

AFERA
Association des Fonds
d'Entretien Routier Africains



ARMFA
African Road Maintenance
Funds Association

ANNUAL PROGRAMME

2009

November 2008

CONTENTS

LIST OF ABBREVIATIONS	3
BACKGROUND.....	4
SUMMARY	5
PROGRAMME.....	7
2.1 Operational activities.....	8
2.2 Developmental activities.....	10
2.3 Logical framework of the program.....	12
2.4 Financial Plan.....	14
APPENDIX (Actions plans).....	17

LIST OF ABBREVIATIONS

AGM	Annual General Meeting
AGEPAR	Association of African roads manager and partner
ARMFA	African Road Maintenance Funds Association
CDE	Centre for Development of Enterprise
CEO	Chief Executive Officer
EDF	European Development Fund
PPP	Public-Private Partnerships
RF	Road Fund
RMI	Road Management Initiative
RMF	Road Maintenance Fund
SSATP	Sub Saharan Africa Transport Policy Programme

HISTORICAL BACKGROUND

The African Road Maintenance Fund Association was created by its members on December 18th, 2003 in Libreville, Gabon. This creation follows the recommendations of the consultative meeting of Road Maintenance Funds (RMF) held in Yaoundé, Cameroon on the 27th and 28th March 2003.

The ARMFA is composed of organisations based in Africa, which are responsible at the national level for the financing of road maintenance and abide to the rules of the association as long as they are members.

Members of the ARMFA who met during their Annual General Meeting (AGM), in September 2006 at Accra, Ghana decided to develop a strategic and business plan for the Association with regards to;

1. Establishing a framework for the strategic management of the ARMFA;
2. Helping members of the ARMFA, governments and partners of the cooperation understand the strategic management;
3. Promoting coordinated actions between the ARMFA and its member (Road Funds).
4. Stimulating and improving the management of the road funds of ARMFA members

The strategic plan has evolved into the development plan of the Association which was adopted unanimously on 9 October 2008 during the annual meeting in Maputo in Mozambique. This plan covers activities to be undertaken during the period 2009-2013.

ORGANS OF THE ASSOCIATION

The organs of the Association are:

1. The General Assembly
2. The Executive Committee
3. The Permanent Secretariat and other organs that may be established by the general assembly, in accordance to its regulations.

The directors of focal groups are to support the activities of the Executive Committee.

The General Assembly

The General Assembly is composed of all Road Funds, which are accepted as members of the Association and fulfilling all financial and other conditions established by the Statutes of the Association. The ARMFA currently has twenty-six (26) members and one (1) associate member. The complete list is attached to the appendix.

The membership is open to all road maintenance funds in Africa. In the case of countries with the federal road funds from these states could be admitted as associate members, provided that, the country is a member of the association. Associate members are non-voting members at the General Assembly.

The Executive Committee

The Executive Committee is the administrative organ of the Association. It is composed of a President assisted by two Vice-Presidents and an External Auditor. The distribution of positions takes into account the geographic and linguistic realities.

The president of the Executive Committee is responsible for managing the assets of the Association after approval by the General Assembly.

The Vice-Presidents shall perform the duties of the President in his absence and in order of priority.

The mandate of the Executive Committee is two years and the position of President alternates between French-speaking and English speaking countries.

Since October 2007, the Executive Committee of the Association is composed as follows:

- President, Dr. Ioly ROBINSON (Madagascar)
- 1st Vice President, Mr. Rashid Mohammed (Ethiopia)
- 2nd Vice President, Mr. Francisco Pereira (Mozambique)
- Auditor, M. Diaty CONDE (Guinea Conakry)

The Permanent Secretariat

The Secretariat operates under the responsibility of a part of the Permanent Secretary of the Cameroon Road Fund. Under the coordination of the Executive Council, is responsible for managing the affairs of the Association by communicating with members, partners and monitor the activities of the annual program. Since October 2007, this position is occupied by Frédéric BANDON MBOYONG.

For the local management at the sub regional level, there are four focal groups, each led by a country in the sub region. These groups are responsible for conducting preliminary themes proposed by the Executive Committee and related development activities of the five-year plan of the Association. Thus since 2006, the following officials were appointed to steer the focal groups:

1. West Africa (ECOWAS) sub region: **Benin**

Sylvestre Janvier KOTCHOFA Director RMF of Benin;

2. Central Africa (CEMAC) sub region: **Cameroon**

Samuel Donation NENGUE, Manager of Cameroon RF;

3. East Africa (EAC) sub region: **Kenya**

Francis NYANGAGA, Director RMF of Kenya;

4. Southern Africa region (SADC): **Zambia**

Raphael MABENGA Director RMF of Zambia;

PROGRAMMES

The strategic objectives of the ARMFA are accomplished through the execution of the Development Plan adopted in October 2008 in Maputo, Mozambique. This annual program is based around the activities selected as part of the development plan including:

- Operational activities
- Developmental activities

1 OPERATIONAL ACTIVITIES

They contribute to the management of the current and internal affairs of the Association and rely on communication, evaluation of RMF through the RMI matrix, the identification of good practices and the consolidation of the financial autonomy.

Communication will be the main point around which the activities of the ARMFA will be grafted. It will aim at creating between the members, partners and all interested parties, a real environment for exchange, dialogue and sharing of information. With this intention, several actions will be carried out particularly

1. The holding of consultations through the meetings of the Executive Committee and those organised by the four focal groups, the General Assembly, seminars and workshops organised by the ARMFA or partners and pedagogic visits between the Member States;
2. The creation, management and the spread of a common database;
3. The publication of a quarterly news bulletin result of the collection and processing of data provided by the countries to the Permanent Secretariat,
4. The update and the maintenance of the Web site (www.armfa.org) and;
5. The sensitisation of new partners on the vision and the mission of the ARMFA
6. Support to the newly created RMF.

The Executive Committee will hold two meetings and two physical meetings by video conference. These meetings will help to reframe the policy of the Association, to assess the level of implementation of activities and partnerships to promote communication among members.

The information will be collected around the month of June in order to update the RMI matrix Tool to access the performance of the RMF

During the various meetings, the best practices in relation to finance and road maintenance, will be identified and diffused.

Finally, extensive efforts will be put into contribution to preserve the current group of the members of the ARMFA and to capture new ones. The ARMFA will equally give a technical support to the RMF under creation, notably, Senegal and DRC.

Expected results of activities related to the operation of the ARMFA

The above mentioned activities will result in the putting in place of durable mechanisms capable of perpetuating the existence of the ARMFA by improving the sharing of information and good practices among all partaking parties. Just as the financial stability of the Association. The results results are indicated below

1. A validated and functional database relating to the functioning of RMF, their organisational structure, the volume of finances provided for road maintenance, the state of the network, active tissue of company....This base will be available for all the members of the ARMFA, partners and researchers;
2. The RMI matrix, updated and available on the website;
3. A Code of good conduct on the management of RMF, available and updated containing valid practices which have proven their worth;
4. A regularly updated internet website containing available information accessible by all;
5. An arena for exchange of experiences and improvement on the management of RMF through the holding of discussions;
6. A better understanding by the partners, of the activities carried out by the ARMFA, and clinging of new partners to the dynamism of the Association;
7. A quarterly journal published on the website, and in hard copies as from 2009.
8. A permanent support to the newly created RMF
9. A consolidation of the present group and an admission of new members.
10. The signing of a MoU with the SSATP and a partnership agreement with the CDE

2 DEVELOPMENTAL ACTIVITIES

They aim at developing and sustaining the performance of the different RMF of member countries. These activities are divided according to the three strategic thrusts below:

1. Governance;
2. Financing;
3. The impact assessment.

2.1.2.1 Governance

During 2009, we will discuss the implementation of actions that can improve transparency and accountability among members of the RMF of the ARMFA. To do this, it will be conducted in collaboration with the gTKP, a study identifying best management practices and transparency in institutions similar to the RMF. A partnership will be signed with training institutions in support of animation in the seminars and technical workshops related to the three strategic thrusts.

Expected results of activities under the theme of governance

The above activities under the frame work of governance,will lead to a better management of the RMF and contribute to establishing sustainable mechanisms that could inform the public, users and development partners on the use of funds for road maintenance

2.1.2.2 Financing

Financing is the framework with which the ARMFA plans to consolidate within its members, the achievements in terms of current funding sources for road maintenance and allow RMF to diversify road tariffs. With the help of our partners notably,the SSATP, we will develop a communication strategy to negotiate and diversify road tariffs to monitor the use by members of RNET software version 2.0 presented at the annual meeting in Maputo . This will be followed up. A collection of information on problems, findings and best approaches of how to use the software will also be produced. This tool will help to regularly align the need of resources and their effective use.

Within the focal groups, a study will be conducted on the types of resources currently available for the RMF and their level of satisfaction. That reflection will categorize the types of resources that work best and identify the strengths and those that do not satisfy and identify the constraints.

Many countries are developing and are experiencing toll gates for some years now. This resource which represents less than 10% of the resources in most of the RMF deserves to be perpetuated. To encourage this, the ARMFA plans to carry out a study on the actual state of toll gates in Africa and the prospects of their optimisation.

Expected results of activities under the theme of financing

The above activities within the framework of the aspect of financing will arrive at a better financial position of members of ARMFA by the diversification of their sources of finance and the increase in resources allocated to the maintenance of the road network for which they are in charge.

The achievement of these results will be perceptible through a better durable appropriateness between the needs in road maintenance and the available resources, and a significant number of decision makers and road users, who are sensitive to the diversification of road fairs. A reference database is available for the establishment and improvement of systems in Africa south of Sahara.

2.1.2.3 Monitoring - Impact Assessment

This aspect makes it possible to measure and notice the immediate results and the long-term prospects in the field within the framework of projects financed by RMF. This evaluation is achieved through technical audits. Certain Member States of ARMFA are already familiar with these audits. It will be a matter of promoting for the sake of all members, the generalisation and the improvement of the scope of the audits.

To do this, a workshop will be held in 2009 on the preparation, organization and monitoring of audit recommendations. The effective and efficient utilization of funds allocated to the RMF for the maintenance of their network should be supported by a standard agreement (MoU) between the management structure and the RMF. The ARMFA with the help of its partners will provide input for the drafting of this file type.

Under the 10th FED and the budget support policy initiated by the European Union, many RMF will receive additional funds. With the support of CDE, two experts will be committed for presentations on this issue and other concerns of the ARMFA.

Expected results of activities under monitoring-impact assessment

The above activities will lead to a better appreciation and greater understanding of policies and strategies implemented in the financing of road maintenance. RMF directors will benefit from substantial and lasting achievements in the field of audit.

The directors of the RMF and the users can concretely see the scope of funding available for road maintenance. Through the program ARMFA-CDE, tools for efficient and transparent management of funds from the 9th EDF will be provided.

The framework that follows provides an overview of the entire program.

The action plan is attached and contains a detailed table of activities to be undertaken during the year 2009.

2.2 LOGICAL FRAMEWORK OF THE PROGRAMME

Activities	Inputs - Resources	Risks/Assumptions
<p>Operational activities</p> <ul style="list-style-type: none"> ② Hold consultations through: meetings of the Executive Bureau, those organised by the focal groups, the Annual General Meeting, seminars and workshops organised by the ARMFA or partners and pedagogic visits among the Member States; ② Create, manage and share a common database; ② Publish a quarterly news bulletin; ② Update and ensure the maintenance of the website (www.armfa.org); ② Sensitise and cling the new members and partners to the vision and the mission of the ARMFA ② Update key performance indicators of RMF 		
<p>Developmental activities related to <u>Governance</u></p> <ul style="list-style-type: none"> ② Carry out a study on the identification of good practices, the tools and innovations in the management of the Road Funds capable of improving participation, transparency and accountability, ② Establish a partnership with the training institutions 		<ul style="list-style-type: none"> ② collaboration of the members for the supply of information ② Willingness of Member States to host meetings
<p>Developmental activities related to the <u>financing</u></p> <ul style="list-style-type: none"> ② Develop a communication strategy to negotiate and diversify road fares; ② Within the Committee of reflexion of the focal groups, to inventory the types of current financing, to evaluate their level of satisfaction and to propose the recommendations of improvements; ② Carry out a study on the current state of toll gates in Africa and prospects for their optimisation 	<p>Six hundred and fifteen thousand (116 300) US dollars in term of expenses for year 2009.</p>	<ul style="list-style-type: none"> ② Availability of finances ② Availability of information ② Willingness of partners towards co-operation (PC) to take part in the elaboration programmes of the ARMFA
<p>Developmental activities related to the <u>Monitoring and evaluation of impact</u></p> <ul style="list-style-type: none"> ② Establish a classical convention (MoU) between the RMF and the management structures for the effective and efficient use of the resources of RMF. ② Within the Committees of reflexion of the focal groups, to inventory the means used by the Member States to ensure the technical audits and to follow the recommendations. To prepare reference documents on the audits ② Through the partnership between ARMFA and CDE, lend its support to the constitution of a perpetual and effective enterprise network in the sector of Road Maintenance. 		<ul style="list-style-type: none"> ② Availability of potential members, ② Political willingness ② Signed partnership agreement
<p>Developmental activities related to the <u>capacities building</u></p> <p>Contribution of association to the participation of four members of focal groups with the seminar organized by the University of Birmingham</p>		

NB: The Technical Committees are the executives involving a certain number of Member States called upon to reflect on a precise set of specified themes related to the activities of development.

2.3 FINANCIAL PLAN

The ARMFA will execute its annual programme on its own funds. The resources come from contributions by member countries. Although the feature this year is the introduction of development activities, the budget guidelines are first in the direction of maintaining the Association by operating activities. The technical assistance of financial partners will provide a greater dimension to the achievement of development activities.

The completion of twelve (12) major activities contained in the annual program in 2009 cost about one hundred and sixteen thousand, three hundred (116 300) US dollars.

The success of this programme depends entirely on the willingness and availability of the members. This success will only be possible if the efforts of the mobilisation of resources bring satisfaction.

The financial forecast below are summarised in the projection of resources capable of being mobilised, and employment forecasts or expenses to be realised.

PROJECTION OF THE RESOURCES

N°	DESIGNATION	2009 (USD)
1	Contributions of the Members in 2009	66 250
2	Postponed contributions of the members	10 000
3	Outstanding resources at October 4 th , 2008	101 886
4	Subsidies from Partners	
	TOTAL	178 136

PROJECTION OF EXPENDITURES

ESTIMATE OF THE COST IN THOUSAND US

N°	DESCRIPTIONS OF THE ACTIVITIES	In thousand USD
1	FUNCTIONING	67,3
1.1	Permanent Secretary fonctionning	31,1
1.2	Executive Committee fonctionning	24,2
1.3	Focal group fonctionning (committee of reflexion)	12
2	DEVELOPMENTAL ACTIVITIES	49
2.1	Governance	12
2.1.1	To undertake a study on the identification of the good practices of tools and the innovations in the management of the Road Funds capable of improving the participation, the transparency and accountability,	3
2.1.2	To establish a partnership with training institutions	2
2.1.3	International joint seminar ARMFA-PIARC, on governance in road maintenance management and financial institutions (RMF)	7
2.2	Financing	8
2.2.1	To develop a communication strategy to negotiate and diversify road fares	3
2.2.2	To undertake a study on the current state tolls in Africa and perspectives for their optimisation.	5
2.3	Monitoring and evaluation of impact	5
2.3.1	To establish a standard convention (MoU) between the RMF and the management structures for the effective and efficient use of the resources of RMF.	
2.3.2	Realisation of ARMFA reference documents in audits: preparation, organization and follow-up of the recommendations	5
2.4	Capacity Building	24
2.4.1	grants for registration of four members to attend to the seminar organized by the University of Birmingham	24
	TOTAL	116,3

APPENDIX: ACTION PLANS

OPERATIONAL ACTIVITIES

Strategic axis	Designation of the activity		Expected results	Indicator	Means of checks	Cost/pro gramme	Sources of finance	Expiry	Person in charge	Assumption
	Hold consultations regularly									
		<i>To organise: the Annual General Meeting and the Annual Technical Workshop (ARMFA), workshops/meetings for the members, meetings of the Executive Committee. Meetings of the focal groups at the sub regional level. To encourage pedagogic visits between the members, To work in collaboration with the partners in the implementation of the ARMFA programmes</i>	Effective holding of the consultations, Sharing experiences, improvement on the management of RMF, Directives for the good holding of the Association	meetings and exchange visits	Reports, synthesis and final CD.		ARMFA Budget, host country	permanent	Host country PS ARMFA Executive Committee	Willingness of the Member States to host meetings, to visit other RMF, financial availability
	Update and ensure the maintenance of the Web site (www.armfa.org)		Usable and updated website	Level of use	Internet	67 000 USD	ARMFA Budget	permanent	PS ARMFA	financial Availability
	Update the RMI matrix and the performance indicators		Matrix available and up to date	frequency of reception of questionnaires	Matrix available on the Internet website		without direct financial impact	June of each year	PS ARMFA, SSATP	Supply of information by the Member
	Produce and publish a quarterly journal of the ARMFA		Journal published on Internet website	quarterly journal	Electronic and physical distribution of the information journal		ARMFA (operational Budget PS)	Every three months (Mar, June, Sept, Dec)	PS ARMFA	collaboration of the members for the supply of information
	Sensitise and put the new members and partners on the vision and the mission of the ARMFA		Participation of new members and partners in the dynamism of the ARMFA	The number of new members and partners and their level of implication	Report, minutes of meeting, contribution		ARMFA Budget	annual	Executive Committee	financial Availability
	Create, manage and share a common database		Operational database	Introduction of the database on the Internet website	Database accessible to all the members and partners on Internet website		ARMFA Budget	2008-2009	PS ARMFA a consultant (study at the office)	collaboration of the members for the supply of information, Availability of finances

Strategic axis	Designation of the activity	Awaited results	Indicator	Means of checking	Cost/programe	Source of finance	Expiry	Person in charge	Assumption	
1	Governance	1.1 To undertake a study on the identification of the good practices, of tools and the innovations in the management of the Road Funds capable of improving the participation, the transparency and accountability	Good practices identified, Development tools of transparency suggested and/or put in place.	many good practices, tools of transparency and innovations, number of countries having adopted the identified practices	Report Minutes of meetings	3 000USD	ARMFA Budget	annual	PS ARMFA, gTKP Consultant, SSATP	Acceptability by all the members
		1.6 To establish a partnership with training institutions and to take part in the formulation of courses related to the main activities of RMF	contents of training course closer to the needs and expectations for RMF	implication of the members in the formulation of courses	Contents of proposed courses	2.000USD	ARMFA Budget	annual	ARMFA EXCO	Signed partnership agreement
		International joint seminar ARMFA-PIARC, on governance in road maintenance management and financial institutions (RMF)	Dissimination and Appriation tools of governance by road manager	Number of persons, structures in charge of management and financing	Reports and Web site www.armfa.org	7 000 USD	ARMFA Budget	November 2009	ARMFA EXCO	Availability of the financial resources
2	Financing	2.1 To develop a communication strategy to negotiate and diversify the road fares	strategy available, executives of the Ministry for finances and users of route sensitised	Number of persons, structures in charge of finances and users of route sensitised	Reports and Web site www.armfa.org	3.000USD	ARMFA Budget - SSATP	annual	ARMFA PS, SSATP	Availability of information
		2.3 To undertake a study on the current state of toll gates in Africa and perspectives for their optimisation.	State of toll gates, stamps comparative elaborate and perspective optimisation suggested	Many relevant proposals capable to impel the perennial state of the resources and the profitability of toll gates.	reports/ratios of the study,	5.000USD	ARMFA Budget - SSATP	2009	ARMFA PS Executive Committee, SSATP	Availability of the financial resources and political willingness
3	Monitoring-Evaluation of impact	3.1 To establish a standard convention (MoU) between the RMF and the management structures for the effective and efficient use of the resources of RMF.	Convention adopted and accepted by the Member States	Number of countries established and used convention	Convention			2009	ARMFA PS Executive Committee, SSATP	Availability of the financial resources, Political willingness, collaboration of the members for the supply of information
		3.2 Realisation of ARMFA reference documents in audits: preparation, organization and follow-up of the recommendations	Each Member country has ARMFA reference document on audits	Standard TOR on the technical audits.	TOR, Report of Training	5.000USD	ARMFA Budget and partner	2009		

4	Capacity Building	grants for registration of four members to attend to the seminar organize by the University of Birmingham	Improvement of Road Fund management	Number of personnel trained	report of training	24 000 USD	ARMFA and CDE Budget	2009	Executive Committee,	
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ARMFA MEMBER COUNTRIES

N°	COUNTRIES	
1	BENIN	MEMBER
2	BURKINA FASO	MEMBER
3	BURUNDI	MEMBER
4	CAMEROON	MEMBER
5	CAP VERT	MEMBER
6	CONGO	MEMBER
7	IVORY COAST	MEMBER
8	DJIBOUTI	MEMBER
9	ETHIOPIA	MEMBER
10	GABON	MEMBER
11	GHANA	MEMBER
12	GUINEA	MEMBER
13	KENYA	MEMBER
14	LESOTHO	MEMBER
15	MADAGASCAR	MEMBER
16	MALAWI	MEMBER
17	MALI	MEMBER
18	MOZAMBIQUE	MEMBER
19	NIGER	MEMBER
20	RCA	MEMBER
21	RWANDA	MEMBER
22	TANZANIA	MEMBER
23	CHAD	MEMBER
24	TOGO	MEMBER
25	ZAMBIA	MEMBER
26	ZANZIBAR	Associate MEMBER
27	ZIMBABWE	MEMBER

LE RESEAU AFERA/ARMFA NETWORK



Sept 2002

Digitized Map from www.icef.com Modified by The ARMFA Permanent Secretary - Frédéric BARDON