

FIRST AFRICAN CONFERENCE OF ROAD MAINTENANCE FUNDS
AND
CREATION OF THE AFRICAN ROAD MAINTENANCE FUNDS ASSOCIATION

SUMMARY

Libreville, Gabon

December 15-18, 2003



The full-length Proceedings of the Libreville Conference, are published by the SSATP on a CD-Rom.
They are also available on the SSATP Website at the following address:

<http://www.worldbank.org/afr/ssatp>

FOREWORD

This summary and the accompanying CD-ROM were prepared by the Sub-Saharan Africa Transport Policy Program (SSATP) on behalf of the newly established African Road Maintenance Funds Association (ARMFA). The Program is also responsible for distributing the summary and CD-ROM internationally.

It is my firm hope that this modest collaboration foreshadows, as a natural outcome, a lasting partnership between the SSATP and ARMFA.

Through its Road Management Initiative (RMI) component, the SSATP has already provided assistance to the few road maintenance fund managers who took the lead in creating the new association. The SSATP played an active role in preparing and running the founding conference, convened under the patronage of the Government of Gabon.

I take great pleasure in noting that the Libreville conference drew widespread participation, exceeding our expectations, from nearly all corners of Africa, both Anglophone and Francophone. This immediate success clearly indicates a strong need on the part of road maintenance fund managers for an effective means of professional exchange and sharing of best practices.

All these national road maintenance funds, whatever their level of institutional maturity, seek to break down their isolation by aligning themselves with this new approach of progress and transparency that has now spread to the entire continent.

Here the challenge is to confront the criticisms and the obstacles, but also to make adjustments and improvements and, ultimately, produce results. In my opinion, these are the underpinnings of our collaboration in the coming years. Beyond specific mechanisms, the goal is to solve the long lasting problem of maintaining Africa's roads.



Nigel INGS

Program Manager
Sub-Saharan Africa Transport Policy Program (SSATP)
Africa Transport, The World Bank

The opinions and conclusions expressed in the following documents are those of the authors and do not necessarily reflect the views of the World Bank, UNECA or any of their affiliated organizations.

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THE PRESIDENT NOTE

Set up in the mid 90s as an answer to the specific problems of road maintenance financing, the African Road Maintenance Funds (RMFs) were working until recently in an isolated manner, without contact with one another.

The last two or three years, the will for mutual acquaintance has become much greater. As a result, a first informal group of five RMF's executive managers met on March 2003 in Yaounde, in parallel of the General Meeting of the Association of African Director of Roads (ADAR, re-named since AGEPAR). This original meeting paved the way for the creation of the African Road Maintenance Funds Association (ARMFA).

The project persuaded the donors who soon expressed their support during the SSATP Annual General Meeting held in Kigali, Rwanda, in May 2003.

Lastly, **the First Conference of the African Road Maintenance Funds**, held in Libreville, Gabon, from Dec.15 to 18, 2003, brought together about twenty Francophone and Anglophone RMF's managers, as well, as donors of the transport sector, to discuss: "The Experience and Practice of the African Road Maintenance Funds". This meeting was unanimously acknowledged as a great success, and officially launched the ARMFA. From now on the African RMFs have their own platform for consultation, exchanges and mutual assistance.

The support of our SSATP friends proved undoubtedly decisive. I wish to pay homage here to their strong commitment and convey, from all of us, our heartfelt thanks.



Libreville, February 2, 2004

Jean-Valentin LEYAMA

Administrator of the RMF of Gabon
President of ARMFA

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Les versions of the legal documents figuring further on, either in English or in French, are for information only and should not be considered as authentic.

EXECUTIVE SUMMARY

The First Conference of African Road Maintenance Funds, organized by the Road Maintenance Fund of Gabon under the patronage of the Ministry of Public Works, Equipment and Construction of Gabon in collaboration with the French Agency for Development (AFD), the African Development Bank (ADB), the European Union, the World Bank and the Sub-Saharan Africa Transport Policy Program (SSATP), was held in Libreville, Gabon from the 15th to the 18th of December 2003.

The following nineteen countries were represented:

Benin, Burundi, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Djibouti, Ghana, Kenya, Lesotho, Malawi, Mali, Niger, Senegal, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

The objectives of the conference were:

- For Gabon, to start dialogue with donors on the passage of their RMF to that of the second generation;
- To change and share experiences between the Road Maintenance Funds of the different countries (through a technical seminar on the experiences and practice of the African RMFs);
- To set up the African Road Maintenance Funds Association, ARMFA (or AFERA as for the French acronym) and to outline its possible interim action plan.

OPENING CEREMONY

The opening ceremony was chaired by the Prime Minister, representing the President of the Republic of Gabon, who declared that the establishment of a second generation Road Maintenance Fund was of the utmost necessity for his country.

Earlier, a word of introduction from Mr. Nigel INGS, the SSATP Program Manager, was presented by Mr. Stephen BRUSHETT, in which the role of the SSATP in facilitating transport sector reforms was reiterated. The Minister of Public Works, Equipment and Construction then welcomed all the participants to Gabon. He extended a special welcome to the Donors whose support had made it possible to hold the meeting.

THE CONFERENCE

After the opening ceremony, the first day of the conference was consecrated to Gabon. In his presentation entitled *What strategy of road maintenance for Gabon?*, the Minister of Public Works, Equipment and Buildings, Mr. E. BOUNDONO-SIMANGOYE, retraced the history of road maintenance in Gabon from the colonial era to the present. He recalled the recent reorganization of his ministerial department in which a General Directorate of Road Maintenance was created and the adoption of a new strategy of contracting out most of the maintenance works to the private sector through lump sum contracts. He outlined the advantages of adopting a second-generation road fund and expressed his wish to protect the road network.

The representatives of the second-generation funds of Ghana and Cameroon then presented the organization and functioning of their respective funds.

DIALOGUE GABON/DONORS

The morning of the first day ended with a dialogue between the authorities of Gabon and the Donors of the road sector. The Donors unanimously showed their willingness to support the government of Gabon in the putting in place of a second-generation road fund. They expressed the wish that the resources of the Road Maintenance Fund, RMF, be used exclusively to finance road maintenance. To them, this represents the special conditions they would impose if they have to participate in the financing of road programs.

THE TECHNICAL SEMINAR

The technical seminar took place on the second and third days of the conference. It was chaired by Mr. Jerome OBI ETA, former Minister of Public Works of Cameroon and general facilitator for this Conference.

The following themes were presented and debated in three plenary sessions:

- 1) Revenue collection,
- 2) Methods of management and accounting tools,
- 3) Supervision of works programs,
- 4) Resource allocation between network managers, and,
- 5) Performance monitoring indicators.

Two introductory papers were presented by Messrs. Stephen BRUSHETT and Louis FERNIQUE, of the World Bank (SSATP), respectively on the comparison of experiences of the existing second-generation road funds and the missions and organization of Road Maintenance Funds. These papers did not call for debates.

The five themes were then presented by representatives of the various road funds followed by very rich debates and sharing of experiences. A brief summary of the outcome of the debates and discussions on each theme is given below.

1) Revenue collection

- The collection of RMF revenue cannot follow the traditional channels because the road is a special domain.
- The state should accept to free a part of its revenue to be converted to user charges that will cover the needs of road maintenance.
- In this regards, a real political will is necessary for the creation of a second-generation road fund.

2) Management methods and accounting tools

- The legal structure of the fund determines the choice of accounting tools.
- All funds do not have the same approach on the type of accounting information that should be obtained.
- The African Road Maintenance Funds Association could and should be a forum for the exchange of experiences and practices.
- Simplicity should be preferred to sophistication in management.
- Decision makers should be given reliable and transparent information by the fund managers.

3) Supervision of work programs

- Conflicts of competence which were observed between road agencies and managers of road funds in the supervision of works should be avoided.
- A better clarification of roles of each party should be made.
- The technical and financial control should be carried out by field supervising engineers commissioned by the Road Agency.
- The fund should make sporadic and not permanent visits to check the effectiveness of the execution of work programs.
- External technical and financial audits should be commissioned to verify the quality and quantity of the works executed.

4) Resource allocation

- The legal structure of the RMFs varies from one country to another.

- Each country, depending on its priorities, defines the method of resource allocation.
- Above all, the related issue of rightsizing the qualified network or sub-networks for maintenance funding by the RMF is primordial.
- To make it possible for RMFs to play a major role in the development of their respective countries, it is desirable to have a common basis for the existing regulations.

5) Performance monitoring indicators

- The draft set of indicators suggested by the SSATP covers all the aspect of the RMFs activity and environment, including some new service indicators of the road network.
- Such indicators should be designed in a manner to avoid confusing the general public about the RMF own responsibilities. RMFs should not be blamed in the event of poor results when and if the real causes are inadequacies in authorized revenue or particular interferences from the government.
- SSATP has requested that 8 to 10 countries volunteer for the evaluation of the efficiency of this product during the year 2004. There was abundant enthusiasm for this.

CONSTITUENT GENERAL ASSEMBLY OF THE ASSOCIATION

The afternoon of the third day was consecrated to the holding of the constituent General Assembly of the African Road Maintenance Funds Association, ARMFA.

As a preamble to the debates, Mr. Assiba ASSOUMOU GUENOU from Togo was elected Chairman of the Assembly with Mr. Henry CHIPEWO from Zambia as the rapporteur. The Facilitator, Mr. Jerome OBI ETA was elected to animate the debates.

After lengthy discussions and debates, the Statutes of the Association was adopted and signed by all the 18 founding members present. Elections to the Executive Committee were conducted and the following persons elected.

Presidency	Gabon,
1 st Vice Presidency	Zambia,
2 nd Vice Presidency	Côte d'Ivoire

The statutes of the association were adopted as well as a special Charter in which the adherents subscribe to the principle of commercialization of the road and the related reform packages.

FIELD TRIP

A field trip was organized on the morning of the fourth day to some nearby roads. The participants were able to see, first-hand, the problems of road maintenance in Gabon.

CLOSING CEREMONY

The closing ceremony of the conference was preceded by the restitution of the conclusions of the general assembly and of the technical seminar.

The closing ceremony was presided over by the Vice Prime Minister who thanked the conference organizers for having chosen Gabon to host such an important assembly of African road funds.

On behalf of the President of the Republic of Gabon, he affirmed the government's intention to change their RMF to a 2nd generation RMF, in order to definitely separate and protect road maintenance financing, issue of road user fees.

He declared that he had no doubt the participants are leaving Gabon richer and more endowed with the management skills for the good of the African roads.

CONCLUSION

The Libreville meeting was very beneficial not only to the Government of Gabon, which took advantage of the meeting to hold a fruitful dialogue with the donors of the transport sector, but also because it made it possible for the managers of the African road funds and other participants to acquire information, to exchange ideas and to share experiences with each other, and above all, to install the corresponding permanent platform, which should improve the situation of road maintenance in Africa, in general, and Gabon, in particular.

Jerome Obi Eta
General facilitator of the Conference

PROGRAM OF THE CONFERENCE

Monday MORNING
9:30 am
Word of Introduction on the First African Conference of the Road Maintenance Fund , presented by Mr. Steve Brushett on behalf of Mr. Nigel Ings, Manager of the SSATP / World Bank
9:45 am
Welcome Speech, by the Minister of Public Works, Equipment and Building , His Excellency Mr. Egede Boundono-Simangoye
10:00 am
Opening Speech, pronounced by the Prime Minister, Head of the Government , His Excellency Mr. Jean François Ntoutoume-Emane
10:30 am
Introductory Speech, “What road maintenance strategy for Gabon?” His Excellency Mr. E. Boundono-Simangoye, Minister of Public Works, Equipment and Construction of Gabon
10:45 am
A) The example of the Ghana Road Fund , Mr. Kingsford Amoah, Secretary of the Ghana RF
B) The example of the Cameroon Road Fund Mr. Claude Gwed-Bi-Menyem, Manager of the RF
12:00 pm
Dialogue between the Gabonese Authorities and the Donors in the road sector
Moderator: Mr. Jerome Obi Eta, former Minister of Public Works of the Republic of Cameroon
A) The evolution of the Gabonese RMF
B) Gabon’s membership in the SSATP
AFTERNOON
5:00 pm
Inauguration of the new office of the Gabonese Road Maintenance Fund , His Excellency the Minister of Public Works, Equipment and Building
Tuesday, MORNING
9:00 am
The 2nd-generation Road Maintenance Funds (comparative experiences)
Introduction , Mr. Stephen J. Brushett, RMI/SSATP, World Bank
9:30 am

Introduction, “Missions and organization of the RMFs”, Mr. Louis Fernique, RMI/ SSATP, World Bank
10:30 am
Theme 1. “Channels for revenue collection”: Mr. Mory Kante, Director of the Roads Authority of Mali and Mr. Ahmed Djamallasine, Executive Director of The Road Maintenance Fund of Chad
AFTERNOON
2:30 pm
Theme 2. “Management methods and accounting tools”, Mr. Jean-Valentin Leyama, Manager of the Gabonese Road Maintenance Fund
4:30 pm
Theme 3. “Supervising roadwork programs”, Mr. Kingsford AMOAH (Secretary of the Ghana Road Fund); Mr. Claude GWED-BI-MENYEM (Director of the Cameroon Road Fund)
Wednesday, MORNING
8:30 am
Theme 4. “Fair revenue distribution to the road authorities”, Mr. Claude Gwed-Bi-Menyem, Director of the Cameroon Road Fund
10:00 am
Theme 5. “Performance monitoring tools”, Mr. Louis Fernique, RMI/SSATP, the World Bank, Mr. Armand Der Stepanian, Road Department, ISTD and Mr. Idossou Tchona, consultant
11:30 am
Closing round-table session of the technical seminar
AFTERNOON
3:00 pm
<ul style="list-style-type: none"> ▪ The Constitutive General Assembly of the African RMF Association ▪ Presentation of the project by the originators ▪ Examination and amendments of the draft statutes ▪ Orientation debate ▪ Candidacies for the Bureau of Officers of the Association ▪ Voting on the statutes. Elections of the officers of the Association
Thursday, MORNING
8:30. Field Visits, The experience of performance-based contracts for road maintenance in Gabon
AFTERNOON
4:00 pm
Report of the conclusions of the General Assembly Meeting and proposals of the officers before all members, partners and observers
6:00 pm
Official closing

GENERAL LIST OF PARTICIPANTS OF THE CONFERENCE

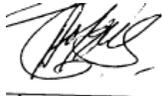
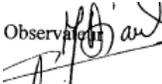
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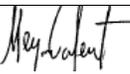
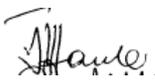
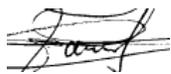
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WANGUHU HUDSON	Kenya	n/a		n/a

**CONSTITUTIVE MEETING OF THE ASSOCIATION
THE OFFICIAL ATTENDANCE LIST**

NAME	COUNTRY	ORGANIZATION	POSITION	SIGNATURE
ABBA MANZO	NIGER	Autonomous office of road maintenance financing	Director	
AMASSOU-GUENOU Assiba	TOGO	Road Maintenance Fund	General Director	
BITOUANGA Marie Claire	CAR	Road Fund	Manager	
CHIPEWO Henri	ZAMBIA	Road Maintenance Fund	Board Chairman	
DIAW Mokhtar	SENEGAL	Roads Council of Senegal	Executive Secretary	Observation 
DJAMALLADINE Ahmed	CHAD	FER Road Maintenance Fund	Executive Director	
GWE -BI- MINYEM Joseph Claude	CAMEROON	Road Fund	Manager	
GOLIATI Daniel	MALAWI	National Road Authority	Finance Director	
KANTE Mory	MALI	Road Authority	General Manager	
KIHUMBA Eng.H.W.	KENYA	Kenya Road Board	Manager for Planning and Programming	
KINGSFORD Amoah	GHANA	Road Fund	Director	

NAME	COUNTRY	ORGANIZATION	POSITION	SIGNATURE
KOTCHOFA Sylvestre	BENIN	Road Fund	Management Controller	
LEYAMA Jean Valentin	GABON	FER Road Maintenance Fund	Manager	
MAKADHO John	ZIMBABWE	ZINARA Zimbabwe National Road Administration	Acting Chief Executive Officer	
MUHITIRA Arthémon	BURUNDI	FRN National Road Fund	General Director	
HAULE Joseph	TANZANIA	Road Fund	General Director	
REMAMETSOE Peko	LESOTHO	Road Fund	Executive Secretary	
TANOI Ramata	COTE D'IVOIRE	FER Road Maintenance Fund	General Director	

MINUTES OF THE FIRST GENERAL ASSEMBLY OF THE ASSOCIATION

1. Election of the Chairman of the General Assembly

The delegates elected Mr Assiba ASSOUMOU-GUENOU, General Director of the Togo RMF as chairman of the session.

Mr. Jerome OBI ETA, former Minister of Public Works of Cameroon was elected facilitator of the general assembly.

Mr. Henry CHIPEWO from Zambia was elected as the rapporteur.

2. Preliminary observations

The Chairman opened the session at 3.30 pm by thanking the delegates for the confidence they had shown him by electing him Chairman. He also thanked Mr. ETA for having accepted to be the facilitator of the general assembly, asking him to use his vast experience to manage the debates.

3. Adoption of the agenda

The delegates adopted the proposed agenda.

4. Roll call

A roll call was then carried out. Sixteen countries were represented as members while one was present as an observer as indicated in the official attendance list of the meeting.

5. Discipline of debates

The delegates agreed that all mobile phones should be switched off during the meeting and that each speaker should have no more than three minutes so that all the items of the agenda could be dealt with.

6. Draft strategy plan

The delegates decided that the consideration and adoption of the draft strategy plan should be carried forward. To this effect, they mandated the Executive Secretariat to look into the said proposals and to table them, for consideration and adoption, at the next general assembly.

7. Consideration and adoption of the Statutes

After a long debate, the delegates adopted the draft Statutes resulting in the creation of the association, ARMFA, after various amendments. The delegates mandated the facilitator and the Zambian delegate to produce a final version in the two official languages of ARMFA. The Executive Secretariat was given the responsibility of ensuring that the articles are in conformity with international law.

8. Election of an Executive Committee

In reconnaissance of the remarkable work done by the Gabonese RMF and the government of Gabon in organizing and hosting the first general assembly, the delegates elected Gabon as the first President of the Association. They also elected Zambia as first Vice President in keeping with the statutes, given that this country is in Southern Africa and is English speaking.

They further elected Côte d'Ivoire as second Vice President still in keeping with the Statutes as this country is represented by a female delegate.

The post of Auditor of the association was attributed to Cameroon.

9. Subscription by members

The delegates decided that membership subscriptions should be fixed at US\$2,000 per annum, payable during the first quarter of every year starting from 2004, the payment currency being the US Dollar. The accounting period begins the 1st of January and ends the 31st of December.

10. Declaration of the General Assembly

The delegates mandated Chad, Cameroon and Mali to draft the final communiqué as well as the resolutions of the general assembly to be distributed at the end of the conference. The delegates also charged the Executive Secretariat to draft a motion of thanks to the government of Gabon for having hosted the meeting.

11. Date and place of the meeting

The delegates decided that the next meeting should be held in April/May 2004 in Lomé, Togo. This event should coincide with the AGEPAR meeting which should be held during the same period and in the same place.

12. Speech of the new President

In his inaugural speech, the President of ARMFA, Mr. LEYAMA, thanked the delegates for the confidence they had placed in him by choosing him as the first President of the Association. He promised to make every effort so that the Association be constituted and recog-

nized by as many institutions and governments as possible, for the RMFs to draw maximum advantage of their adhesion to the association.

13. Closing of the meeting

The agenda having been exhausted, the President closed the meeting at 9.20 pm.

Libreville, December 18, 2003

CHARTER OF THE ASSOCIATION

1. The African Road Maintenance Funds Association, ARMFA, is a professional association of Road Maintenance Funds (or similar institutions) represented by their executive officials. Consequently, the decision to adhere to ARMFA belongs to each RMF (or equivalent) which wishes to become member. This adhesion does not in itself engage the responsibility of their countries nor that of partners or administrative supervisors within the country.
2. Meanwhile, all requests for adhesion implies that the local situation for financing road maintenance in the country concerned is effectively registered in the movement of institutional progress which animates all action of the association, that is, the commercialisation of the road as specified later on.
3. Thus ARMFA regroups at the same time:
 - a) the second generation RMFs;
 - b) financial institutions playing a similar role but not necessarily having all the fundamental characteristics. This is on condition that a reform process in the direction of commercialisation of the road is effectively engaged or in the process of being engaged in their countries. This political intention must at least have been expressed by the public authorities of the country in one way or the other.
4. The respect of the conditions mentioned above is based on the good faith of the institutions requesting membership.
5. Regarding road and road maintenance financing, the basic principles, that should motivate the activities of the association are the followings:
 - 5.1 The overarching objective, as regards transport, is to ensure access to services and mobility at affordable prices. Road transport is to be seen as a necessary service for economic development and poverty reduction.
 - 5.2 To this effect, countries should put in place and sustain:
 - A conducive policy framework
 - A suitable financing strategy
 - Appropriate institutional arrangements
 - Robust monitoring and evaluation arrangements
 - 5.3 Policies must be comprehensive –covering all networks, community, rural, urban and main – with due regard to their sustainability.

- 5.4 Road programs must be designed and carried out with regard to cost effectiveness and value for money for end users.
 - 5.5 Maintenance of existing road infrastructure assets in maintainable condition must always been given priority in programs.
 - 5.6 Institutional arrangements must ensure efficiency and business-orientation as well as provide for decisions to be made at the most appropriate level – stakeholders must be involved in decision making at all levels and institutions must benefit from adequate funding for operations.
 - 5.7 Policy and programs must be adopted and carried out in a transparent manner, with a presumption always in favor of disclosure of information with particular regard to policy statements, program documents, institution audited accounts etc.
 - 5.8 Financing strategies will be constructed on the notion that:
 - (a) direct and/or indirect road user charges should fund at least the routine and periodic maintenance of the maintainable network including rural roads;
 - (b) budgetary resources and available external resources should cover economically viable rehabilitation, upgrading and new construction;
 - (c) local governments and communities should contribute to both the maintenance and rehabilitation of their networks.
6. Mutual assistance at professional level, within the association, should benefit as a priority to the member institutions involved in such reform processes, whatever they are creating a new “second-generation” RMF or restructuring an existing “second-generation” RMF in accordance with the above principles.

Libreville, December 18, 2003

STATUTES OF THE ASSOCIATION

We the Signatories of these Statutes:

- CONSIDERING the importance of the road in the socio-economic development of countries, particularly in the fight against poverty;
- ASSURED of the political will of our respective Governments to make the development and maintenance of the road network a real motor for development and the fight against poverty;
- CONSCIOUS of the role of the road maintenance funds in the mobilisation of adequate and sustainable financial resources for the maintenance of roads;
- CONVINCED that cooperation between road maintenance funds contributes towards the creation of the synergy required for ensuring the best conditions for the mobilization of such resource;
- CONSCIOUS that a well-maintained road network contributes to domestic exchange and ensures the access of the populations to basic infrastructures (health centers, schools, etc.);
- CONVINCED that the road, a public utility, provides the user with appreciable service;
- AND IN CONFORMITY with the recommendations of the first concertation meeting of the road maintenance funds held in Yaounde, Cameroon from 27th to 28th March 2003, concerning the establishment of a road maintenance funds association or a similar organ of African countries.

HEREBY AGREE AS FOLLOWS:

ARTICLE I - CREATION OF THE ASSOCIATION

1. To create the African Road Maintenance Fund Association, abbreviated, ARMFA, hereinafter called the Association.
2. The Association is a non-profit making legal entity.

3. The Association is governed by the present Statutes.
4. For the purposes of these Statutes, the term "Road Maintenance Fund", RMF, shall designate any institution in charge of financing the maintenance of the road network, established in Africa, and which adheres to the present Statutes.
5. For clarification, the term "in order" means a fund which is up to date with its contributions to the ARMFA in respect of the current financial year.

ARTICLE II - MEMBERSHIP

Membership is open to any constituted Road Maintenance Fund (RMF) established and effectively functioning and which adheres to these present Statutes.

ARTICLE III - OBJECTIVES

The objectives of the Association are:

1. To develop a network for the exchange of experiences and information on the practices of financing road maintenance in Africa and the operation of the funds themselves;
2. To encourage the promotion and strengthening of ties between road maintenance funds in Africa;
3. To work for the strengthening of capacities of existing structures;
4. To provide support to nascent structures;
5. To promote the proper management of road maintenance funds;
6. To promote a good public/private partnership in order to provide the best conditions for the mobilization of resources for road maintenance;
7. To strengthen corporation with partners in development;
8. To ensure the sustainability and the harmonious development of road maintenance funds.

ARTICLE IV - ORGANIZATION OF THE ASSOCIATION

The Association is made up of two organs:

- I. The General Assembly
- II. The Executive Committee

In addition, the Association is assisted by one or more auditors and an Executive Secretariat.

I. THE GENERAL ASSEMBLY

The General Assembly is the supreme organ of the Association. It is composed of all road maintenance funds as defined in Article II of the present Statutes, on the basis of one seat per member.

1. The General Assembly:

- a) Receives and adopts the report of President of Executive Committee on the activities of the Association.
- b) Appoints among the members and dismisses the auditors.
- c) Examines all appropriate actions for achieving the objectives of the Association.
- d) Determines the rate of the contributions of the members upon the proposal of the Executive Committee, which contributions shall be expressed in US Dollars and payable to the Association's account opened to this effect in a commercial Bank.
- e) Receives and adopts the report of the auditors on the financial situation of the Association.
- f) Institutes, at any time, such commissions as it may deem necessary to undertake works or studies in connection with the Association's objectives.
- g) Examines and approves, at the request of the Executive Committee, the applications of adhesion of new members.

2. The General Assembly shall meet once a year in ordinary session and, wherever possible, in coordination with the yearly meetings of the Road Managers and Partners Association (AGEPAR). However, in case of absolute necessity, the General

Assembly may be convened by the President of the Executive Committee, either on his own initiative after consultation of the members or at the request of at list one-third of the members.

3. At all meetings of the *General Assembly*, the quorum shall be one-third of the up-to-date members.

4. The President of the Executive Committee shall preside at the meetings of the *General Assembly*.

5. The decisions of the *General Assembly* shall be taken by a majority of members present.

6. The deliberations of the *General Assembly* are recorded in a special register.

II. THE EXECUTIVE COMMITTEE

1. The Executive Committee, the administrative organ of the Association is placed under the authority of a President and two vice-Presidents. The repartition of various posts shall take the geographic and linguistic differences into consideration.

2. The Road Maintenance Fund or member that hosts the Presidency of the Executive Committee holds the Executive Secretariat.

3. The term of office of the Executive Committee shall be two years and shall alternate between French-speaking and English-speaking countries.

4. The President of the Executive Committee is responsible for organizing meetings and preparing the agenda. He establishes the reports of the meetings.

5. The Executive Committee may carry out external consultations on any subject of interest to the Association.

6. The Executive Committee shall be responsible for keeping the accounts of the Association, which shall be submitted for the approval of the *General Assembly*

7. The Vice Presidents shall replace the President in case of the absence of the President in order of rank.

ARTICLE V - THE FINANCES OF THE ASSOCIATION

The finances of the Association come from the contributions of members, from gifts and legacies.

1. The funds of the Association are managed by the President of the Executive Committee. The annual contributions and other resources are paid to the account of the Association.
2. The account of the Association settles expenses related to the organization of periodic seminars, the Association's publications, the running of the Executive Committee and any other activity that the General Assembly may decide to undertake, apart from travel expenses and subsistence allowances paid to ARMFA members at the time of statutory meetings.
3. The functioning of the Executive Secretariat is assured for two years by the Road Maintenance Fund (RMF) which holds this office.
4. However, expenses relating to the travel and accommodation of the President or the vice-President replacing him in case of his absence are borne by the Association.
5. The financing of the approved budget is assured by the funds of the Association.
6. The President of the Executive Committee ensures that members pay their contributions within the time fixed for this purpose.
7. The Fund's account shall be audited by the auditors who shall submit their report to the Executive Committee for approval by the General Assembly.

ARTICLE VI - OBLIGATIONS OF MEMBERS

1. The Members of the Association shall pay their contributions within the prescribed time. Any default in payment will lead to penalties against the defaulter. The penalties shall be determined by the General Assembly.
2. Members shall also supply the Executive Committee with all information needed for achieving the objectives referred to in article III of the Statutes.

3. Any member who decides to withdraw from ARMFA shall inform the President of the Executive Committee by registered mail.
4. The withdrawal shall take effect one month after the receipt of the registered letter by the President of the Executive Committee.
5. However, the resigning member shall pay ARMFA any contributions which may be due for payment at the date of his definitive departure.

ARTICLE VII - ENTRY INTO FORCE

These Statutes shall enter into force upon its adoption by the Constitutive Assembly of founding members who append their signature thereto. The original of the Statutes shall be deposited with the President of the Executive Committee of the Association.

The present Statutes as well as the Internal Rules of the Association may be amended by the General Assembly of Association.
