258, Blantyre</td>
<td>Phone: 01871988. Email: <a href="mailto:hchavula@mccci.org">hchavula@mccci.org</a></td>
</tr>
<tr>
<td>4. Maynard Sawerenger</td>
<td>M&amp;E Specialist</td>
<td>MCA-M, P.O. Box 31513, Lilongwe 3</td>
<td>Phone: 01774309; Email: <a href="mailto:maynard.sawerenger@africaonline.net">maynard.sawerenger@africaonline.net</a></td>
</tr>
<tr>
<td>5. Dhiren Thakrar</td>
<td>Director</td>
<td>Limphasa Sugar Corporation, Box 225, Nkhata Bay</td>
<td>Phone: +44208238911; 0991573214 Email: <a href="mailto:dhiren.thakrar@limphasa.com">dhiren.thakrar@limphasa.com</a></td>
</tr>
<tr>
<td>6. Allister Pearce</td>
<td>Managing Director</td>
<td>Bestobell, P.O. Box 650, Blantyre</td>
<td>Phone: 01870355. Email:</td>
</tr>
<tr>
<td>7. Lewis Mhango</td>
<td>Deputy Director</td>
<td>Dept. of Energy, P/Bag 309, Lilongwe 3</td>
<td>Phone: 01771954. Email: <a href="mailto:lewismhango@yahoo.co.uk">lewismhango@yahoo.co.uk</a></td>
</tr>
<tr>
<td>8. Otto Mulaga</td>
<td>Executive Director</td>
<td>Veralli Energy Ltd, P.O. Box 2240, Lilongwe</td>
<td>Phone: 08881789752. Email: <a href="mailto:mulagaotto@gmail.com">mulagaotto@gmail.com</a></td>
</tr>
<tr>
<td>9. Robert Mbale</td>
<td>Director</td>
<td>Veralli Energy Ltd, P.O. Box 2240, Lilongwe</td>
<td>Phone: 0888951866; 01756034. Email: <a href="mailto:mbale@yahoo.com">mbale@yahoo.com</a></td>
</tr>
<tr>
<td>10. Chimwemwe Dunkalo</td>
<td>Senior Economist (FF)</td>
<td>MERA, P/Bag B496, Lilongwe3</td>
<td>Phone: 0999937575. Email: <a href="mailto:cdunkalo@meramalawi.mw">cdunkalo@meramalawi.mw</a></td>
</tr>
<tr>
<td>11. Zione Ntaba</td>
<td>Legal Affairs Director</td>
<td>MERA, P/Bag B496, Lilongwe3</td>
<td>Phone: 01774011. Email: <a href="mailto:zntaba@meramalawi.mw">zntaba@meramalawi.mw</a></td>
</tr>
<tr>
<td>12. Overton Mandalasi</td>
<td>Energy Specialist</td>
<td>Millennium Challenge Agency-Malawi, P.O. Box 31513, Lilongwe 3</td>
<td>Phone: 01774309; Email: <a href="mailto:overton.mandalasi@mca-m.gov.mw">overton.mandalasi@mca-m.gov.mw</a></td>
</tr>
<tr>
<td>13. Bhagat Hemant</td>
<td>Managing Director</td>
<td>Power Link Solutions, P/Bag A123, Lilongwe</td>
<td>Phone: 01759250/240. Email: <a href="mailto:hemant@africa-online.net">hemant@africa-online.net</a></td>
</tr>
</tbody>
</table>
14. Kondwani T. Gondwe  Head of Energy Studies  Mzuzu University, P/Bag 201, Mzuzu 2  Phone: 01320722; 01320568. Email: kondwanithapasila@yahoo.com

15. Eunice Potani  Economic Reg. Director  MERA, P/Bag B496, Lilongwe3  Phone: 01774016. Email: epotani@meralamawi.mw

16. Welton Saiwa  Technical Reg. Director  MERA, P/Bag B496, Lilongwe3  Phone: 01774002. Email: wsaiwa@meralamwi.mw

17. Allexon Chiwaya, Dr.  Chief Executive Officer  MERA, P/Bag B496, Lilongwe3  Phone: 01772553. Email: achiwaya@meralamawi.mw

18. R.B. Kacheche  Director/Manager  Bestobell, P.O. Box 650, Blantyre  Phone: 01870355. Email: rkacheche@bestobellmw.com

19. Dennis Mwangonde  Senior Economist (E/R)  MERA, P/Bag B496, Lilongwe3  Phone: 0888528016/01775806. Email: dmwangonde@meralamawi.mw

20. Gideon G. Nyirongo  Director  Dept. of Energy Affairs, P/Bag 309, Lilongwe 3  Phone: 01770688. Email: gideonnyirongo@yahoo.com

21. R.P. Mwadiwa  Principal Secretary  Ministry of Natural Resources Energy and Environment, P/Bag 350, Lilongwe 3  Phone: 01789488/01788135. Email:

22. T. Kaunda  Controller of Planning Services  Ministry of Natural Resources Energy and Environment, P/Bag 350, Lilongwe 3  Phone: 01789488/01788135. Email: kaundatm@yahoo.com

23. Edward Mponda  Senior Customer and Public Relations Officer  MERA, P/Bag B496, Lilongwe3  Phone: 01774020. Email: emponda@meralamawi.mw

24. Andrew Senzani  Acting Chief Economist  ESCOM Ltd, P.O. Box 2047, Blantyre  Phone: 01822000. Email: aсенzani@escommw.com

25. Elias Banda  Chief Accountant  ESCOM Ltd, P.O. Box 2047, Blantyre  Phone: 01822000/0888894910. Email: ebanda@escommw.com
26. James Namalima  Economist  Ministry of Natural Resources Energy and Environment, P/Bag 350, Lilongwe 3  Phone: 01789488/01788135  Email: jamesnamalima@yahoo.com

27. Temwani Gunda  Economist  Ministry of Natural Resources Energy and Environment, P/Bag 350, Lilongwe 3  Phone: 01789488/01788135  Email: temwani2004@yahoo.com

28. Frank Kamanga  Chief Economist  Ministry of Natural Resources Energy and Environment, P/Bag 350, Lilongwe 3  Phone: 01789488/01203175  Email: frankkamanga@yahoo.com

29. Diliza Nyasulu  Project Manager  Fortune CP, P.O. Box 31113, Blantyre 3  Phone: 01847934. Email: dnyasulu@fortunecp.co.uk

30. Wiseman Kabwazi  Senior Manager  ESCOM Ltd, P.O. Box 2047, Blantyre  Phone: 01822000. Email: wkabwazi@escommw.com