



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



African Roads Maintenance Funds Association (ARMFA)

Associação Africanos dos Fundos de Manutenção Rodoviária (AAFMR)

**ARMFA SOUTHERN AFRICA FOCAL GROUP MEETING
REUNIÃO DO GRUPO FOCAL DA AAFMR PARA A ÁFRICA AUSTRAL
SÃO MARTINHO HOTEL, BILENE, MOZAMBIQUE**

12 TO 17 ABRIL 2026



**MEETING PACK
PACOTE DE REUNIÃO**

**THEME:
SUSTAINABLE FINANCING MECHANISMS FOR ROAD INFRASTRUCTURES**

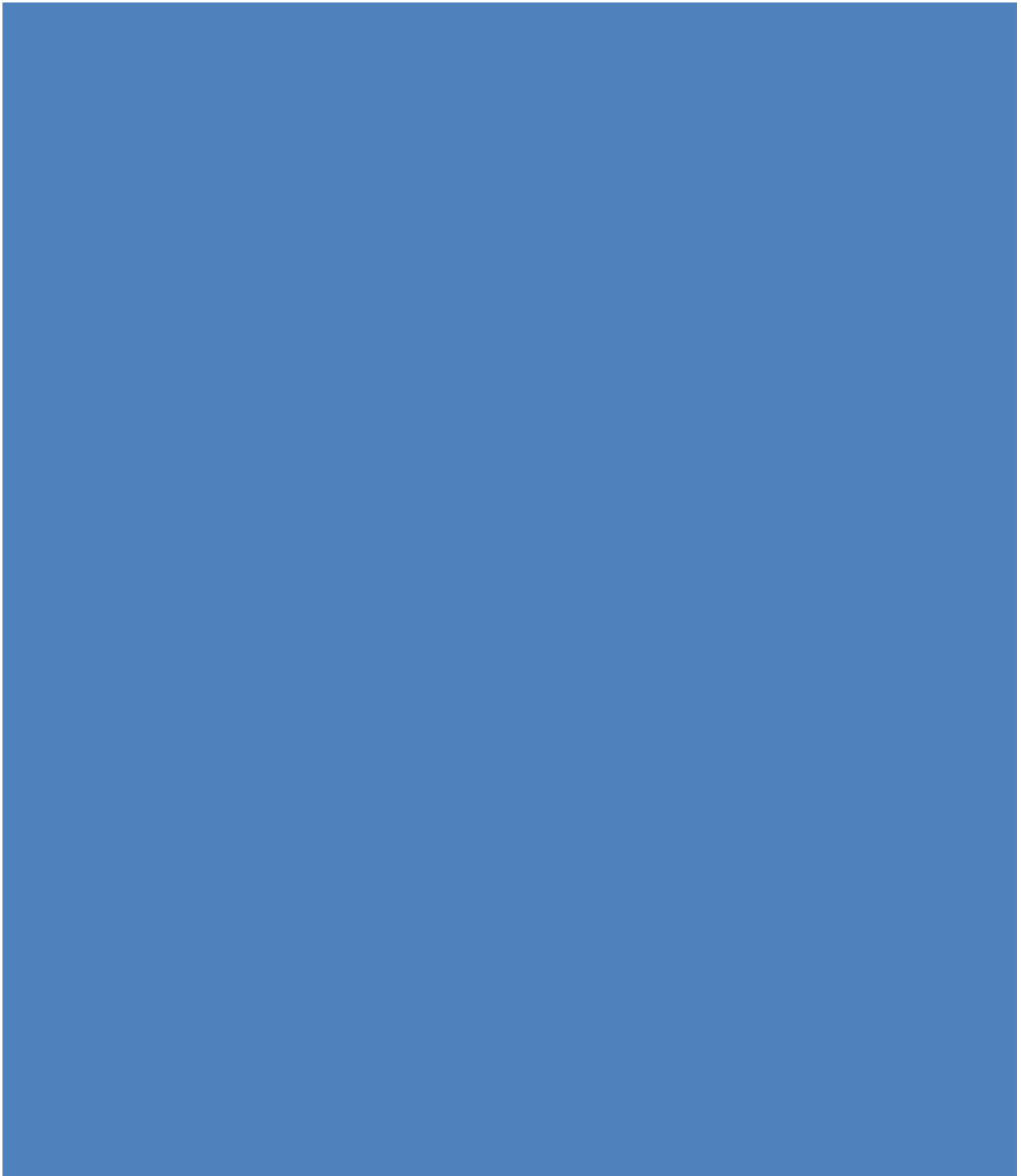
**TEMA:
MECANISMOS DE FINANCIAMENTO SUSTENTÁVEL PARA INFRAESTRUTURAS
RODOVIÁRIAS**

HOSTED BY/HOSPEDADO POR:





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



THEME: SUSTAINABLE FINANCING MECHANISMS FOR ROAD INFRASTRUCTURES

DATE	TIME	EVENT	FACILITATOR/SPEAKER
Day 1 Sunday 12 April 2026	All day	Arrival of delegates Mavalane International Airport Maputo, Mozambique	Fundo de Estradas, FP
OFFICIAL OPENING SESSION			
Day 2 Monday 13 April 2026 (Montebelo Indy Village, Maputo)	08:30 – 09:00	Arrival and Registration of Participants	Fundo de Estradas, FP
	09:00 – 09:05	Presentation of the Agenda	Master of Ceremonies
	09:05 – 09:15	Mozambique National Anthem African Union Anthem	Cultural Group
	09:15 – 09:20	Welcome Remarks	Maputo Town Government Authority
	09:20 – 09:25	Key Notes Remarks	Mr. Stewart Malata ASAFG Chairperson & CEO RFA Malawi
	09:25 – 09:35	Cultural Presentation	Cultural Group
	09:35 – 09:40	Intervention and invitation to the Minister for opening address	Prof. Ângelo Macuácu CEO Mozambique Fundo de Estradas, FP
	09:03 – 09:10	Welcome Remarks	Prof. Ângelo Macuácu CEO Mozambique Fundo de Estradas, FP
	09:40 – 09:50	Official Opening Address	Hon. João Jorge Matlombe Honourable Minister of Transport and Logistics
09:50 – 10:30	Infrastructure Data Disclosure Portal Presentation	Road Fund, FP	
	Discussions	All	



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



		Official Launch of the Infrastructure Data Disclosure Portal	Hon. João Jorge Matlombe Honourable Minister of Transport and Logistics
	10:30 – 10:50	Coffee Break/Group Photo	All
	10:50 – 11:20	Emergency Situation for the 2025/26 Rainy Season in Mozambique	National Roads Administration (ANE), IP – Mozambique
	11:20 – 11:40	Lecture on Financing Road Maintenance and Resilience	The Africa Transport Policy Program (SSATP)
	11:40 – 12:30	Discussions	All
	12:30 – 12:45	Final Remarks	Prof. Ângelo Macuácu CEO Mozambique Fundo de Estradas, FP
		Vote of Thanks	Mrs. Matšepang Sekhokoane, CEO Road Fund Lesotho
		Official Closing Remarks	Hon. João Jorge Matlombe Honourable Minister of Transport and Logistics
	13:00 – 14:00	Lunch	
	15:00 – 18:00	Travel to Bilene District, Province of Gaza <i>(180 Km from the City of Maputo, on a journey of approximately 3 hours by bus)</i>	
	19:00 – 21:00	WELCOME DINNER	



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



ASAFG MEETING			
Day 3 Tuesday 14 April 2026 (São Martinho Hotel – Bilene)	08:30 – 09:00	Registration	Road Fund Secretariat
	09:00 – 09:10	Review of the Meeting Programme	ASAFG Chairperson
	09:10 – 09:20	Official Welcome of Eswatini Roads Authority into ASAFG	ASAFG Chairperson
	09:20 – 09:30	Adoption of Minutes - Meeting held from 13–16 October 2025 in Maseru, Lesotho	ASAFG Chairperson
	09:30 – 09:40	Matters Arising - Meeting held from 13–16 October 2025 in Maseru, Lesotho	ASAFG Secretariat
	09:40 – 09:50	Reports on ARMFA EXCO Meeting held on 9 February 2026 in Arusha, Tanzania	ASAFG Secretariat
	09:50 – 10:10	Presentation on ASAFG 2024–2026 Action Plan	ASAFG Technical Committee
	10:10 – 10:30	Discussions	All
	10:30 – 10:50	Health Break	
	Presentations and Panel Discussions		
	10:50 – 11:10	Zambia NRFA	Moderated by Mr. Nkosinathi Ncube, CEO ZINARA Zimbabwe
	11:10 – 11:30	Angola FROE	
	11:30 – 11:50	Lesotho Road Fund	
	11:50 – 12:10	Namibia RFA	
12:10 – 12:50	Discussions		
13:00 – 14:00	Lunch		



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



Presentations and Panel Discussions			
	14:00 – 14:20	Zimbabwe ZINARA	Moderated by Mr. Daniel Mtonga, CEO NRFA Zambia
	14:20 – 14:40	Madagascar Fonds Routier	
	14:40 – 15:00	Malawi RFA	
	15:00 – 15:20	Mozambique Fundo De Estradas	
	15:20 – 16:00	Discussions	
	16:00 – 16:30	Health Break	
	16:30 – 17:00	End-of-Day Discussions	Fundo de Estradas, FP
ASAFG MEETING			
Day 4 Wednesday 15 April 2026 (São Martinho Hotel – Bilene)	08:30 – 09:00	Registration	Fundo de Estradas, FP
	Special Presentations		
	09:00 – 09:30	Eswatini Roads Authority – Special Presentation on their Mandate, Structure, Financing etc.	Moderated by Mrs. Matšepang Sekhokoane, CEO Lesotho Road Fund
	09:30 – 09:50	Zimbabwe ZINARA – Special Presentation on Resuscitation of Road Maintenance Units	
	09:50 – 10:20	Zambia NRFA – Special Presentation on PPPs	
	10:20 – 11:00	Discussions	
	11:00 – 11:30	Health Break	
	11:30 – 12:10	The Meeting's Identified Challenges and Opportunities and Proposed Solutions	ASAFG Technical Committee
	12:10 – 12:20	Any Other Business	ASAFG Chairperson



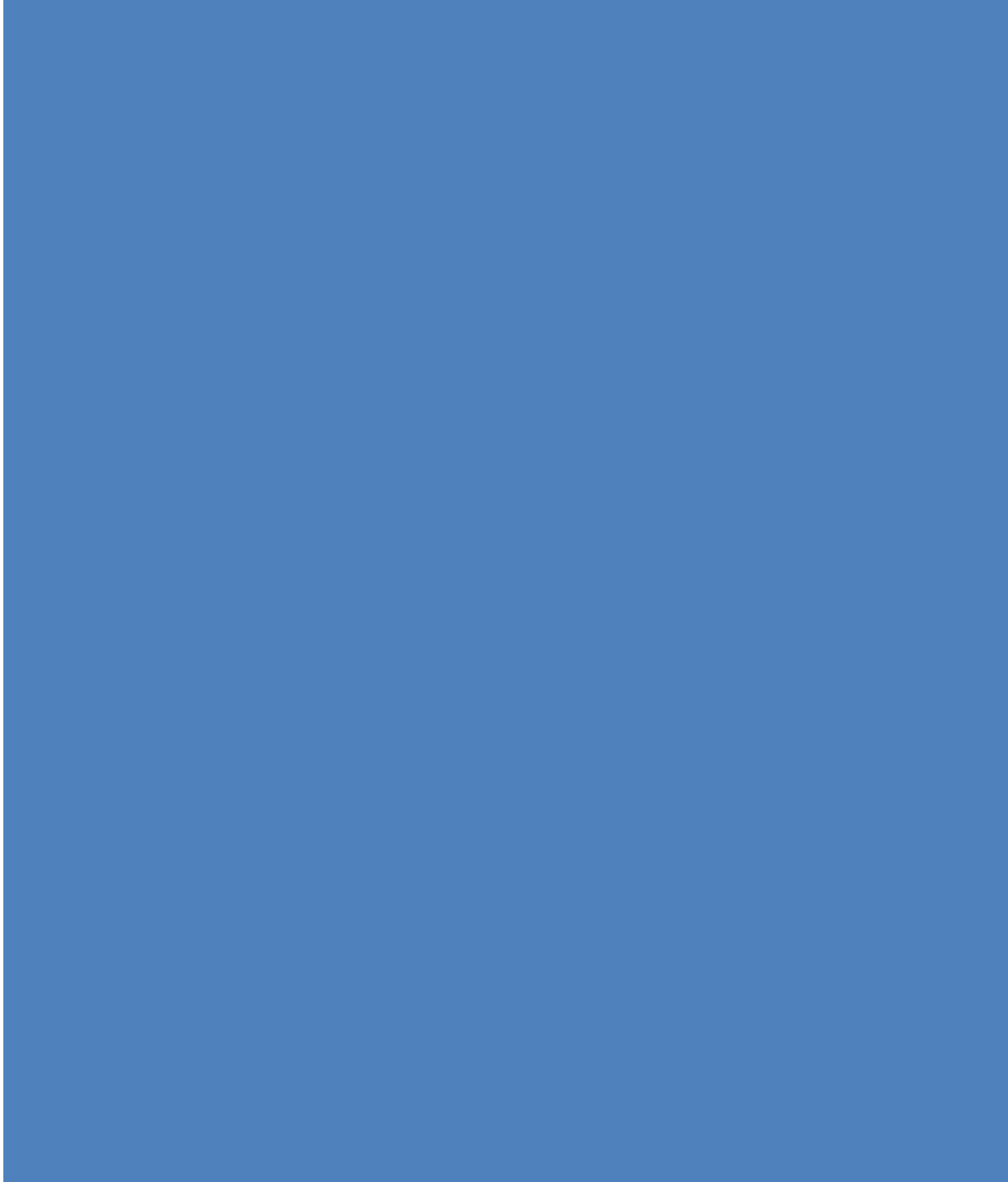
**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



	12:20 – 12:30	Date and venue of next ASAFG Meeting	ASAFG Chairperson
	12:30 – 13:00	Official Closure of ASAFG Meeting ○ Closing remarks by Host Country ○ Closing remarks ASAFG Chairperson	○ Prof. Ângelo Macuácu CEO Mozambique Fundo de Estradas, FP ○ Mr. Stewart Malata, ASAFG Chairperson
	13:00 – 14:00	Lunch	
	14:00 – 16:30	Free Afternoon	All
	18:00 – 21:00	Closing Dinner	Vote of Thanks – ASAFG Chairperson
Day 5 Thursday 16 April 2026	09:00 – 13:00	Site visit to the damaged sections of the National N1 as delegates return to Maputo	Fundo de Estradas, FP
	13:00 – 14:00	Lunch	Fundo de Estradas, FP
			Vote of Thanks – ASAFG Chairperson
Day 6 Friday 17 April 2026	All day	Departure of delegates	Fundo de Estradas, FP



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



**REPORT OF THE AFRICAN ROAD MAINTENANCE FUNDS ASSOCIATION (ARMFA)
SOUTHERN AFRICA FOCAL GROUP ORDINARY MEETING
HELD ON 13 TO 16 OCTOBER 2025 IN MASERU, LESOTHO**



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



1. INTRODUCTION

Members of the ARMFA Southern Africa Focal Group (ASAFG) convened in Maseru, Lesotho for the second ordinary meeting of 2025, hosted by Road Fund Lesotho at Avani Lesotho Hotel from **October 13 to 16, 2025**.

This was a technical meeting convened under the theme “**The Evolution and Impact of Roads Funds in Southern Africa: The Past, Present and Future**”. All eight ASAFG Member countries of Angola, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Zambia and Zimbabwe, attended the meeting.

The ASAFG meets on a rotational basis, twice a year hosted by two of the member countries and virtual meetings are convened as per need in between the two physical meetings.

The meeting was convened under the following program:

- a) Arrival and registration of delegates
- b) 30th Anniversary celebration
- c) Official opening session
 - i. Welcoming remarks by CEO Road Fund Lesotho
 - ii. Opening remarks by ASAFG Chairperson
 - iii. Vote of thanks by ASAFG Vice Chairperson
 - iv. Group photograph and media interviews
- d) ASAFG meeting
 - i. Review of the meeting programme
 - ii. Official handover of ASAFG reigns (symbolic)
 - iii. Adoption of the minutes of the meeting held on 14 to 16 April 2025 in Antananarivo, Madagascar
 - iv. Matters arising from the meeting held on 14 to 16 April 2025 in Antananarivo, Madagascar
 - v. Presentation on the ASAFG 2024-2026 Action Plan
 - vi. Country presentations and panel discussions
 - vii. Discussion and Finalization of Presentation to ARMFA Annual General Assembly
 - viii. Date and venue of next ASAFG meeting
 - ix. Closing remarks by CEO Road Fund Lesotho
 - x. Closing remarks by ASAFG Chairperson
- e) Excursion to Metolong and Thaba-Bosiu



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



2. LESOTHO ROAD FUND 30TH ANNIVERSARY CELEBRATION

The ASAFG meeting was preceded by the 30th anniversary celebration of the Lesotho Road Fund at Avani Maseru Hotel on 13th October 2025 which was attended by all ASAFG members present for the Lesotho meeting.



Pic 1: The Right Honourable the Prime Minister and some of the ASAFG members during the Lesotho Road Fund 30th Anniversary celebrations

2.1 Keynote Address by the Right Honourable the Prime Minister of Lesotho

The guest of honour at the 30th anniversary celebration was the Right Honourable the Prime Minister of Lesotho, Mr. Samuel Ntsokoane Matekane. He said with pride that Lesotho Road Fund had grown into a pivotal organisation that supports the heartbeat of Lesotho's economy, the movement of people, goods and services across the Kingdom. He then called on all to reflect on the last 30 years and look to the future with renewed commitment, determination, collaboration, sound planning and continuous innovation to have roads that are climate-resilient and sustainably maintained, systems that are fully digital and transparent, funding mechanisms that are inclusive and progressive and partnerships that put the people first.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



2.2 Official Address by the ARMFA Southern Africa Focal Group (ASAFG) Chairperson

The ASAFG Chairperson, Mr. Stewart Malata, congratulated the Government of the Kingdom of Lesotho and the Lesotho Road Fund for the outstanding achievement of 30 years. He noted that Lesotho Road Fund was among the oldest and most established Road Funds in Southern Africa and that this was testament of the Government's commitment to ensure that there is a functional Road Fund.

He highlighted that the anniversary was a reaffirmation of the shared commitment to the future and a reminder that the sustainability of our road networks and the growth of our economies depended on continued regional cooperation, innovation and sound management of resources. He then thanked Lesotho Road Fund for its active participation and leadership within ASAFG that enriches the collective efforts to strengthen the institutional and financial foundations of Road Funds across Southern Africa.

3. ATTENDANCE

The following Chief Executive Officers participated in the meeting:

1. **Angola:** Mrs. Ana Costa
2. **Lesotho:** Mrs. "Matšepang Sekhokoane
3. **Malawi:** Mr. Stewart Malata – ASAFG Chairperson
4. **Namibia:** Mr. Ali Ipinge
5. **Zambia:** Mr. Daniel Mtonga
6. **Zimbabwe:** Mr. Nkosinathi Ncube

Also attending were Road Funds members as follows:

1. **Angola:** Mr. Ailton Silva - Finance Manager
Mr Miguel Catraio - Finance Administrator
Mr Francisco Júnior - Engineer
2. **Madagascar:** Ms. Tiana Harisoa Olga Razafiniaina - Technical Director
Ms. Solo Fiononana Razanamavo - Finance Director
Mr. Zarnelson Andrian Jafiniaina - Legal Affairs Director
3. **Malawi:** Mr. Francis Haiya – Director of Audit
Mrs. Faridah Iman Chinkhandwe – Management Accountant



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



4. **Mozambique:** Mr. Francisco Alvaro - Head of Planning and Cooperation
Mrs. Irene Langa Simões - Executive Administrator
Mr. Moises Nunes Chico - Delegate for Inhambane Province
Mrs. Zaida Siquela – Head of Treasury

5. **Namibia:** Mr. Elton !Gaoseb - Executive: PMPA

6. **Zambia:** Mr. Noel Nkoma – Board Chairperson
Mr. Alphonsius Hamachila - Public Relations Manager
Mr. Alinani Simukonda - Technical Assistant to the CEO

7. **Zimbabwe:** Eng. Moses Chigonyati – Technical Director
Eng. Wishes Mauwa – Regional Engineer (North)

8. **Eswatini:** Mr. Sidumo Dlamini – Board member
Ms. Nelisiwe Mahlalela – Interim Chief Executive Officer

9. **Lesotho:** Mrs. Phumla Moleko - Head of Corporate Communications
Mr. Seth Polaki - Head of Engineering
Mrs. Mphaphathi Ramanyalane - Head of Finance
Ms. 'Mafako Lepholisla - Head of HR and Administration
Mr. Khotso Mohale - Head of ICT
Mr. Phoka Thene - Head of Legal, Risk and Compliance
Mr. Tšeliso Mokanyana - Civil Engineering Manager
Mr. Khatho Mohlomi - Financial Accounting Manager
Mr. Leštooa Mokonyana - Revenue Accounting Manager
Mr. Pakalitha Makometsane - ICT Manager

There were no apologies.

4. OPENING SESSION

4.1 WELCOME REMARKS BY LESOTHO ROAD FUND CHIEF EXECUTIVE OFFICER

The Lesotho Road Fund CEO, Mrs 'Matšepang Sekhokoane, welcomed all delegates to the ASAFG Meeting and expressed appreciation for their participation. She emphasised that roads are key drivers of economic growth and regional integration, noting that sustainable and transparent maintenance is the greater challenge beyond construction.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



She highlighted the critical role of Road Funds in ensuring reliable financing while acknowledging rising costs and climate pressures that demand innovation and collaboration. She concluded by urging members to exercise ARMFA's core values of solidarity, sustainability, transparency, and excellence, and to work together to deliver greater value through effective road maintenance.

4.2 OPENING REMARKS BY THE ASAFG CHAIRPERSON AND MALAWI ROADS FUND ADMINISTRATION CHIEF EXECUTIVE OFFICER

The ASAFG Chairperson and CEO of Roads Fund Administration Malawi, Mr. Stewart Malata, warmly welcomed all delegates and extended a special acknowledgment to members of Eswatini Roads Authority who were attending an ASAFG meeting for the first time, underscoring the importance of inclusivity and continuity within the Focal Group. He encouraged Eswatini to join ASAFG and emphasised that all ASAFG members started the same way as them.

He expressed sincere appreciation to the Government of Lesotho and the Lesotho Road Fund for their generous hospitality and commended the relevance of the meeting's theme. He highlighted that the theme strongly resonates with the core mandate of Road Funds, which is to continuously evolve in order to ensure sustainable financing for road infrastructure. He stressed that innovation, good governance, and forward-looking financing mechanisms are essential for the future of road maintenance in the Southern Africa region.

4.3 VOTE OF THANKS BY ASAFG VICE CHAIRPERSON AND ANGOLA FROE CHIEF EXECUTIVE OFFICER

Delivering her vote of thanks, the ASAFG Vice Chairperson and Angola FROE Chief Executive Officer, Ms Ana Costa expressed her sincere appreciation to the Government of Lesotho for the warm and gracious welcome extended to all delegates. She commended the hosts for inviting ASAFG members to their 30th anniversary celebrations and for the excellent organization of the meeting and for the generous hospitality shown throughout the event. She also highlighted her enjoyment of the cultural celebrations and traditional performances, describing them as a meaningful showcase of Lesotho's rich heritage and unity.

She encouraged all ASAFG members to remain forward-looking and committed to strengthening collaboration within the focal group. She emphasized the importance of preparing for future challenges and opportunities in the road sector. She concluded by



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



thanking all delegates for their participation and continued dedication to ASAFG's objectives.

5.0 ASAFG MEETING IN PROGRESS

5.1 REVIEW OF THE MEETING PROGRAMME

Mr. Ali Ipinge, the Chief Executive Officer of Roads Fund Administration Namibia proposed a discussion of the ASAFG candidate country for ARMFA Second Vice Presidency while deliberating on ARMFA issues on the programme. The proposal was accepted and the revised programme was adopted.

5.2 SYMBOLIC HANDOVER OF ASAFG REIGNS

The Chief Executive Officer of Zimbabwe National Road Administration (ZINARA) , Mr Nkosinathi Ncube, presided over the symbolic handover of ASAFG reigns where Malawi handed over the Vice Chairmanship to Angola and Lesotho handed over the Chairmanship to Malawi. The election of Malawi and Angola as the new Chairperson and Vice Chairperson, respectively, had taken place in Antananarivo, Madagascar in April 2025.



Pic 2: The Outgoing ASAFG Chairperson (Mrs. 'Matšepang Sekhokoane) with Incoming Chairperson (Mr. Stewart Malata) and Vice Chairperson (Ms. Ana Costa)



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



He explained that leadership transitions symbolize institutional continuity and shared responsibility. He thanked Lesotho as the outgoing Chairperson and acknowledged Malawi as the outgoing Vice Chairperson for their contribution during their tenure of office. He congratulated Angola on assuming the Vice Chairpersonship and wished both the outgoing and incoming leadership success. He also thanked the entire ASAFG membership for the continued support and lots of work each country put in the matters of the focal group.

5.3 ADOPTION OF MINUTES OF THE PREVIOUS MEETING

The minutes of the ASAFG meeting held on 14 to 16 April 2025 in Antananarivo, Madagascar confirmed as a true and accurate record of that meeting and were adopted.

5.4 MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

Matters arising on the minutes of the ASAFG meeting held on 14 to 16 April 2025 in Antananarivo, Madagascar were presented on a separate document and were discussed thoroughly therein.

5.5 PRESENTATION ON THE ASAFG 2024-2026 ACTION PLAN

The Chairperson of the ASAFG Technical Committee, Mr. Ailton Silva, presented the ASAFG 2024-2026 Action Plan. The plan was reviewed point by point to assess progress on the agreed action items. Members discussed in detail some activities in the Action Plan as follows:

5.5.1 The Action Plan – It was observed that some activities were similar but listed separately as different action points. Members agreed that similar activities be consolidated and that the Technical Committee should share with all members the revised Action Plan by 30 November 2025.

5.5.2 Thematic Areas – The Technical Team identified three thematic areas and nineteen sub-themes under them for exchange programmes. It was agreed that countries performing strongly in the identified areas should be identified so that other member countries can learn from their best practices and experiences.

5.5.3 Revitalising Comoro's Participation: The ASAFG Chairperson provided an update that Madagascar approached Comoros to become active again in ASAFG. Comoros indicated that they are undergoing reforms and that they should be given some time.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



5.5.4 Attracting New ASAFG Members: Lesotho had contacted Eswatini in September 2025. It was reported that Eswatini Roads Authority expressed interest in joining the ASAFG. It was further reported that Eswatini Roads Authority (ERA) has the Road Fund within the Authority. Two ERA representatives, the interim CEO and a board member, were present in the meeting in attendance. Mozambique and Malawi reported that there had been no contacts yet with Mauritius and Botswana, respectively. Namibia reported that it visited the South African National Roads Agency (SANRAL) to understand their structure and nothing conclusive regarding ASAFG membership was discussed.

5.5.5 ASAFG Dedicated Account: Namibia reported that for opening of a bank account in Namibia, ASAFG can use the ARMFA constitution. A special requirement will then be an ASAFG approved resolution to open a bank account in Namibia and details of the account signatories. The meeting therefore agreed that an ASAFG Dedicated Account be opened in Namibia and that the signatories of the account be (1) the ASAFG Chairperson, (2) the ASAFG Vice Chairperson and (3) Namibia, and that the specific countries will change every time ASAFG leadership changes.

5.5.6 ASAFG Information Portal: It was reported that Namibia developed a Portal where all valuable information shared during ASAFG meetings would be shared and be easily retrieved. The Portal is up and running and is being managed by the ASAFG Secretariat.

5.6 REPORT ON THE ARMFA EXECUTIVE COMMITTEE MEETING HELD ON 26 MAY 2025 IN NAIROBI, KENYA

The ASAFG Secretariat presented the highlights of the report of the meeting as follows:

- 1. ARMFA 2024 Audited Financial Statements:** The ARMFA Executive reviewed the 2024 ARMFA audited financial statements and approved them.
- 2. ARMFA Key Projects:** The ARMFA Executive noted eight key projects presented by the ARMFA Secretariat aimed at improving the governance, sustainability and visibility of Road Funds across Africa.
- 3. ARMFA Secretariat Recruitment Plan:** The ARMFA Secretariat presented a plan to recruit five key staff.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



4. **ARMFA Partnerships:** ARMFA formalised strategic collaborations with seven key partners to strengthen Road Funds governance, safety, financing and capacity building.
5. **The Upcoming ARMFA Annual General Meeting:** Due to Uganda's inability to host the upcoming ARMFA Annual General Assembly, Liberia was appointed as the host after expressing interest.

5.7 REPORT ON THE ARMFA EXTRAORDINARY GENERAL ASSEMBLY HELD ONLINE ON 7 JULY 2025

Members of ARMFA convened an extraordinary general assembly online on 7 July 2025 to consider and approve the ARMFA 2025 Budget which was ordinarily supposed to be reviewed and approved at the 2024 ARMFA Annual General Assembly that did not take place.

The extraordinary general assembly approved the 2025 ARMFA Budget whilst noting that its effective implementation will depend on the members clearing their contribution arrears that stood at US\$458,000 as of 17 June 2025.

5.8 REPORT ON THE ARMFA EXECUTIVE COMMITTEE MEETING AND SSATP/ARMFA WORKSHOP HELD ON 15 TO 18 SEPTEMBER 2025 IN NAIROBI, KENYA

The ASAFG Secretariat presented the highlights of the report of the meeting and workshop as follows:

1. **The Status of ARMFA Members' Contributions:** The ARMFA Executive called on members to make their contributions for the effective operation of the ASAFG Secretariat.
2. **ARMFA General Assembly in Liberia:** The ARMFA Executive was satisfied with the status of the preparations. This being an elective Annual General Assembly, the ARMFA Executive reminded focal groups to nominate their ARMFA Executive Committee designates in advance and not at the meeting in Liberia.
3. **ARMFA/SSATP Technical Workshop:** The ARMFA Executive was apprised of a Study of the African Road Funds to be done under the ARMFA/SSATP Partnership



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



financed by the European Commission and implemented by the Africa Transport Policy Program (SSATP) technical assistance team led by TYPASA under the SSATP's Fourth Development Plan (Pillar 4: Resilient Road Asset Management). The objective of the study is to build an evidence base for the next generation of capable, well-governed and climate-resilient Road Funds – supporting predictable financing, efficient execution and better service for road users. Some ARMFA member countries in all the four focal groups will be selected to participate in the survey.

5.9 COUNTRY PRESENTATIONS AND PANEL DISCUSSIONS

The panel discussions on the meeting's theme “**The Evolution and Impact of Road Funds in Southern Africa: The Past, Present and Future**” commenced with country presentations.

The panels discussions of the below four countries were moderated by Mr. Daniel Mtonga - Chief Executive Officer of Zambia National Road Fund Agency (NRFA).

1. Mozambique Fundo De Estradas
2. Zimbabwe ZINARA
3. Namibia RFA
4. Lesotho Road Fund



Pic 3: Presenters for Mozambique, Zimbabwe, Namibia and Lesotho during the first panel discussions moderated by Zambia



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



The second batch of panel discussions, which still commenced with country presentations under the same theme, were moderated by Ms. Mafako Lepholisa - Head of Human Resources and Administration of the Lesotho Road Fund.

1. Angola FROE
2. Zambia NRFA
3. Malawi RFA
4. Madagascar Fonds Routier



Pic 4: Presenters for Angola, Zambia, Malawi and Madagascar during the second panel discussions moderated by Lesotho

*Detailed presentations have been shared with members.

5.10 ASAFG PRESENTATION TO ARMFA ANNUAL GENERAL ASSEMBLY

The Chairperson of the ASAFG Technical Committee, Mr. Ailton Silva, made a presentation of the draft presentation ASAFG had made in preparation for the ARMFA Annual General Assembly on the assigned theme “**Road Maintenance in the Era of Electric Vehicles and Emerging Technologies: What Economic Model?**”.

Members discussed the draft presentation and made comments in the areas that required improvement including the adding of new slides on the e-mobility policy landscape for Africa and the electric vehicles distribution statistics for Africa.

The meeting agreed that the ASAFG presentation at the ARMFA Annual General Assembly will be made by Madagascar Fonds Routier Chief Executive Officer, Mr. Benitany Randimby or in his absence, Eng. Enock Masocha of Zimbabwe National Road Administration (ZINARA).



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



5.11 ELECTION OF ARMFA SECOND VICE CHAIRPERSON DESIGNATE

The ASAFG members were reminded that the ARMFA Annual General Assembly coming up in Liberia in November 2025 was an elective Annual General Assembly and that ASAFG needed to nominate a designate ARMFA Second Vice Chairperson from its membership.

Namibia nominated Mozambique, noting that it had previously served as ARMFA Treasurer. This was seconded by Zambia and Zimbabwe. The Chief Executive Officer of Mozambique Fundo de Estradas, Prof. Ângelo Macuácuá, was therefore elected as the ASAFG designate for the ARMFA Second Vice Chairperson at the ARMFA Annual General Assembly in Liberia in November 2025.

5.12 ANY OTHER BUSINESS

No matters were discussed under Any Other Business.

5.13 DATE AND VENUE OF NEXT ASAFG MEETING

The next meeting would be hosted by Mozambique Fundo de Estradas, FP in either March 2026 or April 2026, and Mozambique will confirm the actual dates in time.

5.14 CLOSING REMARKS BY LESOTHO ROAD FUND CHIEF EXECUTIVE OFFICER

The Lesotho Road Fund CEO, Mrs 'Matšepang Sekhokoane, expressed appreciation to all delegates for their presence, contributions and commitment to sustainable road infrastructure financing. She thanked them all for participating in the Lesotho Road Fund 30th anniversary celebrations which she said made the milestone even more significant.

She noted that the meeting was marked by meaningful dialogue, including reflections on the focal group's journey, the sharing of best practices, discussion of common challenges, and exploration of possible solutions in a spirit of collaboration.

In closing, she urged members to ensure that the meeting outcomes translate into tangible impact, encouraged continued cooperation, learning from one another, and supporting each other in advancing sustainable road maintenance financing, and wished delegates safe travels and continued success.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



5.15 CLOSING REMARKS BY THE ASAFG CHAIRPERSON AND MALAWI ROADS FUND ADMINISTRATION CHIEF EXECUTIVE OFFICER

The ASAFG Chairperson and CEO of Roads Fund Administration Malawi, Mr. Stewart Malata, respectfully thanked the Government of Lesotho for its commitment to the Lesotho Road Fund as demonstrated by the presence of the Right Honourable, the Prime Minister and several Ministers at the Lesotho Road Fund 30th Anniversary celebrations.

He thanked all ASAFG members for the good quality and forward-looking presentations and he requested the members to use the lessons learnt to demonstrate the relevance of Road Funds. He closed by appealing to all ASAFG members to embrace innovation, deepen our collaboration under ASAFG and ARMFA and to remain a solid and closely knit group in ARMFA.

6.0 SITE VISIT

The Lesotho Road Fund organised an excursion to Metolong Dam, followed by a tourism and closing event at Thaba-Bosiu which were attended by all members.



Pic 5: ASAFG members at Metolong Dam



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



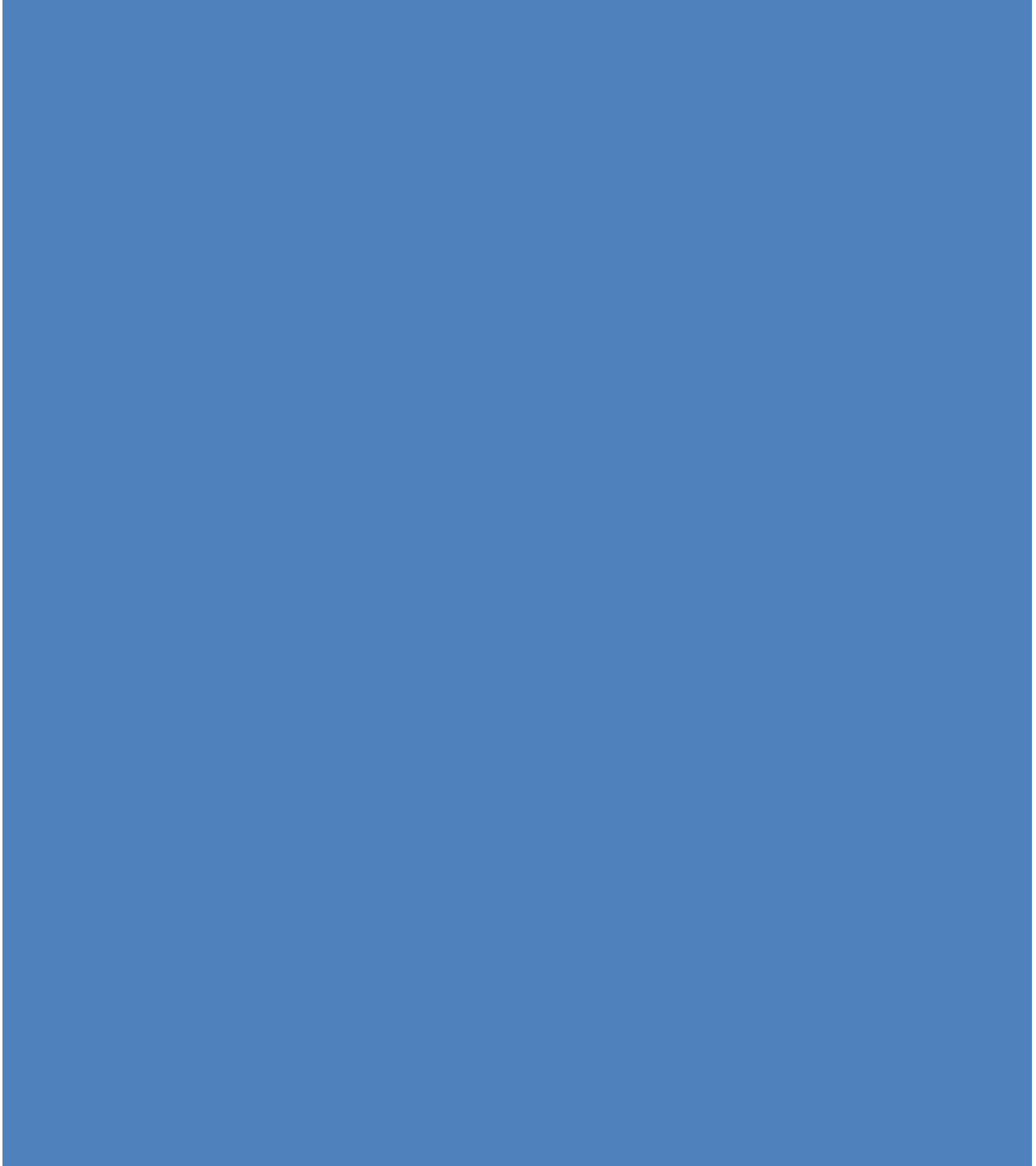
Pic 6: A cultural presentation by the Thaba-Bosiu Cultural Group



Pic 7: ASAFG members enjoying themselves at Thaba-Bosiu



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



MATTERS ARISING FROM ASAFG MEETING HELD IN MASERU, LESOTHO ON 14 TO 15 OCTOBER 2025

No.	DESCRIPTION	ACTION BY	STATUS
1.	<p>ASAFG 2024-2026 Action Plan</p> <p>Similar activities to be consolidated and a revised Action Plan to be shared with all members by 30 November 2025.</p>	ASAFG Technical Committee	The Committee met in March 2026. A revised Action Plan will be presented at the meeting.
2.	<p>ASAFG Thematic Areas</p> <p>Technical Committee to finalized the thematic areas by allocating countries to areas of their strength so that other countries can learn from them.</p>	ASAFG Technical Committee	The Committee met in March 2026. A report on country allocated themes is part of this meeting pack.
3.	<p>ASAFG Dedicated Account</p> <p>Namibia reported that for opening of an ASAFG bank account in Namibia, ASAFG can use the ARMFA constitution.</p>	ASAFG Secretariat	An ASAFG Resolution – one of the key requirements for the account opening – has been circulated for country approvals.
4.	<p>Attracting more members to ASAFG</p> <p>Eswatini Roads Authority (ERA) was present in the meeting in attendance. ERA expressed interest in joining the ASAFG.</p>	ASAFG Chairperson	ERA has been accepted into ARMFA, and registration processes are currently underway.
5.	<p>ASAFG Information Portal</p> <p>It was reported that the Portal was up and running, managed by the ASAFG Secretariat.</p>	ASAFG Secretariat	Technical Committee members of all member countries have access to the Portal.



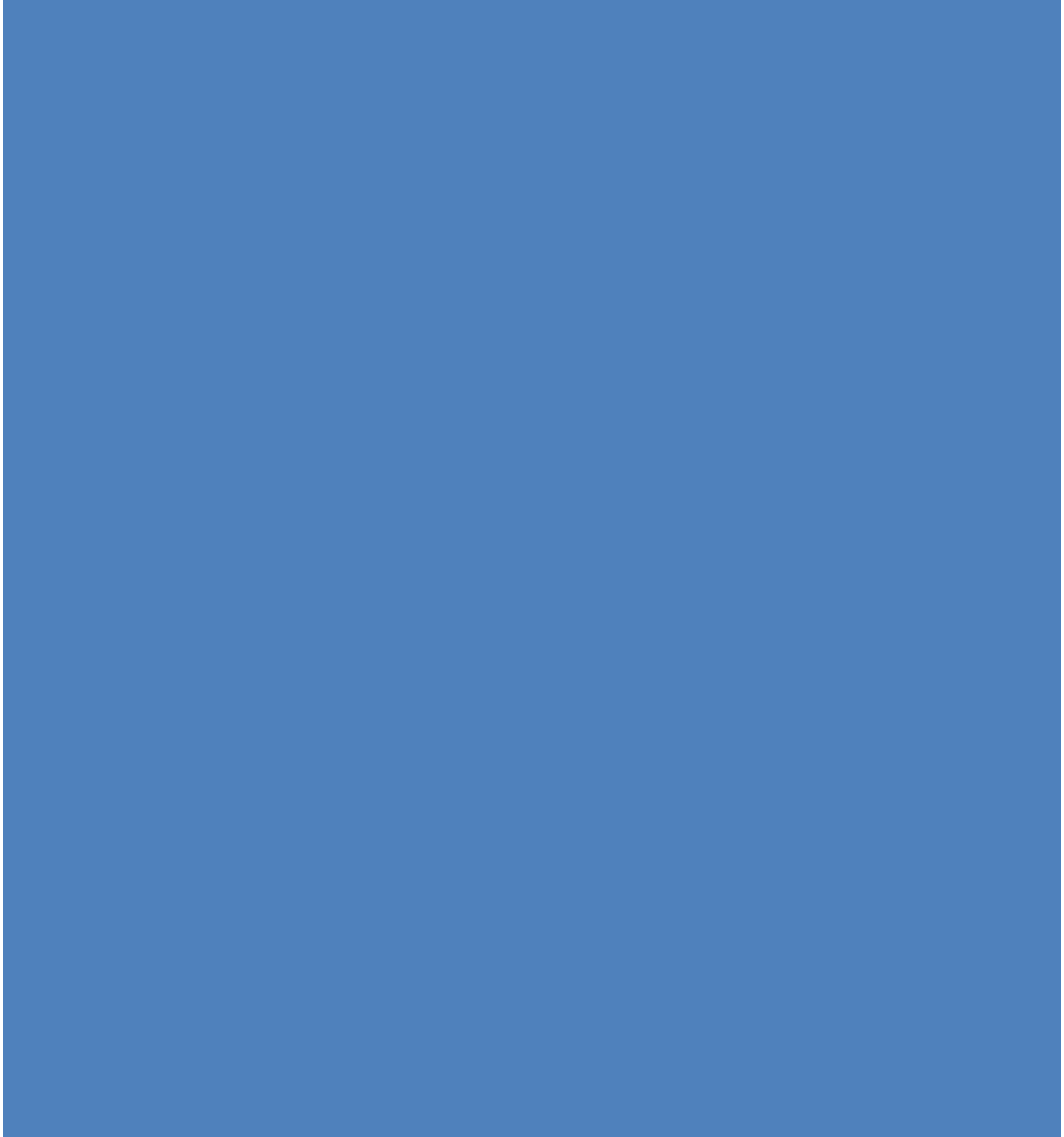
**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



No.	DESCRIPTION	ACTION BY	STATUS
6.	<p>ARMFA Subscription Fees</p> <p>Some members were yet to pay. All members were encouraged to process payments immediately.</p>	ASAFG Chairperson	All active ASAFG members had paid up their ARMFA subscriptions before the Annual General Assembly in Liberia in November 2025.
7.	<p>ARMFA Executive Committee Designate</p> <p>Focal groups were to nominate their ARMFA Executive Committee designates in advance.</p>	ASAFG Chairperson	Prof. Angelo Macuácuca was elected ARMFA's 2 nd Vice President for a 2-year term covering the period 2025-2027.
8.	<p>ARMFA/SSATP Study</p> <p>Some ARMFA member countries in all the four focal groups will be selected to participate in the survey.</p>	ASAFG Chairperson	From ASAFG, Malawi, Mozambique, Namibia and Zambia took part in the study whose results are expected in April 2026.
9.	<p>ASAFG Presentation to ARMFA Annual General Assembly</p> <p>ASAFG presentation was to be made by Madagascar Fonds Routier CEO, Mr. Benitany Randimby.</p>	ASAFG Chairperson	Mr. Benitany Randimby presented on behalf of ASAFG.
10.	<p>Date and Venue of the Next ASAFG meeting</p> <p>Mozambique offered to host the first ASAFG physical meeting of the year 2026 in March/April 2026.</p>	ASAFG Chairperson	The meeting is taking place from 13 to 16 April 2026.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



**REPORT OF THE AFRICAN ROAD MAINTENANCE FUNDS ASSOCIATION
(ARMFA) EXECUTIVE COMMITTEE MEETING
HELD ON 9 FEBRUARY 2026 IN
ARUSHA, TANZANIA**



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



1.0 INTRODUCTION

Members of the ARMFA Executive Committee convened in Arusha, Tanzania for their first ordinary meeting of 2026 on February 9, 2026.

The meeting was preceded by the official handover and installation ceremony of the new ARMFA Executive Committee.

2.0 KEY AGENDA ITEMS DISCUSSED

2.1 STRATEGIC DIRECTION OF THE NEW MANDATE

The 2025-2027 ARMFA mandate is structured around six (6) mutually reinforcing strategic axes, shaping all of ARMFA's actions and interventions. Each axis addresses specific challenges identified during the 2025 Annual General Meeting:

- a) **Governance and Institutional Structure:** Strengthening ARMFA's governance bodies, professionalizing the Executive Secretariat and improving planning, monitoring and reporting mechanisms to ensure effective and transparent management.
- b) **Financial Viability and Management:** Improving the collection of member contributions, significantly reducing arrears, diversifying financial resources and strengthening financial management to ensure a stable and predictable financial base.
- c) **Strategic Partnerships and Advocacy:** To position ARMFA as an essential reference player with the African Union, African governments and major technical and financial partners (AfDB, EU, SSATP, World Bank, green funds etc.).
- d) **Data, Digitalization and Innovation:** To develop high-performance digital tools, create a continental geospatial database and leverage the results of continental studies for data-driven and best practice-based fund management.
- e) **Training and Capacity Building:** To consolidate the (Academie AFERA Innov) training center and institutionalize high-level training and workshops for Road Fund managers and actors in the African road sector.
- f) **Communication and Visibility:** To strengthen institutional communication, intensify advocacy with key stakeholders and significantly increase ARMFA's visibility in continental media and forums.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



2.2 WORK PLAN 2026

The ARMFA Secretariat presented a costed work plan for the year 2026 with eight major activities - integrated into the 2026 budget as adopted at the 2025 ARMFA Annual General Meeting in Liberia (Planned Expenditure: **US\$416,060**).

Strategic Objective	Planned Activities	2026 Budget (US\$)
Strengthening the financial viability of ARMFA	Develop a communication and resource mobilization strategy; Develop a sustainable membership policy with members	65,000
Strengthening strategic partnerships	Identify strategic partners; Participating in international forums; Sign cooperation agreements	2,200
Building an effective structure	Recruit and train qualified staff; Implement modern management systems	159,360
Development and management of good knowledge	Create a database of best practices; Organize workshops for sharing experiences	62,000
Strengthen networking and information sharing	Launch an interactive digital platform; Organize quarterly webinars	88,800
Improve the financial viability of members	Strengthening financial management capabilities; Supporting the diversification of funding sources	13,900
Improve road conditions and coverage	Create a needs assessment; Supporting pilot projects; Integrate environmental standards	5,000



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



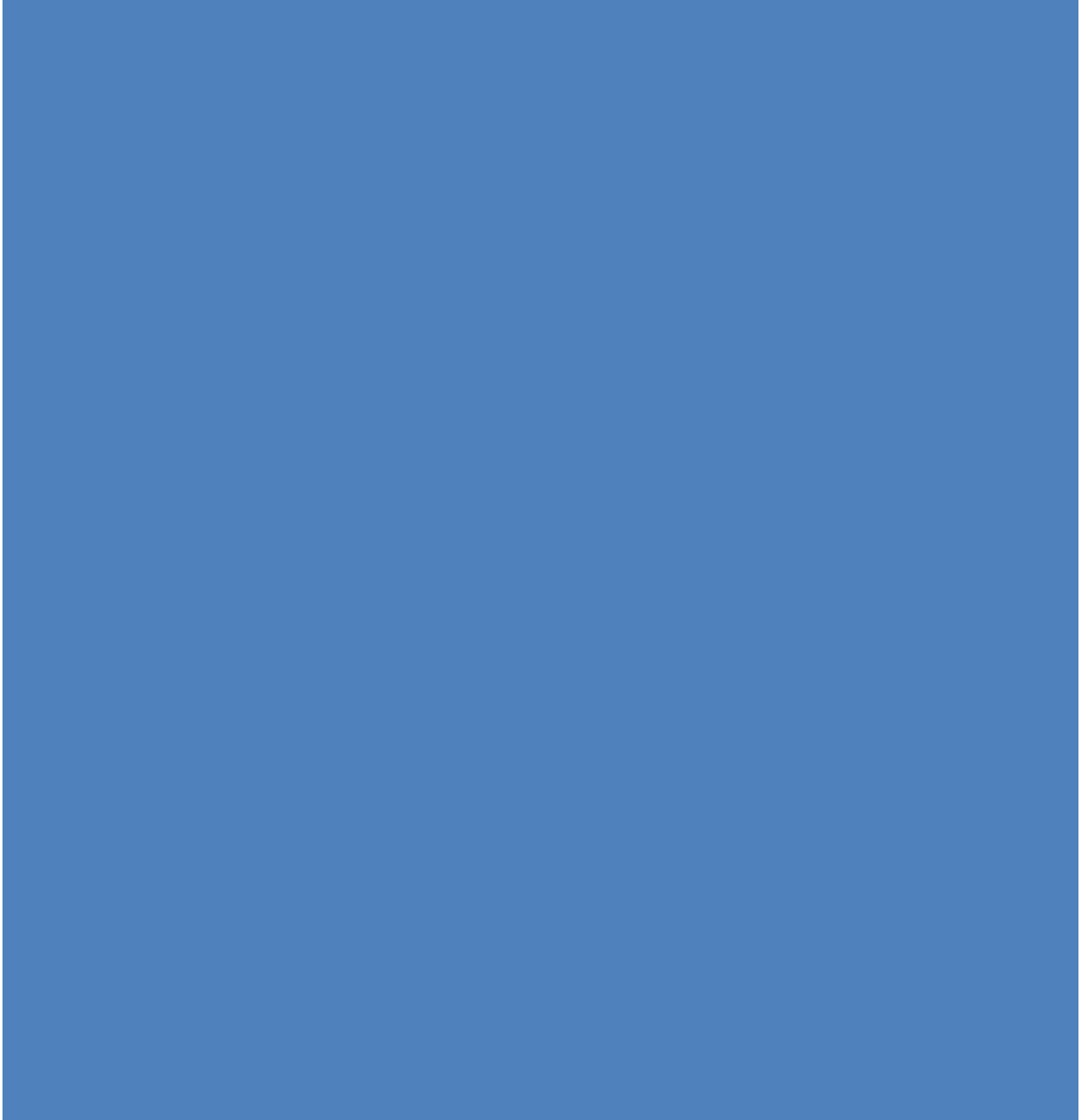
Strategic Objective	Planned Activities	2026 Budget (US\$)
Building an effective and efficient structure	Recruit and train qualified staff; Implement modern management systems	19,800

2.3 THE 2026 ANNUAL GENERAL MEETING

Rwanda confirmed ready to host the forthcoming ARMFA Annual General Assembly, tentatively scheduled for November 2026. The ARMFA Executive and Secretariat pledged their total support to Rwanda in the preparations for the meeting.



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**





**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



ASAFG THEMATIC AREAS SHARED AMONGST MEMBER COUNTRIES ON THE BASIS OF THEIR BEST PRACTICE EXPERIENCE

Thematic Area	Sub-Themes	Countries to Learn From
Innovative Road Financing Mechanisms	Tolling	Zambia Mozambique Zimbabwe
	PPPs for sustainable road development. Examining successful PPP models.	Zambia Zimbabwe Mozambique
	Special Purpose Vehicles. Private sector investment in road infrastructure development.	Mozambique
	Road Fund bonds	Malawi
	Mass-Distance road user charges	Namibia
	Debt sustainability in the road sector	Zambia Namibia
	Contributions of institutions like DBSA, AfDB and World Bank towards roads financing.	Zambia Namibia
Efficiencies in Project Management and Contract Administration	Experience in performance-based contracts	Zambia Mozambique
	Monitoring and evaluation for value for money	Zambia Zimbabwe
	Experience in low volume sealed roads	Namibia Zimbabwe Mozambique
	Relationships with Road Agencies	Namibia Zimbabwe
	Climate change resilience. Resilient road asset systems.	Mozambique Lesotho



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**



Thematic Area	Sub-Themes	Countries to Learn From
Other Crosscutting Issues	Overload/Axle Load Control and Weighbridge programmes	Namibia Zambia Zimbabwe
	Using Intelligent Transport Systems and ICT systems. Leveraging technology for cost effective road financing.	Zambia Namibia
	Actions for Road Safety	Zambia Namibia
	Legal and governance support to new members	Zambia Namibia
	Regional integration and cross border roads financing	Zambia Mozambique Malawi Namibia Angola
	Institutional arrangements on transition to third generation Road Funds	Zambia Namibia



**ASAFG ORDINARY MEETING
SÃO MARTINHO HOTEL
BILENE, MOZAMBIQUE
13 TO 16 APRIL 2026**

