



ECONOMIC COMMISSION FOR AFRICA

MISSION REPORT

STAFF MEMBER ON MISSION:	A. P. Traore Senior Economic Affairs Officer
DIVISION:	Regional Cooperation and Integration
PURPOSE OF MISSION:	To assist the Eastern and Southern African Mineral Resources Development Centre in participating in the first meeting of the Board of Directors of the Centre.
VENUE OF THE MISSION:	Dar-es-Salaam, United Republic of Tanzania.
MISSION DATE:	26-28 November 1997.
ACTIVITY CITATION:	5. Operational activities: (a) Advisory services at the request of governments

**FIRST MEETING OF THE BOARD OF DIRECTORS
OF THE ESAMRDC
(26-28 November 1997)**

Background

1. The seventeenth Governing Council meeting of the Eastern and Southern African Mineral resources development centre (ESAMRDC) which was held in Arusha (United Republic of Tanzania) on the 13th of June 1997, decided among others things, to establish a Board of Directors of the Centre.
2. The Board of Directors is an executive arm of Council which is responsible for the supervision, monitoring and auditing of ESAMRDC activities and provides advice to its management. It is composed of: (a) a representative of the host country (Tanzania); (b) a representative of the highest contributing country (Ethiopia); (c) a representative of the Economic Commission for Africa (ECA); (d) a representative of the Private Sector (Chamber of Mines of Tanzania); (e) a representative of the donors supporting the Centre; and (f) the Director General of the Centre (Secretary to the Board).
3. As designated member of the Board on behalf of the ECA, I was invited to attend its first meeting organized in Dar-es-Salaam from 26-27 November 1997.

Attendance

4. The meeting was attended by four of the members. There were the representative of the host country, the representative of the donors supporting the Centre, the representative of ECA and the Director General (attendance list is attached). Due to the short notice, the representative of Ethiopia was not able to attend the meeting. The representative of the Chamber of Mines sent an apology.

Accounts of the meeting

5. The Board of Directors deliberated according to the following Agenda:

- (i) Introduction of the members of the Board of Directors
- (ii) Election of Officers
- (iii) Adoption of the Agenda and Programme of Work
- (iv) Discussion and approval of the Rules of Procedure of the Board of Directors
- (v) Review of the implementation of Decisions of the 17th Governing Council Meeting of the ESAMRDC/Implementation of Work Programme covering the period July-September 1997
- (vi) Consideration of the Revised Agreement Establishing the ESAMRDC and Rules of Procedure
- (vii) Consideration of the New Staff Rules and Regulations of the ESAMRDC
- (viii) Consideration of the Report on the restructuring of the ESAMRDC Human Resources Management Systems
- (ix) Consideration of the Status of Financial Contribution by the ESAMRDC member States
- (x) Consideration of the ESAMRDC Contractor/Consultant subject matter
- (xi) New membership
- (xii) The new acronym for the ESAMRDC

(xiii) Any Other Business

6. It was decided that despite his absence, the representative of Ethiopia should be the chairperson of the Board, while the representative of ECA would be the vice-chairperson. Thus in the absence of the chairperson, I chaired the meeting.

7. The draft rules of procedure of the Board of Directors of ESAMRDC were discussed and amended. The major amendments included:

- the composition of the Board as mentioned in paragraph 2 above;
- the nomination of the representative of ECA as permanent vice-chairperson;
- limiting the tenure of the members of the board to four (4) years;
- the frequency of the Board meetings which would be held every four months;
- the introduction of a monitoring mechanism according to which the representative of the host country is responsible for the day to day monitoring of the activities of the centre, on behalf of the Board;
- the document should be forwarded to the representative of Ethiopia for consideration before it enters in effect.

8. The decisions of the 17th Governing Council meeting of ESAMRDC were reviewed in connection with the implementation of the work programme of the Centre during the period July-September 1997. The board noticed that efforts were made by the Director General to implement the decisions of the Governing Council. Actions were taken to (a) adopt a cash accounting system; (b) establish cost and profit units at the levels of mineral processing, chemical laboratory, mineralogy/petrology and geo-information and (c) proceed with the rehabilitation of the Centre including resolution of the issue of the contractor and consultant. The Board of Directors was established and the Agreement establishing the Centre, Staff Rules and Regulations, and the new Financial Rules and Regulations revised.

9. The Board of Directors also took note of the valuable efforts made in the area of training including one workshop on Human Resources Management Systems which was organized with the participation of staff members of the Centre. The Board congratulated the Director General and encouraged him to continue with these efforts despite the big financial difficulties experienced by the Centre.

10. The Board considered and amended the agreement establishing the ESAMRDC as well as the Staff Rules and Regulations of the Centre with a view to harmonizing their provisions. It further invited the lawyer of ESAMRDC to prepare a cover note for each of the two documents to outline the major changes introduced. The final version including the cover presentation note should be forwarded to member states by the chairman of the Governing Council as soon as possible.

11. With regard to the restructuring of the ESAMRDC Human Resources Management Systems, the Board noticed that this was in line with the recommendations of the Governing Council concerning the improvement of the management of the Centre. It however noted that the relationship between the Human resources Committee and the Board of Directors should be better clarified. It further recommended that the job description for the Director General should include a paragraph on the promotion of cooperation in the development and use of mineral resources in the sub-region. The Board finally emphasized the need to focus on establishment of a culture of team work to ensure improved performance.

12. The Board was informed of the critical financial situation of the Centre. As of 26 November 1997, only Tanzania and Mozambique had contributed US\$ 15,977 and 40,000 respectively, (for the 1997/98 financial Year). However, the Board was reminded that Tanzanian's contribution to the Governing Council convened in Arusha in June 1997 should be reflected in the global figures related to the contributions and arrears presented to the Board. To improve the situation a mission to Angola and Uganda should be undertaken by the chairman of the Governing Council and the Director General of the Centre. Meantime the Tanzanian member of the Board would assist in mobilizing Tanzanian's contribution while the Board members from ECA and Ethiopia would assist in mobilizing the contribution from Ethiopia.

13. The status of the contract between ESAMRDC and contractor/consultant implementation was reported. According to the advice of the lawyer engaged by the

Centre, it was not advisable to terminate the contract. Therefore a letter was prepared to inform the contractor that (a) he was still duty bound to make good the defects and leakages as the same arose from his poor workmanship; (b) a consultant was commissioned by ESAMRDC to establish the state of the workmanship; (c) the estimated costs for refurbishing the building were US\$ 220,000; and (d) that ESAMRDC should float a tender for the refurbishment at

the expense of the contractor. The Board advised the Director General to give a deadline to the contractor after which the tender should be floated.

14. The Board was informed of actions taken by the Director General to increase membership of the Centre. Kenya and Malawi had expressed their willingness to join the ESAMRDC. Preliminary contacts had also been established with the Democratic Republic of Congo which was now a member State of the Eastern African sub-Regional Development Centre. The chairman of the Governing Council and the Director General will take the opportunity of their visit to Angola to seek the support of this country in convincing the Democratic Republic of Congo to join the ESAMRDC. The Board congratulated the Director General for these initiatives and encouraged him to proceed with these efforts.

15. The Board considered changes to the acronym of the Centre as requested by the 17th Governing Council. A consensus was established on the following: "Southern and Eastern African Minerals Centre - SEAMIC". However the new name and acronym will not be effective before the next Governing Council meeting which will formally approve and adopt them.

16. Under "any other business" the Board of Directors (a) was informed of the contacts established with MINTEK and the Geological Consultants (Ireland) Ltd. to build partnership and (b) decided to hold its next meeting in the first half of April 1998. This meeting will among others things prepare for the 18th Governing Council meeting to be held in Maputo (Mozambique) in June 1998. The board also agreed to delay the discussions of the issue of fees for its members to the next meeting.

Concluding Remarks

17. It should be recalled that the seventeenth Governing Council of the ESAMRDC

which was held in Arusha on 13 June 1997, took major decisions. Among these decisions were: (a) to abolish the Executive Board as provided for in the Agreement with the Executive Secretary of ECA as Chairman and (b) to establish a Board of Directors as mentioned in paragraph 2 above. Consequently:

- (a) The Executive Secretary of ECA will henceforth be only a member of the Governing Council which will be chaired by the minister of a member state;
- (b) The Executive Secretary of ECA will designate a representative to the Standing Committee of Officials which will comprise the Principal Secretaries or equivalent from the Ministries responsible for mineral resources development in the member States; and
- (c) ECA will be represented in the Board of Directors as permanent vice-chairman.

18. The Executive Secretary is expected to attend the next meeting of the Governing Council of ESAMRDC which is scheduled for Maputo in June 1998. To mitigate the expenses, the meeting will coincide with the SADC mining ministerial committee meeting. The exact date will be communicated in due course.

19. The Board of Directors will meet at least three times a year. This implies that ECA will have to undertake and cover the expenses of at least three missions a year to participate in these meetings.

20. The new Director General of the ESAMRDC who assumed office in October 1996 has brought a new dynamism to the Centre. He is successfully introducing a new spirit of efficiency by transforming the Centre from a State funded organisation into an organisation that generates revenue to meet part of its operational costs.

21. If the Director succeeds in this attempt, the ESAMRDC is likely to become a true centre of excellence. However, to achieve this objective, the Centre still need the support of its member countries, the ECA and its partners. ECA should fully play the role in developing the institution.

List of participants

1. Mr. A. Tesha, Ministry of Energy and Minerals
2. Mr. P. A. Traore, SEAO/RCID, Economic Commission for Africa
3. Mr. Baum, European Union Office, Dar-es-Salaam
4. Mr. Antonio M. A. Pedro, Director General, ESAMRDC