



AGA

African Geothermal Association

BUSINESS PLAN

March 2025

EXECUTIVE SUMMARY

The African Geothermal Association (AGA) is an African group comprised of geothermal professionals and practitioners in the region and beyond. Members share the same vision of utilizing geothermal energy to contribute to sustainable development in the context of low carbon economic growth, human development, and building climate resilient systems in Africa. This regional association was formed to respond to the needs, demands and expectations of the Society of having a common body that coordinates and promotes African geothermal best practices, knowledge, experience and expertise. The purpose was to bring together all geothermal professionals and practitioners in the continent and diaspora to participate in the sustainable development and harnessing of the huge geothermal resources Africa is endowed with.

The creation of AGA has come a long way. The idea emanated in 2015 when it was agreed to form a regional branch of the International Geothermal Association (IGA) in the name of IGA- Africa Regional Branch. The establishment of Africa Geothermal Association (AGA) came to reality during the ARGeo C8 in 2020 when members agreed to form a full-fledged continental association. It had been realised that, for a long time, methods of geothermal exploration, development and utilization were used mainly adopted from the western and eastern worlds, and so did not adequately address the challenges associated with geothermal resource development in Africa in the local context. The challenges facing geothermal development in Africa are unique in their own way, and so needed to be approached and addressed with an African understanding on what is on the ground and good reference of the western world in order to have a successful development and utilization of the vast geothermal resource in Africa. This thinking gave birth to AGA. The association was created to encourage, facilitate and promote the utilization of member's expertise, skills and knowledge to provide practical and innovative solutions to geothermal energy development and utilization with a view of accelerating Africa continent's socio-economic development in line with Sustainable Development Goals (SDG) 2030 including goal 7, African Union Agenda 2063: The Africa We Want and Paris Agreement on Climate action 2015. The association projects to support African professionals and organizations to develop their capacity using local

skills, provide a platform of addressing geothermal development challenges in Africa including mainstreaming geothermal in countries plans, mobilising, and restructuring financing models for geothermal projects. AGA has a continental approach towards its activities and so has support from all African member states and African Union Commission (AUC). The association is keen on raising funds to enable it to achieve its objectives in the near future.

It aims to collaborate with various renewable energy including geothermal related companies and partners in Africa and beyond to advance geothermal development in Africa. AGA plans to raise USD500,000 by the year 2026 from the various activities that have been lined up. The sources of funds include membership fee (Individual and corporate contributions), capacity development in collaboration with AGCE, etc, among many others. Start-up financing amounting to USD100,000 is required by the end of year 2025. The establishment of AGA will be beneficial, not only to African member states, but also to the whole world as it will open up opportunities to international developers and investors.

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CHAPTER 1: OVERVIEW

INTRODUCTION

The African Geothermal Association (AGA) is a non-profit professional society comprising of members from Africa and beyond. The association has membership from diverse backgrounds in the renewable energy and specifically the geothermal industry. The members are drawn from professionals in geothermal technology, businesses, and companies that are active in the industry including equipment manufacturers, EPC contractors, consultants, educational institutions, students, and policy makers from the public sector. The association neither holds any political affiliations nor participates in any political activities in any country. The association works for the education, promotion and deployment of geothermal energy technology in the African continent.

The formation of the African Geothermal Association (AGA) was mooted during the 8th African Rift Geothermal Conference that was held virtually in year 2020 in Nairobi. The need for the establishment of AGA was from the realization that the International Geothermal Association (IGA) did away with the regional branches including the IGA-African Regional Branch (IGA-ARB) which was the African voice on the promotion for the development of geothermal resources. The AGA will therefore be a forum for members to discuss and champion collective approaches to the promotion and coordination of activities that lead to rapid growth of geothermal projects for socio economic development of African communities and governments. The expert members are expected to participate in geothermal projects in Africa as part of fund raising and technical assistance for projects that will be offered by the association to its corporate members and countries.

There have been several programs and initiatives on the African continent that aim to foster development and investment in geothermal energy, but since they are not homegrown, they have failed in provision of continuity and sustainability especially in developing, transferring, and utilizing local expertise that is required by the industry for sustainability. The African continent lacks an all-

encompassing institution that ensures perpetuity in development and utilization of skills, competencies and human capital that are required to develop and manage the geothermal industry in Africa. AGA will help to bridge this gap by coordinating local content in the geothermal industry including enhancing skills and capacity, competitiveness and participation of local expertise in the industry. This business plan spells out the association's mission, objectives, and plans and provides guidance toward achieving AGA's aspiration and ambitions as well as communicating to the internal and external stakeholders.

JUSTIFICATION

The formation of the AGA was borne out of the need for experts and groups in Africa and beyond to champion the development of geothermal resources in Africa for clean energy to support socio-economic development through awareness, policy interventions and technical assistance programmes. It has been realized that despite Africa having large potential for low to high grade geothermal resources that can be developed for energy provision, limited power and direct utilization has been realized. It is reported that more than 20,000 MWe can be generated from medium and high temperature resources but only about 1000 MWe is currently in use. Additional demand avenues and revenue streams can be realized for direct utilization in many agro-industrial and commercial processing activities in the region. The development of geothermal in Africa started in the 1950s, with the Democratic Republic of Congo (DRC) being the first country to commission a geothermal power plant in 1953, followed by Kenya (1981), Zambia (1986) and Ethiopia (1998). Kenya has progressively increased its generation from geothermal while Congo, Zambia and Ethiopia have stagnated. There is significant direct use of geothermal resources in many countries of Africa. Significant progress has been made in Africa in recent years in terms of development of geothermal resources towards generation of electricity and direct use applications. However, the participation of African professionals in exploration, development, investment, operation, maintenance and policy formulation remains limited.

The Association, therefore, strives to bring together local experts and support groups to chart out a way forward and coordinate programmes that will ensure

opening up of new geothermal projects in areas and countries where none currently exist. Additionally, the association will encourage expansion of existing projects in various countries. These will be achieved through policy dialogue with the governments, awareness creation among the population, promotion of capacity development, and coordination of technical assistance programmes to needy projects across different countries. The anticipated outcomes from these initiatives include increased use of geothermal resources in Africa, thus, assisting countries to achieve the SDG goals, the Paris Agreement's Nationally Determined Contributions (NDC's) and aligning with the aspirations of the African Union Agenda 2063.

OBJECTIVES

The overall objective of AGA is to coordinate, bring together and put into use the continent's human resource capacity and skills in order to accelerate the exploration, development and utilization of geothermal energy towards the realization of the objective for achieving SDG 2030, AU Agenda 2063 and Paris Agreement 2015. The specific objectives are as follows:

- (a) Facilitate and promote the coordination of activities related to research, development and application of geothermal resources in Africa.
- (b) Promote knowledge sharing regarding recent advancements on geothermal resources utilization.
- (c) Support initiatives for capacity building in geothermal resources evaluation and technology advancement in Africa
- (d) Bring together expertise and relevant experiences to promote, and advance geothermal energy development and utilization, thus contributing to sustainable socio-economic progress in Africa.
- (e) Promote geothermal energy as a sustainable, environmentally friendly and economically viable solution to Africa's energy supply needs through the implementation of effective policies, technologies, innovations, business, and human resource expertise strategies.

- (f) Enhance members’ knowledge and expertise through effective networking with companies, government and non-governmental agencies, educational institutions, and professional organizations.
- (g) Integrate people, business, technology and decision-making authorities through management of team dynamics and relationships.
- (h) Unite African geothermal professionals around a shared vision for impactful change.
- (i) Promote and coordinate collaborative arrangements and programs with partners, donors, countries, agencies within the continent and beyond for the sustainable development of geothermal resources and capacity development

AGA intends to optimise the involvement of local expertise in Africa’s geothermal industry value chain through inclusive and equitable arrangements that allow dynamic industrial and technological advancement while promoting domestic capabilities, competence and competitiveness. It is expected that through diversity, equity, and all-inclusive services as well as advocacy and empowerment programs, AGA will achieve its intended goal.

VISION STATEMENT

To become a global leader in provision of expert skills, knowledge and competencies for professional and sustainable development and utilization of Africa’s geothermal resources.

MISSION STATEMENT

Encourage, facilitate and promote the utilization of member’s expertise, skills and knowledge to provide practical solutions for geothermal energy development and utilization with a view of accelerating socio-economic development across the African continent in line with SDG Goal 7, the African Union Agenda 2063 and the Paris Agreement 2015.

The vision and mission statements of AGA are consistent with Africa and global agenda on sustainability development, climate change and energy transition.

CORE VALUES

- (a) Professionalism: we exercise excellence and professional proficiency
- (b) Integrity: we adhere to ethical and professional principles
- (c) Accountability: we take full ownership of our deeds and decisions
- (d) Inclusiveness: We embrace diversity and ensure everyone participation
- (e) Transparency: We operate with openness and clarity in all our processes
- (f) Excellence: We strive for excellence in every aspect of our activities

CHAPTER 2: PROGRAMS, PRODUCTS AND SERVICES

The AGA, as a professional society dedicated to advancing the promotion and development of geothermal resources on the continent, will prioritize the recruitment and registration of members from Africa and beyond. It is anticipated that members will come from all African countries with an estimate of 1,000 members in the short term (1 year) to 5,000 members in the medium term (5 years). The Association will coordinate, bring together and put into use the human resource capacity of the continent to accelerate geothermal exploration, development and utilization towards the realization of the objectives of the African Union Agenda 2063 and Paris Agreement 2015 on climate change mitigation.

Key Focus Areas

- (a) Building financial sustainability.
- (b) Developing and maintaining successful strategic partnerships with stakeholders
- (c) Ensuring continuous and effective communication, marketing and coordination of AGA programs

START-UP ACTIVITIES

Action	Activities	Timeline
Registration/ legalization, advocacy	-Legal documents -Registration -Solicit funds from well-wishers	By end of April 2024
Mobilizing funds	-Identify individuals / organizations to be approached -Write to potential supporters	From April 2024
Launch AGA website		November 2024
Launching	Launch programme	November, 2024
Staffing	Elect Chair	November 2024
	Elect EC/BoD	July 2025
Promoting local content	-Publish content presented in workshops/ conferences -Publish AGA magazine	November 2024

Networking	Plan/coordinate/ organise conference/workshop/training	December 2024
Training and skills development	-Hold a geothermal training program for members -Visit / tour geothermal fields for study	December 2025
Research and innovation	-Host symposiums for staging researched innovative ideas -Seek funding to support implementation of at least two best ideas	December 2025
Technical Assistance	Seek collaboration with various governments / geothermal bodies to offer technical assistance in their areas of need	December 2025

PROGRAMME AREAS AND SERVICES

- a) **Coordination and partnership:** Create partnerships with different stakeholders in geothermal development to benefit members and enhance the geothermal industry as a whole.
- b) **Networking platform:** create forums for information sharing and exchange on geothermal energy through workshops, seminars, conferences, and business to business events.
- c) **Advocacy:** Promote the establishment and adoption of appropriate policies, legislation, rules and regulations conducive to the development and utilization of geothermal resources in Africa.
- d) **Local content enhancement:** Promote the growth and utilisation of local expertise and services in geothermal resources development and utilization.
- e) **Training and skills development:** continuing professional development and advancement of members through information transfer, study tours to geothermal sites, career fairs at educational institutions etc.
- f) **Advisory role:** Provide guidance and advise to governments and other stakeholders in the energy sector regarding geothermal development and utilization in Africa.
- g) **Research and home-grown solutions:** encourage research in geothermal sciences, engineering and other related fields.

- h)** Organize **Conferences** as part of knowledge development and information sharing among stakeholders.
- i)** **Mentorship** programmes for student members to support their professional development and career aspirations.
- j)** Manage **Africa geothermal database** on geothermal resources.
- k)** Offer **Technical Assistance** to African governments on evaluation of their selected geothermal projects.
- l)** **Fundraising** from donors to support the above activities and projects.
- m)** **Lobby** with governments and corporations to ensure the participation of members in consultancies in Africa with a focus on prioritizing the engagement of local consultants.

CHAPTER 3: INDUSTRY ANALYSIS

The geothermal industry in Africa is potentially very large but still largely unknown and not well developed. Out of the estimates of more than 20,000MW electric that can be generated from geothermal resources in Africa, only a paltry 1,000 MWe is currently in production in Kenya and Ethiopia. The extent of the direct use applications of geothermal resources is no better with commercial uses present only in few countries including Kenya, Ethiopia, Tunisia, Morocco, Algeria, Egypt, South Africa, Nigeria, Tanzania, among others. The direct uses are mainly in agricultural greenhouse heating, hot swimming pools, spas and irrigation. However, almost of the 54 African countries have identified hot spring discharges that suggests high temperatures at depth that can be used for various applications, but only rudimentary uses are currently in place.

During the last decade, there has been increased interest in the evaluation of the geothermal resources in many countries for electricity production, direct use and even recovery of abandoned oil and gas wells for geothermal uses. What has hindered the development of the projects include lack of resources, lack of in country expertise and knowledge of what geothermal can do in some cases and lack of a platform to help address the geothermal issues in Africa. In 2015, the countries of the East African rift system had pledged to develop at least 10,000MWe by year 2030 but this now looks unlikely due to the constraints enumerated above. Direct use of geothermal resources for agriculture, tourism and mineral recovery are probably the game changer for socio economic development of the continent through food security, employment, affordable energy and industrialization. Low and medium temperature resources are widespread in all countries in Africa and therefore appropriate technologies are required to utilize the resources. The AGA is expected to play a big role in the definition and development of the appropriate technologies for deployment through research and innovation.

CHAPTER 4: STAKEHOLDER ANALYSIS

The stakeholders identified include African professionals, business persons, EPC contractors, consultants, equipment manufacturers, students, educational institutions, policy makers and country geothermal associations. The other stakeholders are energy utilities, governments, donor community, regional power pools, philanthropic organizations, and renewable energy associations/bodies, Regional Economic Communities, and AU organs.

The target membership of AGA will be drawn from the above stakeholders' group and specifically from among the 54 countries in Africa. The members will be registered using any of the available registration methods in the AGA constitution. The primary target population are geothermal scientists, engineers, project managers, environmental scientists, developers, contractors and financiers.

Table showing stakeholder segmentation

State / Government/ continental	Development partners	Educational institutions	Geothermal experts	Contractors	Business entities
Ministries	Development Agencies	Lecturers/professors	Scientists	EPC	Suppliers
Utilities	Lenders & Financiers	Students	Engineers	Equipment manufacturers	Consultants
Regulatory authorities	Bilateral & multilateral	Researchers	Environment alists	Equipment suppliers	Commercial Banks
Local government authorities	National geothermal associations	National education Institutions	Project managers	Engineers	Multilateral Development Banks
State owned companies	National Renewable energy associations	Continental education institutions	Technicians	State owned companies	Project developers/IP Ps
Policy and decision makers	Continental Renewable energy associations	Global science and education institutions		Service contractors	Concessionaires
AU organs	Global Renewable energy associations	Geothermal training institutions		Subcontractors	philanthropic organizations
CBOs??& local Communities	National and commercial banks	Renewable energy institutions and agencies			
Media and public relations agencies		Research organisations and laboratories			

CHAPTER 5: COMPETITIVE ANALYSIS

The African Geothermal Association will be entering a space which has some players at national, continental and international levels. Some of the industry players include the International Geothermal Association (IGA), International Renewable Energy Agency (IRENA), Global Geothermal Alliance (GGA) and geothermal associations domiciled within African countries. There are likely to be both synergies and competition with the identified groups as they work to satisfy their members and interest groups. In this regard, therefore, AGA is anticipated to have strengths, weakness, opportunities and threats to its existence. A SWOT described below analyses these factors:

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Regional relevance, ownership and existing initiatives to build on • Supportive stakeholders • Extensive linkages and collaboration • Qualified human resource in the region • Multilingualism 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Intra continental coordination • Mobilisation of subscriptions/ contributions • Limited funds for research activities • Inadequate financial support • Regional variability
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Benefit from wide array of regional expertise • Increased active geothermal projects in Africa. • Utilize existing linkages and explore for other mutually beneficial collaborations and partnerships. • Capacity development 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Inadequate funding from members and donors • Lack of adequate assistance for technical programmes • Political interference

COMPETITIVE ADVANTAGE

The AGA is being established to foster a growing need for faster development of geothermal resource in Africa for energy and alternative uses. There is growing demand for energy in the continent largely due to rapid population growth with attendant demand for economic through electrification and industrialisation. AGA will play a key role in this planned transition as it is a continental organization with regional approach on its activities and with diverse expertise in its membership register who have deep knowledge of the geothermal needs in the continent.

CHAPTER 6: BUSINESS MODEL

A business model will make it easy to have a clear picture of who our target customer (segment) is, the customer needs (gains and gaps), value creation to be created to the customer (value proposition), and the business profitability mechanisms. There are so many models that can be used, but AGA will try to manipulate and take advantage of two internal factors (value creation and business astuteness to create value to its members and stakeholders.

CUSTOMER (SEGMENTATION) PROFILE

Though the evolution of the geothermal industry in Africa is still in the early development stage, it is lucrative and has attracted local and foreign players. The industry provides opportunities for both Business to Business (B2B) and Business to Consumer (B2C) market arrangements, but to a large extent is more dominated by the former because there are too few individual entrepreneurs/players. AGA will work with the following players:

- (a) Governments/states – ministries, utilities, regulatory and permitting authorities, policy and decision makers, planners, etc.
- (b) Research and academia institutions
- (c) Bilateral agencies (AFD, GIZ, JICA, KOICA, NORAD, SIDA, DFID, USAID, MFA-Iceland)
- (d) Multilateral agencies & programs (UNEP, WB, FAO, UNIDO, WHO, GCF)
- (e) Investors and developers (Public Investors, IPP and PPP)
- (f) Financiers and lenders
- (g) Consultants and contractors
- (h) Local communities
- (i) NGOs
- (j) Media and Public Relations Agencies

NATURE OF SERVICES REQUIRED BY AGA CUSTOMERS

The AGA customer needs (products and services) are influenced by the ever changing political, social-economic, technological, legal and environmental forces at both local and global levels. The target customer segment (B2B) is diverse in nature but there are challenges that are the same for all members and might bring them together. These include:

- (a) Need for resource identification, exploration, and confirmation (technical challenges),
- (b) Need for commoditization of geothermal resources (turning potential into MWe and MWh -techno-economic challenges),
- (c) Need for improved business environment (policy and regulatory challenges),
- (d) Need for business profitability (financial advisory services),
- (e) Need for geothermal products and services design (research and technological innovation services),
- (f) Need for developing capacity and skills development (education & training challenges),
- (g) Need for sustainable development (social, economic and environmental advisory challenges).
- (h) Need for cross-sectoral alignment and multi-stakeholder framework challenges (integrated planning services)

AGA is set to turn the above challenges into opportunities and provide the geothermal industry in Africa by offering the following services:

- i) Technical advisory services,
- ii) Policy and legal advisory services,
- iii) Financial advisory services,
- iv) Research and innovation services,
- v) Education and training services and
- vi) Socio-economic and environmental advisory services.

VALUE PROPOSITION (HOW TO SATISFY THE CUSTOMER NEEDS):

To position itself in the industry as a service provider of choice, AGA will distinguish itself from other service providers by developing and offering unique products and services in a differentiated way. AGA will take advantage of its presence on the ground in Africa, widespread human capital and with required skills assortment both locally and in diaspora, shorter psychological and cultural distances with African governments and institutions, and good collaborative networks with various partners on the continent and beyond.

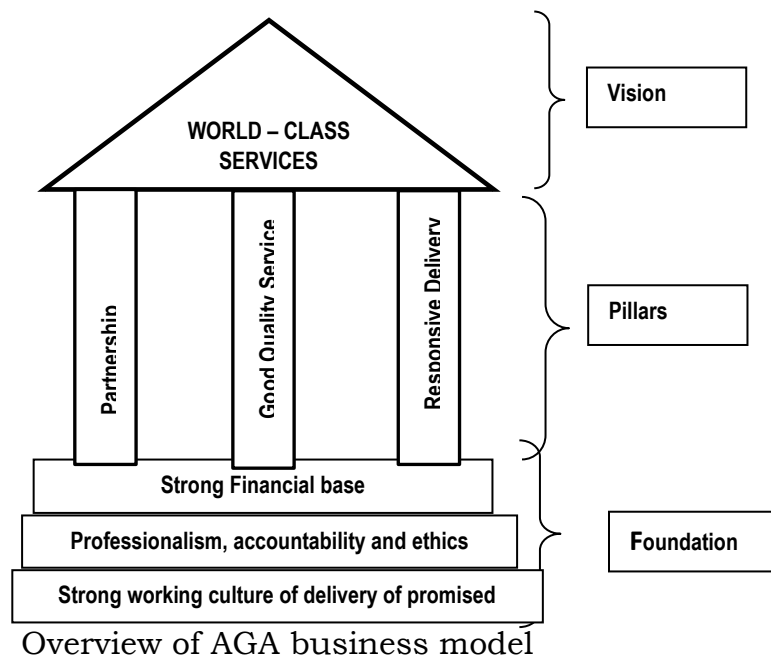
THE BUSINESS MODEL

For AGA to have a consistent and predictable working principle, there must be a common instrument that guides member's strategic thinking and tactical actions. That instrument is a business model which in sum, is made of three basic layers:

1. The foundation (basic values/assets),
2. The pillars (means of catalysing and delivering value), and
3. The roof (vision)

The foundation upon which the pillars are anchored must be strong enough to carry the other pillars and vision. The foundation is made up of the three essential elements that AGA must have or acquire to achieve its vision: (i) strong culture of delivering the promised services, (ii) professionalism and ethics, and (iii) financial base.

The second layer is made up of three pillars; partnership (networking/collaboration), service quality delivery, and responsive delivery of promised services to customers. The pillars are means and ways of doing business and depicts how AGA will operate in order to capture and deliver value to customers and stakeholders. AGA is a reputable world-class service association whose operations adhere to the basic principles of the guiding business model. The two pillars will deliver the third layer which is the ultimate goal or objective(s) of AGA's existence, the Vision, as illustrated in the sketch of the business model below:



AGA Governance Arrangement Delivery Modality

The governance structure of AGA comprises the Annual general meeting, Board of Directors, Executive management, and the Programme manager (secretariat).

(i) Governance and management arrangement

The general meeting is the supreme organ of AGA, and brings all members to review performance the results of the previous year, financial performances, among other matters, and deliberate on the way forward. The General meetings addresses essential matters, including amendments AGA’s constitution (if required), the appointment or removal of directors, approval of financial statements, and any other critical issues.

(ii) Board of Directors

Board members are elected by members and collectively have a duty to set strategy, oversee AGA executive management, and protect the interest of members and partners. The Board members will be appointed in line with the AGA constitution.

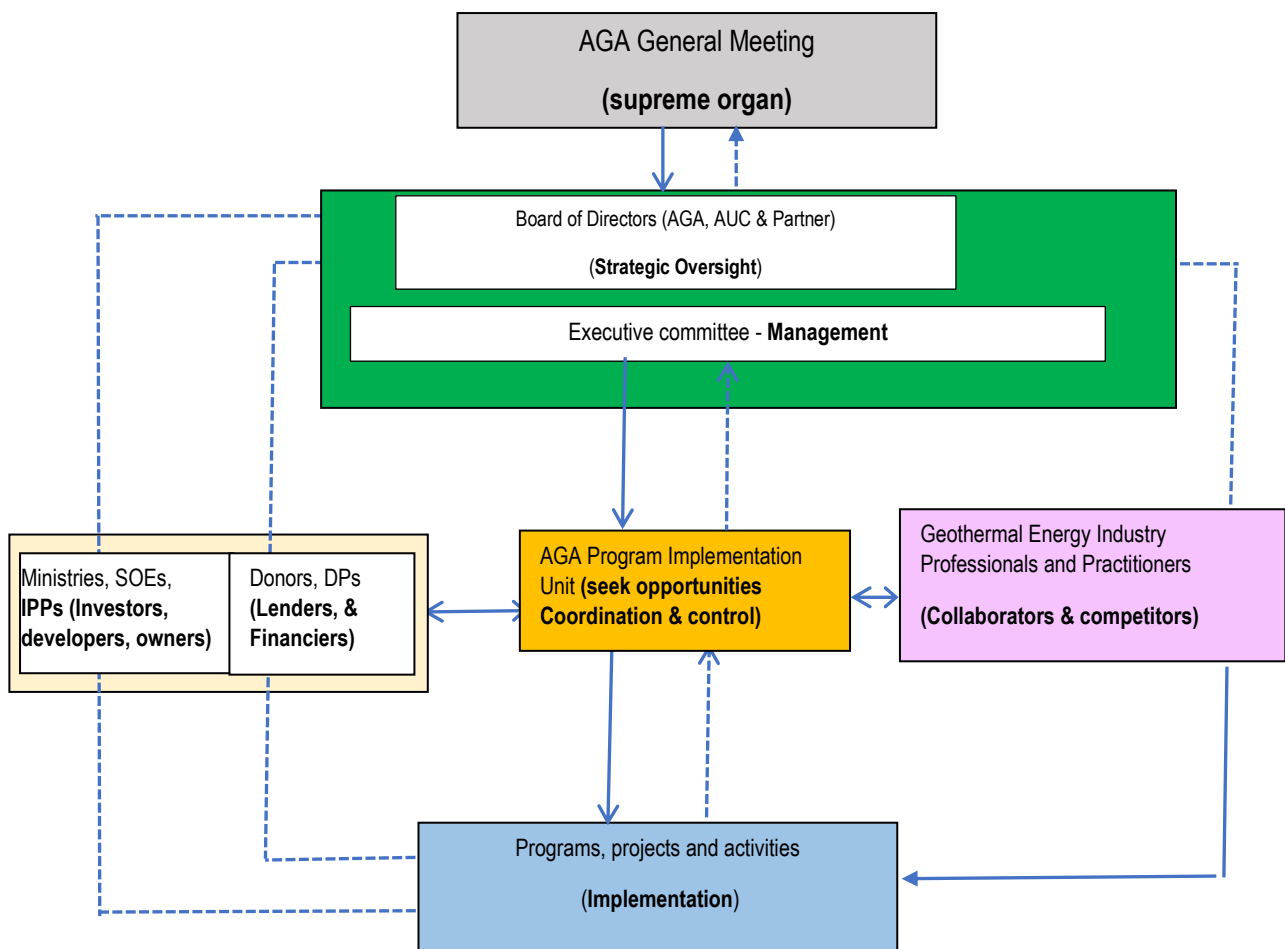
(iii) Executive committee

The executive committee is responsible for managing the overall performance of an AGA as well as managing various AGA programs and chapters to ensure goals

and objectives are achieved. The appointment of the executive committee is guided by the constitution.

(iii) Program Implementation Unit (or Secretariat)

The programme implementation Unit is responsible for day to day running of AGA programs, projects. Duties include seeking opportunities, managing relationship with stakeholders. The sketch below shows AGA governance structure and services delivery approach where the General meeting is the supreme organ responsible for review of performance and high-level decisions; Board of Directors for overseeing performance, policies and conduct; Executive committee for managing the performance; programme manager for day-to-day operation of the association.



Sketch showing governance structure and service delivery modality.

CHAPTER 7: MARKETING PLAN

MARKETING ANALYSIS

The Marketing plan describes how to effectively recruit new members, ways to retain membership and ways to promote activities of the association within governments in Africa. There is moderate awareness about AGA among the professionals actively engaged in the sector but very little or none among governments and their agencies and who are critical to the success of geothermal projects and programmes on the continent.

MARKETING PLAN

Information about AGA, its objectives and plans will be disseminated at all professional meetings that will be held both in Africa and internationally. AGA will setup a website where registration portal will be opened and news about activities of AGA announced.

MARKETING OBJECTIVES

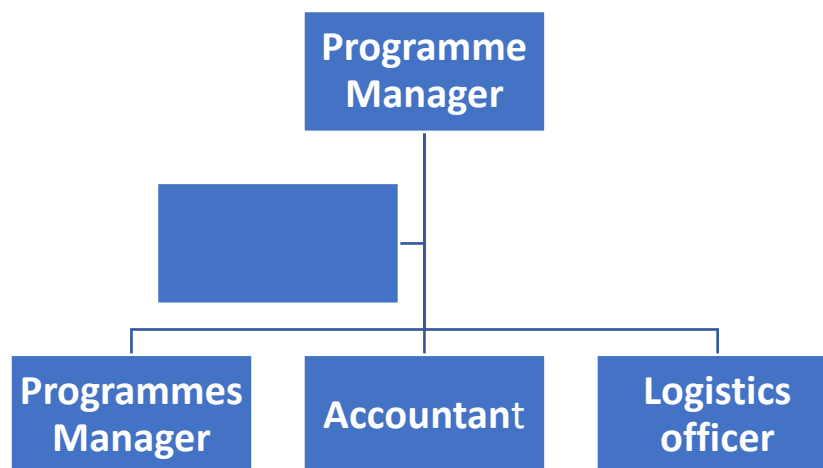
- Increase paying membership for sustainability of the association.
- Inform stakeholders of existing opportunities in the African geothermal sector
- Market expertise that exists within the African continent
- Create opportunity for fund raising for planned technical assistance programmes!
- Awareness of geothermal energy and benefits to African resident communities
- Promote development of skills to support geothermal development in Africa.
- Promote AGA to ensure it remains resourceful and a key player in shaping the future of geothermal energy development and utilization in Africa.

CHAPTER 8: OPERATIONS PLAN

The AGA in the initial periods, will have its offices in Nairobi, Kenya in line with the current registration. In year 2025, it is expected that the association will recruit a Programme Manager (PM), Administrator and an Accountant to manage the daily office activities. The PM mandate includes timely communication and liaison with members on issues discussed and approved by the Board. The office is expected to be operational from July 2025. The staff will be expected to maintain the membership register, lead in fund raising efforts with support from the board and also prepare the biennial “Africa Geothermal Outlook” Newsletter with contributions from members.

CHAPTER 9: MANAGEMENT TEAM

The African Geothermal Association will be managed by a lean team of officers who will be reporting to a board of directors. The management team will include a Programme Manager, Administration Officer and a Finance Officer. The Board of Directors shall be eleven and will comprise of the President, Vice President, Secretary, Deputy Secretary, Treasurer, Deputy Treasurer, and the four regional Vice Presidents. In addition, the management will rely on volunteers and interns.



CHAPTER 10: FINANCIAL PLAN

The financial plan includes a description of the expected budget during the first five years of the association and expected revenue and anticipated sources of income. A five year budget plan shall be developed to cater for salaries, office rent and staff and activities to be undertaken.

FUNDING PLAN

The association will get its revenue from a variety of sources including annual membership subscriptions, donations from benefactors, sale of AGA merchandize and corporate membership fees. It is also anticipated that additional funds will be raised from donors to support planned technical assistance programmes.

Sources of income:

1. Joining/subscription fee
2. Annual fee
3. Publication fee
4. Consulting fee
5. Training fee

Other potential revenue generating sources include income from publications, professional consultancies and training fees.