



Organisation of African Geological Surveys

Organisation des Services Géologiques Africains

Organização de Serviços Geológicos Africanos

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STRATEGY DOCUMENT



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FORWARD

The Geology and Mineral Information System (GMIS) Strategy was proposed by the Africa Mineral Development Centre (AMDC) to facilitate the strengthening of the African production, management and dissemination of geological and mineral information (GMI) in connection with the implementation of the African Mining Vision (AMV) and the domestication of the Country Mining Vision (CMV).

The Strategy is expected to serve as a guide for the AMDC and its four implementing partners consisting of the African Union Commission (AUC), African Development Bank (AfDB), United Nations Development Programme (UNDP) and United Nations Economic Commission for Africa (UNECA) to provide strategic operational support for AU Members States and their Geological Survey Organizations (GSOs) and centres of excellence to improve GMIS, which will encourage investment across the whole Mineral Value Chain, facilitate price discovery for governments, support decision-making in contract negotiation and mining development and facilitate broad development processes.

The GMIS Strategy was approved by the AU Specialized Technical Committee Meeting held in Addis Ababa, Ethiopia on 24 May, 2016, with recommendations for the establishment and implementation of the GMIS Strategy's Functional Structure, including its Coordination Committee.

Among the members of the GMIS Strategy's Coordination Committee is the Organization of African Geological Surveys (OAGS), whose mandate is to foster and sustain geoscience programmes and excellence on the African continent in the quest for socio-economic development and poverty alleviation, with special reference to mineral resource assessment, sustainable land use and development, hazard mitigation and environmental protection. The specific objectives of the organization include, but are not limited to collaborating in the production of regional and continent-wide promotional maps, documents and publications that inform decision-makers in government and industry on matters relating to applied geosciences.

During a meeting to establish the Geology and Mineral Information Systems Strategy (GMIS) implementation coordination committee held from 25-28 July, 2016 at the UNECA, Addis Ababa, there was an intensive discussion by selected experts from the Geological Surveys of Africa, Africa Minerals Development Center (AMDC) and the African Union Commission (AUC) on developing a new strategy of taking the Organization of the African Geological Surveys (OAGS) forward.

As such, the implementation of the GMIS Strategy's Coordination Committee started with the OAGS Executive Committee Meeting, which deliberated on the action to be taken by the OAGS for the implementation of the African Mining Vision in the framework of the GMIS Strategy.

The outcome of the meeting was tabled and adopted at the 9th OAGS Annual General Meeting and presented at the GMIS Coordination Meeting, that was held in Cape Town, South Africa from 24-26 August 2016.



The main objectives of the OAGS Executive Committee Meeting were to: i) consider OAGS membership and governance structure; ii) consider the functions of the OAGS as member of the GMIS Strategy's Coordination Committee; iii) develop a new strategy of taking the Organization forward; iv) develop a communication strategy of the OAGS; and v) formulate project proposals on the implementation of the GMIS Strategy in selected African countries.

The expected outcomes of the pre-preparatory meeting included the following: i) a draft strategy of taking the organization forward and how it will be involved in the implementation of the GMIS Strategy; ii) OAGS communication strategy draft document; and iii) a minimum of two project proposals ready to be submitted to AMDC-AUC for consideration

Several documents were used for the meeting including draft OAGS Strategy, draft GMIS strategy, Africa Mining Vision (AMV), action plan for the Africa Mining Vision, a Country Mining Vision (CMV) guidebook and the AMDC business plan.

Based on series of discussions, meetings and workshops a final OAGS strategy document has been formulated and approved by the majority of the active members of the Organization of African Geological Surveys during the GMIS Coordination Meeting at the 35th International Geological Congress (IGC35) held in Cape Town South Africa from 24-26 August 2016. The final document is presented here. We thank the OAGS Executive and the Secretariat for giving permission to get this document published and distributed by the AMDC as an official document





ORGANISATION OF AFRICAN GEOLOGICAL SURVEYS

STRATEGY DOCUMENT

Supporting the Geological Surveys in Africa through provision of information, capacity-building and technology transfer.



ACKNOWLEDGEMENTS

The OAGS executive committee is greatly appreciative of the generous support provided by the sponsors of this strategy document, AMDC and CGS.

Our thanks and appreciation are due to the Consultatant who was engaged by the OAGS Secretariat, to assist with the alignment of the 2009 OAGS strategy document to the African Union Agenda 2063, the African Mining Vision (2009) and as well as the role that the OAGS now has to play within the AUC.

Much appreciation goes to Prof Abera Mogessie (President of the Geological Society of Africa (GSAf), Dr Kaiser G. de Souza (Senior Geology and Mineral Information expert, AMDC), Paul Msoma (Economic affairs Officer-Mineral Sector Governance, AMDC/AUC) and Frank Dixon Mugenyi (Senior Industry Advisor, AUC) for their continued commitment in ensuring the successful outcome of the meetings that deliberated on the revised strategy document and its adoption; the OAGS strategy meeting held from 25-28 July 2016, in Addis Ababa, Ethiopia and the 9th Annual General Meeting of the Organisation of African Geological Surveys (OAGS) held in Cape Town, South Africa on 25th August 2016, as part of the GMIS Strategy meeting which took place at the Cape Town Lodge in South Africa from 24-26 August 2016.

The commitment of the following people who deliberated on the revised document during the OAGS strategy meeting and as well as the adoption of this strategy document during the OAGS 9th AGM is gratefully acknowledged; Prof Dr Makenda Ambroise (Angola), Mr Tiyaipo Ngwisanyi (Botswana), Mr Mojaboswa Hilary Kokeketo (Botswana), Mr Abdoulaye Ouedaogo (Burkina Faso), Prof Teophile Ndougsa Mbarga (Cameroon), Mr Jules-Cesear Yaganza (Central African Republic), Dr Jean-Marie Djimadoun Nambatingar (Chad), Mr Assinadi Anli (Comoros), Mr Abdourahman Omar Haga (Djibouti), Mr Masresha Gebreselassie Geddi (Ethiopia), Mr Paul Alain Mouity Itoumba (Gabon), Dr Daniel Boamah (Ghana), Mr John Agyei Duodu (Ghana), Dr Aliou Cisse (Guinea-Conakry), Mr Shadrack Kimomo (Kenya), Mr Ngakane Ngakane (Lesotho), Mr Jalf Salima (Malawi), Dr Chiekh Zamel (Mauritania), Mr Elias Xavier Felix Daudi (Mozambique), Ms Anna-karren Nguno (Namibia), Mr Admadou Hassane (Niger), Mr Alex N. Nwegbu (Nigeria), Dr Abdulrasaq Garaba (Nigeria), Mr Tunde Arisekola (Nigeria), Mr Isaac Okorie (Nigeria), Dr Rokhaya Samba (Senegal), Mr Lamine Diouf (Senegal), Mr Maleka Monyepao (South Africa), Mr Fhatuwani Ramagwede (South Africa), Ms Furaha Anzuluni (South Africa), Dr Archangelo Okwang Ole (South Sudan), Dr Mohamed Abu Fatima (Sudan), Ms Nthombifuthi Dlamini (Swaziland), Mr Sogle Damegare (Togo), Mr Alfred Phaskani Dokowe (Zambia), Mr Temba Mabasa Hawadi (Zimbabwe).

Finally, we acknowledge with sincere thanks the invaluable inputs by the participants of the Geological and Mineral Information System (GMIS) Strategy meeting held from 24-26 August 2016, in Cape Town, South Africa.



EXECUTIVE SUMMARY

The mandate of the Organisation of African Geological Surveys (OAGS) is to foster and sustain geoscience programmes and excellence on the African continent in the quest for socio-economic development and poverty alleviation, with special reference to mineral resource assessment, sustainable land use and development, hazard mitigation and environmental protection.

The strategy of the OAGS was revised to take into account relevant changes in the policy landscape and the role that the organisation now has to play within the African Union (AU) through collaboration with the African Union Commission (AUC).

A situational analysis was performed to determine the requirements of Geological Surveys within the African continent and where the OAGS currently stands as an enabler of advancing the continent's knowledge base on applied geosciences. Furthermore, opportunities and challenges impacting the mandate of the OAGS were identified while an external review was performed to better frame the contextual environment applicable to the OAGS — inclusive of the Africa Mining Vision (AMV) and Agenda 2063 of the AU.

Based on the mandate as well as the situational analysis, the strategic framework was developed to include:

Vision:

“To be a leader in supporting the Geological Surveys in Africa through provision of information, capacity-building and technology transfer.”

Mission:

“To provide comprehensive information, support and capacity-building to Geological Surveys across Africa and to assist member countries in their development through the establishment of information sources and means of technology transfer for their own use and for the attraction of investment and establishment of greater public and government understanding of the strategic importance and offerings of Geological Surveys.”

The Values:

- a. Leadership
- b. Transparency
- c. Innovation
- d. Creativity
- e. Responsiveness
- f. Dedication

The resulting Strategic Objectives are outlined in the figure below:





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LIST OF TERMS

AAWG	Association of African Women in Geoscience
AfDB	African Development Bank
AMDC	African Minerals Development Centre
AMGC	African Minerals Geoscience Centre (former SEAMIC)
AMGCE	African Mineral Geoscience Centres of Excellence
AMP	African Mining Partnership
AMV	Africa Mining Vision
AMSI	African Minerals Skills Initiative
ASM	Artisanal and Small-scale mining
AU	African Union
AUC	African Union Commission
CEN-SAD	Community of Sahel-Saharan States
CGS	Council for Geoscience (South Africa)
COMESA	Common Market for Eastern and Southern Africa
EAC	Economic Commission for Africa
ECCA	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
EGS	EuroGeoSurveys
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GMIS	Geological and Minerals Information System
GSAf	Geological Society of Africa
GSO	Geological Survey Organisations
HRD	Human Resource Development
ICGLR	International Conference of the Great Lake Region
IGAD	Intergovernmental Authority on Development
IGC	International Geological Congress
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
OAGS	Organisation of African Geological Surveys
REC	Regional Economic Communities
SADC	Southern African Development Community
SSM	Small-Scale Mining
STC	Specialised Technical Committee
PanAfGeo	Geological Knowledge and Skills in African Geological Survey Project (The Africa-EU Partnership)
UMA	Arab Maghreb Union
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation



UNIDO	United Nations Industrial Development Organisation
WB	World Bank



1 Background to the Organisation of African Geological Surveys

The Organisation of African Geological Surveys (OAGS) was launched in 2007 as an initiative of the New Partnership for Africa's Development (NEPAD) through the African Mining Partnership (AMP). The purpose of the AMP was to champion the NEPAD mineral and mining initiatives through harmonising the mineral and mining legislative framework in Africa and optimising the value of mining for the benefit of all within the continent. The AMP with all of its substructures and associated entities have now been fully incorporated within the structures of the African Union (AU).

Within this context, the mandate of the OAGS is to foster and sustain geoscience programmes and excellence on the African continent in the quest for socio-economic development and poverty alleviation, with special reference to mineral resource assessment, sustainable land use and development, natural hazard mitigation and environmental protection.

The organisational objectives of the OAGS include the facilitation of cooperation between nations across Africa in the identification and implementation of projects, production of promotional and informative maps and publications, information-sharing for human resource and institutional capacity-building and technology transfer.

The strategy document herein is an update of the original strategy which was completed at the meeting of the OAGS in 2009 taking into account relevant changes in the policy landscape and the role that the OAGS now has to play within the AU.

2 Constitution of the OAGS

2.1 OAGS Member

As stipulated in the OAGS Statutes, only one national Geological Survey (or an equivalent national institution, as decided by the member country) of a member country of the African continent is entitled to be a Member of the Organisation of African geological Surveys. At present, the OAGS consists of 41 active member countries participating in meetings, forums and other OAGS related activities.

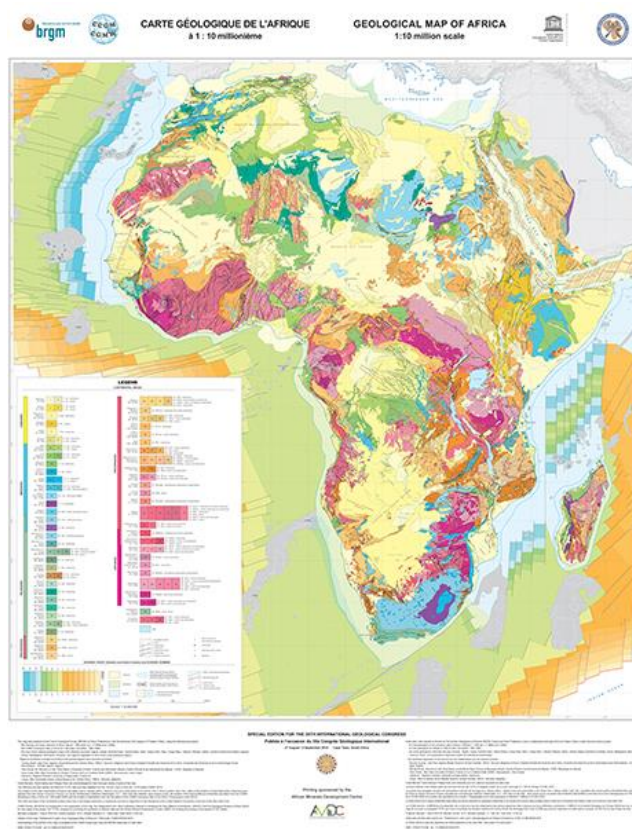


Figure 1: 1:10, 000,000 Geological Map of Africa (2016¹)

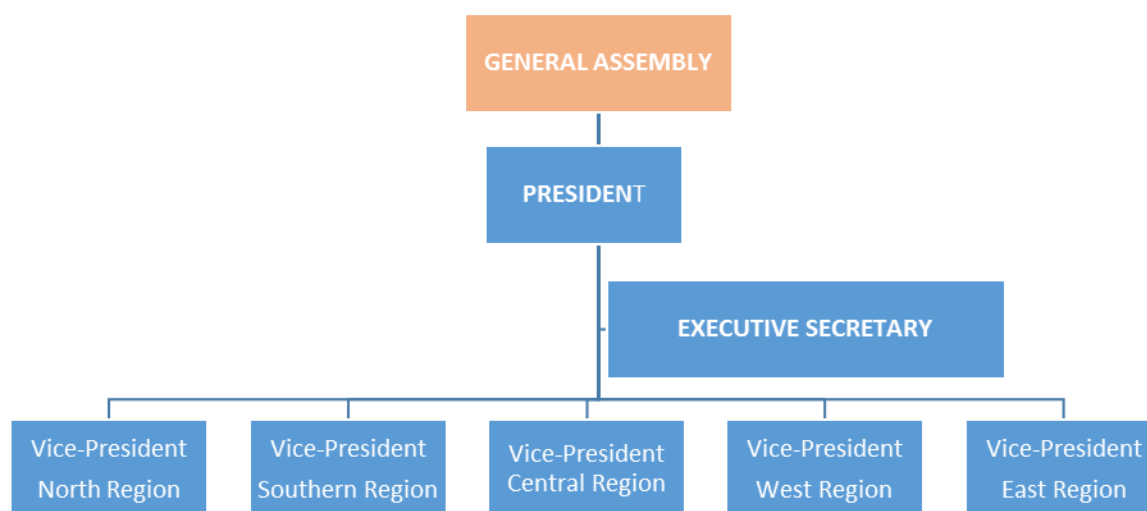
¹ The new 1:10,000,000 geological map of Africa (2016). © BRGM. Available at <http://www.brgm.eu/project/new-edition-of-110000000-geological-map-of-africa>.

**Table 1: OAGS Active Member States as of 2016**

OAGS active member per Regions of the AU				
North Africa	East Africa	Central Africa	Southern Africa	West Africa
Member States				
Algeria	Comoros	Burundi	Angola	Burkina Faso
Egypt	Djibouti	Cameroon	Botswana	Côte d'Ivoire
Mauritania	Ethiopia	Chad	Lesotho	Gambia
Morocco	Kenya	Central African Republic	Malawi	Ghana
Tunisia	South Sudan	Democratic Republic of Congo	Mozambique	Guinea-Bissau
	Sudan	Gabon	Namibia	Guinea-Conakry
	Uganda		South Africa	Mali
	Tanzania		Swaziland	Niger
			Zambia	Nigeria
			Zimbabwe	Senegal
				Sierra Leone
				Togo

2.2 OAGS Governance

The overall governance structure of the OAGS is illustrated in Figure 2 below. The **General Assembly** is a unique forum for high level discussion and approval of full issues, global initiatives in geosciences and all other matters related to the OAGS, covered by the statutes or proposed by the Executive Committee. The Executive Committee comprises the President, 5 regional Vice-Presidents and the Executive Secretary.

**Figure 2: OAGS Governance Organogram**



The permanent Secretariat for the organisation is hosted in Pretoria, South Africa within the Council for Geoscience (CGS) with its structure highlighted in Figure 3 below.

The **Executive Secretary** is the Head of the Secretariat and responsible for the day-to-day operational management and administration of the OAGS. He / She liaises regularly with the President and Vice-President of the Organisation and other third parties, manages the budget and carries out the activities agreed on by the Executive Committee.

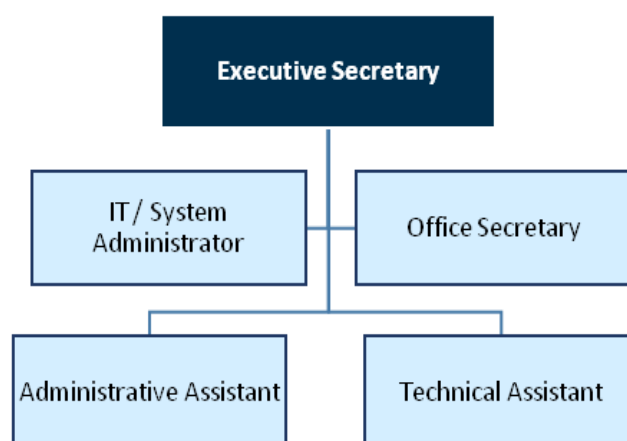


Figure 3: OAGS Governance Organogram

IT/System Administrator and the **Office Secretary** are the support staff of the Executive Secretary and assists the day-to-day administration of the OAGS.

The **Administrative Assistant** and **Technical Assistant** are key officials acting as the deputies of the Executive Secretary responsible for the activities assigned to them for the day-to-day operational management and administration of the OAGS.

3 Organisational (Internal) Analysis

A Geological Survey is a National Institution in charge of a country-level geological inventory, monitoring, knowledge and research to foster socio-economic development, health and prosperity. A typical geoscientific domain under the remit of a Geological Survey includes but is not limited to geology, minerals, groundwater, geochemistry, geo-hazards, geo-energy, soils, marine geology and data management.²

Within the African context, geological mapping, mineral resource exploration, assessment and so forth are the main tasks of a Geological Survey. It must be noted that the Geological Surveys provide extremely valuable information to the respective countries in terms of the provision of geo-information that has significant economic impact — from a governmental as well as investment perspective. In this regard, a well-functioning Geological Survey is essential for a good geoscientific infrastructure which facilitates governments and other stakeholders to make informed decisions.

² Geoscientific Knowledge and Skills in African Geological Surveys Project (PanAfGeo)– EGS-OAGS Partnership (The Africa-EU Partnership)



The tasks of a Geological Survey require skilled individuals and technical tools, which several Surveys in Africa often do not have. Furthermore, there is a gap in the acquisition, harmonisation and sharing of geoscientific data to promote the mineral potential on the African continent at national, sub-regional and regional levels. It is within this context that the OAGS has a specific purpose — allowing for harmonisation in the preparation, acquisition and sharing of key geoscientific information. A 2009 study of African Geological Surveys³ highlighted the core areas of focus that are depicted in Figure 4 below.

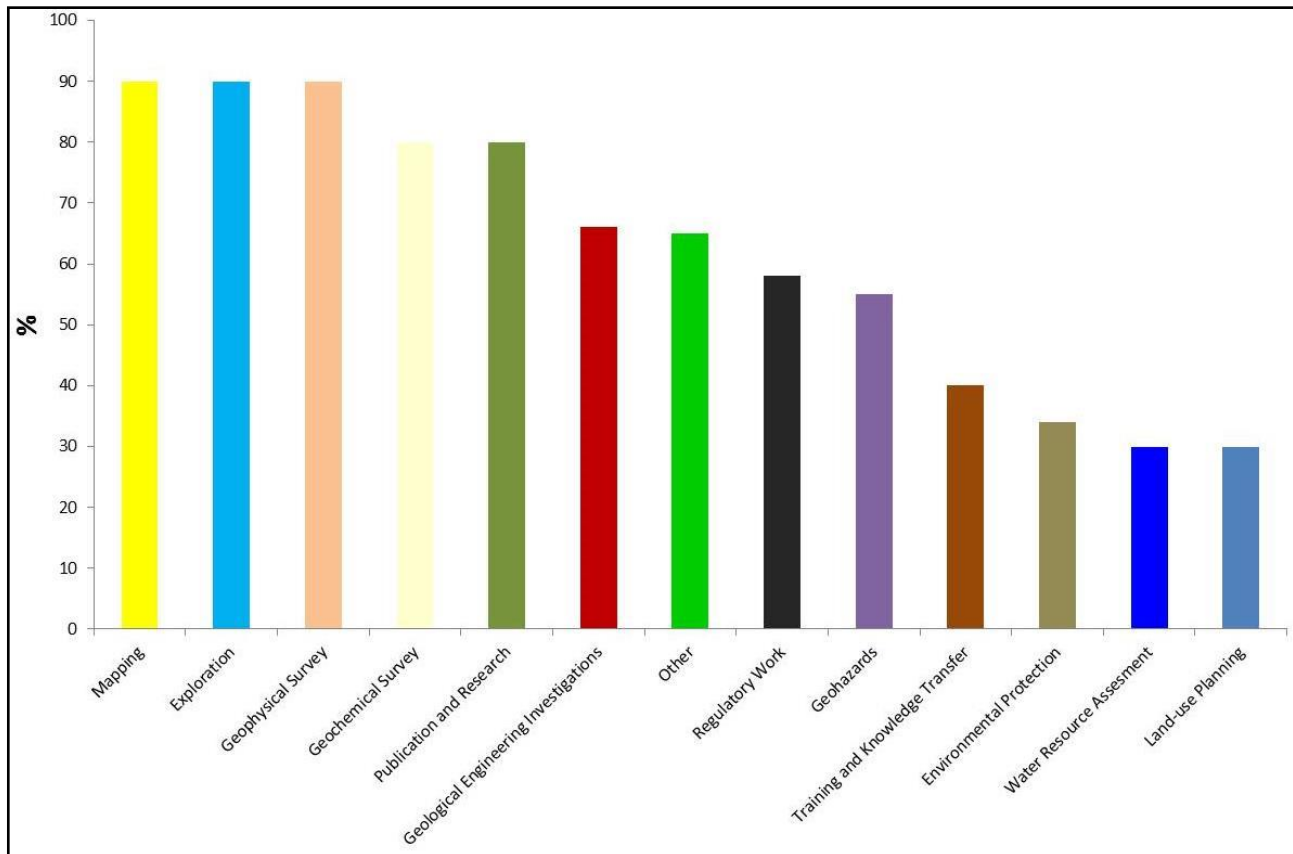


Figure 4: Percentage of Activities Carried out in Various African Geological Surveys — 2009

There are several important elements that a strong geological survey brings to a country/continent:

- Within the African context, risk is perhaps the single largest inhibitor to Foreign Direct Investment (FDI). Relevant, up-to-date information provides certainty for investors and governments and is an effective de-risking strategy;
- Beyond mining, exploration provides opportunities for geologists and growth for the broader sector, and
- Balancing environmental needs, water management and so on are other critical elements that needs to be considered in order to sustainably develop the mining sector within Africa.

The 2009 exercise highlighted the limitations within African Geological Surveys, which consists of several key problems⁴ such as inadequate:

³ Ericsson, M., and Gylesjö, S., 2014. The role of geological surveys in the development of Africa. In: Mineral Economics, ISSN 2191-2203, E-ISSN 2191-2211, Vol. 27, no 1, 59-72 p.

⁴ Ericsson, M. and Gylesjö, S., 2014. The role of geological surveys in the development of Africa. In: Mineral Economics, ISSN 2191-2203, E-ISSN 2191-2211, Vol. 27, no 1, 59-72 p.



- a. Staff (capacity and competency);
- b. Communication facilities;
- c. Suitability of equipment, and
- d. Funding.

The heart of the problem is the lack of financial resources. All other issues can effectively be traced back to the limitations of funding.

The operational structural issues faced by the OAGS are influenced by Geological Surveys on a national level and include but are not limited to the following key points:

- a. Limited communication capabilities;
- b. Limitations in human resources, and
- c. Limited financial resources.

It is therefore apparent that the mobilisation of resources through sustainable funding mechanisms becomes a key requirement for future sustainability of the OAGS.

4 Environmental (External) Scan

Africa has an abundance of mineral resources which have contributed significantly to its underlying economic development agenda. Relative to the rest of the world, Africa is the top producer of several mineral commodities and has the world's greatest resources of many more, but most of Africa still lacks systematic geological mapping and is poorly mapped, which could bring to light a much greater resource base. This increases the risk for investors who consequently demand extremely favourable tax regimes for any operation that may result from their blue-sky exploration. Increased investment in improving the resources knowledge infrastructure will assist in tackling the "knowledge infrastructure" challenge. Studies have shown high returns to the state from investment in basic geological surveys.

As highlighted in Figure 5, much of the world reserves for key commodities reside in Africa — making the provision of relevant information in the form of applied geoscientific data critical from an African and global growth perspective.

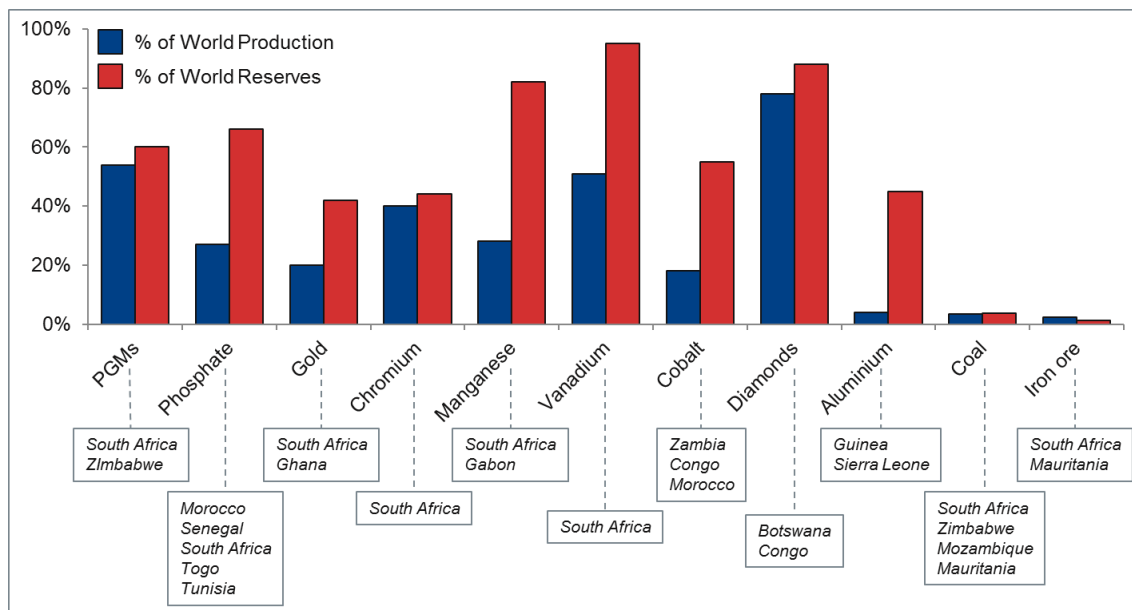
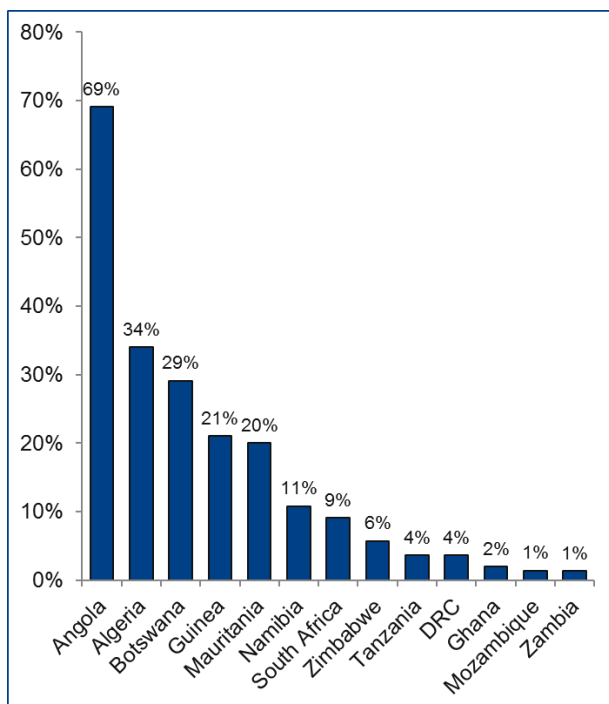


Figure 5: African Mineral Production and Reserves as a Percentage of the World Total⁵

Furthermore, within the context of relatively poor geological information, the focus of many African countries is still driven by the extraction of mineral resources as highlighted by the Figure 6 below:

Figure 6: Mineral Resource Income as a Percentage of the GDP⁶

It therefore stands to reason that Africa and its bilateral and multilateral donors need to consider investments in their resource knowledge infrastructure. The more a state knows about the potential value of a resource, the greater its ability will be to strike an equitable deal on the division of future rents and benefits accruing from the exploitation of the resource.



There are several additional factors, as shown below in Figure 7, that will impact on the requirements of the OAGS strategy.

⁵ Source: UN – Africa Review Report on Mining, 2009; BP Statistical Review of World Energy, 2012; USGS

⁶ E&Y African Mining Investment Environment Survey, 2011; IPIS – Africa's Natural Resources in a Global Context, 2009

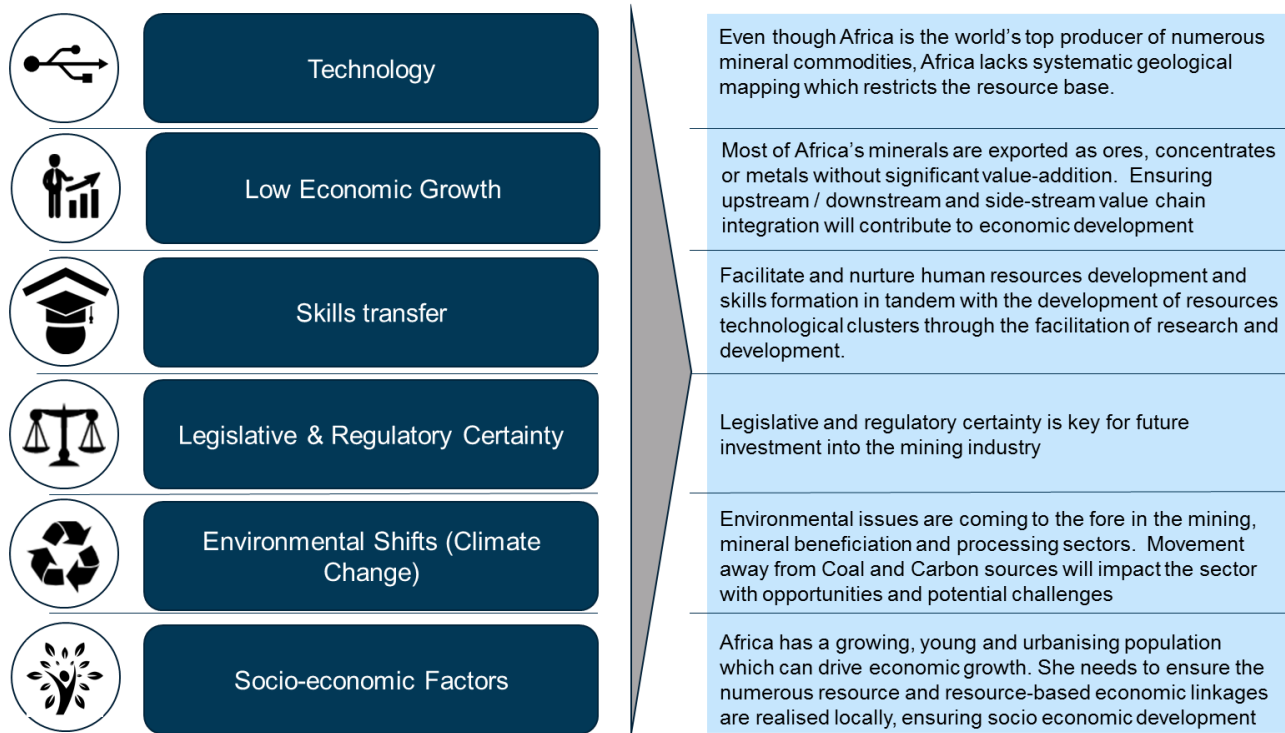


Figure 7: Factors impacting the OAGS Strategy

5 Stakeholder Analysis

The OAGS operates in a complex stakeholder environment directly and indirectly impacting much of the socio-economic landscape within the continent. These include government departments, investors, development banks and so forth.

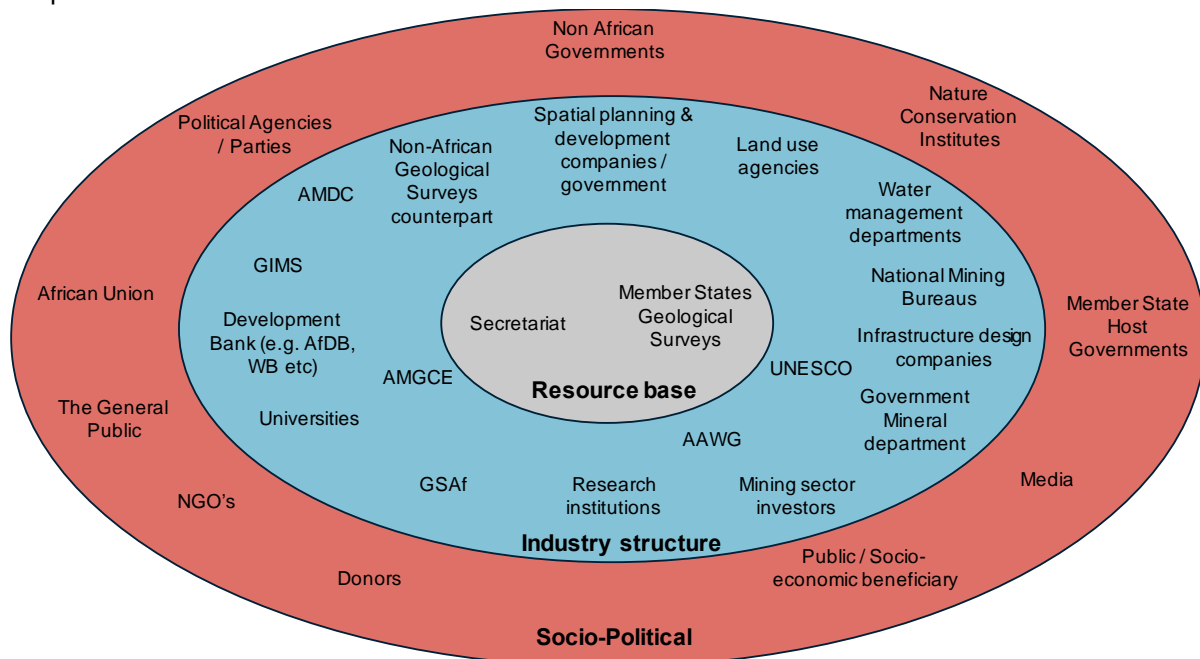


Figure 8: Stakeholder and Partners Map



GMIS Strategy meeting



PanAfGeo Meeting

**Table 2: Stakeholder Grouping**

Social and Political	Stakeholders	The General Public Member State Host Governments Non-African Governments Political Agencies/Parties African Union Public/Socio-economic Beneficiary Donors
	Partnership	Media NGOs Nature Conservation Institutes
Industrial	Stakeholders or Partnerships	African Mining Partnerships National Mining Bureaus United Nations Educational, Scientific and Cultural Organisation Geological Society of Africa Mining Sector Investors Infrastructure Design Companies Geological and Mineral Information System Spatial Planning and Development Companies/Government
	Stakeholders	Government Mineral Departments Water Management Departments Land Use Agencies African Minerals Development Centre Development Banks (e.g. AfDB, WB, etc.)
	Partnership	Association of African Women in Geosciences
Resources Structure	Stakeholders	Secretariat Member State Geological Surveys
Professional Research Institutions	Partnership	Universities Research Institutions African Minerals Geosciences Centres of Excellence Non-African Geological Survey Counterparts

6 Policy Mandates

The Africa Union's vision is illustrated by 'Agenda 2063' which is supported by the Africa Mining Vision (AMV). The policy mandate which drives the broader objectives of the OAGS is underpinned by this.

6.3 Africa Mining Vision

The Africa Mining vision aims towards a:

"Transparent, equitable and optimal exploitation of mineral resources to underpin broad-based sustainable growth and socio-economic development"



Figure 9 indicates the critical success factors for realising the AMV. The OAGS has the capacity to contribute towards realising the AMV both directly through its functions and indirectly through secondary levels resulting from the implementation of its functions.



Figure 9: Critical constraints and success factors for realising the AMV

The primary level of the OAGS contributing to the AMV is the ability to increase the quality of potential resource data by assisting and encouraging the national geological community to conduct geological survey exploration and mapping of resource rich areas. The AMV requires the determination of known and unknown mineral terrains to be transparent and objectively based on sound geodata. Through the development of a continent-wide mapping and mineral inventory programme, the OAGS will assist in reaching AMV strategic goals.

Programmes and interventions required could potentially include the adoption and implementation of sub regional mapping and mineral inventory initiatives making use of modern techniques such as remote sensing and the standardisation of information capturing, dissemination methods and approaches across the continent. This will enable the grey area between known assets and unknown assets of partly known resources to be dealt with and will assist with contract negotiation capacities as it will decrease the risk for investors who normally demand extremely favourable tax regimes for any operation that may result from unknown exploration. The establishment of critical institutions to facilitate the optimal exploitation of natural resources will improve the capacity to manage mineral wealth.

However, as highlighted above, capacity and resource constraints are likely to be the key inhibitors in realising the objectives — therefore proactive measures need to be considered.

6.4 Agenda 2063

As an affiliated entity to the AU, the OAGS strategy has a requirement to contribute to the Agenda 2063 aspirations. Figure 10 indicates all the aspirations of Agenda 2063 and short explanations of how some of these aspirations can be met through the OAGS.

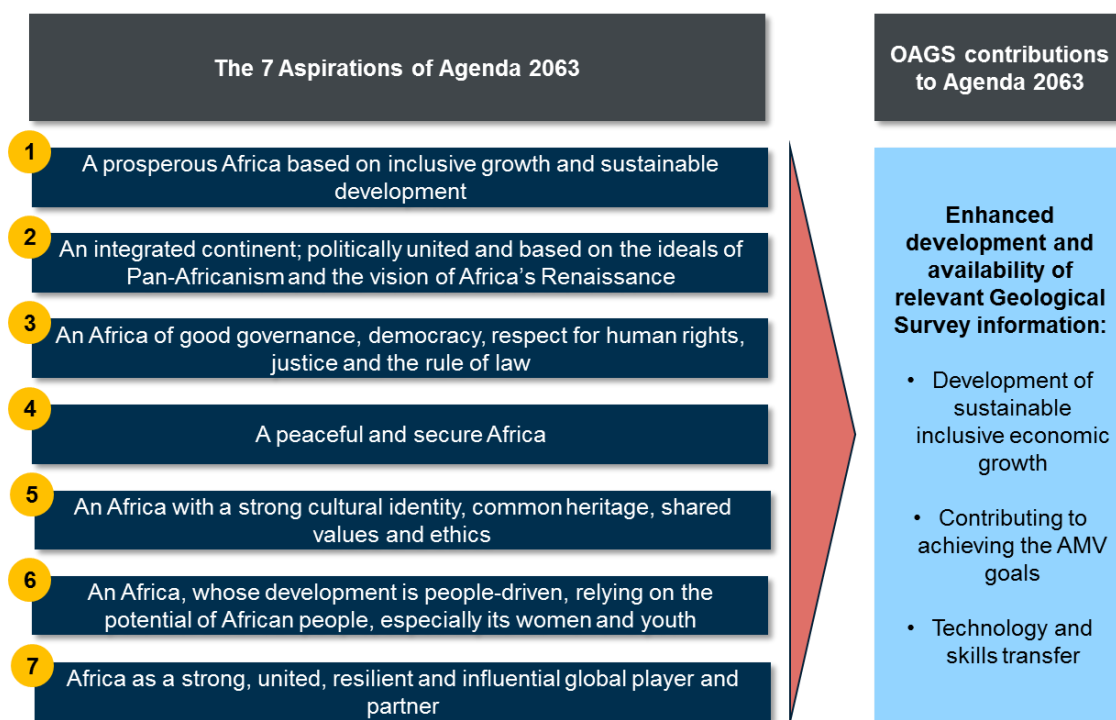


Figure 10: Aspirations of Agenda 2063

The following aspirations will be met through the OAGS:

a. A prosperous Africa based on inclusive growth and sustainable development

There have been numerous studies that have clearly shown extremely high returns to the state from investment in basic geological surveys. Skills development and job opportunities will arise not only in the implementation of geological surveys and exploration, but also in the attraction of investors in the future through decreasing the risk of unknown assets and resources to investors. This will address the goals of having a high standard of living, quality of life and well-being for all citizens through the creation of incomes and jobs. The OAGS should aim to establish well educated citizens and a skills revolution underpinned by science, technology and innovation in the geological survey field.

A transformed economy will be created through the state's ability to optimise the leasing of its natural resource assets through improved mapping of the resources and the creation of critical resource linkages at the outset. This will avoid any re-negotiation of contracts at a later stage without sending negative signals to investors on the certainty of contracts, eliminating resulting increased negative investment risk perceptions.

b. An integrated continent

Through the adoption of a unified mapping and knowledge sharing system within the continent, a united Africa will be formed. The OAGS can provide assistance to reaching the goal of having world class infrastructure which criss-crosses Africa. This can be done through collaboration in the creation of regional and continent-wide promotional maps, documents and publications that can inform and assist African decision-makers to obtain technical advice from the members of the OAGS.



c. Africa as a strong, united, resilient and influential global player and partner

The establishment of resource mapping and geological survey data available across the continent will assist in reaching the goal of improving Africa's partnerships with investors and re-focusing them more strategically to respond to African priorities for growth and transformation. Africa's increased financial self-reliance and sophistication will be earning respect in the global financial system and will ensure that the continent has the right strategies to finance its own development and infrastructure for research and development that will contribute to the stock of global intellectual capital.

In summary, the OAGS needs to overcome several challenges linked to resource mobilisation to ensure that it effectively delivers on the mandate originally set out by the AMP which is driven through the AU.

6.5 GMIS Strategy

The GMIS strategy which is being developed by the Africa Minerals development center (AMDC) seeks to assist AU member states in producing, managing and distributing geological and mineral information. This is in line with the implementation of the AMV to support geological surveys across the continent. This strategy will prove useful for legal economic, social and environmental issues faced by member state, enabling them better govern their mineral wealth, encourage investment in mineral exploration, mining and economic development⁷. The main objectives and outcomes of the strategy is illustrated in Figure 11.

⁷ Gonçalves de Souza, Kaiser and Mogessie, A. eds., 2016. *African Geological and Mineral Information System (GMIS) Strategy: Promoting Geological Knowledge as a Tool for governance*. Addis Ababa: African Minerals Development Center-United Nations Economic Commission for Africa.



MAIN OBJECTIVES OF THE GIMS	
<p>The main objective of the GIMS Strategy is to guide the AMDC and the AUC during the next five years to:</p> <ol style="list-style-type: none"> Coordinate and provide strategic operational support for AU Members States and their GSOs to improve geological and geospatial information and its use in mining and broad development processes in Africa. Track, linking up, engage, set direction, create alignment, build commitment, promote collaboration, establish trust, mobilize and facilitate activities from different GIMS initiatives in Africa to: <ol style="list-style-type: none"> construct comprehensive database with geo-referenced information on geology and mineral resources; develop GIS technologies among African countries; build capacity of African GSOs for delivering geospatial data and information from geology and mineral resources to both public and private sectors; strengthen regional and national mapping and exploration activities; develop a continent-wide mapping and mineral inventory. Assist African member States to grow their national databases via repatriation of data and transfer of corporate geoscience data. Identifying gaps and areas of need in the members States capability to use GIMS in mining and broad development processes and accessing expertise and information resources from a broad range of local and international partners. Support countries in generating and applying geological information for informed policy and decision- making across the mineral value chain. Promote and facilitate training and capacity building of GSOs to produce, manage and disseminate GMI. Identify and propose mechanisms to finance the production, management and dissemination of GMI by African GSOs. Facilitate South-South and triangular cooperation between African States and its partners to improve national and regional capacities to manage geological and geospatial information for broader development objectives. Propose and implement a continuous communication strategy, including maintaining websites and discussion <i>fora</i> to engage various stakeholders and help to create awareness of the functions of the GMI across governments and its importance for broad development processes in Africa. Propose and communicate principles for GIMS projects, activities and initiatives to be compliant with AMV and CMV, undertake monitoring and evaluation activities and, when applicable, propose corrective action to maintain consistency with the principles. Provide a “think-tank” capacity to make it possible for GMI to promote mining and broad development in Africa. Set principles to strengthen the implementation of the AMV and guide GIMS activities. Guide and attract activities from African GOSs, universities, research centres and private companies to contribute to the improvement of the blue economy sector in Africa. 	
EXPECTED OUTCOMES OF THE GIMS	
<ol style="list-style-type: none"> Improved geological and geospatial information and its use in mining and broad development processes in Africa. Continued transparent, equitable and optimal development of mining activities. Improved installed capacity of African GSOs to standardise and manage geological and geospatial information in order to facilitate further development of the mineral sector and improve the social and environmental sectors in Africa. Comprehensive database with geo-referenced information on geology and mineral resources to provide better decision-making and increase the ability to negotiate sustainable mineral development agreements with foreign investors and facilitate social development and environmental protection. Open access and facilitate Data sharing and distribution policy across various levels of users at the continental, regional and national level as well as different data users including private sector, government agencies such as the environmental agencies, national, local government agencies, and even civil society agencies in order to promote broad development processes in Africa. Geospatial data and information of geology and mineral resources to both public and private sectors, to allow them to make well-informed decisions about the development of the mineral sector, thus reducing the risk of investment in exploration and mining development. Increased regional and national mapping and exploration activities using advanced techniques using the GIS environment, data entry application and business rules of the centralized database. Improved use of GIS technologies among African countries as a substantial step for a database creation, mapping and geological exploration. Strengthened continent-wide mapping and mineral inventory and provide a range of visualization tools, mapping and publications via the Internet and local services and cloud. 	

Figure 11: GIMS Strategic Objectives and Expected Outcome



PART B: STRATEGIC FRAMEWORK

7 The Mandate and Purpose of the OAGS

The mandate of the OAGS is to foster and sustain geoscience programmes and excellence on the African continent in the quest for socio-economic development and poverty alleviation, with special reference to mineral resource assessment, sustainable land use and development, natural hazard mitigation and environmental protection.

8 Vision, Mission and Values

8.6 Vision Statement

The vision statement of the OAGS is:

“To be a leader in supporting the Geological Surveys in Africa through provision of information, capacity-building and technology transfer.”

8.7 Mission Statement

The mission statement of the OAGS is:

“To provide comprehensive information, support and capacity-building to Geological Surveys across Africa and to assist member countries in their development through the establishment of information sources and means of technology transfer for their own use and for the attraction of investment and establishment of greater public and government understanding of the strategic importance and offerings of Geological Surveys.”

8.8 Values

The values of the OAGS are:

- a. Leadership
- b. Transparency
- c. Innovation
- d. Creativity
- e. Responsiveness
- f. Dedication

9 Strategic Objectives, Initiatives and Programmes

The statute provides the objectives of the OAGS and are highlighted below as to:

- a. jointly address African geological survey issues of common interest;
- b. promote the contribution of geosciences to African affairs;
- c. assist African decision-makers to obtain technical advice from the members of the OAGS, and
- d. provide a geoscience network between the Geological Surveys.

9.1 Strategic Objectives

The Strategic Objectives were developed through a situational analysis, the objectives of the OAGS as per the Statute, the Vision, Mission and Values as well as by utilising the previous strategic exercise performed in 2009 (e.g. AMV, Agenda 2063). The strategic objectives are contained in Figure 12 below.



Figure 12: Strategic Objectives of the OAGS

The above strategic objectives are expanded further in Table 3 below:

Table 3: Strategic Objectives with Objective Statements

Strategic Objective	Objective Statement
1. <i>Capacity and Capability of Geological Surveys in Africa</i>	To enhance and improve the capacity and capabilities of Geological Surveys in Africa through: <ul style="list-style-type: none"> Improving the availability and capability of required human resources Improving the availability of related technology required for Geological Surveys
2. <i>Knowledge Management and Information Exchange</i>	To facilitate the activities of Geological Surveys and realise the generation of geoscientific information, advancing the aspirations of the continent in terms of Agenda 2063 and the AMV through: <ul style="list-style-type: none"> Collaboration and the sharing of knowledge and expertise, technologies, management and opportunities between member states Making geoscientific data easily accessible to all member states
3. <i>Resource Mobilisation and Sustainability</i>	To realise sustainable funding mechanisms such that the activities of the OAGS can be carried out by a capacitated OAGS and Secretariat
4. <i>Advocacy, Advisory and Active Stakeholder Engagement</i>	To consistently advocate and advise on geoscientific matters to relevant Government bodies, investors and stakeholders. To promote and enhance continent wide applied geosciences



<i>Strategic Objective</i>	<i>Objective Statement</i>
5. <i>Monitoring and Evaluation of OAGS Activities</i>	To ensure that the activities of the OAGS are carried out as per the strategy and that principles of good governance are always applied

The strategic objectives are defined to ensure that the mandate of the OAGS is realised and that effective contributions are made by the OAGS to programmes and objectives of Agenda 2063 and the AMV.

The strategic objectives are defined to ensure that the mandate of the OAGS is realised and that effective contributions are made by the OAGS to programmes and objectives of Agenda 2063 and the AMV.

9.2 Strategic Initiatives

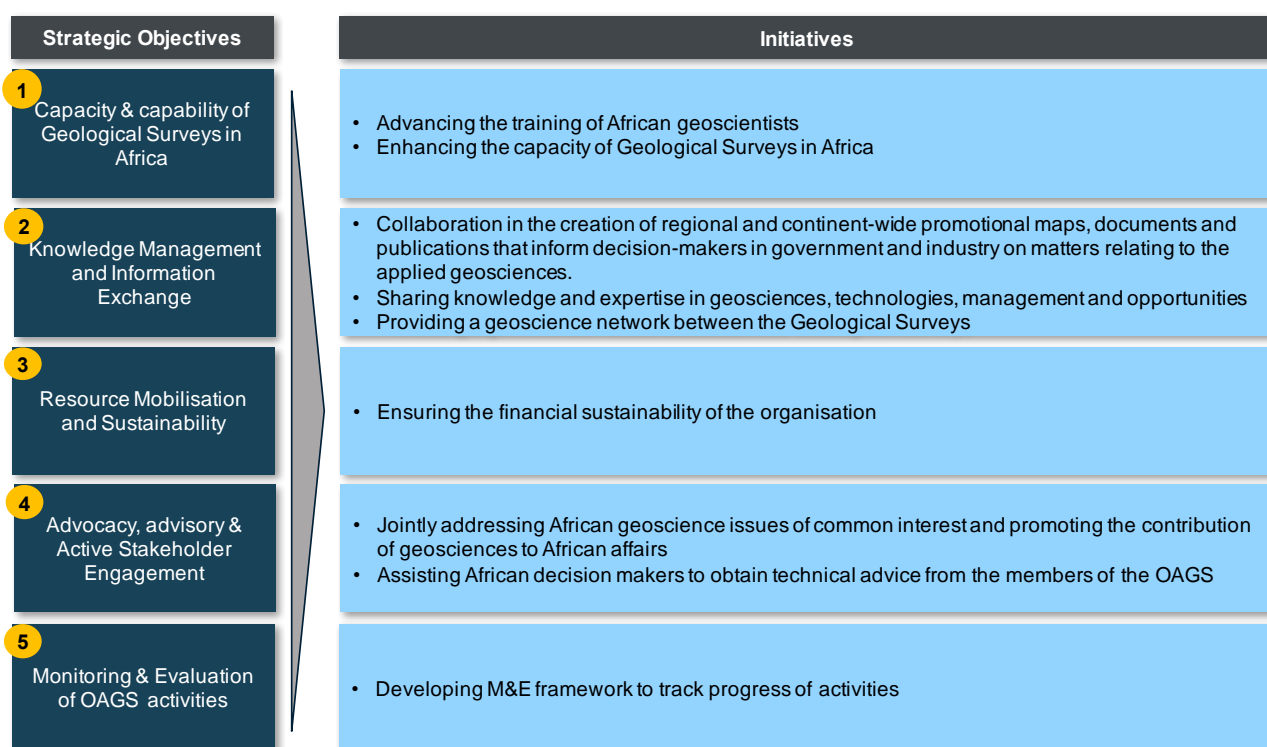


Figure 13: Strategic Objectives and Initiatives of the OAGS

Each of these objectives is discussed further below:

9.2.1 Strategic Objective 1: Capacity and Capability of Geological Surveys in Africa

9.2.1.1 Advancing the Training of African Geoscientists

The Pan-African Project (PanAfGeo) which is designed in cooperation with the Euro-Geosurveys (EGS) and the OAGS with the participation of several stakeholders, contributes towards identifying the training needs of professionals within the Geological Surveys — highlighted as a key strategic programme for the OAGS — as well as the development of the report on the Role of Geological Surveys in Africa's Development produced by the Raw Materials Group. It is important that strategies for the resolution of skills gaps be identified and implemented for the sustainability of geosciences in Africa and for the continued benefit that functioning and



appropriately staffed Geological Surveys are able to provide geoscience services to the communities, countries and regions in which they exist.

Key activities to include:

- a. Provision of strong advocacy for geoscience on the continent;
- b. Quantifying the needs of OAGS members and their communities in terms of training (PanAfGeo);
- c. Identifying training opportunities for OAGS members;
- d. Establishing a forum for and database of students of earth sciences on the OAGS website;
- e. Identifying service providers for the development and implementation of training programmes;
- f. Identifying and submitting applications for funding opportunities for the implementation of training programmes, and
- g. Production of a policy document on an ideal geological survey.

9.2.1.2 Enhancing the Capability and Capacity of Geological Surveys

The benefits of the OAGS should not be confined to the development of the earth sciences and scientific research aspects of the member states. Geological Surveys at earlier stages in their life cycles will benefit from exposure to the organisational structures and management techniques of bodies which have been longer established.

Key activities to include:

- a. Conducting the needs analysis of Geological Surveys to identify areas of focus for activities in this area
- b. Production of policy documents
- c. Strongly advocating for autonomous Geological Surveys

9.2.2 Strategic Objective 2: Knowledge Management and Information Exchange

9.2.2.1 Maps and Publications

The publication of regional and continent wide promotional maps is important for many reasons, including the quantification of resources and opportunities for decision-makers in government and industry and for the benefit of local communities and local and foreign investors.

Key activities to include:

- a. Establishing an editorial committee;
- b. Identifying gaps and opportunities for the development of maps and publications offering potential benefits to the OAGS, its members and their countries;
- c. Publishing the results of projects and activities undertaken by the OAGS and its members, and
- d. Producing geological/mineral maps of Africa.

9.2.2.2 Knowledge and Information Sharing and Technology Transfer

The primary tool in this area of focus is the OAGS website. The website is currently functional and hosts information relating to several African Geological Surveys and its offerings. This must be further developed into an effective tool for both member states and interested parties in terms of the provision of accurate and useful information on country contacts and offerings.

Fundamental to the development of capabilities and the establishment of effective methodologies within the Geological Surveys, knowledge sharing is the key purpose of the meetings and conferences organised by the OAGS. The communication of local ideas, technologies and best practices in a variety of earth science related fields contributes to the development of all participating Geological Surveys.



Key activities to include:

- a. Linking national geological survey website(s) to OAGS website;
- b. Compiling a database of the services and offerings of the Geological Surveys and selected organisations of relevance and potential benefit to the OAGS members;
- c. Publishing new information on available technologies and processes relevant to the OAGS members on the website;
- d. Facilitating an annual conference pursuant to the Annual Meeting of the OAGS;
- e. Using the website to publish articles containing information and best-practices useful to the development of the scientific and institutional capacity of Geological Surveys, and
- f. Creating an OAGS web and social media platform.

9.2.2.3 Geological survey Issues of Common Interest

A number of areas of interest were identified at the recent Annual Meeting of the OAGS and these are listed below. The programme in this area is expected to change and adapt to suit the evolving needs of the continent.

9.2.2.4 Geoheritage

Geotourism constitutes a large and relatively recent area of opportunity for Africa. A project was initiated with the initial results submitted to the OAGS; however, a new proposal was submitted and the potential for continuation is now being investigated.

Key activities to include:

- a. Developing a definition for the qualification of a site as a geoheritage site;
- b. Identifying geoheritage sites in African countries through contributions from the OAGS members and independent research;
- c. Developing a structure for the atlas for approval by OAGS members,
- d. Compiling an atlas of African geoheritage sites.

9.2.2.5 Poverty Eradication

This is closely linked to the aspect of information sharing since the availability of information is key to the responsible exploitation of and investment in the resources of a country.

Key activities to include:

- a. Supporting value addition within Africa;
- b. Regularly updating the OAGS website to include information on available funding opportunities accessible by members;
- c. Providing assistance to members in the review of proposals;
- d. Publishing the activities of the OAGS and its members, and
- e. Publishing the country information of each of the OAGS members as provided on the website.

9.2.2.6 Promotion of Domestic, Regional and Foreign Investment

- a. Support of value addition within Africa;
- b. Support for local content, and
- c. Transfer of technology from one country to another.

9.2.2.7 Artisanal and Small-Scale Mining

Artisanal and Small-scale mining (ASM) initiatives in Africa constitute a prolific economic activity of local communities. With the recognition of the significance of the impact that artisanal and small-scale mining can



have on economies in Africa, African governments need to take an active role in the development of programmes to facilitate, manage and promote safety and responsibility in the sector.

ASM is, therefore, a concern relevant to every country on the continent, and the important aspects that require management include the promotion of sustainable development of small-scale mining for poverty alleviation and economic empowerment, the provision of assistance to small-scale miners in the creation of safe and efficient mining operations, and the management of environmental concerns and promotion of environmental and social responsibility in small-scale mining activities.

Key activities include:

- a. Conducting a baseline study on artisanal and small-scale mining and develop training manuals
- b. Publishing the summary document on ASM to serve as an advisory document for geological surveys;
- c. Identifying methodologies for assistance to small-scale mining on the African continent — including marketing and communications strategies and training, and
- d. Developing training manuals.

9.2.2.8 Technical Advice

One of the objectives clearly stated in the constitution of the OAGS is the provision of assistance to African decision-makers in obtaining advice from OAGS members. The development of a database of the services and offerings of the Geological Surveys is key to this, as is the establishment of a regular system of communication.

Key activities to include:

- a. Developing an Operational Plan which includes the establishment of guidelines and parameters on the provision of information;
- b. Establishing a database of key organisations (key players) in the member states and their areas of expertise.

9.2.3 Strategic Objective 3: Resource Mobilisation and Sustainability

9.2.3.1 Financial Sustainability

A common difficulty for many Geological Surveys in Africa and a cornerstone of the sustainability of the OAGS is the matter of financing.

Key activities to include:

- a. Developing a Financial Investment Strategy;
- b. Identifying potential forms and sources of funding, example membership fees;
- c. Developing and accepting OAGS Budget, and
- d. Adhering to the work plan within the parameters of the OAGS Budget.

9.2.4 Strategic Objective 4: Advocacy, Advisory and Active Stakeholder Engagement

9.2.4.1 Geological survey Network

A fundamental role of the OAGS is to provide assistance to the member states which it serves. The activity underpinning this responsibility is the development of a Marketing and Communication Plan.

Key activities to include:

- a. Developing a Marketing and Communication Plan for the establishment of regular and useful communication with members.

9.2.4.2 The African Union and AMDC

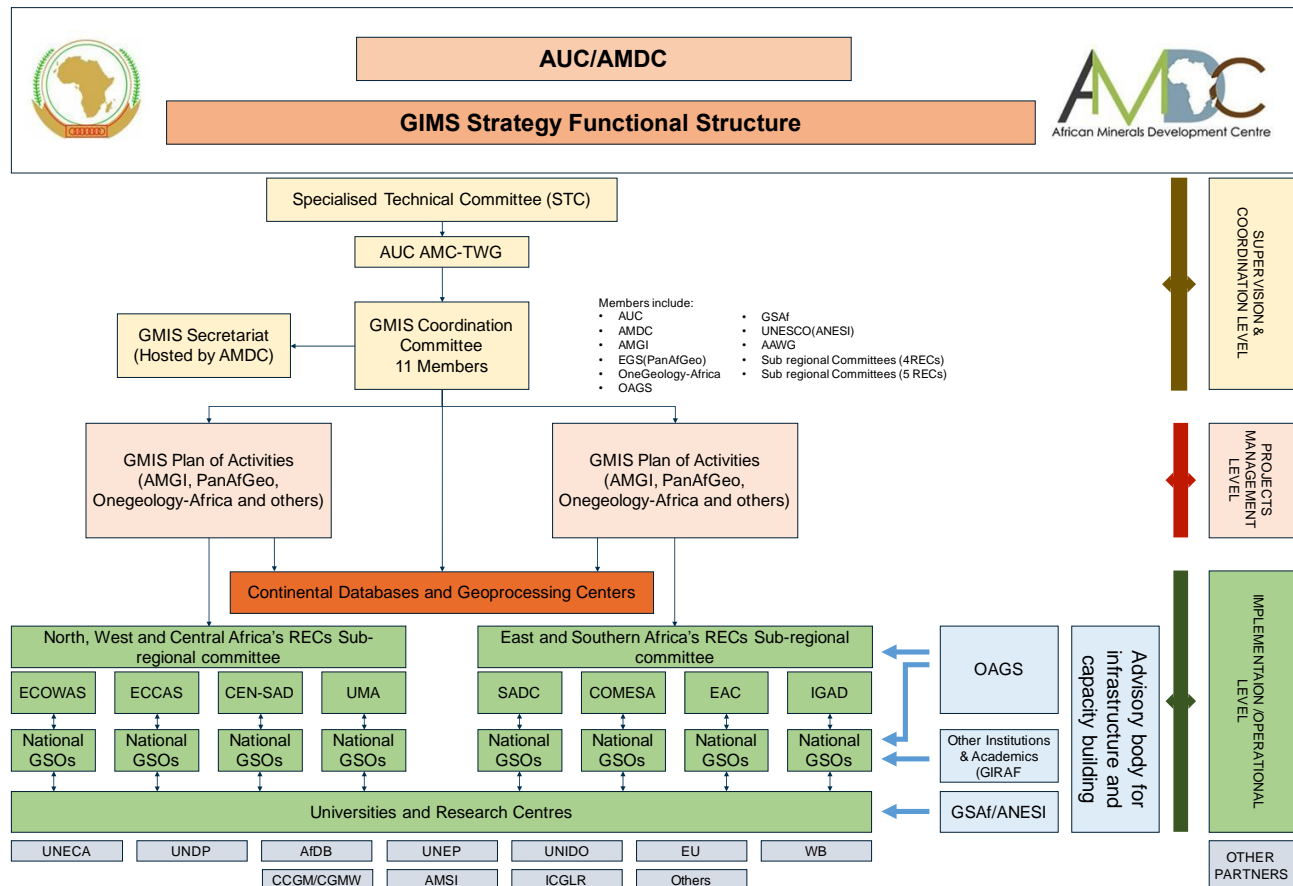


Figure 14: GMIS Strategy Functional Structure⁸

The OAGS functions within the GMIS Coordination committee and provides technical input to the formulation of policy on a continent wide basis.

Key activities to include:

- Attending and reporting on the Ministers in charge of Minerals — Mid-Term Review and Plenary Meetings;
- Reviewing the AMP agenda, programme and focus; and
- Adhering to the stipulations governing the assimilation of the AMP into the AU.

9.2.5 Strategic Objective 5: Monitoring and Evaluation of OAGS Activities

9.2.5.1 Monitoring and Evaluation Framework

Key activities to include:

- Developing M&E framework to track progress of activities.

⁸ Gonçalves de Souza, Kaiser and Mogessie, A. eds., 2016. African Geological and Mineral Information System (GMIS) Strategy: Promoting Geological Knowledge as a Tool for governance. Addis Ababa: African Minerals Development Center-United Nations Economic Commission for Africa.



9.3 Current Programmes and Others

The OAGS has been engaged in several key interventions since its inception. These interventions have been joint and collaborative efforts between member states, often with European funding, to enhance the local knowledge base through applied geoscientific programmes and training. The figure below provides additional project information.

OAGS Projects	Project Information
The Africa-EU Partnership (PanAfGeo) <i>(Linked to Objectives 1,2,4)</i>	<p>PanAfGeo is a project that aims to increase African-owned geological knowledge and skills. It is aimed towards expanded knowledge on sustainable mineral exploitation and related infrastructures as well as natural disaster prevention and mitigation.</p> <p>The study is carried out by OAGS in collaboration with EuroGeoSurveys (EGS) with the official launch to be in Cape Town during the IGC in 2016.</p>
Seismotectonic Map of Africa <i>(Linked to Objective 2,4)</i>	<p>This project follows the initiatives set by the OAGS and is supported by UNESCO-Paris, SIDA/IGCP and UNESCO-Nairobi. The objectives of the project is the preparation and implementation of the seismotectonic map of Africa. The project will be conducted by a scientific and technical team of African geologists and geophysicists in collaboration with the geological surveys of each African country. The project will also benefit from inputs of international geologists and scientists who are well established in the fields of active tectonics and earthquake studies</p>
Role of geological services in Small Scale Mining (SSM) <i>(Linked to Objective 2,4)</i>	<p>Ghana and Nigeria are collaborating as project leaders on this project. These two countries were tasked to deliver a framework for a summary document of the role of geological surveys in supporting small scale mining. The document will be populated with relevant data information from member countries once it has been approved by the secretariat of OAGS and made available online.</p>

Figure 15: List and Description of Current Strategic Programmes Undertaken by the OAGS and others

The PanAfGeo project covers the four main elements as follows:

- Human resources capacity building and training for OAGS members and their partners;
- Development of OAGS geoscience information infrastructure and management;
- Procurement of IT equipment to support the SDI and GIS technical facilities; and
- Dissemination of information about the project.

The ultimate objective of PanAfGeo is to increase African owned geological knowledge and skills so that the African Geological Surveys Organisations (GSOs) are key infrastructures for the minerals sector and the OAGS a privilege advisory body to the AUC. The updated components of the PanAfGeo work package include:

- Geoscientific (geological) mapping;
- Mineral exploration and resource assessments;
- Artisanal and small-scale mining;
- Environmental management of mines;
- Geohazard;
- Geoheritage;
- Geoscience information, and
- Communication and promotion.



The PanAfGeo project will be implemented over two three-year phases including a mid-term evaluation stage at the end of phase 1. The project results will consist of the following:

- (1) a series of eleven training modules (in-country and regional) complemented by three workshops;
- (2) development and implementation of a Pan-African distributed spatial data infrastructure dedicated to geoscientific information available with the African Geological Surveys and focussed on geo-resources, and
- (3) the necessary IT equipment to publish the relevant metadata and public data sets in compliance with the respective national data policies.

PART C: IMPLEMENTATION PLANNING

The basic requirements in order to realise the implementation of the strategy include budgeting for activities/programmes as well as ensuring a functioning and sustainable Secretariat. Furthermore, unless effective tools for monitoring and evaluation are developed and implemented — with some form of performance monitoring — limited progress of the strategy will be realised.

10 Resource Considerations

The OAGS currently functions solely on the contributions of member states while the Secretariat is fully funded by South Africa's Council for Geoscience (CGS). The budget for the OAGS Secretariat activities is provided for by the CGS.

One of the strategic objectives of the OAGS currently is to ensure 'Resource Mobilisation and Financial Sustainability'. In this regard, emphasis needs to be placed on realising sustainable funding mechanisms such that the Secretariat function is better capacitated to execute the mandate provided by the OAGS.

11 Monitoring/Evaluation and Performance Management

As OAGS programmes are externally funded through international donors, it is vital that good governance practices are adopted and clear progress on deliverables measured. In this regard, it is important that a robust performance system be adopted and regular monitoring and evaluation exercises be carried out.

This sets out the monitoring and evaluation (M&E) framework for the OAGS and its stakeholders that will guide the organisation on processes and systems required for the organisation to meet its aims and objectives. The framework gives guidance and provides the foundation for a common understanding of key M&E principles and elements amongst all role players that carry responsibilities for monitoring and/or evaluation.

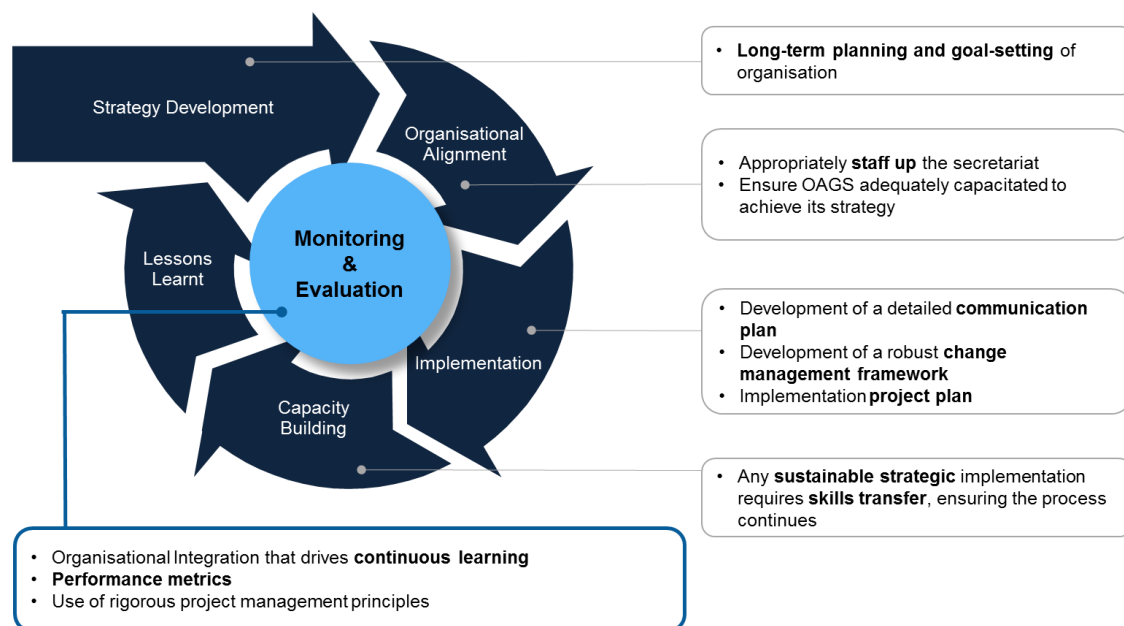


Figure 16: M&E within the OAGS Strategy and Operational Cycle



For M&E to occur, the following needs to be present by the OAGS:

- Integration of performance information structures and systems within existing management processes and systems;
- Definitions and technical standards of all the information collected;
- Processes for identifying, collecting, collating, verifying and storing information;
- Use of information in managing results, and
- Publication of performance information.

The primary focus of the OAGS M&E framework is on the performance and impact of the OAGS and its stakeholders. Progress towards achieving the organisational strategic objectives is measured periodically during the term of office through a system of performance measures against predetermined targets.

For the OAGS to realise its broader strategic objectives, there is a minimum requirement for an accountability matrix to be developed and measured periodically as per the following:

Accountability cycle	Accountability documents	Performance information
Policy development	<ul style="list-style-type: none"> Policy documents Explanatory memoranda 	<ul style="list-style-type: none"> Identify baseline information informing policy Set out desired effect of policy
Strategic Planning	<ul style="list-style-type: none"> Annual Strategic Plans 	<ul style="list-style-type: none"> Specify high-level performance indicators
Operational planning and budgeting	<ul style="list-style-type: none"> Costed Annual Performance Plans Performance agreements 	<ul style="list-style-type: none"> Sets measurable objectives, performance indicators, and performance targets
Implementation and in year	<ul style="list-style-type: none"> Monthly budget reports Quarterly performance reports 	<ul style="list-style-type: none"> Indicates available resources Allocates responsibilities Report progress with implementation of plans and budgets Report on performance against plans
End-year reporting	<ul style="list-style-type: none"> Annual reports 	<ul style="list-style-type: none"> Report on performance against plans and budgets

Figure 17: Accountability Cycle

Based on the requirements highlighted above, the OAGS will adopt the Logic Framework (i.e. Outcomes Based Approach) for M&E highlighted below:

“The logic framework helps to clarify the objectives of any project, program, policy. It aids in the identification of the expected causal links – the “program logic” – in the following results chain: inputs, process, outputs (including coverage or “reach” across beneficiary groups), outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives. The logic model is also a vehicle for engaging partners in clarifying objectives and designing activities. During implementation the logic model serves as a useful tool to review progress and take corrective action”.

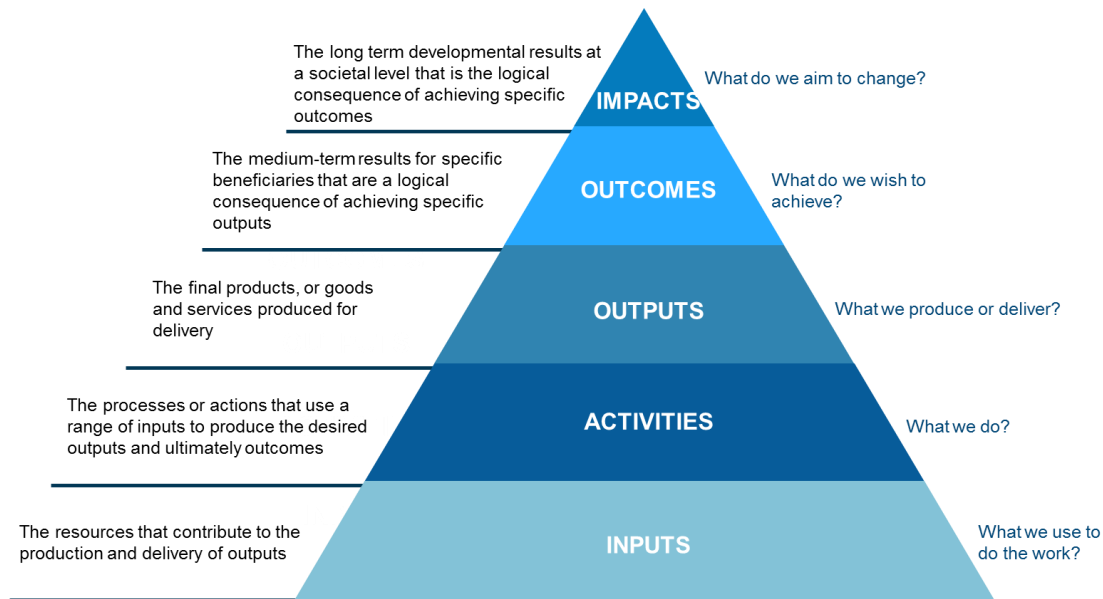


Figure 18: Five Components of the Logic Framework (Outcomes Based Approach)

As highlighted, the key purpose of M&E is to ensure that the performance and outcomes of the activities of the OAGS is in line with the objectives set out in its charter and strategy.

Monitoring will occur within defined periods in-year and at the end of each Financial Year, while Evaluation Exercises will be carried out periodically during the current term of office.

12 Communication and Marketing

The basis of the OAGS communications strategy is to ensure:

- Achievement of organisational objectives;
- Stakeholder engagement;
- Success of our work;
- Create awareness of the work done by the OAGS, and
- Change negative perceptions.

Purpose

To help the organisation to communicate effectively in order to meet its objectives, a good communications strategy is an effective tool in the growth of any organisation.

Communication objectives

- To provide a regular flow of information to key stakeholders, and
- To regularly showcase organisational successes to the stakeholders.

**Communication means to achieve Organisational Objectives**

Objectives	Tools								
	Electronic Media / Email / Website / Social Media	Newsletter / Bulletin / Publication / Print Media	Brochures / Posters / Leaflets	Report	Banner	Conference / Exhibitions	Meeting	Workshop / Seminars	Telephone (calls and SMS)
Achieve organisational objectives	X	X				X			X
Stakeholder engagement	X	X		X		X		X	
Success of our work	X	X	X			X			
Create awareness of the work done by the OAGS	X	X	X						
Change negative perceptions	X	X	X						

Stakeholders and Partners (defined in the strategy document)

Stakeholders and Partnership	Advice or information	Research	Policies	Financial	Success stories
Resources structure	Yes / no	Yes / no	Yes / no	Yes / no	Yes / no
Professional research institutions	Yes / no	Yes / no	Yes / no	Yes / no	Yes / no
Social and political	Yes / no	Yes / no	Yes / no	Yes / no	Yes / no
Industrial	Yes / no	Yes / no	Yes / no	Yes / no	Yes / no

Tools and infrastructure

- a. Functional robust web portal;
- b. Functional Secretariat telephone lines;
- c. Establish editorial committee;
- d. Empower the Secretariat to be mobile, communication means of movement;
- e. IT infrastructure including computer, server, tablet, digital camera, video camera, projector;
- f. Web applications for the OAGS, and
- g. Letters to sponsors.

Budget

- a. Develop and approve a communications budget
-



PART D: STATUTES

February 2009 (proposed amendments to Article 9.1, 2016)

Article 1: Name

An Organisation, to be known as the Organisation of African Geological Surveys.

Article 2: Working Office

The working office of the Organisation of African Geological Surveys will be situated at the physical address of the elected Secretariat.

Article 3: Objectives

The objectives of the Organisation of African Geological Surveys are:

- To jointly address African geoscience issues of common interest;
- To promote the contribution of geosciences to African affairs;
- To assist African decision-makers to obtain technical advice from the members of the Organisation of African Geological Surveys, and
- To provide a geoscience network between the Geological Surveys.

Article 4: Activities

1. The Organisation of African Geological Surveys will take part in activities that are in the interest of the public. The Organisation of African Geological Surveys will act in direct response to requests from African decision-makers where the request is deemed to be in the interest of the greater public.
2. The Organisation of African Geological Surveys will not compete with its individual members.
3. In order to fulfil its objectives, the Organisation of African Geological Surveys will have access to the combined resources of its members in terms of expertise, equipment and data that will be made available at the discretion of the members owning the resources.

Article 5: Duration, Financial Year

1. The Organisation of African Geological Surveys is created for an undetermined period.
2. The financial year will be closed on the 31st of March of each year. The new financial year will start on 1 April.

Article 6: Membership

1. Only one national Geological Survey (or an equivalent national institution, as decided by the member country) of a member state of the African continent is entitled to be a Member of the Organisation of African Geological Surveys.
2. Members will have an equal right of access to the information relating to the activities of the Organisation of African Geological Surveys and to the results or output of all collective actions. Members will observe the general code of conduct of public services or official agencies. They will work in an open, cooperative, transparent manner and to their normal high professional standards.
3. A country will be deemed as having membership of the Organisation of African Geological Surveys where the Secretariat has received official written communication from the governing and involved nationally mandated institution of that country.

Article 7: Resignation, Exclusion, Re-instatement

Any member may freely resign from the Organisation of African Geological Surveys by sending its resignation by registered letter to the President of the Organisation of African Geological Surveys.



Article 8: General Meeting

1. A General Meeting will be held at least once a year at a location and on a date fixed by the Executive Committee. The General Meeting will report back on the activities of the Organisation of African Geological Surveys and decide on its future programme of activities.
2. The General Meeting consists of the Members of the Organisation of African Geological Surveys. Each Member is represented by its chief executive and/or one representative nominated by the member.
3. Members have one vote at the General Meeting.
4. The General Meeting will be deemed to have a quorum where 30% of the membership is present.
5. The General Meeting has all the powers enabling the Organisation of African Geological Surveys to fulfil its objectives. Major actions of the Organisation of African Geological Surveys and broad policy issues are determined by the General Meeting. The General Meeting will have sole power to amend, on proposal by the Executive Committee, the Statutes of the Organisation of African Geological Surveys.
6. The General Meeting will strive to reach a consensus. If a consensus cannot be found, decisions for administrative matters will be taken by a qualified majority of votes of two thirds of the members present.
7. For electing officials, decisions will be taken by a simple majority of votes of the members present. The Chairperson has a casting vote in case of a tie.

Article 9: Executive Committee

1. The Executive Committee comprises the President, five regional Vice-Presidents and the Executive Secretary. The Executive Committee is chosen among the official representatives of the member institutions belonging to the countries that are member states of the African continent.
2. The President will be elected for a period of three years.
3. A member of the Executive Committee may mandate a substitute appointed from the senior staff of his/her own institution.
4. The members of the Executive Committee will be elected for a period of three years.
5. The election for the next years' incoming members will be made by the General Meeting based on a proposal of candidates.
6. The Executive Committee will oversee the execution of the decisions of the General Meeting.
7. The members of the Executive Committee will have the power to represent the Organisation of African Geological Surveys in dealings with third parties and in legal proceedings.
8. The Executive Committee will meet at least once a year, and additionally as necessary, to discuss the management and progress of the Organisation of African Geological Surveys affairs.
9. A decision of the Executive Committee will be required to authorise any of the following operations of the Organisation of African Geological Surveys:
 - Establishing and terminating cooperation with other legal entities which is both long term and of importance to the activities of the Organisation of African Geological Surveys;
 - Accepting tasks, such as studies, transfer of expertise, pilot projects and expert missions, from African Institutions or any third party, other than providing regular information or advice;
 - Concluding contracts, including contracts of service to third parties, and performing other legal acts, and /
 - Accepting national or multinational subsidies.

Article 10: Expenses

1. The basic activities of the Organisation of African Geological Surveys will be financed by contributions by its members, and more generally, by the provision of resources and/or donations that might benefit the Organisation of African Geological Surveys.



2. Within the framework of normal activities, the services of the Organisation of African Geological Surveys may be offered free of charge.

Article 11: Auditing

The annual accounts will be audited by a legally registered auditing company under the supervision of an auditing committee of two members of the Organisation of African Geological Surveys to be appointed by the Executive Committee.

Article 12: Winding up

The Organisation of African Geological Surveys may be wound up at any time where a resolution of the General Meeting to wind up is subject to a qualified majority vote of two thirds of the members present.

Article 13: General Provisions

The working language of the Organisation of African Geological Surveys is English, Portuguese and French.