

2024 ANNUAL REPORT



May 2025
Abidjan, Côte d'Ivoire

African Legal Support Facility
Immeuble CCIA, Plateau 01 B.P. 1387
Abidjan, Côte d'Ivoire

Tel: +225 272026 3596
Email: alsf@afdb.org

Contents

List of Acronyms and Abbreviations	5
The African Legal Support Facility at a Glance	6
Management Board Members	8
Management of the ALSF	9
Message from the Interim Chairperson of the Governing Council	10
Message from the Director	11
Executive Summary	12
Chapter 1 Understanding the Work of the ALSF	16
Chapter 2 Enhancing African Legal and Technical Capacities	22
Chapter 3 Institutional Development and Corporate Management	36
Chapter 4 Collaboration, Partnerships Building and Outreach	42
Chapter 5 Financial Status	46
Chapter 6 Governing Council, Management Board, Goodwill Ambassador, Director, and Staff	50
Chapter 7 Risks and Challenges in 2024	56
Chapter 8 Looking Ahead	58
Annex I ALSF Results Framework	60
Annex II Historical Overview of the ALSF Operations	66
Annex III Summary of the ALSF's Strategic Partnerships	67
Annex IV Update on Membership of the ALSF, 31 December 2024	70
Annex V Composition of Governing Council and Management Board Members	72
Annex VI ALSF Organizational Structure 2024	76
Annex VII Selected Publications	77
Annex VIII Current Financing Partners	78



List of Acronyms and Abbreviations

AfDB	African Development Bank	MB	Management Board
ADF	African Development Fund	MEL	Monitoring, Evaluation, and Learning
AFD	Agence française de développement	MIS	Management Information System
ALSF	African Legal Support Facility	MTS	Medium Term Strategy 2023-2027
AMLA	Africa Mining Legislation Atlas	OHADA	Organization for the Harmonization of Business Law in Africa
BADEA	Arab Bank for Economic Development in Africa	PEF	Private Entity Funding
BOAD	West African Development Bank	PPP	Public Private Partnerships
EC	European Commission	RAAA	Rapid Assessment and Assistance Allocation
ECNR	African Natural Resources Centre	RMCs	Regional Member Countries
ESG	Environment, Social and (Good) Governance	SADC	Southern African Development Community
GC	Governing Council	SDGs	Sustainable Development Goals
GIF	Global Infrastructure Facility	SOAS	The School of Oriental and African Studies, University of London
HIPC	Highly Indebted Poor Countries	TDB	Eastern and Southern African Trade Development Bank
ICON	ICON-INSTITUTE Public Sector GmbH	TSF	Transition Support Facility
ICSID	International Centre for Settlement of Investment Disputes	UNECA	United Nations Economic Commission for Africa
IFFs	Illicit Financial Flows	USAID	United States Agency for International Development
IsDB	Islamic Development Bank	USD	United States Dollars
KfW	Kreditanstalt für Wiederaufbau		
LSE	London School of Economics and Political Science		

The African Legal Support Facility at a Glance¹

Established

2008

Commenced Operations

2010

Main Office

Abidjan, Côte d'Ivoire

Regional Offices

Nairobi, Kenya and Pretoria, South Africa

Members 53 States & 8 International Organizations

61

Ratified Members

32

Number of countries with ALSF projects

52

Number of approvals, 2024

48

Total Number of Cumulative Approvals, 2010–2024

481

Total Cumulative Donor Contributions Received, 2010–2024 (USD)

149.2 million USD

Total Cumulative Approvals, 2010–2024 (USD)

164.8 million USD

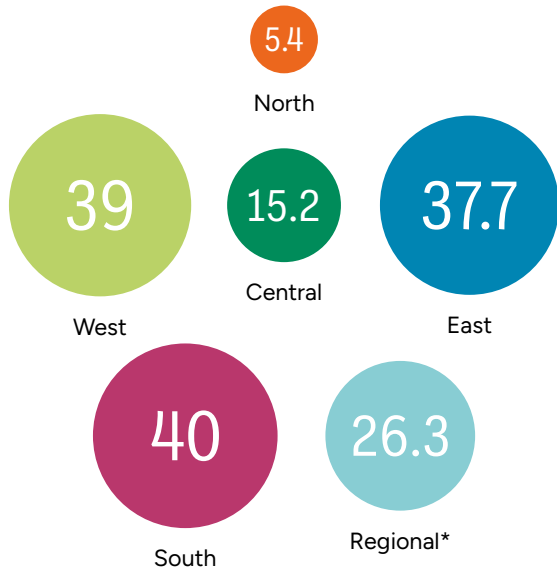


¹ All figures are as at 31 December 2024.

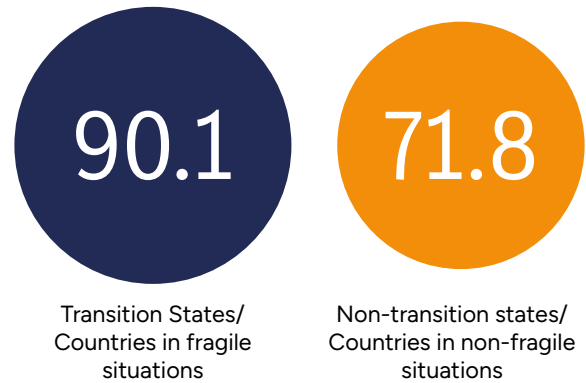
Total Cumulative Approvals by sector, 2010–2024



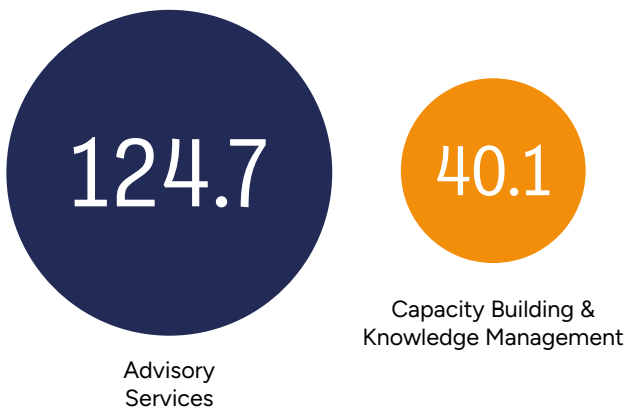
Total Cumulative Approvals by Region, 2010–2024
USD, millions



Total Cumulative Approvals by fragility, 2010–2024
USD, millions



Total Cumulative Approvals by Activity, 2010–2024
USD, millions



Total Cumulative Disbursements, 2010–2024
USD, millions



Disbursements by Activity, 2024
USD, millions



*Approval Means: a formal decision by the Management Board or the Director, following the implementation of a formal process, as provided for in the ALSF Operational guidelines. This includes a new project and supplementary support for an existing project or a change in the scope of work of a specific project.
**Disbursement means: the payment made to service providers, including legal counsel, for the implementation of projects.

Management Board Members



Mrs. Manisha Dookhony
Chairperson



Mrs. Pippa Tubman Armerding
Member



Dr. Roland Amoussou-Guenou
Member



Dr. Felister Saliku Kivisi
Member



Prof. Dr. Christoph Kohlmeyer
Member



Mr. Setounkpatin Olivier Pognon
Director and CEO
& Ex-Officio Member

Management of the ALSF



Mr. Setounkpatin Olivier Pognon
Director



Mr. Charles Afeku
Acting Manager Front Office
Division



Mrs. Mukazi Kayitenkore
Acting Manager Corporate Affairs
Division



Ms. Maude Vallée
Manager Operations Division



Mr. Gadi Taj Ndahumba
Head, Advisory Services Unit



Mrs. Nnewuoghor Okhai-Akhigbe
Head, Capacity Building Unit



Message from the Interim Chairperson of the Governing Council



As the Interim Chairperson of the African Legal Support Facility (ALSF), I am honoured to present this Annual Report for 2024. This has been a year of significant progress and continuity. I took over this role in 2024, following the exemplary leadership of Mr. Stéphane Mousset, whose dedication and vision set a high standard for our ongoing mission.

This year was also significant because it marks the second full year of implementation of the Medium-Term Strategy for 2023-2027. I am proud to say that the work of the ALSF continues to have a meaningful impact across the African continent in line with its mandate. In this fast-evolving world, our commitment to providing essential legal and technical support to African nations remains unwavering.

Throughout the year, the ALSF has created deeper connections across Africa and beyond, particularly with those that have ratified the Agreement for the Establishment of the African Legal Support Facility and have therefore become full members of our organization. These are: São Tomé e Príncipe and Côte d'Ivoire, where our Head Office is located. We were also delighted to welcome the Eastern and Southern African Trade and Development Bank, as our newest organizational member. These milestones reflect a growing recognition of our mission, especially that of strengthening legal capacities, thus ensuring that our Regional Member Countries (RMCs) can effectively navigate both the opportunities and challenges that they may face.

The ALSF has also increased its active involvement in emerging sectors such as sovereign finance, while maintaining a solid pipeline of projects in its traditional areas of support to African governments, such as Public Private Partnerships (PPPs), Energy, and Minerals and Natural Resources.

Overall, 2024 has been a remarkable year for the ALSF. The tangible outcomes of our work not only address immediate legal needs but also lay the groundwork for sustainable future development. I am confident that our efforts will continue to be impactful for many years to come. As you read this report, I hope you find inspiration in the stories of progress and success that illustrate the ALSF's vital role in fostering a brighter future for Africa.

I would like to express my heartfelt gratitude to everyone who has played a vital role in our collaborative efforts, including our esteemed development partners and member countries for their steadfast support, as well as our dedicated staff. Together, we will continue to overcome challenges, accelerate progress, and achieve remarkable outcomes.

Mamadou Saïdou Camara
Interim Chairperson of the Governing Council



Message from the Director



As we reflect on yet another remarkable year at the African Legal Support Facility (ALSF), I am proud to lead an organization that continues to assert its relevance and expertise in a fast-evolving geopolitical landscape. Our mandate remains unique, providing invaluable support as a trusted legal advisor to African governments, in navigating complex commercial terrains.

This past year, the ALSF has not only reinforced its role but has also expanded into emerging sectors with notable success. Our engagement in the Energy sector, saw a significant increase; rising from 22% of our operations in 2023, to a staggering 49% in 2024. The ALSF has also been heavily engaged in the area of sovereign finance, particularly in sovereign funds, highlighting our commitment to adapting and responding to the changing needs of our member countries. Additionally, our involvement in clean energy initiatives, transformative public-private partnerships (PPPs), and carbon markets, underscores our proactive approach in driving sustainable development across the continent.

The ALSF has also increased its visibility on the global stage. The last year saw us participating in key events such as the G20 discussions on global financial architecture reform in Brazil, the annual Paris Club meeting, and the ADF 16 mid-term review. Such engagements are critical, allowing us to address emerging challenges and align our strategies with contemporary issues.

Moreover, we are excited about the operationalization of our Panel B of law firms, which consists of firms registered on the continent. The involvement of these law practitioners in providing advice to regional member countries (RMCs), is a reaffirmation of the ALSF's commitment to fostering a strong legal ecosystem rooted in Africa.

Indeed, this collaborative approach underlines our belief that local expertise is paramount to achieving sustainable and impactful outcomes across the continent.

Our vision for the ALSF is ambitious. Looking ahead, we aim to improve our ability to deliver high quality advisory services and capacity building initiatives at scale, through comprehensive programs that empower governments to navigate complex commercial transactions effectively. Continued qualitative engagement with RMCs will be essential as we seek to understand emerging challenges, which in turn will enable us to serve them better.

Additionally, we recognize the need to place the ALSF on the path of long-term financial viability that will ensure the decisive delivery of its mandate. We will be engaging all our stakeholders in a constructive dialogue with a view to providing our organisation with the tools it requires to enhance its impact. Finally, as we acknowledge the spectacular growth of the ALSF since its inception, together with our governing bodies we will aim to initiate a reflection on governance reforms necessary to adapt to our expanding role and responsibilities.

I am immensely grateful for the unwavering dedication of our highly capable ALSF team, and support from our esteemed partners—particularly the African Development Bank—and the African governments we serve. Your commitment, trust and encouragements are invaluable as we strive to create a level playing field that fosters fairness, trust, and increased foreign direct investment in Africa.

Together, let us continue to shape an inclusive and prosperous future for our continent.

Setounkpatin Olivier POGNON,
Director

Executive Summary



The 2024 Annual Report emphasizes the interventions made in the ALSF's priority operational areas and outlines the development impact of these operations. Additionally, the report presents an overview of corporate management activities, including the governance of the ALSF. It highlights the activities, oversight functions, and strategic responsibilities undertaken by the ALSF Management, Management Board, and Governing Council throughout the year.



▶ Operational Activities

The ALSF Operations: By the end of 2024, the ALSF had **48** approvals, totaling **USD 18.1 million**. The allocation of these projects across various sectors is as follows: 49% in Energy, 8% in Extractives and Natural Resources, 20% in Infrastructure Public-Private Partnerships (PPPs), 17% in Sovereign Finance, and 6% in Multisector initiatives. These projects provided advisory support, capacity building, and knowledge management services pertaining to power purchase agreements, sovereign debt negotiations and restructuring, mining agreement negotiations, petroleum production sharing agreements, PPP and ancillary contracts, the development of model agreements, training for government officials and lawyers, and the updating of relevant knowledge databases. In total, the ALSF trained approximately **2,052** government lawyers and officials.

▶ Institutional Development and Corporate Management

Governance: By the end of December 2024, the ALSF conducted three (3) Governing Council meetings and six (6) Management Board meetings, during which key institutional policies and programs were approved. The MB reviewed and approved thirty-four project proposals. The Governing Council appointed Dr. Akere Muna as the ALSF Goodwill Ambassador for a non-renewable term of three (3) years. In this role, the Goodwill Ambassador actively promotes the ALSF and helps mobilize resources to make its services accessible to member countries. The Governing Council also appointed Mr. Mamadou Saïdou Camara as its Interim Chairperson and hosted an induction retreat for the new Board Member, Professor Dr. Christoph Kohlmeyer.

Membership: São Tomé e Príncipe and Côte d'Ivoire ratified the Agreement for the Establishment of the ALSF, making them full members. We are further pleased to report that, in March 2024, the Eastern and Southern African Trade and Development Bank (TDB) became a member organization of the ALSF.

Deployment of Human Capital and Talent: The ALSF continues to implement competitive processes to attract and retain top talent. The organization issued a Directive to introduce Contract Agent benefits, including health insurance, allowances for dependent spouses and children, and an End of Contract Gratuity. With the assistance of external consultants, ALSF also conducted a comprehensive review of its remuneration policy and performance appraisal system. To further develop internal capabilities, ALSF facilitated its first series of external training sessions in collaboration with the London School of Economics and Political Science (LSE).

In 2024, ALSF welcomed six (6) new staff members: five (5) in the Operations Division, and one (1) in the Corporate Affairs Division. These additions ensure that ALSF continues to respond effectively to the needs of RMCs. Three (3) employees departed from the ALSF during the same year.

► Strategic Activities Performance

Strategic Partnerships and Business Development

The ALSF has been actively expanding its network of partners, engaging with various multilateral and bilateral institutions including the African Development Bank (AfDB). The ALSF has participated in several conferences, training sessions, and webinars to strengthen relationships with stakeholders and member countries. Key events included the African Mining Indaba and the Africa Energy Forum, where the ALSF also co-organized discussions on topics such as clean hydrogen and sustainable finance. The ALSF also delivered the inaugural African Attorneys General Forum and the inaugural Africa PPP Units Forum and was involved in key meetings with the International Monetary Fund and the World Bank.

Resource Mobilization

In 2024, the ALSF engaged with both existing and potential financing partners, which included AfDB, the Arab Bank for Economic Development in Africa (BADEA), the Bill and Melinda Gates Foundation, and representatives from Brazil, Bill and Melinda Gates Foundation (BMGF), Canada, the European Commission (EC), France, the Agence française de développement (AFD), Germany, Italy, Japan, Luxembourg, the Multilateral Cooperation Centre for Development Finance (MCDF), the Netherlands, Norway, the Saudi Fund for Development, the United States of America, and the World Bank Group.

The ALSF secured a total of USD 10 million in funding, comprising USD 1.6 million from Germany, USD 1.5 million from the U.S. Embassy in Abidjan, USD 2.7 million from France, USD 2.5 million from the AFD, USD 1.1 million from BMGF and USD 0.6 million from contributions related to ALSF's support on the Republic of Guinea's arbitration proceedings.

Monitoring, Evaluation, and Learning (MEL)

The summative evaluation of the ALSF's medium-term strategy (MTS) 2018-2022 is underway, with independent evaluators conducting a documentary review and planning case studies and field visits. The ALSF has also engaged a firm to develop a more robust mechanism for integrating cross-cutting issues into its project cycle and collect performance data from 17 Project Closing Reports for learning. Additional activities include assessing risks for the ALSF Risk Management Framework, developing an annual outcome survey questionnaire, and conducting an evaluation mission to the Comoros to document successes and lessons learned.

Communication and Outreach

In 2024, the ALSF focused on communication efforts to enhance visibility and provide accurate information about its services. It gained 1,631 social media followers and attracted over 10,000 website visitors. The ALSF was featured in traditional media outlets such as the East African, Ecofin, Financial Afrik, and CNBC. Additionally, it produced and disseminated a well-received 2023 Annual Report and created a brochure for resource mobilization.

Information Technology (IT)

In 2024, ALSF IT Support enhanced operational efficiency by adequately addressing related issues promptly, leading to improved response and resolution times. New functionalities were added to the Management Information System (MIS), and security on digital platforms was strengthened. Additionally, better management of these platforms resulted in savings on subscription fees.



CHAPTER 1

Understanding the Work of the ALSF



The ALSF is an international organization established in 2008 by the Agreement for the Establishment of the ALSF. It is hosted by the African Development Bank (AfDB) Group, based in Abidjan, Côte d'Ivoire, and operates regional offices in Nairobi, Kenya, and Pretoria, South Africa. The ALSF provides high-quality legal advice and technical assistance to Regional Member Countries. To achieve this, the ALSF relies on a network of world-class law firms with both African and international expertise, as well as law firms licensed to operate in various African jurisdictions. Additionally, the Facility collaborates with global experts, both in Africa and beyond. The ALSF's team of in-house legal counsels and specialists ensures effective oversight and management of projects and provides further support as needed.

The ALSF was established in 2008 in response to the challenges faced by African countries, particularly Highly Indebted Poor Countries (HIPC)s, fragile states, and post-conflict nations, in managing aggressive and unyielding creditors, often referred to as vulture funds. This need for the Facility was initially proposed by African Ministers of Finance, during a board meeting at the United Nations Economic Commission for Africa (ECA) in June 2003. Furthermore, the Group of Eight acknowledged that lawsuits initiated by vulture funds against RMCs posed a significant threat to the debt relief arrangements established at the Gleneagles summit in 2005. Concurrently, the ECA supported the calls from Ministers of Finance for the swift establishment of a technical legal assistance facility to help countries address creditor litigation issues, particularly those aimed at preempting and avoiding lawsuits, as well as reforming national debt relief laws.

To date, cumulatively the ALSF has undertaken operations in more than fifty (50) African countries. The ALSF assisted these countries in the negotiation of fair and equitable contracts, as well as complex commercial transactions in the energy, extractives & natural resources, infrastructure PPPs and sovereign finance sectors, with a view to maximizing the benefits of these transactions. In addition to this, the ALSF develops, collects, and manages knowledge products as a way of building and transferring relevant legal knowledge to African government officials. The box below highlights the value proposition of the ALSF.



▶ The Value Proposition of the ALSF

Value for money

Efficient projects management, negotiated competitive rates of legal and/or technical/financial experts, reduced transaction costs, risks mitigation.

Agility

Rapid and efficient processes for responding to requests (e.g., expedited procedures to respond to urgent requests, Panel of pre-selected legal counsel, etc.), local knowledge and understanding of RMCs' needs.

Proximity

Located on the continent and hosted by the AfDB, which facilitates knowledge development and sharing, risks management, and leveraging resources.

Partnerships

Extensive strategic partnerships to enhance impact. (as seen in Annex III of this report).

Sustainability

Incorporation of cross-cutting issues and effective monitoring mechanisms ensure sustainability and impact.

▶ 1.1 About the African Legal Support Facility

Mandate

The goal of the Facility is to address the often-asymmetrical relationship that exists between the State and commercial entities. It does so by providing legal advisory services and capacity building, thereby enhancing legal and technical capacities of African States to negotiate fair and equitable transactions. The Facility also develops knowledge resources including for promoting sustainable debt and durable contracts. Through all its activities, the Facility aims to enhance legal capacity in the RMCs to support the sustainable development of the continent.

The ALSF Vision

Enhanced legal capacity for Africa's sustainable development.

The ALSF Mission Statement

To provide legal advice and capacity building to African countries on complex commercial transactions and related sovereign activities, through the implementation of high-quality projects, development and management of robust knowledge resources, effective use and promotion of digitalization, institutional strengthening, promotion of fair dispute resolution terms and mechanisms, and improved awareness of existing and emerging risks.

The ALSF Values

The ALSF is grounded on and fosters democratic values including – sovereignty, equity, good governance, rule of law, transparency, diversity and excellence.

▶ 1.2 The ALSF's Services

The primary objective of the ALSF is to enhance the legal capacities of African governments, enabling them to negotiate and execute fair and sustainable agreements that maximize economic benefits for their countries while safeguarding their sovereign rights. The ALSF accomplishes this through advisory services, capacity-building initiatives, and knowledge management activities.

1.2.1 Advisory Services

The ALSF supports African governments in enhancing their legal expertise and negotiating capabilities, particularly in the areas of natural resources and extractive industries, energy, sovereign finance, investment agreements, and public-private partnerships (PPPs) for infrastructure projects. This assistance extends to large-scale infrastructure and other complex commercial and business transactions, as well as sovereign finance transactions.

Through its Advisory Services pillar, the ALSF also provides African nations with specialized legal assistance for negotiating, settling, or litigating commercial creditor claims. The goal is to achieve sustainable contracts and favorable negotiation outcomes, thus preventing creditor litigation and alleviating debt distress in African countries.

1.2.2 Capacity Building and Knowledge Management Activities

The ALSF assists African countries in enhancing their legal capacities within key focus areas, including Energy, Natural Resources and Extractives, Infrastructure PPPs, and Sovereign Finance. The ALSF's capacity-building model emphasizes the effective transfer of knowledge and skill development for national lawyers, government officials, and civil servants. This is achieved through engagement in live transactions, as well as through workshops, conferences, and seminars. Additionally, the ALSF provides access to digital platforms and legal hotlines.

Furthermore, the ALSF is instrumental in developing, collecting, and managing knowledge products, which encompass academic and legal materials, model documents, and various transaction-facilitation tools such as template documents and model agreements. The facility also focuses on curriculum development, the publication of relevant materials, and the creation of training platforms.





Trusted Legal Advisor for African Governments

▶ 1.3 2024 Key Highlights



MARCH

- ▶ **São Tomé and Príncipe** ratified the ALSF Agreement.
- ▶ The **Goodwill Ambassador** was appointed
- ▶ The **Eastern and Southern African Trade and Development Bank (TDB)** acceded to the ALSF Agreement.



APRIL

The proposal for a Format for Validation of Board Resolutions was approved

The following projects were approved:

- ▶ **Zambia Debt:** Grant to support capacity building project for the benefit of the Republic of Zambia in the sovereign finance sector.
- ▶ **Ethiopia Affordable Housing:** Grant to support advisory services and capacity-building activities for the benefit of the Federal Democratic Republic of Ethiopia in the infrastructure Public Private Partnership (PPP) sector.
- ▶ **Eswatini Power I (Supplementary):** Supplementary Grant to support advisory services and capacity-building activities for the benefit of the Kingdom of Eswatini in the energy sector.
- ▶ **Zambia PPP:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Zambia in the infrastructure Public Private Partnership (PPP) sector.



MAY

The following projects were approved:

- ▶ **Angola Vuka 3:** Grant to support advisory services and capacity building activities for the benefit of the Republic of Angola in the energy sector.
- ▶ **Guinea Power:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Guinea in the energy sector.
- ▶ **Madagascar Sovereign Fund:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Madagascar in the sovereign finance sector.



JUNE

The following project was approved:

- ▶ **Malawi City Council:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Malawi in the infrastructure public private partnership (PPP) sector.



JULY

The following projects were approved:

- ▶ **AMLA Year 2024:** Grant to support knowledge generation and management and capacity-building activities within the African Mining Legislation Atlas (AMLA) project.
- ▶ **Sierra Leone Guma Valley Water Company:** Grant to support advisory services and capacity-

building activities for the benefit of the Republic of Sierra Leone in the infrastructure PPP sector.

- ▶ **Rwanda Waste Management:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Rwanda in the infrastructure PPP sector.
- ▶ **Rwanda Agaciro Development Fund II:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Rwanda in the sovereign finance sector.
- ▶ **APLA Year 2:** Grant to support the African Petroleum Legislation Atlas (APLA) platform, a free online one stop resource for Africa's petroleum legal framework and provide capacity building through training of African legal professionals in the use of the platform and on overall issues in petroleum law.
- ▶ **Chad Hydrocarbons:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Chad in the hydrocarbons sector.



AUGUST

A new organizational structure was approved for the ALSF.

The following projects were also approved:

- ▶ **Gambia Sovereign Debt III:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Gambia in the sovereign finance sector.
- ▶ **Benin Carbon Credit Framework:** Grant to support capacity-building

activities for the benefit of the Republic of Benin in the climate finance sector.

- ▶ **Desert to Power G5 Sahel - KOAFEC Funding:** Administration of funding from the KOAFEC Trust Fund for the Desert to Power Unified IPP Approach project pursuant to the request for assistance by G5 Sahel Countries towards advisory services and capacity building activities in the energy sector.
- ▶ **Liberia Sovereign Debt:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Liberia in the sovereign finance sector.



SEPTEMBER

The following projects were approved:

- ▶ **Burundi IPP:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Burundi in the energy sector.
- ▶ **Zambia Negotiations in the Power Sector** Supplementary Grant to support advisory services for the benefit of the Republic of Zambia in the energy sector.
- ▶ **Somalia Debt III:** Grant to support advisory services and capacity-building activities for the benefit of the Federal Republic of Somalia in the sovereign finance sector.
- ▶ **Kenya Energy:** Grant to support for capacity-building activities for the benefit of the Republic of Kenya in the energy sector.

- ▶ **Eastern Africa Power Pool:** Grant to support advisory services and capacity-building activities for the benefit of the Eastern Africa Power Pool in the energy sector.



OCTOBER

The following projects were also approved:

- ▶ **Mali OCLEI:** Grant to support capacity-building activities for the benefit of the Republic of Mali in the mining sector.
- ▶ **Benin Energy IV:** Grant to support capacity-building activities for the benefit of the Republic of Benin in the energy sector.



NOVEMBER

- ▶ Côte d'Ivoire ratified the ALSF Agreement.
- ▶ The **2025 Workplan and Budget** was approved by the Management Board.

The following projects were approved by the Board:

- ▶ **Mauritania Energy II:** Grant to support advisory services and capacity-building activities for the benefit of the Islamic Republic of Mauritania in the energy sector.
- ▶ **South African Power Pool – Regional Transmission Infrastructure Financing Facility (RTIFF):** Grant with a Contribution Commitment to support advisory services and capacity-building activities for the benefit of the South African Power Pool's Regional Transmission

Infrastructure Financing Facility in the energy sector.

- ▶ **ALSF Academy Update:** Grant to support updating capacity-building activities through the updating of courses in the ALSF Academy Capacity Building Portal.



DECEMBER

The Board approved the following projects:

- ▶ **Mauritius Biomass):** Supplementary Grant to support advisory services for the benefit of the Republic of Mauritius in the energy sector.
- ▶ **Kenya Bulk Water Supply:** Grant with Contribution Commitment to support advisory services and capacity building activities for the benefit of the Republic of Kenya in the infrastructure sector.

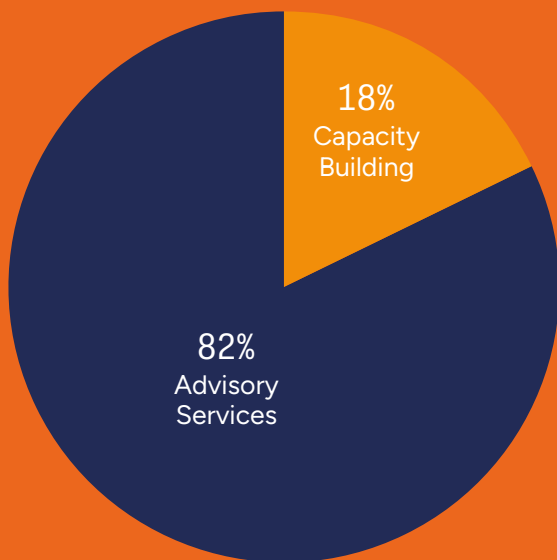
CHAPTER 2

Enhancing African Legal and Technical Capacities

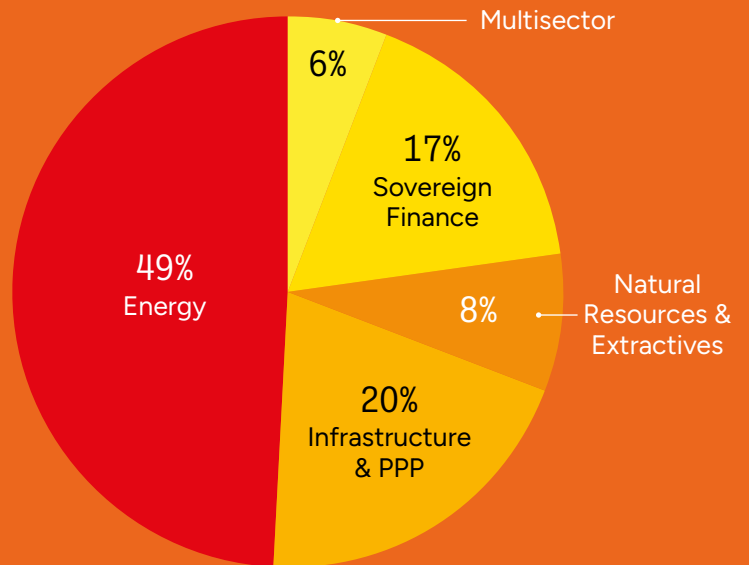


This chapter examines the operations of ALSF in 2024, focusing specifically on priority areas, sectors, sub-regions, and country categorization distribution. Additionally, it outlines the expected outcomes of ALSF interventions during the period.

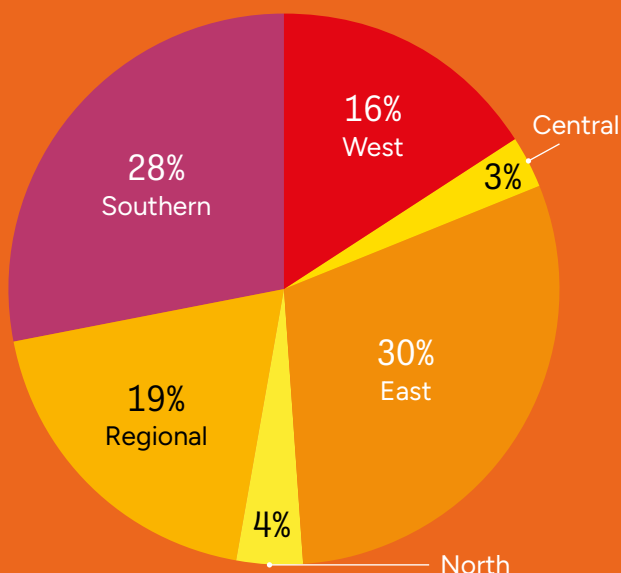
Operations by **Priority Areas**



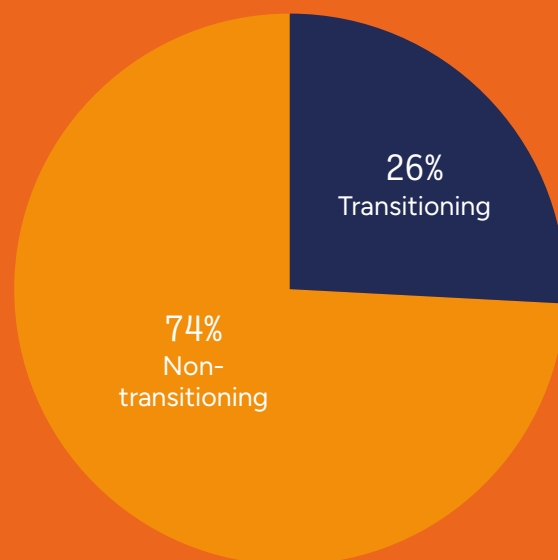
Operations by **Sector**



Operations by **Sub-Region**



Operations by **country categorization**












▶ 2.1 Overview ALSF Operations in 2024

By the end of 2024, the ALSF had **48** project approvals, totaling **USD 18.1 million**. The allocation of these projects across various sectors is as follows: 49% in Energy, 8% in Extractives and Natural Resources, 20% in Infrastructure PPPs, 17% in Sovereign Finance, and 6% in Multisector initiatives. These projects provided advisory support, capacity building, and knowledge management services pertaining to power purchase agreements, sovereign debt negotiations and restructuring, mining agreement negotiations, petroleum production sharing agreements, PPP and ancillary contracts, the development of model agreements, training for government officials and lawyers, and the updating of relevant knowledge databases. In total the ALSF trained approximately **2,052** government lawyers and officials. The graphs below illustrate the number of approvals made by the end of **December 2024**.



ALSF as a Knowledge Broker: In 2024, the ALSF produced various toolkits and publications. These included the:

-  AMLA Mineral Taxation Toolkit;
-  Rwanda Oil & Gas: Recommended Revisions to the National Upstream Petroleum Policy for Rwanda;
-  Liberia Oil: Petroleum Sector Negotiation Toolkit and Tender Protocol Documents for Liberia;
-  Botswana Power: PPA Toolkit (Model Agreement and Negotiation Guide) for Botswana;
-  Zimbabwe PPP: Model PPP Agreements for energy and road projects;
-  Kenya Infrastructure Project: Three (3) Toolkits – one each for health, road and water PPPs – including template RFP and RFQ and accompanying response packages, and model transaction documents;
-  CAR Sovereign Debt: Restructuring Plan for the country's sovereign debt, and Debt Management Plan for the government;
-  ECOWAS-ECREEE Energy: model PPAs for Battery Energy Storage Systems, and 2 Toolkits: one for trainers (including an Interconnection Agreement template, a template PPP concession agreement, a regulatory checklist, a PPA template and model sovereign guarantee); and one for trainees (including a template PPP concession agreement, a regulatory checklist, a PPA template and model sovereign guarantee); and
-  Burundi Extractives: Toolkit of model documents including Model Mining Agreement and Model Production Sharing Agreement.

The ALSF produced the second edition of its handbook on “Understanding Sovereign Debt: Options and



Opportunities for Africa”, as well as debt guides on the following topics:

- State Contingent Debt Instruments;
- Fiscal Policy and Management;
- Governance and Transparency;
- Debt Swaps;
- Key Considerations for Incurring Non-Traditional Debt;
- Pre-crisis and Crisis Management;
- Public – Private Partnerships – Legal & Institutional Frameworks in Africa; and
- Sustainability Financing.

The ALSF also published its second edition of “Understanding Power Project Finance”, as well as the third issue of the Lightbulb Journal, which aims to inspire African-rooted conversations about energy project development in Africa.

► Webinars and Capacity Building Events in 2024

Webinars and Trainings

Name	Date	Sector	Number of Participants
Women Led infrastructure: Innovative Financial Models for Sustainable and Resilient Projects (World Association of PPP Units & PPP Professionals Webinar)	17-19 April 2024	Infrastructure/PPP	120
Incorporating climate change considerations into large scale PPP projects	07-Jun-24	Infrastructure/PPP	27
Loan Negotiation and Restructuring in Distress Situations (AfDB Public Finance Management Academy for Africa)	11-Jun-24	Sovereign Finance	81
Legal Aspects on Debt Management (with MEFMI)	26-Mar-24	Sovereign Finance	45
Legal negotiation and building in resiliency and bond agreement examples (TCX/UNECA workshop on Local Currency and Capital Market Development for Central Bankers)	14-Jun-24	Sovereign Finance	80
The energy transition - What is fit for purpose for Sub Saharan Africa (Association of International Energy Negotiators Webinar)	20-Jun-24	Energy	65
Do African Countries have the required knowledge and capacity to structure, negotiate and manage mining contracts (National School of Government Webinar)	12-Jul-24	Extractives and Natural Resources	250
The Fundamentals of PPPs and Natural Resources Stewardship	17 – 19 Apr 24	Infrastructure/PPP	32
Understanding Debt for Nature Swaps: Galapagos Case Study	25-Apr-24	Sovereign Finance	43
Loan Negotiation and Restructuring in Distress Situations	04-Jul-24	Sovereign Finance	14
Implications of Sustainable Development Transformations for Communities, Workers and Suppliers in Mineral Rich Countries (CCSI MOOC)	09-Mar-24	Extractives and Natural Resources	15
Live Q&A session of the CCSI MOOC on Mining and Materials for Sustainable Development Transformations	07-May-24	Extractives and Natural Resources	17
How the ALSF can support Zambian lawyers (Law Association of Zambia Webinar)	24-Sep-24	Multisector	38
The role of petroleum regulation in decarbonisation (RELOP Lusophone webinar Series)	28-Nov-24	Extractives and Natural Resources	33

► Project Trainings

Name	Date	Sector	Number of Participants
Gambia Power	13 - 15 Feb 24	Energy	15
Zimbabwe PPP CB	29 Apr - 3 May 24	Infrastructure/PPP	35
Sao Tome Energy CB	12 - 16 May 24	Energy	17
Sierra Leone Power CB	8 - 10 Oct 24	Energy	23
ECOWAS-ECREEE Energy CB	28 Oct - 1 Nov 24	Energy	20
Zimbabwe Extractives CB	14 - 15 May 24	Extractives and Natural Resources	22
Burundi Extractives CB	18 - 20 Sep 24	Extractives and Natural Resources	30
Ethiopia Investment Holdings CB	18-22 Nov 24	Sovereign Finance	21
CAR Sovereign Debt CB	8-11 Oct 24	Sovereign Finance	41

► Panels and Other Events

Name	Date	Sector	Number of Participants
ALSF Launch: Public-Private Partnerships Legal and Institutional Frameworks in Africa - A Comparative Analysis	22-Feb-24	Infrastructure/PPP	120
Enabling investment in clean energy resources in Africa to transform the continent and achieve global climate ambitions (UNECA 56th Conference of African Ministers of Finance, Planning and Economic Development)	28 Feb - 5 March 2024	Energy	70
Balancing the Scales: Navigating Debt Sustainability in East African Banking (TDB and EIB 6th Annual East African Banking and Microfinance Forum)	14-Mar-24	Sovereign Finance	140
Creating an Enabling Environment for Green and Sustainable Project Financing (USTDA/AfDB Green and Sustainable Finance Workshop)	19-Mar-24	Energy	75
Unpacking Africa's potential to find solutions to energy gaps through south-south cooperation and policy and political commitment – Coalition for Sustainable Energy Access (9th Powering Africa Summit)	4 - 6 March 2024	Energy	60
Building Africa's Legal Capacity for Reform of the Global Financial Architecture (AfDB Annual Meetings)	28-May-24	Capacity Building	66
Evolution of Mining Industry Taxation towards a Bold New Future for African Mining (Mining Indaba 2024)	06-Feb-24	Extractives and Natural Resources	40
Enabling investment in clean energy resources in Africa to transform the continent and achieve global climate ambitions (Conference of African Ministers of Finance, Planning and Economic Development)	04-Mar-24	Energy	35

Name	Date	Sector	Number of Participants
Africa Peer Review Mechanism Retreat on the Operationalisation of the Africa Credit Rating Agency	27-28 Mar-24	Sovereign Finance	60
Africa Led Debate on Debt and Development Financing (G20 Brazil)	12-Jun-24	Sovereign Finance	15
Lawyers in the natural resources sector (Young Lawyers of Ivory Coast 40th Anniversary)	02-May-24	Extractives and Natural Resources	40
The role of private capital in African projects and how to create more bankable projects in the continent (Infrastructure Africa Business Forum)	16 -17- July-24	Infrastructure/PPP	35
The role of the ALSF in Global Law and Business (SADC Lawyers Association Conference)	30-Jul-24	Capacity Building	100
Forging Corporate Partnerships in Public Debt Management (SADC Lawyers Association Conference)	30-Jul-24	Sovereign Finance	20
Understanding Sovereign Finance Booksprint	18 - 22 Mar 24	Sovereign Finance	15
Interdisciplinary Sovereign Debt Research and Management Conference	28-Apr-24	Sovereign Finance	47
Navigating the New Normal in African Debt Management (IMF and World Bank Spring Meetings)	16-Apr-24	Sovereign Finance	130
Preparing for ASM growth in Africa through legal support (East and Southern African Regional Consultative Workshop towards and Artisanal and Small – Scale Mining Continental Strategy)	24-26 Apr 24	Extractives and Natural Resources	80
Role of the Lawyer in infrastructure projects in the form of public-private partnerships (Young Lawyers of Ivory Coast 40th Anniversary)	02-May-24	Infrastructure/PPP	40
Special panel for African PPPs (UNECE International PPP Forum)	08-May-24	Infrastructure/PPP	60
Attorneys General Roundtable Meeting	4-5 - Nov – 24	Multisector	27
Powering Future Together - Unlocking Regional Growth through Energy Integration (CEO Utility Forum)	22-May-24	Energy	45
General presentation highlighting the role of the ALSF and promoting its activities and services (Africa Sovereign Investors Forum)	11-Jun-24	Sovereign Finance	40
Is Bolstering Transmission the Key to Releasing Capital for Generation? (Africa Energy Forum)	26-Jun-24	Energy	45
Making Hydrogen Bankable: Investment Conditions & Off-Taker Agreements (Africa Energy Forum)	27-Jun-24	Energy	45
Legal and tax audits of mining and energy company acquisitions and mergers in Africa (African Mining and Energy Law Weekend)	10-May-24	Extractives and Natural Resources	35
Application of transfer pricing standards in intra-group transactions in the mining and energy sector (African Mining and Energy Law Weekend)	12-May-24	Extractives and Natural Resources	35

Name	Date	Sector	Number of Participants
Private Transmission: Is There a Future for Private Investment in Transmission in Africa (CEO Utility Forum)	21-May-24	Energy	45
DRM through transparency of, licenses, contracts and beneficial ownership (EITI Regional Anglophone & Lusophone Peer Exchange)	04-Sep-24	Extractives and Natural Resources	45
State participation and State-owned enterprises (SOEs) in the context of an evolving energy landscape (EITI Regional Anglophone & Lusophone Peer Exchange)	04-Sep-24	Extractives and Natural Resources	22
Just energy transition through equitable and transparent contracting (EITI Regional Anglophone & Lusophone Peer Exchange)	05-Sep-24	Extractives and Natural Resources	30
Legal frameworks for mining contracts and licensing (Multi-Stakeholder Dialogue on Strategies for effective adoption and domestication of African Mineral Governance Frameworks)	05-Nov-24	Extractives and Natural Resources	24
ALSF PPP Units Forum	17-18 Sept 24	Infrastructure/PPP	45
Inaugural Attorneys General Roundtable	4-5 Nov 2024	Multisector	39
Green growth in Africa - Investment Trends (East Africa International Arbitration Conference)	19-Sep-24	Extractives and Natural Resources	56
"Enhancing Infrastructure Development in Africa through PPPs"; "Transaction Advisory Support for Successful Project Development and Operation" (USTDA PPP for Infrastructure workshop)	02-Oct-24	Infrastructure/PPP	52
"Understanding Contract and Concessions – Bridging The Expectation Gap Between Private Capital and Public Sector" (USTDA PPP for Infrastructure workshop)	03-Oct-24	Infrastructure/PPP	52
Unlocking Bankability: De-risking African Power & Energy Projects (African Oil Week)	09-Oct-24	Extractives and Natural Resources	40
Accelerating Africa's Mineral Resources and Value Chains (Africa Oil Week)	10-Oct-24	Extractives and Natural Resources	40
Legal aspects of PARC/AMREC (West & Central Africa Regional PARC/AMREC/GMI Implementation and public sensitization workshop)	30-Oct-24	Extractives and Natural Resources	55
Sub-Sahara Africa Sovereign Debt Management – How Wide is the Gap? (ALSF & International Advisory & Dispute Resolution Unit Panel Discussion)	30-Oct-24	Sovereign Finance	50
Strengthening capacity for energy transition contracts: ALSF's support to African Governments (Norwegian Offshore Directorate Module Zero Seminar on Energy Transition)	05-Nov-24	Extractives and Natural Resources	55
Regional policy dialogue on Energy Transition Financing in African Oil, Gas and Mineral producing countries	05-Nov-24	Extractives and Natural Resources	45
Energy and climate seminar for Portuguese speaking countries	04-Nov-24	Extractives and Natural Resources	38

▶ 2.2 Areas of Special Emphasis

Key Cross-cutting issues: In 2024, the ALSF continued to integrate cross-cutting issues across its operations. These cross-cutting issues included Environment, Social and Governance (ESG) and gender equity. As such, the ALSF interventions in 2024 accounted for or facilitated the:

- enhancement of transparency and due process;
- improved coordination and collaboration among government agencies;
- prevention of corrupt practices;
- inclusion of women in ALSF training and capacity building programs;
- prevention of adverse impacts of projects on women and children;
- incorporation of environmental and social impact assessments and implementation of appropriate management plans; and
- prioritization of environmental and climate-friendly projects or measures.

Promoting Good Governance:

In alignment with the ALSF strategy, the institution places a strong emphasis on promoting good governance to support sustainable transactions. In 2024, specific ALSF interventions were directed toward developing more robust systems and tools to identify potential shortcomings in transparency, accountability, public participation, and anti-corruption efforts. These initiatives also focused on enhancing the implementation of appropriate mitigation measures to ensure the equitable conclusion of commercial and sovereign transactions that adhere to international governance standards. Furthermore, the ALSF has intensified its capacity-building efforts concerning governance issues related to sovereign commercial transactions. In December 2024, the ALSF signed an MoU with the AU & ECA High Level Panel on Illicit Financial Flows, led by President Thabo Mbeki. This partnership seeks to safeguard Africa's financial resources and strategically channel them toward the continent's development priorities.

Investment Treaties and Dispute Resolution Assistance:

In 2024, continuing the efforts of previous years, the ALSF advocated for the development and utilization of arbitration as a means of resolving commercial disputes in Africa. This included providing support to a regional member country engaged in an arbitration case against a commercial entity.

Supporting Transition States:

The ALSF adopts the AfDB's approach to fragility and thus structures its projects through a fragility lens to enhance outcomes. The ALSF utilizes the funds provided by the AfDB's Transition Support Facility wholly for funding projects in Transition States (as designated by the AfDB).

The ALSF supports Transition States in three main ways: (i) legal and technical assistance to support the negotiation of complex commercial contracts in the extractives & natural resource, energy, and infrastructure PPPs sectors; (ii) legal and technical support in sovereign debt management and creditor litigation; and (iii) training and capacity building in the foregoing areas.

The ALSF understands that Transition States have unique needs and therefore undertakes thorough due diligence and project preparation to ensure effectiveness of projects. This ensures that critical risks are identified – such as debt accumulation, illicit financial flows, regulatory, and default risks – and mitigated or appropriate advice is given on continuation or otherwise of the project. The ALSF also integrates cross-cutting solutions relating to good governance, gender equality, and environmental and social sustainability in its support to Transition States. The ALSF support to Transition States therefore enables such states to avoid concluding inequitable commercial agreements, as well as to build resilience and relevant capacities, and enhance their readiness for large-scale investment projects, including from the AfDB.

In 2016 and 2020, under the African Development Fund (“ADF”) programs, namely ADF-13 and ADF-15 respectively, the AfDB approved an equal allocation of UA 16 million, to support the Facility's efforts in addressing issues of fragility across the continent. In 2023, under the ADF-16, the ALSF was allocated UA 20 million.

► 2.3 Key Results in 2024

The section below presents the anticipated results at impact and outcome measurement levels of the ALSF interventions in 2024:

Key Performance Indicator for 2024


Anticipated results	Project level results	Contribution to AU Agenda 2063 Goals	Contribution to UN SDGs
Estimated savings and revenues for governments resulting from ALSF interventions: USD 15.5M	Kenya Bulk Water	Goal 1: A high standard of living, quality of life and well-being for all citizens.	
Amount of private sector investment generated in countries where ALSF is providing support: USD 110M	Sierra Leone Guma Valley Water		
Number of ALSF supported contract negotiations that achieve greater financial benefit for host countries (royalty rates, development fees, taxes): 29	Mauritania Energy: 2 Eswatini Power 1 Sierra Leone Guma: 1 Rwanda Waste Management: 2 Chad Hydrocarbon: 1 Rwanda Amahoro: 1 Burundi IPP: 7 Zambia Power Supplementary 2 Somali Debt III: 8 Comoros Extractives: 1 Guinea Power: 3	Goal 4: Transformed Economies and Job Creation	SDG 1: End poverty in all forms everywhere
Renewable and non-renewable energy generated by projects supported by the ALSF: 1839.5 MW	Angola Vuka III: 116.7 MW Guinea Power: 740 MW Burundi IPP: 557.8MW	Goal 10: World Class Infrastructure across Africa	SDG 7: Ensure access to affordable, reliable, and sustainable modern energy for all.
	Benin Energy: 425 MW		SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation/
Number of investments and projects with contractual provisions that align with ESG, climate sustainability, and debt sustainability standards: 8	Sierra Leone Guma: 1 Rwanda Waste Management: 2 Rwanda Amahoro: 1 Guinea Power: 3 Comoros Extractives: 1	Goal 4: Transformed Economies and Job Creation	SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable
Recommendations in accordance with international best practices provided to RMCs adopted per sector: 8	Energy: 1 PPP/ Infrastructure: 3 Extractives: 1 Sovereign Debt: 2	Goal 12: Capable institutions and transformed leadership in place at all levels	

Anticipated results	Project level results	Contribution to AU Agenda 2063 Goals	Contribution to UN SDGs
Laws and regulations modified as a result of ALSF legal support: 5	Algeria PPP Madagascar Sovereign Wealth Fund Eswatini Sovereign Wealth Fund Namibia SDG One Rwanda Agaciro		
Percentage of trained African lawyers and government officials reporting enhanced capacity in complex contract negotiation and related dispute resolution	90%	Goal 12: Capable institutions and transformed leadership in place at all levels	SDG 16: Inclusive societies, strong institutions, and equal access to justice
Number of legal professional/ government officials attaining certification through the ALSF digital platforms	91		
Number of contracts with specified and budgeted strategies to enhance gender, environment and rights of people living in areas where resources will be extracted or with respect to an infrastructure project	5	Goal 20: Africa takes full responsibility for financing her development	SDG 17: Partnerships for the Goals: Revitalize strong global partnerships for sustainable development
Countries with improved procurement system for complex tendering	7		

► Outputs

Result area	Indicator	Achieved
Output 1: Capacity building provided to African countries	Number of African legal professionals, private sector and government officials trained on negotiation of complex commercial transactions or commercial creditor litigations disaggregated by gender	2,052
	Number of requests from RMCs including fragile governments for support or follow-up support	37 (16 from fragile states)
Output 2: Knowledge products developed and disseminated	Number of legal knowledge products developed (model agreements, toolkits, etc.)	8
	Number of webinars and project training events organized by the ALSF for knowledge sharing,	45
	Number of users accessing ALSF online platforms	30370 : Website 21,533; LinkedIn 7668; Twitter:1013, Youtube:136)
Output 3: Improved performance of ALSF	Number of projects under the new financing agreement.	4
	Number of projects successfully implemented and closed	26
	Number of RMC who Contribute to the ALSF	2
	Number of projects where ALSF is providing support that promote generation of renewable energy	9
	Number of capacity building training that cover cross cutting issues	15

▶ 2.5 Notable Achievements in 2024

- 
Operational Achievements in 2024: Notable achievements of the ALSF operations in 2024, include:
- 
Guinea ICSID Arbitration: the ALSF received USD 0.61 million from Guinea. This amount is the result of the recovery of the supplementary grant awarded to the government, arising out of the ICSID Arbitration proceedings against BSG Resources.
- 
Infrastructure PPPs: the ALSF successfully assisted the Union of the Comoros in the resolution of a long-standing conflict with a private contractor in relation to an infrastructure project. The ALSF assisted the Union of the Comoros in the amicable settlement of a dispute with a private contractor which had filed a claim of a significant amount before the International Chamber of Commerce (ICC), Court of Arbitration in Paris. The support of the ALSF in relation to these complex negotiations led to an amicable settlement concluded in January 2024. As a result of the settlement, the private party's claim was significantly reduced, bringing the settlement amount to a sum affordable by the Government of the Union. As a consequence of this, the arbitration claim was withdrawn from the ICC Court.
- 
Sovereign Finance: Published "Understanding Sovereign Debt: Options and Opportunities for Africa (2nd Edition), which was formally launched at the IMF/World Bank Spring Meetings. Also successfully kicked off high profile debt restructurings for Central African Republic and Zimbabwe.
- 
Energy: Published the second edition of the "Understanding Power Project Finance" and the third issue of The Lightbulb Journal.
- 
CCSI Mining MOOC: Together with the Columbia Center on Sustainable Investments and Sustainable Development Goals (SDG) Academy, the ALSF developed and launched the Massive Open Online Course on "Mining and Materials for Sustainable Development Transformations".
- 
Trainings: Approximately 2,100 African professionals were trained in 45 events in 2024. This included 435 trained in PPP events, 564 trained in sovereign finance events, 502 trained in energy events, 512 trained in Extractives & Natural Resources events; and 39 trained in Multisector events.
- 
Completion of ALSF Academy Courses: The staff of the ALSF took pride in and advantage of the ALSF Academy, with courses being completed in all key sectors and 12 certificates being obtained by colleagues across the various Divisions of the ALSF.

BREAKFAST MEETING

08:30 AM
KENYATA CONFERENCE CENTER

RESIDE CHAT



MODERATOR
MS. MANISHA DOOKHONY
Chairperson, ALSF Management Board



MR. AKERE T. MUNA
ALSF EXECUTIVE DIRECTOR

AFRICA'S
CAPACITY
THE GLOBAL
INFRASTRUCTURE

ALSF



Testimonials from our Beneficiaries



We need the African Legal Support Facility to negotiate PPP contracts to avoid unforeseen liabilities. We worked with African Legal Support Facility to structure what we call the Government Implementation Agreement which supports investments in the private sector.

Hon. Mthuli Ncube
Minister of Finance and Investment Promotion
Zimbabwe



The African Legal Support Facility is very important in terms of the formation of human resources, the development of the whole legal framework of the country, and the sharing of best practices that we have in African countries and the world, allowing us to advance and improve actions.

Hon. Dr. Olavo Avelino Garcia Correia
Vice Prime Minister and Minister of Finance
Cape Verde



Faced with significant debt management challenges, the Central African Republic sought and obtained assistance from the African Legal Support Facility (ALSF), an institution renowned for its legal, technical, and financial expertise in providing advisory services to African countries on matters relating to debt management and restructuring.

To date, the assistance and collaboration provided by the ALSF have enabled: (i) a comprehensive review of the legal and institutional framework governing sovereign debt, including the identification of existing gaps and the formulation of concrete recommendations; and (ii) the organization of a training session in Bangui focused on debt management and restructuring, during which a preliminary debt restructuring plan was outlined. The Facility's support has also contributed to the development of a clearer, more robust, and resilient Medium-Term Debt Strategy (MTDS), designed to contain the growth

of public debt while ensuring sustainable economic financing.

We are highly satisfied with the outcomes of this collaboration, particularly the sovereign debt workshop held in Bangui in October 2024, which brought together approximately 40 officials from various departments engaged in public debt management. The workshop provided an invaluable capacity-building opportunity, featuring substantive sessions that equipped participants with legal and technical tools essential for effective debt management and the mitigation of over-indebtedness risks.

Thanks to the support provided by the ALSF, we are now better positioned to respond to debt-related challenges and to implement more effective and sustainable debt management strategies.

Mr. Sinclair Tendet
Director of Debt and State Portfolio
Central African Republic

CHAPTER 3

Institutional Development and Corporate Management



This chapter presents an overview of the policies and strategies that the ALSF has recently implemented to promote institutional efficiency and coherence. In 2024, the ALSF continued to build on its reform momentum, aiming to improve operational efficiency and responsiveness to client needs in a results-oriented manner.



Activities of the Institutional Organs:

By the end of 2024, the African Legal Support Facility had conducted three (3) Governing Council meetings and six (6) Management Board meetings to approve essential institutional policies and programs. Additionally, the MB reviewed and approved thirty-four (34) project proposals. The Governing Council appointed Dr. Akere Muna as the ALSF's Goodwill Ambassador for a non-renewable term of three (3) years. The Goodwill Ambassador plays a vital role in promoting the ALSF and helping to mobilize resources to make its services accessible to member

countries. The Governing Council also appointed Mr. Mamadou Saïdou Camara as its Interim Chairperson. By the end of 2024, the Management Board approved the ALSF's Work Plan and Budget for implementation in 2025. It also held an Induction Retreat for new Board Members.

Membership: São Tomé e Príncipe and Côte d'Ivoire ratified the Agreement for the Establishment of the African Legal Support Facility, officially becoming a full member. In March 2024, the Eastern and Southern African Trade and Development Bank joined the ALSF, becoming its newest member organization.

Development of Human Capital and Talent: The ALSF continues to implement competitive processes aimed at attracting and retaining top talent. It has issued a Directive that includes benefits for Contract Agents, such as health insurance, allowances for dependent spouses and children, and an End of Contract Gratuity. Additionally, the ALSF, with the assistance of external

consultants, has completed a thorough review of its remuneration policy and performance appraisal system. To further enhance internal capabilities, the ALSF facilitated its first round of external training in collaboration with the London School of Economics (LSE).

In 2024, the ALSF recruited six (6) new staff members: five (5) in the Operations Division, and (1) one in Corporate Affairs, ensuring the organization can efficiently respond to the needs of RMCs. Three (3) employees also departed from the ALSF during the year. **Table 5 presents the summary of the ALSF's human resources in 2024, as compared to 2023.**



► Table 5: Summary of ALSF’s Human Resources in 2024

Function	Contract Type	2023	2024	2024	
		Actual	Actual	At the End of 2024	
DIRECTOR’S OFFICE (STAFF)					
Director	REGULAR STAFF	1	1	1	
Executive Assistant		1	1	1	
Strategic Transition Manager					
Total Staff in Director’s office		2	2	2	
FRONT OFFICE DIVISION (STAFF)					
Division Manager- Front Office Division					
Senior Budget and Finance Officer		1	1	1	
Finance Assistant		1	1	1	
Total Staff in Front Office Division		2	2	2	
CORPORATE AFFAIRS DIVISION (STAFF)					
Division Manager-Corporate Affairs Division			1		
Chief Legal Counsel		1	1	1	
Administrative Assistant		1	1	1	
Total Staff Corporate Affairs Division		3	2	2	
OPERATIONS DIVISION (STAFF)					
Division Manager-Operations Division		1	1	1	
Chief Legal Counsel	1	1	1		
Principal Legal Counsel	1	1	1		
Secretary	2	2	2		
Total Staff Operations Division	5	5	5		
Sub-Total number of Staff		12	11	11	

FRONT OFFICE DIVISION			
Advisor to the Director		1	
Front Office Division - Acting Manager- Chief Legal Counsel		1	1
Senior Legal Counsel & Business Development Officer		1	1
Senior Financial Management & Reporting Officer		1	1
Monitoring and Evaluation Expert		1	1
Monitoring and Evaluation Data Officer		1	
Head of Resource Mobilization and Donors Relations – Senior Project Officer		1	1
Communications Officer		1	1
IT Support Officer		1	1
Resource Mobilization and Partnership Officer – Project Officer			
Total CA/Consultants in Front Office Division		8	7
CORPORATE AFFAIRS DIVISION (CONTRACT AGENTS)			
	CONTRACT AGENTS/ CONSULTANTS / SHORT TERM STAFF		
Principal Human Resources Officer		1	1
Senior Legal Counsel		1	2
Junior Legal Counsel		1	
Legal Counsel		1	2
Administrative Assistant		1	1
Human Resources Assistant		1	1
Total Contract Agents in Corporate Affairs Division		6	7
OPERATIONS DIVISION (CONTRACT AGENTS)			
Senior Legal Counsel		4	5
Legal Counsel		10	8
Junior Legal Counsel		3	4
Capacity Building - Project Officer		4	4
Junior Legal Consultant AMLA Secretariat		2	2
Assistant Operations team		1	1
Total Contract Agents in Operations Division		24	25
Sub-Total with Consultants, Contract Agents and STS Status		39	39
Total staff Complement		51	49



Advancing the implementation of the Agreement Establishing the African Continental Free Trade Area proposing transformative strategic actions



Faire progresser la mise en oeuvre de l'Accord portant création de la Zone d'échange continentale africaine par l'adoption d'actions stratégiques transformatrices

Fifty-seventh session of the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development

Cinquante-septième session de la Conférence des ministres africains de la planification et du développement économique et du développement économique pour l'Afrique

12 - 18 March 2025 | Addis Ababa

Addis Ababa



CHAPTER 4

Collaboration, Partnerships Building and Outreach



In 2024, the Management Board approved the establishment of a Front Office Division to address the emerging institutional needs resulting from the growth of the ALSF and to enhance the coordination of cross-cutting functions. The division encompasses several key portfolios: Resource Mobilization and Partnerships; Finance; Information Technology; Communications; and Monitoring, Evaluation, and Learning. This subsection evaluates the performance of the Front Office Division in 2024.

Resource Mobilization: During 2024, the ALSF engaged with existing and potential financing partners including: AfDB, Arab Bank for Economic Development in Africa, Bill and Melinda Gates Foundation, Brazil, Canada, EC, France, AFD, BMGF, Germany, Islamic Development Bank, Italy, Japan, Luxembourg, Multilateral Cooperation Centre for Development Finance, Netherlands, Norway, Saudi Fund for Development; the United States of America and the World Bank Group.

The ALSF received USD 1.6 million from Germany, USD 1.5 million from the US Embassy in Abidjan, USD 2.7 million from France, USD 2.5 million from AFD, USD 1.1 million from BMGF, and USD 0.6 million in contributions from the Guinea Arbitration. This amounted to a total of **USD 10million**. **Table 7 below summarizes the status of donor contributions by the end of 2024.**²

² These projections and disbursement of associated funds are still subject to finalization of paperwork and/or funding agreement.

► Table 7: Status of Donor Commitments (USD Millions)

No.	Donors	Agreement Amount*	Cumulative Disbursement in 2024	Received in 2024
1	ADF-TSF 13	22.50	21.87	
2	ADF-TSF 15	25.38	21.96	
3	ADF-TSF 16	26.60		
4	African Development Bank (AfDB)	15.21	15.21	
5	Belgium	0.79	0.79	
6	Bill and Melinda Gates	2.33	2.11	1.07
7	Canada	9	8.41	
8	ECOWAS Bank for Investment and Development (EBID)	0.05	0.05	
9	European Union	5.44	3.00	
10	Ford Foundation	0.30	0.27	
11	France	10.41	7.71	2.71
12	France (AFD)	4.67	2.51	2.51
13	Gambia	0.10	0.10	
14	Germany through KfW	17.07	18.67	1.61
15	Islamic Development Bank (IsDB)	0.99	0.99	
16	Netherlands	17.79	17.79	
17	Norway	9.95	9.95	
18	Republic of Guinea	0.05	0.66	0.61
19	UK-DFID	11.75	9.05	
20	UK-FCDO	1.34	0.69	
21	USAID	5.64	5.64	
22	USA Embassy Abidjan	4.94	1.50	1.50
23	World Bank	0.05	0.05	
24	West African Development Bank (BOAD)	0.20	0.20	
	Sub Total	191.25	149.18	10.01
	Other Trust funds			
25	Financial Instruments	9.63	-	
26	France Technical Assistance	0.70	0.70	
27	India Trust Fund (ITF)	0.76	0.76	
28	Private Entities Framework (PEF) Funding	0.55	0.55	0.03
29	World Bank through Global Infrastructure Funding (GIF)	5.43	1.48	0.74
30	KOAFEC	1.55	0.00	0.95
	Sub-Total	18.62	3.49	1.72
	Grand Total	209.87	151.60	11.73



Communication and Outreach:

The ALSF continued its communication efforts aimed at providing accurate information about the Facility, enhancing knowledge of its services and knowledge products, and increasing ALSF's visibility, particularly through its successful and impactful projects. In 2024, the ALSF gained 1,631 followers on social media, and its website attracted over 10,000 visitors from January to August. The ALSF was also featured in traditional media outlets, including East African, Ecofin, CNBC, Financial Afrik, Guardian Post, and All Africa. Additional communication activities in 2024 included the design, printing, and dissemination of the 2023 Annual Report, which received positive feedback from stakeholders, as well as the design and production of a brochure to support resource mobilization.



Strategic Partnerships and Business Development:

The ALSF continued to deepen and diversify its network of partners that will enhance the efforts of the ALSF. Specifically, the ALSF sustained engagement with several multilateral and bilateral institutions, including the AfDB, the Eastern and Southern African Trade and Development Bank, the Development Bank of Southern Africa, Islamic Development Bank, Arab Bank for Economic Development in Africa, Africa Finance Corporation, Africa50, Power Africa, Uganda Law Society, the Southern African Development Community Lawyers' Association, West African Institute for Financial and Economic Management and International Senior Lawyers Project.

As in the previous year, the ALSF attended and participated in various conferences, training sessions, and webinars to foster and maintain strategic relationships with its stakeholders, development partners, co-financiers, donors, and panel of law firms. These outreach opportunities were also used to nurture the dialogue and interaction between the ALSF and its RMCs.

Thus, the ALSF participated in key continental events such as the Investing in African Mining Indaba, Africa Energy Forum, the Africa Oil Week, and the Utility CEO Forum. Additionally, the ALSF was involved in co-organizing and participating in webinars on topics in the ALSF's focus areas, as well as notably on clean hydrogen and sustainable finance and negotiating complex fishing agreements. The ALSF organized and held the first Attorneys General Forum in partnership with TDB. The ALSF also participated in the IMF and World Bank Spring and Annual Meetings, IsDB Annual Meetings and co-organized the RELOP – Lusophone Seminars.



Monitoring, Evaluation, and Learning (MEL):

The summative evaluation of the ALSF previous MTS for 2018-2022 has been successfully initiated and is progressing smoothly. The independent external evaluators engaged for this task have completed a documentary review and are currently preparing case studies and planning field visits. Additionally, the ALSF has enlisted a firm to assist in integrating cross-cutting issues into the ALSF project cycle. Performance data from seventeen (17) Project Closing Reports (PCRs) have been collected and shared for learning purposes. Other ongoing activities include a preliminary risk assessment for the review of the ALSF Risk Management Framework (RMF), the development of the annual outcome survey questionnaire, and an evaluation mission to the Comoros to document success stories and lessons learned.



Information Technology (IT):

In 2024, ALSF IT Support provided valuable assistance to staff with various IT operational and equipment issues, significantly reducing response times and enhancing issue resolution. This support contributed to the overall efficiency of ALSF. Additionally, new functionalities were added to the Management Information System (MIS), and security enhancements were implemented across ALSF's digital platforms. Furthermore, more effective management of these platforms resulted in savings on subscription fees.



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Financial Status



The 2024 financial statements were prepared in accordance with the General Regulations of the ALSF and with the assistance of the Financial Control Department of the AfDB.

ALSF has an ongoing responsibility and commitment to ensure maximum efficiency of its financial resources. As in previous years, the ALSF focused on a high-level budgetary discipline and effective cost controls.

► **The highlights of the Facility’s financial performance in 2024 include the following:**

The total contributions received for the year ended December 31, 2024, amounted to USD 10 million compared to USD 5.67 million for 2023. The cumulative contributions for 2024 and 2023 amounted to USD 149.2 million and USD 139.2 million respectively.



The total disbursements made for the year ended December 31, 2024, amounted to USD 14.6 million compared to USD 13.2 million in 2023. This represents an increase of 13.6% compared to 2023. The cumulative disbursement for 2024 amounted to USD 133.7 million compared to USD 119.1 million in 2023.



In 2024, the ALSF managed additional Funding from Global Infrastructure Facility (GIF) USD 4,6 million and from the Private Entity Funding Framework (PEF) USD 0.4 million. The total disbursement was USD 0.8 million in 2024 compared to USD 1.9 million in 2023 for both GIF and PEF.



A summary of the primary financial statements of the ALSF for the year ended 31 December 2024 is shown below.

▶ African Legal Support Facility Statement of Financial Transactions for Years Ended 2024/2023 (USD)

	2024	2023
Contributions Received	10,005,628	5,674,152
Net income and Translation Gains	1,485,013	1,494,499
Total Contributions	11,490,641	7,168,651
Disbursements	(14,629,201)	(13,178,644)
Surplus/Deficit	(3,138,560)	(6,009,993)

▶ African Legal Support Facility Statement of Commitment as at 31 December 2024 (USD)

	2024	2023
Total Cumulative Funds Available	155,213,711	143,723,069
Cumulative Commitments	(153,527,387)	(139,869,127)
Total Funds Available for Commitment	1,686,324	3,853,942

*Including ongoing activities and project support component disbursements

▶ African Legal Support Facility Statement of Financial Position as at December 31, 2024 (USD)

	2024	2023
CONTRIBUTIONS		
Contributions Received	149,189,876	139,184,247
Net Income	6,023,825	4,538,822
Total Funds Available	155,213,711	143,723,069
Disbursements	(133,710,136)	(119,080,935)
Net Funds Available	21,503,575	24,642,134
Represented By		
Cash & Cash Equivalents	23,453,564	25,646,548
Net Amounts Receivable (Payables)	(1,949,989)	(1,004,414)
Net Funds Balance	21,503,575	24,642,134



CHAPTER 6

Governing Council, Management Board, Goodwill Ambassador, Director, and Staff



The Governing Council is the supreme body of the Facility, with responsibility for managing the entire organisation. Its functions include determining and approving policy, appointing the Management Board, authorizing replenishments of resources, and appointing external auditors. The Governing Council is made up of twelve (12) members and twelve (12) alternate members who represent the Facility's constituencies of member states, the Bank, and other international organisations as follows:

AfDB Participating States

Five (5) Members and five Alternate Members representing the Regional Member States of the AfDB which are also ALSF participating states.



The Members and Alternate Members of the Governing Council are each appointed for a period of two years and a list of the current representatives showing their constituencies is contained in **Annex IV**.

The Governing Council may delegate some of its powers to the Management Board and the Management Board is responsible for the efficient and effective conduct of all the operations of the ALSF. This includes approving the annual budgets and annual work programs, issuing by-laws, rules and regulations, and making decisions necessary to ensure the efficient and effective operations of the Facility. The Management Board also appoints the Director of the ALSF. The Management Board is composed of five (5) members who serve in their personal capacity and are appointed by the Governing Council for a non-renewable term of three (3) years.

OECD

Four (4) Members and four Alternate Members representing the Member States of the OECD which are also ALSF participating states

Non-OECD

One Member and one Alternate Member representing non-OECD Member States which are also ALSF participating states

Other international organisations

One Member and one Alternate Member representing other international organisations which are parties to the ALSF Agreement

African Development Bank

One Member and one Alternate Member representing the AfDB.

61

MEMBERS

53 States & 8 International Organizations

32

RATIFIED MEMBERS

▶ Governing Council Activities in 2024

This year, the ALSF Governing Council held three (3) meetings to discuss, refine, approve and endorse relevant working documents of the ALSF. They held their 15th Governing Council meeting on 27 May 2024, on the margins of the AfDB Annual meetings in Nairobi, Kenya. Here the Governing Council endorsed and approved the Annual Report and the Auditors' Report and Financial Statements for the year ending December 2023. In 2024, the Governing Council appointed Mr. Mamadou Saïdou Camara as its Interim Chairperson, succeeding Mr. Stéphane Mousset.



In 2024, the Governing Council appointed Professor Dr. Christoph Kholmeyer as the newest member of the Management Board. He replaces Dr. Diko Mukete, whose term came to an end in October 2024. Details of the current members of the Governing Council and Management Board are attached in **Annex V**.



2008

ESTABLISHED

2010

COMMENCED OPERATIONS



► Management Board Activities in 2024

The ALSF Management Board held its 44th Meeting on the 26th of May 2024, also on the sidelines of the 2024 AfDB Annual Meetings in Nairobi, Kenya. Later in the year, the ALSF bid a fond farewell to Mr. Diko Mukete, whose term on the Management Board had come to an end. The Management Board was also pleased to welcome Professor Dr. Christoph Kohlmeyer, as its newest member.

The ALSF also organized an induction for its new member in November. The session facilitated team building and enhanced the relationship between Board members as well as between the members and staff.

Throughout the year, the Management Board considered various documents including the 2023 Annual Report in May and the Work Plan and Budget for 2024 in November. They also considered and approved various project proposals.

► Goodwill Ambassador

In 2024, the ALSF welcomed Dr. Akere Muna, a distinguished lawyer and international legal consultant, as the ALSF's first Goodwill Ambassador, so appointed by the Governing Council for a three-year term. Dr. Muna is an eminent African lawyer and renowned good governance activist. This appointment heralds a new era for the ALSF and signifies a renewed commitment to fostering sustainable legal capacity across the African continent.

On 2 December 2024, the Goodwill Ambassador was part of a delegation consisting of the ALSF Director and a member of management, to the signing of a landmark agreement strengthening the longstanding partnership between the ALSF and the AU and the ECA mandated High-Level Panel on Illicit Financial Flows (HLP). The agreement aims at revitalizing continental efforts to combat illicit financial outflows (IFFs) from Africa. Also present was former South African President H.E. Thabo Mbeki, who is Chairperson of the HLP, along with the esteemed members of the Panel.

► Director and Staff

Deployment of Human Capital and Talent: The ALSF is focused on attracting and retaining top talent through competitive processes and has introduced a Directive providing benefits for Contract Agents, including health insurance and allowances for dependents. It conducted a review of its remuneration policy and performance appraisal system with external consultants. To build internal capabilities, ALSF partnered with the LSE for external training. In 2024, the organization hired six (6) new staff members across various divisions to better serve Regional Member Countries, while three employees left during the year. Table 5 below is a summary of the ALSF's resources in 2024.

► Table 5: Summary of ALSF’s Human Resources as of 31 December 2024

No.	Name	Title
1	Mr. Olivier Pognon	Director and CEO
Front office division		
2	Mr. Charles Afeku	Chief Legal Counsel - Front Office Division Acting Manager
3	Ms. Imen Mejai	Executive Assistant to the Director
4	Mr. Timothy Wasswa Kabugo	Senior Resource Mobilization and Donors Relations Officer
5	Ms. Maureen Omiti	Senior Monitoring, Evaluation, & Learning (MEL) Officer – Head of Unit
6	Mr. Franck Tella	Senior Budget and Finance Officer - Head of Finance Unit
7	Mr. Mengo Tom Mutua	Senior Financial Management & Reporting Officer
8	Ms. Eve Ehoura	Communication Officer
9	Ms. Regine Yao	Finance Assistant
10	Ms. Toyin Ojo	Senior Partnership and Business Development Officer
11	Mr. Landry Kodja	IT Support Officer
Corporate affairs division		
12	Ms. Mukazi Kayitenkore	Chief Legal Counsel - Statutory Organs (Management Board and Governing Council Matters) – Head of Unit and Acting Division Manager - Corporate Affairs Division
13	Mr. Mohamed Youssef el Qabli	Principal HR Officer – Head of HR Unit
14	Ms. Sandra Coffi	Senior Legal Counsel – Statutory Organs (Management Board and Governing Council Matters)
15	Dr. Patrick Sangwani Ng’ambi	Senior Legal Counsel – Senior Policy and Compliance Officer
16	Mr. Francis Omesa	Legal Counsel – Membership Management Officer
17	Ms. Kadiata Kane	Legal Counsel - Statutory Organs (Management Board and Governing Council Matters)
18	Mr. Christian Tanoh	Division Assistant - Corporate Affairs Division
19	Ms. Priscile Daisy Nkouan-Tchabert	Human Resources Assistant
20	Ms. Charlene Nancy Lakou	Administrative Assistant - Corporate Affairs
Operations division		
21	Ms. Maude Vallée	Division Manager & Head of Operations Division
22	Mr. Gadi Taj Ndahumba	Chief Legal Counsel - Advisory Service Unit
23	Ms. Nnewuoghor Okhai-Akhigbe	Principal Legal Counsel - Capacity Building Unit

No.	Name	Title
24	Ms. Nicole Kearse	Senior Legal Counsel and Sector Lead Sovereign Finance – Advisory Services Unit
25	Mr. Joël Sanon	Senior Legal Counsel and Sector Lead Extractives & Natural Resources – Advisory Services Unit
26	Ms. Primah Atugonza	Senior Legal Counsel and Sector Lead Infrastructure PPPs – Advisory Services Unit
27	Ms. Leria Arinaitwe	Senior Legal Counsel and Sector Lead Energy – Advisory Services Unit
28	Ms. Mariam Mohammed	Senior Legal Counsel and Regional Coordinator for East Africa – Advisory Services Unit
29	Ms. Manuela Dieng	Legal Counsel and Regional Coordinator for West Africa – Advisory Services Unit
30	Mr. Mehdi Oomar	Legal Counsel & Regional Coordinator for Southern Africa - Advisory Services Unit
31	Ms. Mariame Bah	Legal Counsel & Regional Coordinator for Central and North Africa - Advisory Services Unit
32	Ms. Mariam Masini	Legal Counsel and Regional Coordinator for Lusophone Africa – Advisory Services Unit
33	Mr. Mohamed Stevens	Legal Counsel - Advisory Services Unit
34	Ms. Indira Fernandes Braganca Gomes Gomes	Legal Counsel - Advisory Services Unit
35	Ms. Cynthia Kankindi	Legal Counsel - Advisory Services Unit
36	Mr. César Vamos Ver	Junior Legal Counsel – Advisory Services Unit
37	Ms. Camille Faure	Junior Legal Counsel – Advisory Services Unit
38	Ms. Grace Konan	Junior Legal Counsel – Advisory Services Unit
39	Ms. Nwukabu Abama	Junior Legal Counsel – Advisory Services Unit
40	Mr. Victor Ojeah	Junior Legal Counsel – Advisory Services Unit
41	Ms. Safaa Bargouchi	Legal Counsel & Knowledge Hub Officer - Capacity Building Unit
42	Mr. Alphonse Akohleng Chefor Akouyu	Infrastructure PPP Capacity Building Officer– Capacity Building Unit
43	Ms. Aida Mademe Sylla	Extractives & Natural Resources Capacity Building Initiatives Officer - Capacity Building Unit
44	Mr. Alain- Stephane Wognin Moulot	Sovereign Finance Capacity Building Officer - Capacity Building Unit
45	Ms. Dasse Anne-Isabelle Mabo	Energy Capacity Building Officer - Capacity Building Unit
46	Ms. Luyando Muloshi	Junior Legal Consultant & Project Coordinator – AMLA Secretariat
47	Mamadou Ciré Diallo	Junior Legal Consultant & Project Coordinator – AMLA Secretariat
48	Ms. Nancy Ampiah	Division Assistant – Operations Division
49	Ms. Roseline Adou-Abodo	Administrative Assistant – Operations Division
50	Ms. Katienekou Aicha Coulibaly Epse Stephen	Administrative Assistant Operations

CHAPTER 7

Risks and Challenges in 2024



In 2024, despite achieving significant milestones, the ALSF encountered several challenges that were anticipated and effectively addressed in line with its Risk Management Framework (RMF). This framework classifies risks into three categories: strategic, external, and internal risks.

The risk rating highlights the efforts and resources needed to secure the funding necessary for the ALSF's expanded programs in its current planning cycle (MTS 2023 – 2027). The recent organizational restructuring and the recruitment of additional staff effectively mitigated risks associated with staff workload, project implementation delays, and the management of external counsel and consultants. The table below summarizes the risks and the corresponding mitigation actions taken during the year under review.

► Summary of risks and countermeasures in 2024

Risk	Countermeasures	Impact	Trend
Strategic Risks			
Nonalignment of ALSF strategic pillars with emerging needs of RMCs and donor funding priority areas	ALSF will conduct a summative evaluation assess the extent to which Key Result Areas and strategies of the MTS are aligned with RMC needs. Ongoing conversation with donors will also help the ALSF to factor into project implementation emerging areas that are funded by donors.	Continued Mitigation	Risk  Decreasing
Competition from institutions that perform the same or similar functions as the ALSF.	ALSF will continue to explore and develop partnerships with similar organizations to enhance collaboration rather than competition.	Continued Mitigation	Risk  Decreasing
External Risks			
Political, legal, and regulatory risks including instability, change in law, change of project focal persons, and apathy for project commenced by previous administration that leads to implementation delays, increased costs, and project cancellations.	<ul style="list-style-type: none"> ALSF will continuously monitor and update country profiles with a keen focus on countries with upcoming elections to review the political and economic status RMCs and adapt project implementation in line with the existing situation in the country. ALSF will identify and work with focal points who are not political appointees whose positions can be affected by change of government. Continued communication with RMCs through country missions and enhanced due diligence procedures will be maintained 	Continued Monitoring	Risk  Increasing
Force Majeure including risks or events that threaten to substantially disrupt the ALSF's operations, business or reputation.	<ul style="list-style-type: none"> ALSF to establish a risk management committee that will monitor and assess the emerging global threats and plan for response measures 	Continued Avoidance	Risk  Stable
Internal Risks			
Financial sustainability challenges due to:	<ul style="list-style-type: none"> Ongoing engagement with funding organizations, both new and existing will continue to ensure adequate resources are available for timely disbursement as per the grant agreements. Engagement with RMCs and key stakeholders on ALSF's financial sustainability strategy Communication to stakeholders on results achieved under the current MTS that is aligned with emerging issues will be done to attract new financing partners. ALSF will continue to use financing instruments that encourage repayment from RMCs 	Continued Monitoring	Risk  Increasing
Imbalance of staff and workload, project implementation delays, effective management of external legal counsel	<ul style="list-style-type: none"> Recruitment of additional staff and balanced workloads will be monitored for timely project implementation. Implementation of procurement framework for panel A and B law firms will be monitored for effective management of external counsel. 	Continued Mitigation	Risk  Stable

CHAPTER 8

Looking Ahead



The ALSF is expanding and continuing to evolve with the increased demand for its services from regional member countries. The ALSF is also well into its mandate which was expanded for a further fourteen (14) years in 2022. This extension demonstrates the continued relevance of the ALSF, in these challenging times, where we continue empowering African nations in navigating complex legal landscapes and fostering aggregate economic growth across the continent. Another key milestone is the appointment of the ALSF's Goodwill Ambassador, Dr. Akere Muna, who will promote the ALSF and lobby for the resources required to expand the crucial work of the Facility.

As we enter the second year of our Medium-Term Strategy 2023-2027, we are enthusiastic about advancing our mandate. The ALSF has already begun to do the following:

- Enhance its legal and technical advisory services, as well as negotiation support, to facilitate equitable and sustainable complex commercial transactions. Additionally, the ALSF provides assistance for fair dispute resolution and improves risk assessment and mitigation strategies to ensure sustainable transactions.
- Focus on knowledge management, and institutional support initiatives to advance its core mandate. Simultaneously, integrate a comprehensive array of complementary support services to ensure the accessibility of our unique knowledge resources, toolkits, and training, all aimed at enhancing both individual and institutional capacity;
- Specifically scale up its capacity building initiatives to ensure comprehensive upskilling of African legal professionals in its key sectors of intervention; and
- Foster and strengthen strategic partnerships while focusing on monitoring and evaluation, subject matter expertise, and effective communication to achieve improved development outcomes.

In 2025, the African Legal Support Facility (ALSF) will focus on improving legal expertise and negotiation skills of African governments, in key sectors that the ALSF handles. In the field of energy, the ALSF will focus on enhancing in-house capacity for energy transmission, developing partnerships for project structuring, guiding beneficiaries on independent power producer (IPP) structures, and climate financing initiatives.

In extractives & natural resources the ALSF will be increasing visibility through webinars, publications, and industry forums, while strengthening partnerships and developing agriculture projects in collaboration with initiatives of the AfDB such as the Africa Fertilizer Financing Mechanism. Furthermore, in infrastructure PPPs, it will be supporting project structuring across various sectors, focusing on small-scale PPPs, balancing social and profitable projects, and incorporating climate resilience into tender documentation. Finally, in sovereign finance the ALSF will be expanding outreach through participation in events, conducting regional training programs, enhancing visibility through speaking engagements, and focusing on sustainable finance and sovereign wealth funds. Overall, ALSF aims to bolster legal advisory services to support sustainable development in Africa. In so doing, the ALSF continues to incorporate crosscutting issues such as ESG, climate sustainability, gender and youth, illicit financial flows, and digitalization, as it undertakes its operations.

In the coming year, the ALSF plans to implement impactful capacity-building initiatives for its member countries, with the goal of grooming experts across various intervention sectors. It will also continue to strengthen and leverage its relationships with key development partners, while expanding with new ones. All its operational activities will be aided by its Corporate Affairs Division and the newly created Front Office Division.

Overall, the ALSF's interventions are now more relevant than ever and make a meaningful contribution to the sustainable development of RMCs. This includes making progress towards the achievement of the United Nations Sustainable Development Goals, as well as to the African Union Agenda 2063 Aspirations. These continued interventions, combined with our focus on fighting corruption, will lead to a more prosperous Africa for all.



ANNEX I

ALSF Results Framework



▶ A. Indicative Logical Framework

	Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification
Impact:						
Impact	Enhanced legal capacity for Africa's sustainable development	Number of RMC governments, legal practitioners and institutions independently carrying out complex commercial transactions.	#	TBD	TBD	Partner Report ALSF Annual Reports Mid-Term Review Summative Evaluation RMC National Statistics Annual stakeholder outcome survey
		Estimated savings and revenues for governments resulting from ALSF interventions	\$	14.8 Billion	TBD	
		Amount of private sector investment generated in countries where ALSF is providing support	\$	21.9 Billion	TBD	
Pillar 1: Advisory Services						
Outcome	Outcome 1.1: Enhanced African Government Transactions which are Sustainable	Number of ALSF supported contract negotiations that achieve greater financial benefit for host countries (royalty rates, development fees, taxes)	#	57	200	ALSF Annual Reports ALSF M&E Reports Annual stakeholder outcome survey
		Renewable and non-renewable energy generated by projects supported by the ALSF in MW	MW	8225	No Targets (Project dependent)	
		Direct jobs and indirect jobs created by projects supported by ALSF	#	392322	No Targets (Project dependent)	
		Number / value of contracts negotiated where trained legal professionals/ government officials participate in negotiations	#	TBD with ³ baseline survey	To be ⁴ projected from baseline data	

³ Baseline data not available, Baseline survey at the beginning of MTS will be conducted to establish realistic baseline data

⁴ Where indicator is new projections for targets will be made based on baseline data

Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification	
Outcome 1.2: Existing legal and institutional framework of RMCs strengthened	Recommendations in accordance with international best practices provided to RMCs adopted per sector	#	TBD with ⁵ baseline survey	To be ⁶ projected from baseline data		
	Laws and regulations modified as a result of ALSF legal support	#	TBD with baseline survey	To be projected from baseline data		
Output 1.2.1 Institutional Frameworks reviewed	Number of RMCs whose institutional frameworks reviewed	#	TBD with baseline survey	To be projected from baseline data	Project closure reports ALSF M&E reports. Annual stakeholder outcome survey	
	Number of Draft of red flag reports submitted to RMCs by sector	#	TBD with baseline survey	To be projected from baseline data	Project closure reports ALSF M&E reports. Annual stakeholder outcome survey	
Outputs	Output 1.1.1: High quality legal representation and advice given to RMCs	Number of annual requests from governments for support or follow-up support	#	16	20 requests for AS support per year	Training Reports ALSF Annual Reports
	Output 1.1.2: Effective and sustainable contractual options	Number of ALSF supported contracts that governments and investors considered to be effective and sustainable.	#	55	20 per year	Surveys with government and investor negotiators. Project closure reports Media reports ALSF M&E reports.
		Contract negotiation success rate	%	TBD with baseline survey	TBD	Surveys with government and investor negotiators.
	Output 1.1.3: Investments and projects that are compliant with regional and international standards	Number of investments and projects with contractual provisions that align with ESG, climate sustainability, and debt sustainability standards.	#	55	20 per year	ALSF Annual Reports Project closure reports ALSF M&E reports. Annual stakeholder outcome survey
		Percentage of transactions with contractual provisions that align with African standards and policies,	%	N/A	At least 90 % as applicable	

⁵ Baseline data not available, Baseline survey at the beginning of MTS will be conducted to establish realistic baseline data

⁶ Where indicator is new projections for targets will be made based on baseline data

Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification	
Output 1.1.4: Public Sector officials and African lawyers are capacitated through participation in projects.	Number of government officials and lawyers participating in “learning by doing” projects.	#	N/A	TBD at baseline	ALSF Annual Reports Project closure reports ALSF M&E reports. Annual stakeholder outcome survey	
Outcome	Outcome 1.2: Fair Dispute Resolution Mechanisms are Accessible to RMCs	Number of ALSF-supported contracts considered to reflect a fair distribution of benefits.	#	TBD with baseline survey	TBD at baseline	ALSF Annual Reports Project closure reports ALSF M&E reports
Outcome	Outcome 1.3: Risk Awareness for Unsustainable Transactions is Improved for RMCs	Percentage of ALSF projects that reach financial close	%	TBD with baseline survey	At least 50%	ALSF Annual Reports Project closure reports ALSF M&E reports
		Percentage of ALSF projects in breach or dispute	%	TBD with baseline survey	Less than 10 %	
Outputs	Output 1. 3.1: Due diligence and critical risk assessment reports produced by the ALSF	Number of RAAA implemented annually	#	TBD with baseline survey	To be projected from baseline data	ALSF Annual Reports

Pillar 2: Capacity Building, Knowledge Management and Enhancement of Institutional Efficiency

Outcome	Enhanced legal capacity in Africa	Percentage of trained African lawyers and government officials reporting enhanced capacity in complex contract negotiation and related dispute resolution	%	90%	90%	Project Closing Reports, training evaluations Surveys/Interviews with government actors Media reports, ALSF M&E reports, Mid-term reviews, Summative Evaluations
		Number of African lawyers and government officials capacitated by the ALSF in-person	#	12,533	1000 (Annually)	
		Number of African lawyers and government officials capacitated by the ALSF on-line	#	1200 (Cumulated)	2,000 (Annually)	
Outputs	In-person training workshops conducted	Number of training courses organized on ALSF knowledge materials and relevant subject matter	#	15	15 (Annually)	Training reports ALSF Annual Reports ALSF M&E reports

Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification
Output 2.1.2: On-line capacity building activities conducted	Number of online courses developed	#	6	20 (Cumulated)	Digital platforms ALSF Knowledge Products ALSF Annual Reports ALSF M&E reports
	Number of e-learning presentations and webinars developed and offered	#	n/a	6 (Annually)	
	Number of legal professional/government officials attaining certification through the ALSF digital platforms	#	1200	200 (Annually)	
	Number of legal professional and government officials trained on negotiation of complex commercial transactions.	#	12,533	3000 annually	Training reports
Output 2.1.3: Training partnerships developed	Number of MoUs signed with training partners.	#	31	4 (Annually)	MoUs ALSF Annual Reports ALSF M&E reports
	Number of fora where ALSF participates for publicity	#	12	8 (Annually)	
	Number of sponsorships for partners' capacity building activities	#	n/a	10 (Annually)	
Output 2.1.4: Database of African legal experts and government negotiators	Number of African firms shortlisted and selected by the ALSF to support as lead advisor on complex commercial transactions	#	5	25 (Cumulated)	Database of legal experts and government negotiators ALSF Annual Reports ALSF M&E reports
	Number of African legal experts and government negotiators tracked in ALSF capacity building database partnering with international law firms during contract negotiation / provision of advisory services	#	TBD with baseline survey	200 (Cumulated)	
Outcome Outcome 2.2: Knowledge is created and propagated	Number of users accessing knowledge products established or supported by the ALSF	#	12,000	5,000 (Annually)	ALSF Annual Reports ALSF M&E reports Google/statistics
	Number of knowledge products developed and distributed	#	n/a	10 (Annually)	
Outputs	Output 2.2.1: Knowledge management partnerships developed	#	9 (Cumulated)	15 (Cumulated)	Knowledge products ALSF Annual Reports ALSF M&E reports MoUs
	Output 2.2.2: ALSF digital platforms in place for KM and capacity building	#	2	5 (Cumulated)	
	ALSF Knowledge Hub operationalized	Yes/No/N/A		Yes	Knowledge hub ALSF Annual Reports ALSF M&E reports

	Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification
	Output 2.2.3: Partnerships established with RMC governments, law associations, African law firms, and educational institutions to propagate knowledge.	Number of new MOUs signed with RMC actors and institutions to support project implementation.	#	22	3 (Annually)	MoUs ALSF Annual Reports ALSF M&E reports
Outcome	Outcome 2.3: Institutional Capacity is Strengthened	Percentage of beneficiary institutions reporting enhanced capacity in complex contract negotiations/management for themselves or their members	%	TBD with baseline survey	80%	Interviews with RMC actors ALSF M&E system, Mid-term reviews, End term Evaluations
		Number of beneficiary institutions capacitated in complex contract negotiations/management and related institutional matters	#	n/a	10 (Annually)	Interviews with RMC actors, Bar associations and relevant organizations
Outputs	Output 2.3.1: ALSF legal and regulatory frameworks, toolkits, model laws, agreements and frameworks drafted/ reviewed	Number of transaction facilitation tools/knowledge products reviewed	#	TBD with baseline survey	10 (Annually)	Legal frameworks, Agreements and knowledge products ALSF Annual Reports ALSF M&E reports
		Number of reviewed legal frameworks applied or updated for other projects	#	n/a	7 (Annually)	
	Output 2.3.2: RMC institutions have been capacitated	Number of experts seconded to support RMC institutional capacity	#	1	5 (Cumulated)	ALSF Annual Reports ALSF M&E reports
		Number of internships for Seconded National Trainees organized	#	3	1 (Annually)	
		Number of peer learning and observation missions organized	#	n/a	1 (Annually)	
	Number of Strategic Sectoral Notes provided to RMCs	#	n/a	5 (Annually)		
Pillar 3: Managing for Results – Transversal Measurement						
Outcome	Outcome 3.1: Effective operations, partnerships, and outreach	Percentage of successfully implemented and completed projects	%	TBD with baseline survey	to be projected from baseline data	ALSF Annual Reports

Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023–2027)	Sources of Verification
Outputs: Output 3.1.1: Internal ALSF capacity development programme	ALSF internal capacity development programme	N/A	No programme	Programme developed by 2023	ALSF Annual Reports Programme training materials Evaluation reports
	ALSF relevance, efficiency and effectiveness rated as highly satisfactory in evaluations	-	Satisfactory	Highly satisfactory	
Output 3.1.2: MoUs concluded with strategic / financing partners	Number of resources mobilized annually from strategic/ financing partners	\$	22 Million PA	15 Million PA	ALSF Annual Reports MoUs
Output 3.1.3: Comprehensive MEL database	ALSF MIS database developed and operational	N/A	No database	Database developed by 2024	ALSF Annual Reports MEL Reports
Output 3.1.4: Increased ALSF membership	Number of New RMCs who become members of the ALSF and /or Ratify the ALSF treaty annually	#	27	35	ALSF Annual Reports
Outcome 3.2 Enhanced communication and integration if cross cutting issues	Integration of crosscutting issues rated as satisfactory in midterm review and end term evaluation	Rating	Unsatisfactory	Satisfactory	
Output 3.2.1: Integration of cross cutting issues	Percentage of female lawyers and government officials trained through ALSF interventions	%	30%	30%	ALSF Annual Reports
	Number of clean energy projects supported	#	TBD with baseline survey	TBD	ALSF Annual Reports
Output 3.1.6 Enhanced communication for publicity	Number of new users/visitors on ALSF social media platforms	#	15,000	3000 annually	Farewell Reports
	Number of new subscribers to ALSF newsletters	#	TBD with baseline survey	TBD	Annual Report
	Number of new articles published on the website annually	#	TBD with baseline survey	TBD	Annual Report
	Number of new communication materials developed annually	#	TBD with baseline survey	TBD	Annual Report

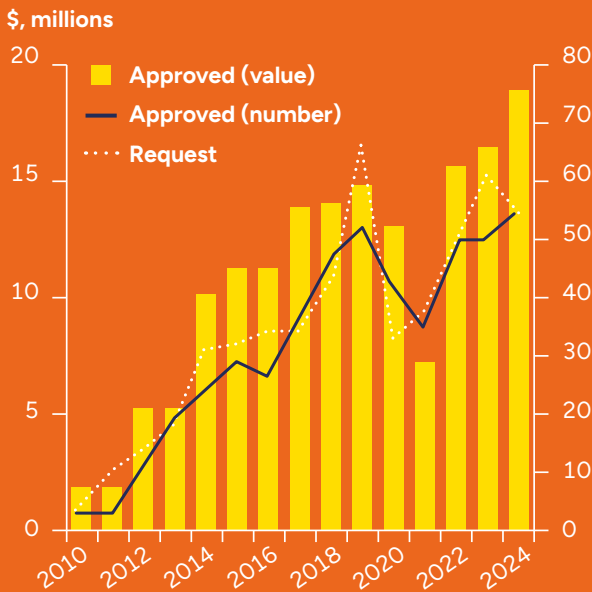
ANNEX II

Historical Overview of the ALSF Operations



By 31 December 2024, the ALSF had cumulatively approved USD 161.8 million for 481 operations in more than 50 African countries. The graphs below indicate the evolution of the operations and the historical distribution of the ALSF's operations by priority areas, sector, and country categorization.

Evolution of the Operations, 2010-December, 2024

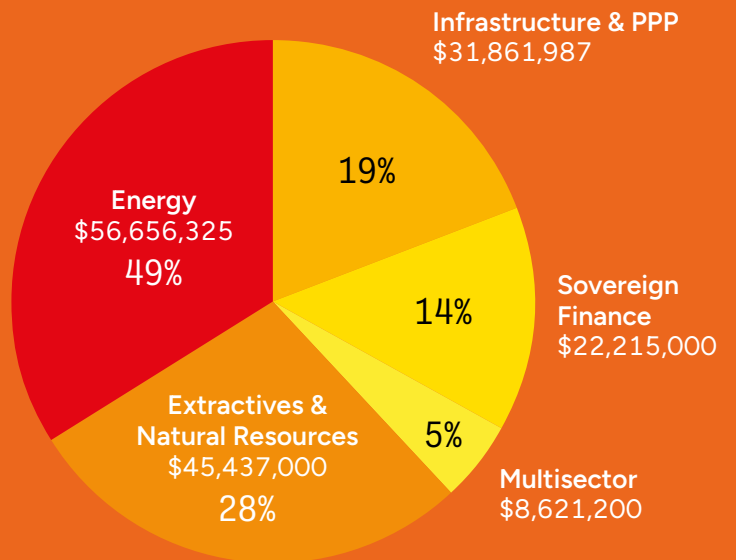


Cumulative Operations by sector, 2010- December, 2024

Share of total approvals of USD161.8 million

Cumulative Operations by priority areas, 2010- December, 2024

Share of total approvals of USD 161.8 million



Cumulative Operations by countries on initial priority list of countries in fragile situations, 2010- December, 2024

Share of total approvals of USD 161.8 million

ANNEX III

Summary of the ALSF's Strategic Partnerships



Partner	Summary of the Relationship
Government of Germany <ul style="list-style-type: none"> • GIZ • KfW Group 	The Government of Germany's € 16 million is targeted at: <ol style="list-style-type: none"> 1. Strengthening legal capacities of African governments to negotiate complex contracts in the extractives industry, infrastructure development and public private partnerships 2. Facilitating implementation of the Code of Conduct of the G7 CONNEX Initiative 3. Strengthening ALSF's internal strategic planning and monitoring and evaluation activities
European Commission	The EC's € 5 million is targeted at: <ol style="list-style-type: none"> 1. Supporting the activities of the ALSF Medium Strategy (2018-2022). More specifically, the EC funds will assist Africa states to conclude balanced and sustainable agreements in the extractives industry, infrastructure, PPPs and agriculture
Government of France	The Government of France's €9.3 million contribution, comprising the French Treasury's €5 million and Agence française de développement's (AFD's) €4.3 million, is targeted at strengthening the legal capacities of African governments to negotiate complex contracts in the extractives industry, infrastructure development, and public-private partnerships.
The Kingdom of Netherlands	Ministry of Foreign Affairs, Netherland's € 16.5 million is targeted at: <ol style="list-style-type: none"> 1. Assisting African governments in the negotiation of complex commercial transactions relating to the extractive industries, infrastructure, and commercial debt 2. Assisting African governments in commercial disputes relating to vulture funds, and 3. Capacity building for African lawyers (both government and private) in above areas
Government of Norway	Royal Norwegian Ministry of Foreign Affairs' NK 75 million is targeted at: <ol style="list-style-type: none"> 1. Improving African governments capacity to respond to and manage external commercial litigation 2. Improving Africa's legal capacity to negotiate complex agreements in particular related extractive resources, infrastructure, and debt, and 3. Coordinating capacity building directed towards African member countries in the ALSF focal areas
Power Africa Initiative/United States Agency for International Development	<ol style="list-style-type: none"> 1. Potential collaboration with Real Clear Infra to develop technology for gathering and analysing vast data on prior projects for use in creating products to assist in benchmarking terms and conditions, accelerate procurement, improve risk management, and help create data backbone for a liquid market for infrastructure loans.

Partner	Summary of the Relationship
Multilateral Partners	
African Development Fund (ADF)	<ol style="list-style-type: none"> 1. Financing partner 2. Joint implementation of selected projects/programs
African Development Bank Group	<ol style="list-style-type: none"> 1. Founding and Hosting Institution. 2. Membership of Governing Council. 3. Cooperating to ensure adequate know-how and logistics, as well as operational efficiency, particularly in terms of access to relevant networks throughout Africa, and to move further towards common development goals 4. Partners with various entities including departments and units within the Bank to facilitate selected projects and programs
African Natural Resources Centre (ECNR), AfDB	<ol style="list-style-type: none"> 1. Collaboration on projects in the natural resources and extractives sector, including advisory and capacity building projects in Ethiopia, Ghana, Somalia, Namibia, Eritrea, Niger, and Zimbabwe. 2. Joint sponsorship and participation in Mining Indaba 3. Development of Africa Petroleum Legislation Atlas 4. Co-organization of Webinar Series on COVID-19 and Africa's Extractive Sector 5. Collaboration in organization of DRC Africa Business forum to foster the development of a battery, electric vehicles and renewable energy value chain and market utilising battery minerals from DRC and other African producers.
United Nations Economic Commission for Africa and the African Union	<ol style="list-style-type: none"> 1. Discussion in joint implementation (African Minerals Development Center) of the African Mining Vision - capacity building program on contract negotiations in the extractive resource industry with the Facility 2. Joint Implementation of the High-Level Report on Illicit Financial Flows (Mbeki report) 3. Collaboration in organization of DRC Africa Business forum to foster the development of a battery, electric vehicles and renewable energy value chain and market utilising battery minerals from DRC and other African producers.
World Bank (Public Private Infrastructure Advisory Facility)	Cooperation in capacity building for the ALSF Public Private Partnership (PPP) programme
World Bank (Legal Vice Presidency)	<ol style="list-style-type: none"> 1. Cooperation on the African Mining Legislation Atlas (AMLA) 2. Cooperation on development of a knowledge product – Regulatory Framework Review for Digital Technologies and the Changing Nature of Work in Africa's Mining Sector
World Bank (Public Private Partnership Infrastructure Resource Center)	Cooperation on the PPPIRC database of PPP precedents and guidelines.
World Bank (Global Infrastructure Facility)	Cooperation on joint funding of Energy and in projects
Columbia Center on Sustainable Investment	Capacity building and networking possibilities
Other Partners	
African Institute for International Law	Capacity building and networking possibilities
Africa Arbitration Association	<p>Capacity building and networking possibilities</p> <p>Development of an Africa Arbitration Legislation Atlas</p>
Centre International de Formation en Afrique des Avocats Francophones	Capacity building and networking possibilities

Partner	Summary of the Relationship
Extractives Industries Transparency Initiative	Capacity building and networking possibilities
East African Law Society	Capacity building and networking possibilities
International Senior Lawyers Programme	Capacity building and networking possibilities
International Lawyers for Africa	Capacity building and networking possibilities
Pan-African Lawyers Union	Capacity building and networking possibilities
SADC Lawyers Association	Capacity building and networking possibilities
Africa Finance Corporation	Cooperation on identification of potential areas of assistance on behalf of governments
University of Cape Town, Strathmore University in Kenya, Eduardo Mondlane University Mozambique, University of Kigali, and other African Universities	Capacity building and networking possibilities
Natural Resource Governance Institute and Columbia Center on Sustainable Investment	Partnering to develop and maintain selected knowledge products
West African Institute for Financial and Economic Management	Partnering to develop and maintain selected knowledge products
Macroeconomic and Financial Management Institute of Eastern and Southern Africa	Partnering to develop selected knowledge products
The Collaborative Africa Budget Reform Initiative	Partnering to develop selected knowledge products
Geothermal Risk Mitigation Facility for Eastern Africa	Partnering to develop selected knowledge products
OHADA and ERSUMA	Partnering to develop selected knowledge products
International Monetary Fund	Partnering to develop selected knowledge products
African Energy and Minerals Management Initiative in Uganda	Partnering to develop selected knowledge products
School of Oriental and African Studies (SOAS), London	Partnering to develop selected knowledge products
The Centre for Energy Petroleum and Mineral Law and Policy Extractives Hub, University of Dundee	Capacity building and Networking possibilities
Trade and Development Bank (TDB)	Capacity building and knowledge products
Oxford Policy Fellowship (OPF)	Enhancing advisory and capacity building support especially in transition states
Bill & Melinda Gates Foundation	Partnering to develop knowledge products and capacity building.

ANNEX IV

Update on Membership of the ALSF, 31 December 2024



States	Date of Signature/ Accession	Date of deposit of Ratification/ Acceptance/ Approval/ Accession
1 Belgium	25/09/2008	
2 Benin	31/12/2008	
3 Brazil	18/08/2008	
4 Burundi	15/09/2008	
5 Burkina Faso	24/09/2008	01/07/2009
6 Cameroon	15/04/2009	31/05/2018
7 Cape Verde	05/03/2015	
8 Central African Republic	14/05/2009	
9 Chad	08/09/2008	14/11/2009
10 Comoros	25/10/2013	14/04/2014
11 Congo	09/12/2008	18/06/2009
12 Côte d'Ivoire	16/09/2008	06/11/2024
13 Democratic Republic of Congo	22/08/2008	
14 Djibouti	10/09/2008	11/12/2008
15 Egypt	05/08/2010	12/02/2014
16 Eritrea	20/12/2016	04/01/2017
17 Eswatini	06/12/2013	
18 Ethiopia	15/08/2008	02/12/2008
19 France	11/02/2013	04/04/2015
20 Gabon	13/10/2008	
21 Gambia	10/09/2008	23/08/2012
22 Ghana	10/06/2013	
23 Guinea	31/10/2008	01/06/2016
24 Guinea Bissau	12/09/2008	19/09/2008
25 Kenya	07/11/2008	

States	Date of Signature/ Accession	Date of deposit of Ratification/ Acceptance/ Approval/ Accession	
26	Lesotho	16/05/2014	31/07/2023
27	Liberia	12/12/2008	
28	Libya	25/08/2008	
29	Madagascar	05/09/2008	25/11/2008
30	Malawi	12/08/2008	
31	Mali	15/12/2008	16/10/2009
32	Mauritania	14/05/2009	
33	Mauritius	22/08/2012	21/11/2012
34	Morocco	14/01/2011	28/06/2013
35	Mozambique	16/09/2008	20/08/2019
36	The Netherlands	26/03/2010	18/11/2011
37	Niger	13/05/2009	09/12/2014
38	Nigeria	31/07/2009	
39	Rwanda	08/08/2008	25/01/2011
40	São Tomé and Príncipe	08/08/2012	10/05/2024
41	Senegal	25/08/2008	28/11/2008
42	Seychelles	25/06/2009	
43	Sierra Leone	20/12/2008	15/05/2012
44	Somalia	18/02/2013	
45	Sudan	25/06/2009	
46	Sudan South	25/05/2012	
47	Tanzania	16/06/2009	
48	Togo	08/09/2008	04/11/2008
49	Tunisia	24/06/2009	24/12/2010
50	Uganda	29/07/2008	20/03/2019
51	United Kingdom	17/12/2009	11/12/2014
52	Zambia	02/12/2008	22/12/2008
53	Zimbabwe	14/10/2008	08/03/2019

ORGANISATIONS

54	African Development Bank (AfDB)	10/02/2009	N/A
55	Africa Finance Corporation	01/08/2014	N/A
56	African Union (AU)	23/08/2010	N/A
57	Islamic Development Bank (IsDB)	11/06/2013	N/A
58	The ECOWAS Bank for Investment and Development (EBID)	30/10/2012	N/A
59	West African Development Bank (BOAD)	05/04/2011	N/A
60	Organization for the Harmonization in Africa of Business Law (OHADA)	23/06/2009	N/A
61	Eastern and Southern African Trade and Development Bank (TDB)	05/03/2024	N/A

ANNEX V

Composition of Governing Council and Management Board Members



► Members of the Governing Council of the ALSF (2023–2025)

States/International Organization Represented	Constituency	Name of Representatives
Chad	RMCs of the AfDB Central	Mr. Aboubakar Adam Ibrahim
Nigeria	RMCs of the AfDB West	Dr. Oyebode Samson Oyetunde
Mauritania	RMCs of the AfDB North	Mr. Hamma Khattar Mohamed Mahmoud
Djibouti	RMCs of the AfDB East	Mrs. Nasteho Saleh Awaleh
Mauritius	RMCs of the AfDB South	Mr. Sohail Javed Ahlaq Ahmad Suhootoorah
ECOWAS Bank for Investment and Development (EBID)	International Organization	Mr. Mamadou Saïdou Camara
African Development Bank	AfDB	Mrs. Chinelo Anohu
Belgium	OECD	Mr. François Defourny
France	OECD	Mr. Stéphane Mousset
Netherlands	OECD	Mr. Pieter Janno Lolkema
United Kingdom	OECD	Mr. Indranil Chakrabarti
Brazil	Non-OECD	Mr. Eduardo Rolim de Pontes Vieira

▶ Alternate Members of the Governing Council of the ALSF (2023-2025)

States/International Organization Represented	Constituency		Name Of Representatives
Congo	RMCs of the AfDB	Central	Mr. Ferdinand Sosthène Likouka
Senegal	RMCs of the AfDB	West	Mr. Papa Mamadou Gueye
Egypt	RMCs of the AfDB	North	Mr. Bassam Abdel Kareem El Zayat
Ethiopia	RMCs of the AfDB	East	Mr. Berhanu Anbesa
Sao Tome and Principe	RMCs of the AfDB	South	Mr. Salvador da Fonseca Guadalupe
Islamic Development Bank (ISDB)	International Organization		Mr. Mohamadou Gamdji
African Development Bank	International Organization		Mr. Désiré Vencatachellum

► Current Management Board Members

Mrs. Manisha Dookhony is Chairperson of the ALSF. She is an economist, with double master's degrees in economics and public administration from Harvard University, Lady Shri Ram College, Delhi University and Jawaharlal Nehru University. Ms. Dookhony has very strong linkages across both Francophone and Anglophone Africa.



She advises Presidents and business leaders on developing policies and strategies for the investment and business environment. As a seasoned board director, she is on a range of for-profit and nonprofit institutions at international level. She was successful in the international election in joining the Harvard Kennedy School Alumni Board where she acted as Vice Chair of the board. Manisha currently leads the Harvard Alumni group of Mauritius. Ms. Dookhony serves as Board Chairperson of the Africa Legal Support Facility under the aegis of the African Development Bank. In the Fintech space, she is the Board Director of Mindex Group, bringing innovation in the digital financial sector across Africa. Manisha served as Vice Chair of Women in Investment and Finance of Mauritius up to 2022 and continues to serve as Director of Mauritius Society Renewal. Her opinion is sought by economics, regulatory affairs, geo-political and business-related matters and regularly provides expert opinion on international media, and international conferences. She is the co-author of the recent report on New Players in the Indian Ocean.

At the professional level, Manisha co-manages EU's Africa RISE, a regional facility that covers 25 countries in Eastern and South Africa with major focus on bringing value chains development, investment, and sustainable jobs across the region. She is also the Senior Advisor for the Namibian Investment Promotion and Development Board and acts as the advisor for the Women in Finance of Rwanda Foundation.

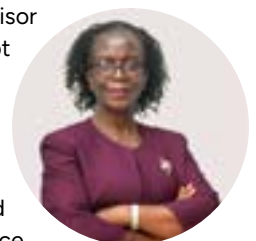
Mrs. Pippa Tubman Armerding is a lawyer and business professional with more than 20 years' experience operating across Africa, Asia, Europe, and the Americas in multi-cultural, global environments and providing sophisticated strategic and legal advice to multi-national corporations, not-for-profit organizations and academic institutions.



In addition to her role as a member of the Management Board of the ALSF, Mrs. Tubman Armerding is the Executive Director of the Harvard Business School (HBS) Africa Research Center, an Independent Director of Godrej Consumer Products Limited and a Director of the Oprah Winfrey Leadership Academy for Girls. She was previously the Legal & Corporate Affairs Director for Microsoft South Africa, the Director, Pan-African Strategic Initiatives for the Coca Cola Company South Africa and Senior Operations Counsel, East & Central Africa for The Coca-Cola Company in Nairobi, Kenya. Mrs. Tubman Armerding began her career as a lawyer with Davis Polk & Wardwell LLP in New York and Paris.

Mrs Tubman-Armerding holds a Bachelor of Arts degree in government *cum laude* from Harvard University, a Doctor of Law degree in International Law and Legal Studies from New York University School of Law and is a graduate of the Harvard Business School General Management Program. She is the author of several HBS case studies on African business and is a Member of the Bar of the State of New York.

Dr. Felister Saliku Kivisi is an Advisor on Sovereign Lending and Debt Management at the Eastern and Southern African Trade and Development Bank (TDB), where she has been on secondment since 2019. Prior to joining TDB, Dr. Kivisi worked for the Kenyan Ministry of Finance since 1994 as an Administrative Officer and rose to the position of Senior Deputy Director of the Public Debt Management Office.



At the National Treasury (Ministry of Finance), Dr. Kivisi was instrumental in building and maintaining of the Kenyan public debt database. She also led the technical team that prepared Kenya for the issuance of the three Eurobonds that Kenya successfully issued in 2014, 2018, and 2019. Dr. Kivisi has been involved in different initiatives such as mobile bonds as well as the establishment of the Public Debt Management Office in accordance with internationally recognized best practice.

She is a graduate fellow of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and a trainer for the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS). Dr. Kivisi has been commended for her service to the Republic of Kenya and was awarded the 'Order of the Grand Warrior of Kenya' (OGW) in 2018.

Dr. Roland Amoussou-Guenou is a Partner at Vovan & Associates, an international law firm specializing in international arbitration, personal data protection, digital economy law, and cryptocurrency regulations. He is the head of the Thailand – Africa and Thailand – China Legal departments at Vovan Law Group in Bangkok.



He has over 20 years of professional experience, including as a Senior Legal Counsel at the International Development Law Organization (IDLO) in Rome, Italy, and playing a key role in the French Government's legal regional cooperation project in ASEAN.

Dr. Amoussou-Guenou also has extensive experience as an adjunct faculty, lecturer, speaker, and resource person in many African, European, Middle East, and Asian countries, including Benin, Togo, Nigeria, Kenya, South Africa, Morocco, Thailand, Laos, Cambodia, Myanmar, Vietnam, Philippines, Korea, Japan, Pakistan, and Lebanon.

Dr. Amoussou-Guenou is a co-founder and President of the AsiAfrica Foundation, where he fosters connections between Asia and Africa and promotes education and culture. He is a renowned author and an expert in the field of international arbitration..

Professor Dr. Christoph Kohlmeyer

is a retired Agricultural Economist/ Rural Sociologist. With over 40 years of professional experience, he has served as an Executive Director and an Advisor to the President at the African Development Bank.



Dr. Kohlmeyer is a seasoned professional with a solid background and has research interests in Agricultural Policy, Land Policy, Social Systems, Location Theory; Development Economics, International Trade Relations, WTO, WTO-TRIPS, Regional Integration; Fragile States, Peace Policies, Mediation and Colonialism; and Project Management, Organizational Development.

He has experience in both Africa and Europe. In Europe, he worked as the Head of Division at Federal Ministry of Economic Cooperation and Development (BMZ). In Africa, he has had continental experience but also has specific experience Pan African Institutions and RECs, Ghana, Benin, Tunisia, Cote d'Ivoire, Cameroon, Congo Basin, Great Lakes Region, Sahel G5, Lesotho, Namibia, and the SADC region.

Mr. Olivier Pognon has been the Director

of the ALSF since October 2021. He is responsible for the day-to-day administration of the Facility and oversees all the Facility's projects including in the infrastructure, extractives, and energy sectors and sovereign finance management and litigation, as well as projects related to investment agreements and commercial and business transactions. He also acts as the legal representation of the institution.

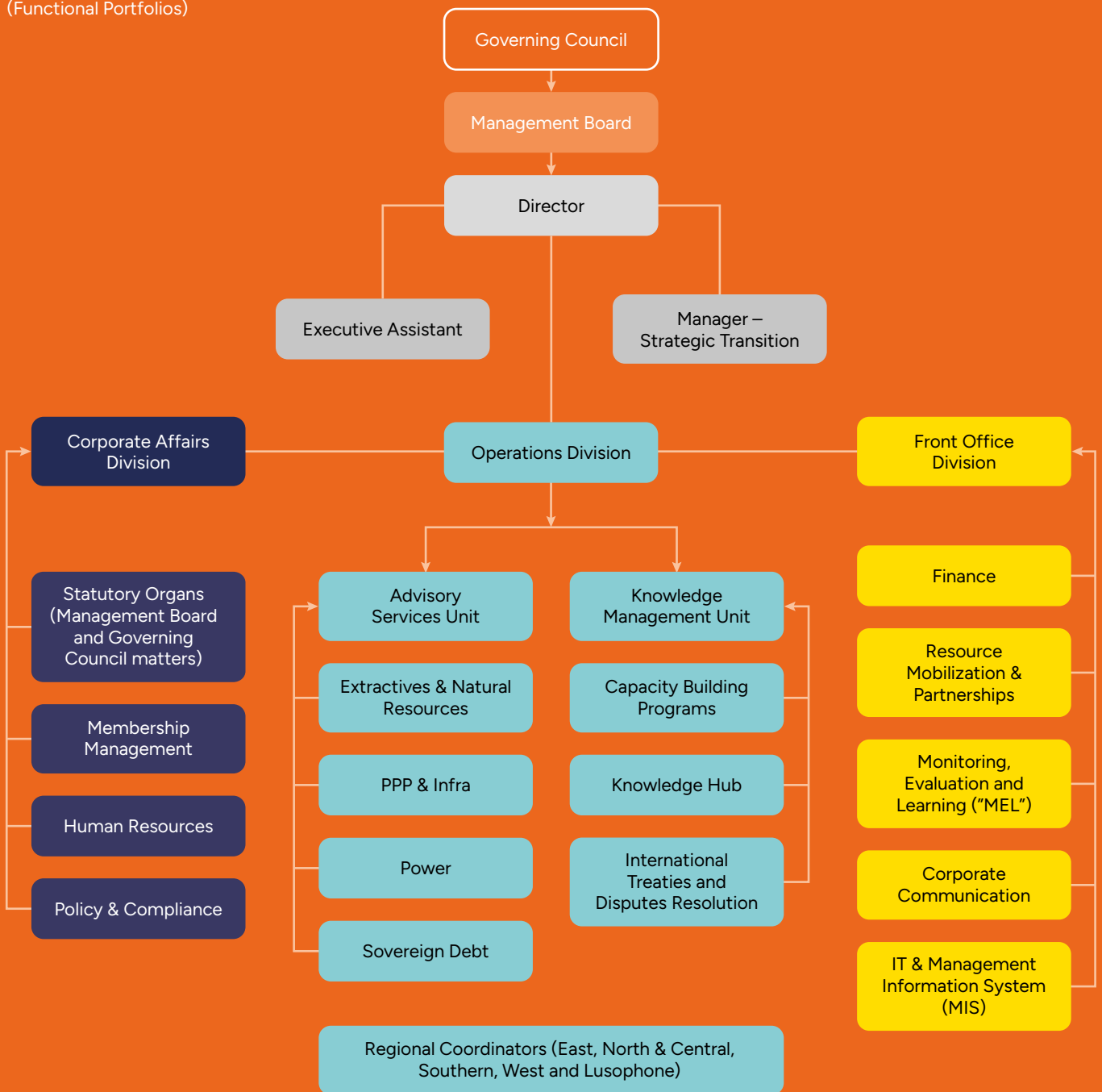


ANNEX VI

ALSF Organizational Structure 2024

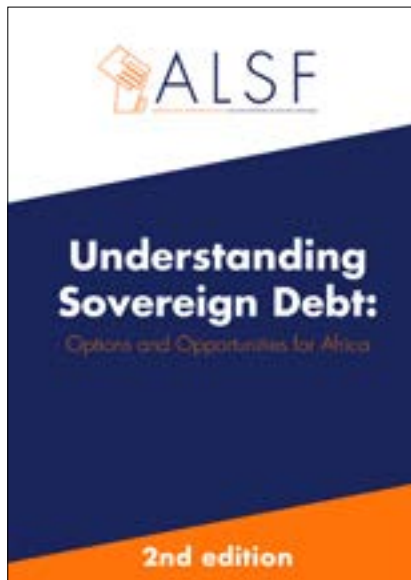


August 2024 – MB approved
ALSF Organisational Structure
(Functional Portfolios)



ANNEX VII

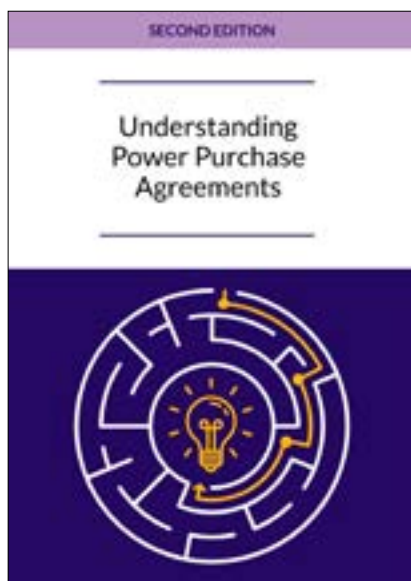
Selected Publications



Understanding Sovereign Debt: Options and Opportunities for Africa (2nd Edition)



Public Private Partnerships Legal & Institutional Frameworks in Africa: A comparative analysis



Understanding Power Project Finance (2nd Edition)



The Lightbulb Journal (3rd Edition)

ANNEX VIII

Current Financing Partners





May 2025

Abidjan, Côte d'Ivoire



African Legal Support Facility

Immeuble CCIA, Plateau 01 B.P. 1387

Abidjan, Côte d'Ivoire

Tel: +225 272026 3596

Email: alsf@afdb.org