



ALSF

AFRICAN LEGAL SUPPORT FACILITY | FACILITÉ AFRICAINE DE SOUTIEN JURIDIQUE



2022 Annual Report

Enhancing Legal
Capacities for **Africa's**
Sustainable
Development

African Legal Support Facility

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Facility

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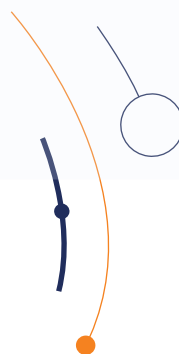


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List of Acronyms and Abbreviations



AfDB	African Development Bank
ADF	African Development Fund
ALSF	African Legal Support Facility
AMLA	Africa Mining Legislation Atlas
BOAD	West African Development Bank
EC	European Commission
ECNR	African Natural Resources Centre
ESG	Environment, Social and (Good) Governance
GC	Governing Council
GIF	Global Infrastructure Facility
ICON	ICON-INSTITUTE Public Sector GmbH
ICSID	International Centre for Settlement of Investment Disputes
IFFs	Illicit Financial Flows
IsDB	Islamic Development Bank
ISLP	International Senior Lawyers Project
ISDS	Investor State Dispute Settlement
KfW	Kreditanstalt für Wiederaufbau
MB	Management Board
MIS	Management Information System
MTS	Medium Term Strategy 2023-2027
OHADA	Organization for the Harmonization of Business Law in Africa
PEF	Private Entity Funding
PPP	Public Private Partnerships
RAAA	Rapid Assessment and Assistance Allocation
RMCs	Regional Member Countries
SDG	Sustainable Development Goal
SOAS	The School of Oriental and African Studies University of London
TDB	Trade Development Bank
TSF	Transition Support Facility
USAID	United States of Agency for International Development
USD	United States Dollar



Management Board Members



◀
Christine Anyango Agimba,
Chairperson



▶
Arve Ofstad,
Member



◀
Manisha Dookhony,
Member



◀
Pippa Tubman Armerding,
Member



▶
**Jacob Diko
Mukete,**
Member



▶
**Setounkpatin
Olivier Pognon,**
Director and CEO
& Ex-Officio Member

Message from the Interim Chairperson Governing Council



The year 2022 was the last year of implementing our Medium-Term Strategy 2018 – 2022 (the Second MTS). At the beginning of the Second MTS, Africa's GDP was projected to grow at a rate of about 4 percent per annum between 2018 and 2022 based on the expectation of continued improvements in governance and economic management, stronger commodity prices, and increased public investment.

The reality is that various internal and external factors have negatively affected the continent's growth performance, not least the COVID-19 pandemic (and the attendant lockdowns, border closures, and global supply chains disruptions) which precipitated the continent's worst economic performance in decades of about 2 percent in 2020.

Since 2020, Africa's economies have been recovering and growing at a modest average rate of about 3 percent between 2021 and 2022. However, this is a far cry from the sustained minimum of 7-10 percent growth rate required to achieve inclusive growth and sustainable development. Recent challenges include the decline

in global growth, rising inflation intensified by the war in Ukraine, adverse weather conditions, the risk of food insecurity, and the high risk of debt distress. Additionally, political instability and fragility in some African countries and regions raise the risk of retrogression.

It is against this backdrop that the final year of our Second MTS transpired. However, the dire situation only served as a reminder of the reasons for creation of the African Legal Support Facility ("ALSF") – to provide the legal and technical capacity required to ensure fair and equitable commercial transactions to propel and sustain economic growth.

Thus, as expected, demand for the ALSF's services has never been higher and more relevant. This was evident in the number of requests we received in 2022. At 50 requests, it is the most requests the ALSF has received since its establishment. In comparison, until this year, the highest requests received were in 2021 (37) and 2020 (32).

In terms of operations, the ALSF intervened in several African countries and achieved a number of key milestones in the energy, sovereign finance, infrastructure and public-private partnerships, and natural resources and extractives sectors. Most notable achievements were recorded in Burundi; Egypt; Mauritius; Mozambique; São Tomé & Príncipe; Namibia; and Zimbabwe.

Going forward, the ALSF will be implementing its new Medium-Term Strategy (2023-2027). The next five years will be decisive for Africa as the continent seeks to recover and rebuild to achieve strong growth that is broad

based and sustainable. To support these efforts in the coming years, the ALSF's strategic focus will be to further enhance the legal capacities of African countries through: enabling enhanced institutional legal capacity; improving business environment and risks awareness and mitigation; and ensuring fair and balanced transactions between RMCs and investors.

With a very successful 2022, I thank our financing partners for the continued support. I would also like to thank the members of the Governing Council, and the Management Board for performing its functions diligently. I also thank ALSF's staff for their hard work and dedication, under the able stewardship of their Director and CEO, Olivier Pognon.

I have no doubt that the ALSF will continue to elevate to even greater heights, as it contributes to building a greater Africa for us and future generations.

Stéphane Mousset,
Executive Director for France,
Spain and Belgium, African
Development Bank Group,
Interim Chairperson of the
Governing Council

Message from the Director and Chief Executive Officer



I am pleased to submit this Annual Report for the year 2022, a detailed account of our operations for the financial period ended on 31st December 2022.

This report summarises how ALSF's legal expertise and financial contributions, knowledge products and strategic partnerships continued to play a vital role in helping African governments to tackle unfair litigation and to negotiate complex commercial transactions in sectors of relevance for the countries. In 2022, the ALSF has again shown its clear commitment to fulfil its mandate to sustainably enhance the capacity of African lawyers and government officials to undertake such transactions.

In terms of value, we provided a total amount of USD 15.6 million for our activities which comprised 33 advisory services and 21 capacity building (and development of knowledge products) projects in the energy, infrastructure public-private partnerships (PPPs), natural resources and extractives, and sovereign finance sectors.

Our advisory services included the provision of legal advice, due diligence, negotiations support, creating and advising on public procurement processes, and dispute resolution assessment and support. The capacity building projects comprised the creation of knowledge products, provision of toolkits such as model documents template agreements, manuals, guides, and skills training. Collectively, our advisory and capacity building projects ensured that balanced contracts were entered into, and that transactions between African governments and their counterparties were able to contribute to the effective implementation of various development projects across our regional member countries.

Notably, in the **energy** sector, we began working alongside the governments of Egypt and Namibia, respectively, to negotiate various agreements and transactions for the development of green hydrogen as a clean source of energy to advance green growth and support the energy transition agenda. In relation to **infrastructure PPPs**, we provided training for the governments of Angola, Burundi, Mauritius, and Namibia, among others, in relation to using PPPs effectively for social infrastructure in education, health, agriculture and transportation.

Our work in the **natural resources and extractives sector** included support to the governments of São Tomé & Príncipe and Zimbabwe to develop appropriate tools, documentation, skills, and strategies for negotiating oil and gas exploration, development, production, and marketing related contracts. In the **sovereign finance** sector, we advised several countries, including the Democratic Republic of Congo, Guinea, and Zimbabwe, in navigating investor-state dispute settlement processes effectively to safeguard national resources. In the current critical times for African countries' public finances, and to effectively supplement the provision of transactional legal advisory services, we are developing various knowledge products to promote debt sustainability, including innovative approaches to public financing such as ESG-focused financing, debt-for-nature-swaps, and state-contingent debt instruments.

In 2022, fragility remained a key factor in determining and fashioning support to our regional member countries. In 2022, almost 60% of our funding was provided for transition states or fragile countries compared to 40% for non-transition states. In providing support, especially to transition states, we ensured that adequate capacity was provided to develop and strengthen relevant skills and institutions and to improve governance and other crosscutting issues such as gender and environmental and social protection. Our work in 2022 also benefitted from the process of developing a new Medium-Term Strategy for the period 2023 – 2027

(the Third MTS), as we immediately applied some of the lessons learned from the extensive consultative process to improve our operations. These incremental improvements included: (i) refining our organizational structure to enhance delivery of our activities, (ii) expanding on our crosscutting issues to strengthen development impacts; and (iii) reviewing and pursuing strategic partnerships to maximize our reach and impact.

Finally, in 2022 the ALSF's presence and voice were felt and heard across the continent, as we took an active part in a number of major events, including the African Mining Indaba, the Africa Energy Forum, and the launch of the Africa Mineral Development Council among many others. The awareness of the Facility as a credible institution continued to increase steadily as the relevance of its services remained indisputable.

The hard work of all our stakeholders including the Governing Council, Management Board, staff, member states, panel law firms, partners, and the unwavering support of our donors deserve commendation. Indeed, our remarkable journey so far provides a firm foundation for implementation of our ambitious Third MTS whose objective is **accelerating progress for greater impact.**

On behalf of the ALSF, I wish you an enjoyable reading of this annual report.

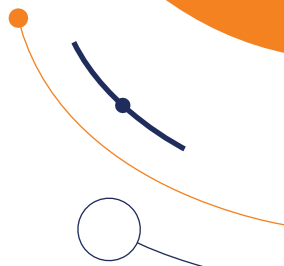
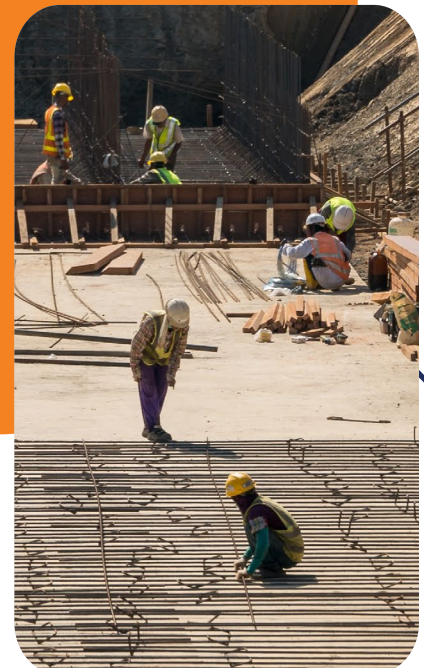
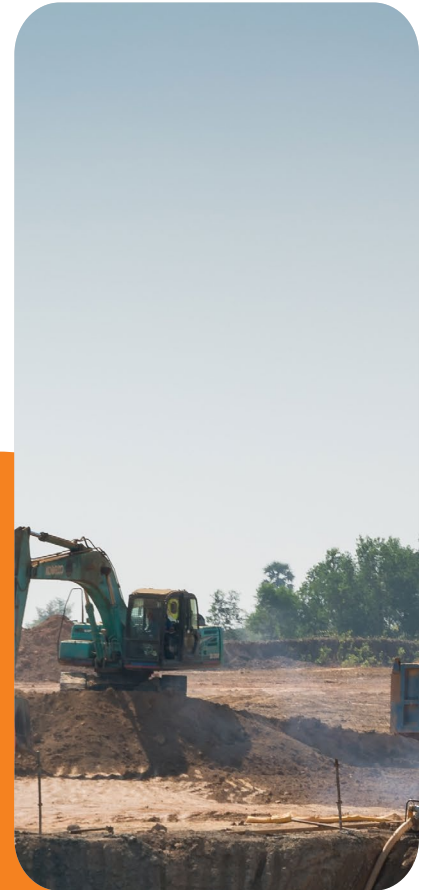
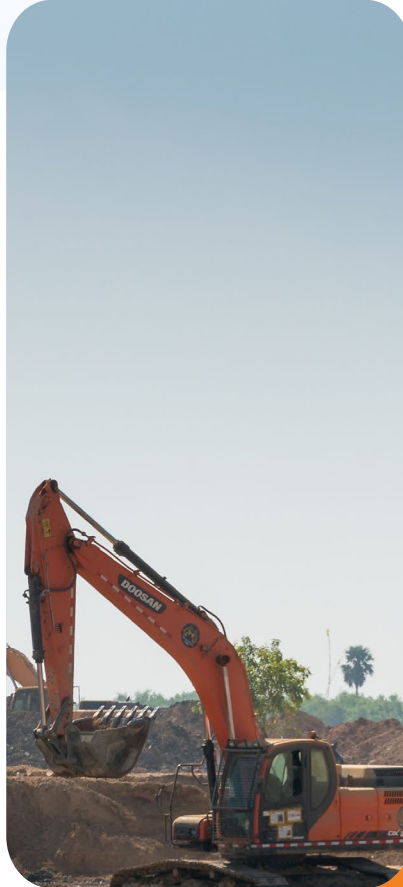
Setounkpatin Olivier Pognon,
Director and CEO

Executive Summary

The ALSF's unique mandate of providing legal advisory services and capacity building support to African countries is a driver for concrete and positive transformation on the continent. The projects and transactions supported by the ALSF contribute to the development of critical quality infrastructure, sustainable debt management, improvement of public services, economic value retention, and overall sustainable development.

To guarantee and expand these benefits across the continent, the ALSF interventions in 2022 focused on providing sustainable legal capacity in the natural resources and extractives, energy, infrastructure and public private partnerships sectors, as well as sovereign finance. Gender was mainstreamed into our operations and policies to ensure the ALSF's work delivers significant impacts for women. Additionally, sustainable environmental, social and good governance (ESG) considerations received special attention, particularly in countries in fragile situations, to help them negotiate more beneficial and durable agreements for major infrastructure projects and commercial business transactions.

This 2022 Annual Report reviews the ALSF interventions in the operational priority areas of the MTS. It also discusses the development impact of the ALSF operations, examines the corporate management activities of the ALSF, and presents the governance structure of the ALSF, highlighting the activities, oversight functions, and strategic responsibilities of the ALSF Management Board and Governing Council over the year.



Operational Activities

The ALSF Operations

In 2022, the ALSF approved 49 new projects representing a total amount of USD 15.6 million. These operations comprised: 28 advisory services; and 21 capacity building and knowledge management projects.

In terms of value, 78 percent of the ALSF's approvals (USD 12.2 million) were dedicated to advisory services; 22 percent (USD 3.4 million) for capacity building and knowledge management activities.

In terms of the regional distribution of the ALSF resources approved was as follows: 15 approvals were made for countries in Southern Africa; 7 for countries in East Africa; 5 for countries in North Africa; 4 for countries in Central Africa; 2 for countries in West Africa; and 16 for regional projects.

In terms of sectors, these projects were mainly distributed between energy, sovereign finance, infrastructure and public-private partnerships (PPPs) and natural resources, and extractives. Additionally, the ALSF improved its operational effectiveness, as well as knowledge capability and business processes.

Total annual operational disbursements amounted to 12.1 million in 2022 compared to USD 11.1 million in 2021. In 2022, USD 10.1 million was disbursed directly to implement our projects and to support projects shared costs, representing 84% of the total annual operational disbursements.



New Projects Approved ▶ 49

- 28 Advisory Services
- 21 Capacity Building & Knowledge Management Activities

▶ USD 15.6 million

Value of Approved Projects

21 ◀ Number of Countries Targeted

▶ USD 12.1 million
Value of Total Disbursement





Institutional Development and Corporate Management

Development of a New Medium-Term Strategy (2023-2027)

In 2022, the ALSF developed a new medium-term strategy for the period 2023 to 2027. The overarching goal of the new strategy is to further strengthen the legal capacities of our regional member countries (RMCs) through: enabling enhanced institutional legal capacity; improving business environment and risks awareness and mitigation; and ensuring fair and balanced transactions between RMCs and investors. In so doing, the ALSF will ultimately contribute to the UN Sustainable Development Goals (SDGs) - especially *SDGs 1-No Poverty; 2-Zero Hunger; 5-Gender Equality; 7-Affordable & Clean Energy; 8-Economic Growth; 9-Industry, Innovation & Infrastructure; 10-Reduced Inequalities; 11-Sustainable Cities & Communities; 13-Climate Action; and 16-Peace, Justice & Strong Institutions.*

Compliance and Organizational Sustainability

The ALSF developed new policies and updated some existing regulations and guidelines. Specifically, the ALSF launched

the procurement of Panel B law firms (competitively pre-selected Law Firms with relevant expertise in particular African regions – Law Firms registered to practice in African jurisdictions) in line with the revised ALSF procurement manual adopted in June 2022.

Furthermore, the ALSF developed and issued several policies and guidelines for organizational improvement and human resources planning and management, including a directive on return to office, a directive on leave entitlements, and a benchmarking and human resources diagnosis report. Additionally, directives on implementation of the contract agents' policy and recruitment of interns, and proposals for a medical plan and benefits for contract agents, consultants, and short-term staff were also developed for consideration by the Management Board.

Adjusting the Organisational Structure

In January 2022, the ALSF Management Board approved a management proposal to refine the organisational structure to enhance the overall delivery of the ALSF activities. Over the year, the ALSF recruited the relevant staff and

affirmed its field presence in the Nairobi and Pretoria AfDB Regional Offices, to enable it respond swiftly and effectively to the needs of the Regional Member Countries (RMCs).

Monitoring and Evaluation (M&E)

In 2022, the ALSF prepared and shared M&E quarterly reports to support projects management; developed a theory of change and log frame with baseline and targets for effective tracking of the upcoming MTS' deliverables; and developed performance monitoring frameworks (PMFs) for new operations and closing reports.

Risk Management

The ALSF also updated the risk management framework and supported the development of the automated risks assessment tool under the Management Information System (MIS).

Collaboration, Partnership Building, and Outreach

Strategic Partnerships and Business Development

Over the years, the ALSF initiated and consolidated strategic partnerships with several bilateral and multilateral institutions including but not limited to: the African Development Bank (AfDB), the Trade and Development Bank (TDB), African Export-Import Bank, Africa Finance Corporation, Africa50, the African Arbitration Association (AfAA), the International Association of Lawyers or the International Senior Lawyers Project (ISLP). Additionally, the ALSF team attended and participated in several conferences, webinars, and trainings to maintain and develop strategic relationships with its stakeholders, development partners, financial partners, and panel of law firms, as well as to create outreach opportunities to RMCs, and strengthen relationships between the ALSF and its member countries.

Membership

During 2022, the ALSF conducted masterclasses on membership for Angola, Central African Republic, Côte D'Ivoire, Democratic Republic of Congo, Eswatini and Mauritania officials. In parallel, the ALSF also prepared a membership brochure and charter to highlight the benefits of the ALSF membership and guide the process of becoming an ALSF member.

Resource Mobilization

In 2022 the ALSF received a total of USD 13.57 million from the Bank's Transition Support Facility (AfDB-ADF15-TSF), the European Commission, Norway and the Netherlands. The Facility also secured additional funding from the Global Infrastructure Facility (GIF)¹ and the Private Entity Funding (PEF)² Framework amounting to USD 1.85 million and

USD 0.5 million respectively. The ALSF also continued to encourage RMCs to contribute financially to the Facility. As a way to foster self-sustainability, the ALSF has continued to approve projects on recoverable terms, whenever relevant and possible.

Communication and Outreach

During 2022, the ALSF carried out a number of communication activities including: update of the ALSF website; production and dissemination of ALSF publications; production and promotion of several webinars involving the ALSF; audiovisual production and documentation of the progress and results of ALSF projects; and production of several press releases and newsletters to keep the ALSF's stakeholders informed and to enhance the ALSF's visibility and strengthen its positioning as a dependable partner and advocate for positive change. The ALSF also commenced a process to revitalize its visual identity for effective communication with its stakeholders.

Governing Council, Management Board, Director and Staff

Governing Council and Board Activities

In 2022, the ALSF's Governing Council and Management Board held several meetings to discuss the Facility's business and adopt several documents and policies including: the 2021 Annual Report; the 2021 Financial Statements; and the ALSF Medium-Term Strategy (2023-2027). The Management Board approved **30 projects** amounting to nearly **USD 12.4 million**; and the 2023 Work Plan and Budget.

Deployment of Human Capital and Talent

The ALSF had a total of **41** staff at the end of 2022. During the year, the ALSF carried out an organisational restructuring that adequately considered the increased workflow, competencies required for efficiency and effective delivery of the ALSF's goals, and to compensate departures as required. Accordingly, the ALSF recruited two (2) Chief Legal Counsels and one (1) General Staff (GS); and promoted one (1) Principal Legal Counsel to Chief Legal Counsel; and two (2) staff from GS 5 to GS 7.

1. Global Infrastructure Facility (GIF) – The World Bank and other financing partners through GIF provides funding to ALSF on specific projects to select, design, structure, and bring to market high-quality, sustainable, and bankable infrastructure projects in emerging markets and countries.
2. Private Entities Funding (PEF) Framework– An agreement between Private Entities and ALSF to provide funding to specific projects and following the prior approval of the private entity by the ALSF's Governing Council.

Chapter 1

Understanding the Work of the ALSF

The ALSF is an international organisation dedicated to providing legal advice and technical assistance to Regional Member Countries (RMCs). The ALSF delivers its services through the engagement of leading international law firms on its legal panel and other experts, selected through a competitive procurement process. All projects are additionally supported by the ALSF's team of in-house legal counsels.

Cumulatively, the ALSF has undertaken operations in more than 50 African countries, assisting them to negotiate fair and equitable contracts, as well as to undertake complex commercial transactions in the energy, natural resources, infrastructure, and sovereign finance sectors with a view to maximizing the benefits from these arrangements. Alongside this, the ALSF develops, collects, and manages knowledge products as a way to build and transfer relevant legal knowledge to African government officials.

The ALSF is hosted by the African development bank Group in its Abidjan (Côte d'Ivoire) headquarters, with regional offices in Nairobi (Kenya) and Pretoria (South Africa).

About the African Legal Support Facility

Mandate

The goal of the Facility is to remove asymmetric legal technical capacities and level the field of legal expertise among parties to litigation and negotiations. It provides legal advisory services to improve the negotiating capabilities of its member countries. Through all its activities the Facility aims to enhance legal capacity on the continent. The Facility also strives to further develop the African continent by promoting sound debt relief solutions through its knowledge dissemination work in the sovereign finance field.

Mission

To provide legal advice and services, capacity building and technical legal assistance to African countries on complex commercial negotiations and related sovereign transactions.

Values

The Facility is founded on the values of respect for the rule of law, equity, transparency, and good governance. These values are grounded on its "African character" as the Facility is a partner of all African countries and respects the diversity of the continent. The staff of the Facility is committed to uphold ethics, accountability, excellence, professionalism, probity, and a team-working spirit.



“

ALSF

Trusted Legal Advisor for
African Governments

The ALSF's Services



The overall objective of the ALSF is to strengthen the legal capacities of African governments to negotiate and conclude equitable and sustainable agreements that deliver maximum economic value to African countries, and to protect their sovereign rights. The ALSF achieves this through:

Advisory Services

Helping African governments to strengthen their legal expertise and negotiating capacities, particularly in the areas of natural resources and extractive industries, investment agreements and Public Private Partnerships (PPPs), including large-scale infrastructure and other related complex commercial and business transactions, as well as sovereign finance transactions.

Under its Advisory Services pillar, the ALSF also supports African countries to obtain specialized legal assistance for the negotiation, settlement or litigation of commercial creditor claims. The aim is to achieve equitable and sustainable creditor litigation outcomes to prevent debt distress in the respective African states.

Capacity Building and Knowledge Management Activities

Supporting the development of legal capacities in Africa in the ALSF's focus areas. The ALSF's capacity building model focuses on an effective transfer of knowledge and skills development to national lawyers, government professionals and civil servants through workshops, conferences, seminars, digital platforms, and legal hotlines. The ALSF also helps to develop, collect, and manage knowledge products including academic and legal materials, model documents, and other transaction-facilitation tools (template documents, model agreements, etc.), databases of relevant precedents, curricula development, publications, and training platforms.

Key Highlights 2022



January

The Management Board approved and adopted a **new ALSF organisational structure**.

March

The ALSF approved:

- **Bill & Melinda Gates Foundation** funding to finance sovereign debt related capacity building activities to support long term debt sustainability in Africa.

The ALSF Management Board held its 37th meeting in Abidjan on 14 April 2022.

The ALSF approved:

- **Eritrea Environment Capacity Building:** a grant to support capacity building activities to enhance the country's environment sector and foster sustainable inclusive development.
- **Zimbabwe Sovereign Bond Capacity Building:** a grant to strengthen the institutional legal capacity of various stakeholders in the sovereign debt sector.
- **Sovereign Debt Knowledge Product and Capacity Building Program:** a grant to develop a sovereign debt knowledge product and capacity building program to improve the legal and technical knowledge of African government officials in the public debt sector.

May

The ALSF Management Board held its 38th meeting (annual meeting) in Accra on 23 May 2022.

The ALSF Governing Council held its 13th annual meeting in Accra on 23 May 2022.

June

The ALSF Management Board and Governing Council approved and adopted the ALSF Medium-Term Strategy (2023-2027).

The ALSF held a Donors' meeting to share and discuss progress reports and results.

July

Namibia Green Hydrogen Advisory Services: extended support to the government to build capacity of the government officials as required to:

develop the large-scale production of clean hydrogen sector; enhance capacity in negotiation of complex commercial transactions in the energy sector with private developers; and improve overall understanding of green hydrogen projects.

August

The ALSF approved:

Botswana Power II : a grant to strengthen the capacity of legal professionals and other non-legal government officials in conducting Independent Power Producer ("IPP") negotiations.

Tunisia PPP: a grant to enhance legal capacity to negotiate a PPP agreement and other related agreements as part of the structuring and implementation of the El Hessiane Project.

Zimbabwe Oil: a supplementary grant to review the legal and regulatory framework; develop model agreements and toolkits; and ensure mitigating measures identified in the previous ALSF assessments are negotiated into the agreement (s).

September

The ALSF approved:

Democratic Republic of Congo Energy: a grant to strengthen the legal and technical capacities of government officials and professionals to negotiate power purchase and other related agreements in the power sector.

Egypt Green Hydrogen: extended support to negotiate a complex commercial transaction in the energy sector, and enhance the understanding of green hydrogen projects, and effectively assist the government through successful negotiations of selected project documents pertaining to Egypt's green hydrogen sector.

Uganda Toll Road II: a grant to negotiate a concession agreement and other related contracts as part of the structuring and implementation of the Kampala Jinja Expressway toll road project.

November

The ALSF approved 2023 Work Plan & Budget and Financial Statements for the second and third quarter 2021 and reviewed and considered other key operational and institutional documents.

The ALSF approved:

Liberia Oil NOCAL: a grant to review the existing legal, regulatory and contractual framework governing seismic data acquisition, processing, marketing and licensing; drafting of tender protocol documents and preparation of a competitive procurement process; and assisting with the negotiation and drafting of 2D and 3D seismic data storage, marketing, and licensing agreements.

Mauritius PPP: a grant to negotiate a concession agreement and other related contracts as part of the structuring and implementation of the University of Mauritius housing project.

Chad PPP II: a grant to strengthen the legal and technical capacities to negotiate fair commercial contracts and Private Public Partnerships (PPPs) agreements in Chad.

December

The ALSF held a Donors' meeting to share and discuss progress reports, results and financial performance.

The ALSF approved:

AMLA Year 2023: a grant to support capacity building



and knowledge management activities conducted under the African Mining Legislation Atlas (AMLA).

ECOWAS Centre for Renewable Energy and Energy Efficiency:

a grant to develop a toolkit that will address regulatory aspects including standardized legal documents applicable to the renewable energy sector and conduct capacity building activities on renewable energy PPP Projects.

Gabon PPP: a supplementary grant to support capacity building activities for the benefit of the Republic of Gabon in the Public Private Partnership/Infrastructure, energy and water sectors.

Lesotho Solar Litigation: supplementary assistance to provide additional advisory services required to complete with Lesotho Solar Arbitration Project.



Chapter 2

Enhancing African Legal and Technical Capacities

This chapter discusses ALSF approvals during 2022. It looks specifically at the operations by priority areas, sector sub-regions, and distribution by country categorization. It then presents the anticipated results of the ALSF interventions over the same period.

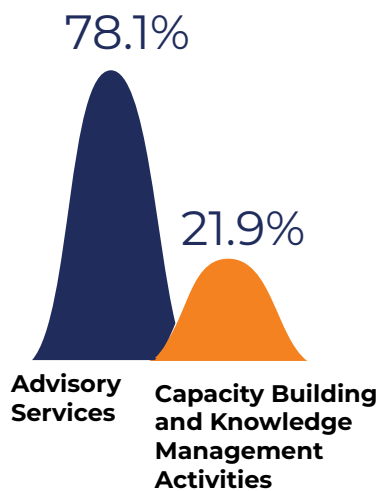
Overview ALSF Operations in 2022



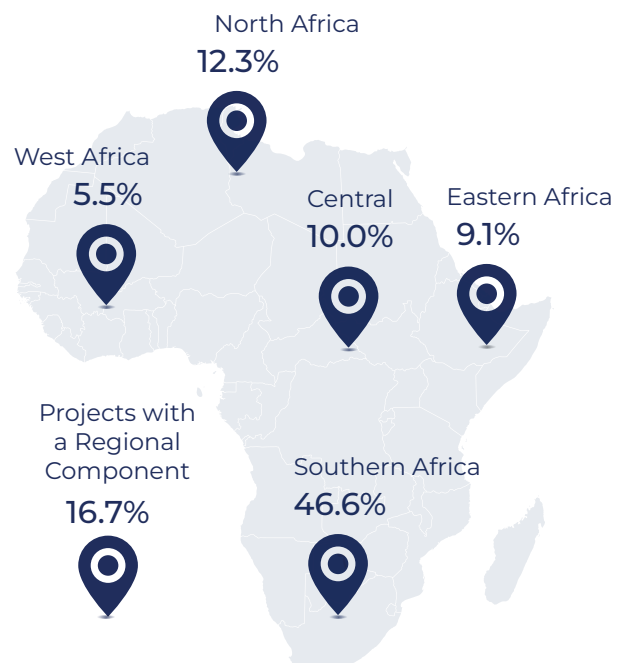
By the end of 2022, the ALSF had approved 49 new projects amounting to more than USD 15.6 million. These comprised: 28 advisory services; and 21 capacity building and knowledge management projects. In terms of sectors, these projects were mainly distributed between energy, sovereign finance, infrastructure and public-private partnerships (PPPs), and natural resources and extractives.

The said projects notably relate to : power purchase agreements, sovereign debt negotiations and restructuring, negotiation of mining agreements, petroleum production sharing agreements, PPP contracts, development of model agreements and template documents, training of government officials and lawyers; and updating of relevant knowledge databases. The graphs below present the composition of the ALSF approved projects in 2022.

Operations by Priority Areas



ALSF Approvals by Sub-Region



ALSF Operations by Sector



48.7%

Energy



18.7%

Infrastructure & PPP



14.1%

Sovereign Finance



11.7%

Extractives & Natural Resources



10.6%

Multisectorial Projects

ALSF as a Knowledge Broker

In 2022, the ALSF produced 4 toolkits or model instruments to facilitate the structuring and negotiation of various transactions in a number of African countries. These consisted of the Gambia PPP Agreement toolkit; Tanzania Extractives toolkit and guidelines; and AMLA toolkits on State Equity Participation and Local Development and Community Engagement respectively. The toolkits are user-friendly, accessible, and ensure that the transaction documents will be bankable by the time they reach investors—and in so doing create a conducive investment climate in their respective sectors and countries.

ALSF Operations by Country Categorization

58.8%

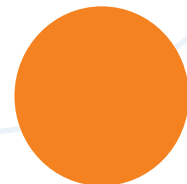


Approvals Targeted Transition States

41.2%



Support to Non-Transition States



Webinars and Capacity Building Events in 2022

Investment Treaties & Dispute Solution			
Event	Number of Participants	Male	Female
Zimbabwe Dispute Resolution Workshop	29	16	13
Total dispute resolution : 1	29	16	13

Infrastructure & PPP			
Event	Number of Participants	Male	Female
ALSF - ISLP - Webinar "The Building Blocks: Public-Private Partnerships in Healthcare Infrastructure"	250	162	88
Angola Procurement	250	15	12
Angola Procurement - Capacity Building Workshop on Public Procurement	27	14	13
Burundi PPP - Structuring and negotiation of PPP (Workshops)	30	23	7
Gambia PPP In-House	56	44	12
Mauritius PPP Workshop	18	10	8
Mozambique PPP Project - Structuring and negotiation of PPP	35	15	20
Somalia Port Contract Management Project	7	6	1
Uganda Annual Law Congress	100		
World Association of PPP Units & Professionals Annual Congress (PPPs for COP 27 & Beyond) Kenya presentation hosted by ALSF	66		
Total Infrastructure/PPP: 10	713	289	161

Sovereign Finance			
Event	Number of Participants	Male	Female
IMF training on Debt Sustainability and Debt Restructuring	75		
Sovereign Debt: Agenda for the Future	79		
Total Sovereign Finance: 2	154		

Extractives & Natural Resources			
Event	Number of Participants	Male	Female
AMLA annual Workshop	10	6	4
APLA Post Pilot Year 1 Workshop	9	3	6
Ethiopia Extractives	6	2	4
Ethiopia Extractives Project - Capacity building workshop on enhancing the legal framework for the extractive sectors	6	5	1
Liberia Fisheries - Negotiating Complex Fishing Agreements	27	22	5
MADI / ISLP "Mineral Resources Development, social issues and gender considerations: Challenges and best practices"	21	11	10
Sao Tome Petroleum Workshop	26	17	9
Tanzania AG's Office Workshop	35	23	12
Tanzania AG's Office Extractives Workshop	35	23	12
Zimbabwe Extractives	36	22	14
Total Extractives & Natural Resources : 10	211	134	77

Energy			
Event	Number of Participants	Male	Female
Zimbabwe power project- Capacity building workshop on understanding power project documents and bankability considerations for Zimbabwe in the power sectorment	21	13	8
Total Power: 1	21	13	8

Multisector			
Event	Number of Participants	Male	Female
AIFP - Understanding and Managing Contingent Liabilities	18	8	10
TDB-ALSF Training for Public Sector Lawyers	75	27	48
Total Multisector: 2	93	35	58

Areas of Special Emphasis

Key Cross-Cutting Issues Identified and Addressed

In 2022, the ALSF continued to integrate the traditional crosscutting issues (Environmental Social and Governance (ESG) and gender equality) in providing Advisory Services and Capacity Building support to the Regional Member Countries (RMCs) in respect of energy, natural resources and extractives, infrastructure PPPs, and sovereign finance transactions and investment disputes resolution related activities.

Accordingly, the ALSF projects or interventions accounted for or facilitated: (i) enhancement of transparency and due process; (ii) improved coordination and collaboration among government agencies; (iii) prevention of corrupt practices; (iv) inclusion of more than 300 women in ALSF training and capacity building programs; (v) prevention of adverse impacts of projects on women and children (vi) incorporation of environmental and social impact assessments and implementation of appropriate management plans; and (vii) prioritization of environmental and climate-friendly projects or measures.

Supporting Energy Transition in Africa

The ALSF is dedicated to supporting sustainable development of the energy sector for social and economic transformation of Africa. Specifically, the Facility provides authoritative legal and technical guidance to governments from the procurement phase to financial close of energy sector projects. In addition to providing technical guidance and advice to African countries in their negotiation of energy projects, the Facility develops model agreements, power sector toolkits, and capacity building opportunities. The aim is to remove the imbalance between the Governments/utilities and the private sectors to achieve sustainable and fair agreements which will produce bankable and well-structured projects.

Most importantly, the ALSF is proud to participate in Africa's efforts to leapfrog the energy gap by supporting innovative and cutting edge technologies which will push it towards the forefront of the global energy transition. Connected to this, the ALSF is supporting the Egypt and Namibia Green Hydrogen projects that are both flagship projects setting the pace in hydrogen energy generation. Previously, the Facility supported the Taiba N'Diaye 158 MW wind farm project in Senegal—a critical component of the Senegalese Government's clean electricity production strategy; and the first salt-water floating solar photovoltaic (PV) project in the Seychelles—the first in Africa and among only a few in the world.

To unlock Africa's massive renewable energy potential and support the energy transition efforts, the ALSF will continue to provide the following assistance: (i) in the early identification of bankability issues and potential solutions, (ii) in the establishment of procurement strategies that yield competitive pricing and adequate technology proposals and (iii) in the implementation of negotiation strategies that produce fair and sustainable contractual arrangements.





Supporting Transition States or Countries in Situations of Fragility

During 2022, the ALSF approved 25 operations and activities, and continued to implement projects to develop appropriate capacities and effectively support the development needs of transition states. Our interventions in the transition states require closer engagement and collaboration with the respective implementing agencies at all stages of the project implementation cycle. This approach promotes mutual trust and allows for a more efficient transfer of knowledge and skills. As we have done in past, a significant proportion of time from both ALSF and external legal counsel will continue to be devoted to building capacity throughout the project cycle to ensure sustainability and realization of the intended project objectives in the targeted countries.



Advocating for Investment Treaties Reform and Dispute Resolution Assistance

The ALSF continued to advocate for the advancement of arbitration as well as promoted the development and use of arbitration for commercial disputes in Africa. Specifically, the ALSF attended and participated in the 6th ICC Arbitration conference and the Investor State Dispute Settlement (ISDS) francophone meeting in Africa. To complement these efforts, the ALSF sponsored the launch of the African Arbitration Academy model on Bilateral Investment Treaties and The School of Oriental and African Studies University of London (SOAS) Arbitration training for practitioners. These interventions are well aligned to the ALSF's objectives of advocating and building relevant capacities in arbitration to resolve international commercial disputes in Africa.



Key Results in 2022

The section below presents the anticipated results at impact, outcome and output levels of the ALSF interventions in 2022.

Impact and Outcome Level

Results Chain	Anticipated results	Anticipated Project level results	Contribution to AfDB's High 5's priority areas	Contribution to African Union 2063 Agenda Goals	Contribution to UN Sustainable Development Goals (SDGs)
Impact 1: Enhanced economic Growth	Government savings attained and income released USD 114.5 million	Zimbabwe Sovereign Bond Swap USD 100 million Comoros Road Dispute (savings from renegotiated damage payments): USD 14.5 million	Improve the quality of life for the people of Africa	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 1: End poverty in all forms everywhere SDG 8: Promote sustained, inclusive and sustainable economic growth.
Impact 2: Sustained Inclusive development	Jobs created 66,020	<ul style="list-style-type: none"> Zimbabwe Oil: 120 Transgabonaise: 3,000 Uganda PPP: 2,000 Namibia Green Hydro: 15,000 Botswana Power II: 1,900 Egypt Green Hydro: 44,000 	Improve the quality of life for the people of Africa	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 7: Ensure access to affordable, reliable and sustainable modern energy for all
Impact 2: Sustained Inclusive development	Power production 6,875.8 MW	<ul style="list-style-type: none"> Mozambique Renewable Energy: 40 MW Egypt Green Hydro: 1,162 MW Namibia Green Hydro: 5,000 MW Botswana Power II: 500MW DRC Energy: 173.8 MW 	Light up and power Africa	Goal 6: Blue/Ocean for accelerated economic growth Goal 10: World class infrastructure across Africa.	SDG 7: Ensure access to affordable, reliable and sustainable modern energy for all
Outcome 1: Enhanced economic growth in targeted sectors	Value of projects commitments by sector- Extractives Value of projects commitments by sector- Infrastructure	USD 1,725,000 USD 2.810,000			SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Results Chain	Anticipated results	Anticipated Project level results	Contribution to AfDB's High 5's priority areas	Contribution to African Union 2063 Agenda Goals	Contribution to UN Sustainable Development Goals (SDGs)
Outcome 1: Enhanced economic growth in targeted sectors	Increased foreign investments over USD 50 billion	Zimbabwe Oil: USD 16 million Kenya PPP (Nyalı Bridge): USD 100 million Transgabonaise: USD 1 billion Uganda PPP (KJE Toll road): USD 400 million Namibia Green Hydro: USD 9.4 billion Egypt Green Hydro: USD 41 billion	Industrialize Africa		SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all
Outcome 2: Fair commercial contracts/agreements in targeted sectors negotiated	Fair commercial contracts/agreements in targeted sectors negotiated 13	13	Improve the quality of life for the people of Africa	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable SDG 7: Ensure access to affordable reliable, sustainable and modern energy for all. SDG 5: Achieve gender equality and empower all women and girls.

Outputs

Output 1: Capacity building provided to African countries

1.221 African legal professionals, private sector and government officials trained on negotiation of complex commercial transactions or commercial creditor litigations

50 (19 from Fragile countries) requests including those from fragile governments for support or follow-up support

Output 2: Knowledge products developed and disseminated

4 legal knowledge products developed (model agreements, toolkits, etc.)

20 webinars and project training events organised by the ALSF for knowledge sharing

5 projects under the new financing agreement

Output 3: Improved performance of ALSF

20 projects successfully implemented and closed

2 RMCs contributing to the ALSF

5 projects where ALSF is providing support that promote generation of renewable energy

Stories From The Field



2018-2022

+ 230 projects across
50 African countries

As we come to the end of the implementation of the ALSF Medium Term Strategy (2018-2022), it is important to recognize that the ALSF has been instrumental in enhancing development outcomes.

Over the past five years, the ALSF approved a total of **USD 64.5 million for more than 230 projects across 50 African countries** during this strategic period.

Through these interventions, the ALSF has facilitated the procurement and engagement of legal and technical advisors to support fragile and transitioning states involved in creditor litigation and debt restructuring. Most notably in the sovereign finance sector, the ALSF supported the renegotiation and restructuring of Somalia's USD 1.4 billion Paris club debt; and Sudan's sovereign debt cancellation of USD 14.1 billion and rescheduling of approximately USD 9.4 billion. Similarly, the ALSF has provided legal and technical services to negotiate numerous contracts and transactions relating to natural resources and extractives, energy, infrastructure Public Private Partnerships (PPPs) and other complex commercial transactions. Overall, it is estimated that the ALSF's interventions have contributed to savings and revenues for governments of approximately USD 19 billion; estimated private sector

investment of approximately USD 72 billion; more than 15,000 MW of renewable and non-renewable energy; training of more than 13,754 African legal professionals and government officials; and creation of **63 knowledge products**.³

The ALSF's work is instrumental in shaping continental strategies and policies through the application of and contribution to international standards and best practices in various areas. This includes:

- the ALSF's advocacy against vulture funds and other similar entities and the capacity building of vulnerable sovereigns which contributes to changes in the international legal regime and diminishing lawsuits;
- the ALSF's African Mining Legislation Atlas (www.a-mla.org) which endorses the Extractive Industry Transparency Initiative (EITI) and provides guidance for mining sector regulation and transactions;
- the ALSF Academy, a digital learning platform (<https://alsf.academy>) launched pre-COVID-19 pandemic that proved prescient as the platform is a valuable source of disseminating knowledge and training for many legal professionals and government officials across the continent;

3. ALSF Statistics, project reports, ALSF dashboard

Notable Achievements in 2022



Energy



Mozambique

The ALSF is providing technical, legal, and financial assistance to the government of Mozambique in the form of transaction advisory support in the power sector, complex commercial negotiations, and capacity building for the promotion of auctions for renewable energy projects.

The successful implementation of this project will support competitive and transparent tendering processes for energy projects and will develop new renewable on-grid capacity (solar and wind) for the Republic of Mozambique at the lowest possible tariffs, thereby increasing electricity access and associated benefits for the population.



Egypt

The ALSF is providing advisory services to the Sovereign Fund of Egypt for Investment and Development in relation to Egypt's green hydrogen program. The support includes: drafting, review and negotiation of the initial project documents, including the framework agreements, the usufruct agreements and the shareholders agreements, and legal due diligence and licensing advisory.

With an estimated combined investment of USD 41 billion by 2030, the eight (8) underlying projects are expected to: significantly increase the levels and quality of foreign direct investments that will positively impact the country's Gross Domestic Product. The program will also give access to new markets through the development of a whole new and related industries along its value chain, which are expected to create substantial employment opportunities.

Namibia

The ALSF provided pre-negotiation assistance for large-scale production of green hydrogen and ammonia at two designated sites (Dolphin and Springbok) in Tsau Khaeb (Sperrgebiet) National Park. Specifically, defined the various workstreams necessary to agree on the matters to be covered by the Implementation Agreement, including a comprehensive framework to monitor the quality of the environmental and social impact studies. The ALSF also participated in the negotiations of the implementation agreement between the government and the private developer.

Ultimately, the implementation of the agreement will be the steppingstone for Namibia's establishment of green hydrogen and (green) ammonia industries to foster economic development, employment creation and commercial exports.



Extractives and Natural Resources



Zimbabwe



Helped the government of Zimbabwe to urgently review a Petroleum Exploration, Development and Production Agreement (PEDPA) between the government of Zimbabwe, the Zimbabwe sovereign wealth fund and an investor in the oil and gas sector.

As a result of this urgent review, the ALSF developed a risk report which highlighted gaps in the original agreement that if executed would have seen the government lose revenue. This led to the government of Zimbabwe requesting for further assistance for the renegotiation of the contracts.

The Africa Mining Legislation Atlas (AMLA)⁴

In collaboration with the World Bank Group, the International Senior Lawyers Project (ISLP), and the law firms Norton Rose and ENS Africa, the ALSF successfully developed two toolkits under the Guiding Template on: (i) local development and community engagement in mining projects; and (ii) state equity participation in mining companies.

The toolkits will enhance transparency and good governance in the African mining sector. The ALSF also collaborated with the World Bank Group to redefine its strategic objectives for AMLA and to develop a new 5-year implementation plan.

4. The Africa Mining Legislation Atlas (AMLA) is a legislation gathering, organization, dissemination and capacity building project implemented by the ALSF in collaboration with the World Bank Group.

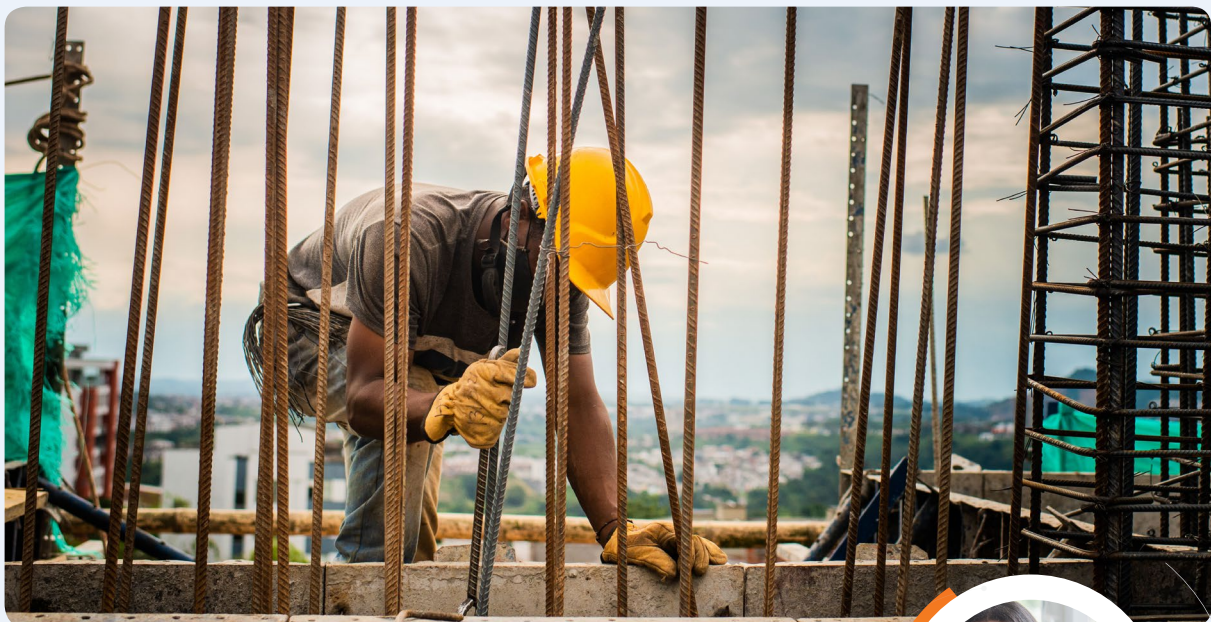


São Tomé & Príncipe

Provided legal and technical assistance to the São Tomé & Príncipe, National Petroleum Agency. Specifically, the ALSF reviewed the draft extension of the Brokerage Agreement in connection with an exploration and production option agreement and developed a negotiation strategy note for the successful negotiation of the extension of the Brokerage Agreement in accordance with international standards and best practices, and that will protect the long-term interests of São Tomé and Príncipe.

The ALSF is now supporting the government with the negotiation of the Novated Brokerage Agreement and the debt owed under the Brokerage Agreement.





Infrastructure & PPP



Mauritius



Trained 18 Build Operate Transfer (BOT) unit staff and key stakeholders involved in the University Housing Public Private Partnership project (PPP) on the use of concession agreement templates in housing PPP projects. Following this Project, the Government has requested further support from the ALSF to support the design, construction and operation of a university housing project using the PPP model and the toolkit developed.



Burundi

Trained more than 35 officials or experts involved in the implementation of PPPs. Participants included permanent secretaries and officials from various sectors such as energy, water, infrastructure (ports, highways, railways), health, defense, and legal advisers from various public bodies.

The training focused on preliminary aspects of PPP projects and project financing such as risk allocation, project financing structures, compensation, force majeure and the applicable legal and institutional framework in Burundi.



Namibia

Assisted the Government of Namibia in determining the viability of affordable housing projects under a PPP scheme to implement the affordable housing project to meet its housing needs.

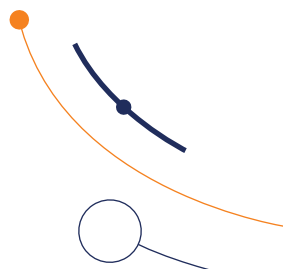


Litigation Services



Zimbabwe

Provided a legal counsel specialized in commercial litigation and arbitration to advise and to represent the Government before the United States District Court for the District of Columbia in the Government's challenge of the enforcement of two International Centre for Settlement of Investment Disputes (ICSID) arbitral awards in connection with a land dispute matter. Legal counsel additionally developed and proposed key dispute resolution strategies that could result in a significant reduction in the total amount the government would ultimately be required to pay under the awards.





Testimonials From Our Beneficiaries

Although Angola is not yet a member, the cooperation established with ALSF in recent years have provided very fruitful results. The country has been a proud beneficiary of the ALSF capacity building initiatives with the PPP Infrastructure sector.

Honorable Dr. Ottoniel dos Santos
Secretary of State for Finance and Treasury
Republic of Angola

Allow me to say two or three things about Cameroon which has benefited from the valuable support of the ALSF. In 2015, Cameroon proceeded to undertake the inaugural issue of its first Eurobond, five hundred and fifty million dollars. At that time, I was Minister of Finance and I led this operation with the much-needed assistance, support and advice of the ALSF.

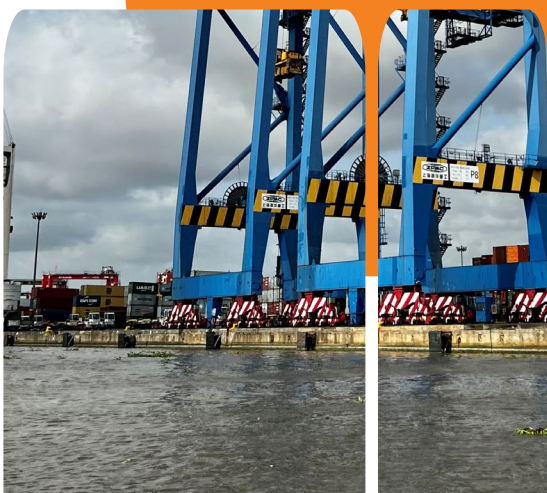
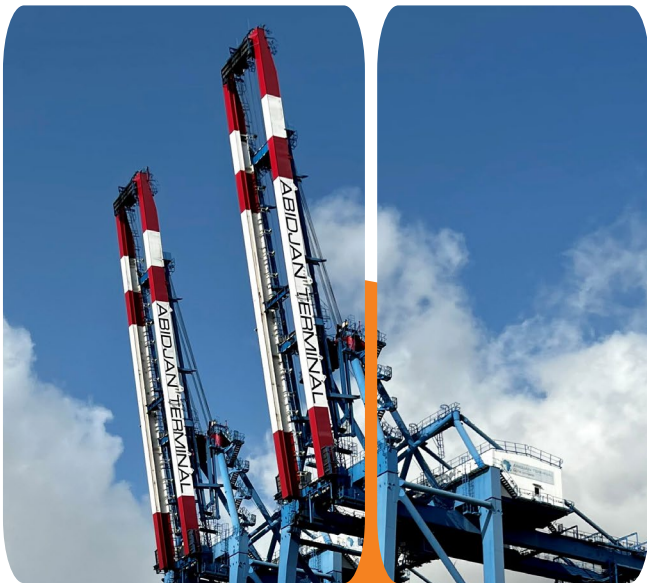
Honorable Alamine Ousmane Mey
Minister for Economy Planning & Regional
Development
Republic of Cameroon

The ALSF has been a keen and ardent supporter of the Kingdom of Lesotho over the last fourteen years since its inception. We have seen our collaborations over time within the many sectors including the mining sector as well as the power sectors in the Kingdom of Lesotho delivering good results, in terms of the help that we received from the ALSF.

Honorable Dr. Adelaide Matlanyane
Minister of Finance,
Republic of Lesotho

In Mauritania, we made a call to the ALSF for the first time at least a year ago, that is to say, ten months ago. In ten months, we have engaged with the ALSF in three major infrastructure projects, in private partnership. I have today assigned another request, the fourth. So, this trust that has been established between us and the ALSF gives us great pleasure.

Honorable Ousmane Mamoudou Kane
Minister of Economic Affairs and Productive
Sectors
Islamic Republic of Mauritania



Chapter 3

Institutional Development and Corporate Management

This chapter provides an overview of the policies and strategies introduced by the ALSF in the recent past to spur institutional efficiency and coherence. The ALSF in 2022, maintained reform momentum to enhance results-oriented operational efficiency and increase capacity to rapidly respond to client needs in accordance with its operational efficiency. Of key importance is the recent adoption of a 5-year strategy to guide ALSF operations.

Medium-Term Strategy 2023-2027

Elements of the ALSF Medium-Term Strategy (2023-2027)

Goal

Enhanced Legal Capacity for Africa's Sustainable Development

Objectives:

- Ensuring sustainable development through enhanced legal capacity.
- Improving business environment for investment and development.
- Improving risks awareness and mitigation.
- Ensuring fair and balanced transactions between RMCs and investors.
- Contribution to the UN Sustainable Development Goals (SDGs) (*especially SDGs 1-End Poverty, 2-Zero Hunger, 5-Gender Equality, 7-Affordable & Clean Energy, 8-Economic Growth, 9-Infrastructure, 10-Reduced Inequalities, 11-Sustainability, 13-Climate Action, and 16-Peace, Justice & Institutions*).

Our Services:

- **Advisory Services** - Includes legal and technical advisory, transaction advisory, due diligence advisory, negotiation support, procurement, risks management, contract management, and dispute assessment and management – mediation, arbitration, litigation.
- **Capacity Building** - Includes knowledge management and institutional support (knowledge databases, skills training, secondment of experts, development of manuals, guides, regulatory reviews and frameworks, laws, toolkits, model documents, templates, online training-ALSF Academy www.alsf.academy).

Focus Areas:

- **Energy** – Involves transactions for power generation, power infrastructure, storage, distribution and transmission, hydrogen, petroleum midstream and downstream development.
- **Infrastructure PPPs** – Including agriculture infrastructure, dry ports, social infrastructure (health, education, housing), transportation infrastructure, water & sanitation, ICT, and other infrastructure structured under the PPP model.
- **Natural Resources & Extractives** – Involves transactions for agriculture, blue economy, forestry, land, mining, petroleum upstream, and water resources development.
- **Sovereign Finance** – Includes debt contracting and issuance, debt risk reduction/hedging support, debt management, debt reconciliation, restructuring/refinancing/reprofiling, creditor engagement/negotiation, debt relief, contingent liability accounting/risk management, debt dispute resolution assessment/strategy; sovereign assets recovery, creditor engagement & negotiation, vulture funds & abusive creditor litigation, and sovereign wealth funds.
- **Multisector** – involves transactions that cut across more than one sector.
- **Cross-cutting issues** – Addressed separately or within transactions to enhance business environment and sustainability. Includes ESG, gender, Illicit Financial Flows (IFFs), climate sustainability, and digitalization.

Legal Compliance

During the year, the ALSF developed new, and updated some of the existing regulations and guidelines. Specifically, the ALSF launched the procurement of Panel B law firms (competitively pre-selected Law Firms with expertise in particular African jurisdictions and Regions – Law Firms registered to practice in African jurisdictions) in line with the revised ALSF procurement manual adopted in June 2022.

To provide guidance to the staff; identify areas of improvement; and plan our human resources management strategies, in 2022, the ALSF developed and issued the following: a directive on terms and conditions for the return to work at the office, a directive on leave entitlements; and a benchmarking and human resources diagnosis report. To complement these efforts, proposals for a directive on the implementation of the contract agents; policy, a directive on the recruitment of interns and proposals for medical plan and other benefits for contract agents, consultants and short-term staff have also been prepared for approval.

Improving the Organisation Structure

A major development in 2022, the ALSF carried out an organisational restructuring that adequately considered the increased workflow as well as competencies required for efficiency and effective delivery of the ALSF's goals. Annex VI presents the ALSF New Organisational Structure.

Monitoring and Evaluation (M&E)

This year, the ALSF compiled and shared M&E quarterly performance review reports to guide management's decision-making and interventions; developed the theory of change and log frame with baseline and targets for better tracking of the upcoming MTS (2023-2027); and developed Performance Monitoring Frameworks (PMFs) for new operations and closing reports.

Risk Management

In 2022, the ALSF continued its monitoring for identified and new risks and updated the risk management framework. The ALSF also collaborated with the Management Information Systems (MIS) expert to develop an automated risks assessment and management tool, which is at an advanced stage of development.



Chapter 4

Collaboration, Partnerships Building and Outreach

This Chapter highlights ALSF's deliberate efforts to further strengthen our collaboration and partnerships with several bilateral, multilateral and non-traditional strategic and financing partners to enhance development outcomes.

In 2022, the ALSF continued to deepen its strategic relationships with existing donors and partners, while exploring collaborative arrangements and partnerships with a number of development partners, including bilateral aid agencies, multilateral development institutions, academic and knowledge institutions, national governments, and African civil society organisations. The ALSF participated in several regional and global events to enhance dialogue on common strategic issues. These interactions helped the ALSF build on, and maximize its expertise, while obtaining the necessary support to continue to deliver high quality services and implement its mandate in an effective and coordinated manner.

Strategic Partnerships and Business Development

Over the year, the ALSF consolidated and initiated strategic partnerships with a number of bilateral and multilateral institutions including African Development Bank, The Trade and Development Bank, African Export-Import Bank, Arab Bank for Economic Development in Africa, Africa Finance Corporation, Africa50, Uganda Law Society and International Senior Lawyers Project. Additionally, the Federal Republic of Germany through KfW continues to support the ALSF to:

- Complete operationalization of the MIS;
- Finalize the Procurement of Panel B Law firms;
- Finalize and implement the Monitoring and Evaluation System; and
- Develop a Staff Benefits' System.

As in previous years, the ALSF attended and participated in several activities, virtual conferences, webinars, and trainings to develop and maintain strategic relationships with the ALSF's stakeholders, development partners, co-financiers, donors, and our Panel of law firms, as well as to create outreach opportunities to RMCs, and strengthen relationships between the ALSF and its member countries.

In 2022, the ALSF team participated in the COP27, Mining Indaba, Africa Energy Forum, the Africa Oil Week, and the Utility CEO Forum. Additionally, the ALSF was involved in co-organising and participating in a number of webinars on topics in our focus areas, such as clean hydrogen and sustainable finance and negotiating complex fishing agreements. **Annex IV summarizes the ALSF's strategic partnerships.**

Membership

The ALSF organised and conducted masterclasses for Angola, Central African Republic, Côte D'Ivoire, Democratic Republic of Congo, Eswatini and Mauritania officials. These countries are close to finalizing their membership and developed a Membership action dashboard targeting countries at advanced stages for completing membership. The ALSF also prepared a membership brochure and charter to highlight the benefits of the ALSF membership and guide the process of becoming an ALSF member. By the end of the year, Côte d'Ivoire was at an advanced stage of ratifying the Agreement for the Establishment of the ALSF with the authorization granted by the Parliament to the President to ratify the Agreement.

Annex V provides the complete list of signatories to the ALSF Agreement as of 31 December 2022.

Resource Mobilization

During 2022, the ALSF constructively engaged with a number of financing partners including: African Development Bank, Norway, Foreign Commonwealth and Development Office, United Kingdom (Foreign Commonwealth & Development Office), European Commission, Federal Republic of Germany (through KfW), and The Netherlands.

Specifically, in 2022 the Facility prepared and submitted all the relevant documents and followed up with the African Development Bank, European Commission, Netherlands, Norway, and United Kingdom to ensure that pledges set out by the respective donors are honored in a timely manner. Through these efforts, the African Development Fund's Transition Support Facility (AfDB-ADF15-TSF), the European Commission, Norway and the Netherlands disbursed a total of USD 12.93 million.

The ALSF also secured additional funding from the Global Infrastructure Facility (GIF)⁵ and the Private Entity Funding (PEF)⁶ Framework amounting to USD 1.85 million and USD 0.5 million respectively.

Financing Partners Contributions Received in USD millions

No.	Financing Partner	2010-2021	2022	Total
1	ADF-TSF 13	21.87		21.87
2	ADF-TSF 15	10.94	11.02	21.96
3	African Development Bank	15.21		15.21
4	Belgium	0.79		0.79
5	Bill and Melinda Gates Foundation	0.54		0.54
6	Canada	8.41		8.41
7	ECOWAS Bank for Investment and Development (EBID)	0.05		0.05
8	European Union	2.57	0.43	2.99
9	Ford Foundation	0.27		0.27
10	France	5.00		5.00
11	The Gambia	0.10		0.10
12	Federal Republic of Germany (through KfW)	15.39		15.39
13	Islamic Development Bank	0.99		0.99
14	Netherlands	15.36	1.57	16.93
15	Norway	9.38	0.56	9.94
16	Guinea	0.05		0.05
17	United Kingdom	9.75		9.75
18	USAID	3.00		3.00
19	World Bank	0.05		0.05
20	West African Development Bank	0.20		0.20
Sub-Total		119.92	13.58	133.50

The ALSF contributions held in trust by the AfDB and Other Sources of Funding (USD million), 2010-2022

No.	Financing Partner	2010-2022
1	France	0.70
2	India	0.76
3	Private Entities Framework Funding (PEF)	0.50
4	World Bank through Global Infrastructure Funding (GIF)	1.85
Sub-Total		3.81

Communication and Outreach

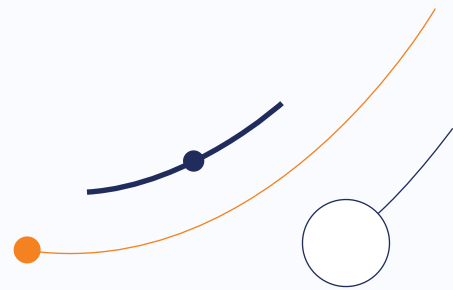
By the end of 2022, the ALSF had carried out a number of communication activities including: update of the ALSF website; production and dissemination of ALSF publications; production and promotion of several webinars involving the ALSF; audiovisual production and documentation of the progress and results of selected ALSF projects; and production of several press releases and newsletters to keep the ALSF's stakeholders informed and to enhance the ALSF's visibility and strengthen its positioning as a dependable development partner and advocate for positive change. The ALSF also commenced a process to revitalize its visual identity for effective communication with its stakeholders.

5. Global Infrastructure Facility (GIF) – The World Bank and other financing partners through GIF provides funding and support to ALSF on how to select, design, structure, and bring to market high-quality, sustainable, and bankable infrastructure projects in emerging markets and countries.

6. Private Entities Funding (PEF) Framework– An agreement between Private Entities and ALSF to provide funding to specific sectors that have been highlighted by the Facility's Governing Council.

"The German Federal Ministry for Economic Cooperation and Development has been supporting ALSF's work since 2016. We value ALSF's high-quality services in assisting African countries during complex commercial contract negotiations and enhancing their legal expertise and negotiation skills to ensure transparent, sustainable and balanced commercial transactions in the sovereign debt, extractive and infrastructure sectors. Since its establishment in 2008 and due to its firm commitment, the ALSF has successfully contributed to the mobilization of domestic resources, generating benefits from extractive industries, and providing access to much-needed infrastructure, such as renewable energies in several African countries. The request of African countries for an extension of ALSF's mandate for another 14 years reinforces the high relevance of the organisation for the continent. We therefore highly appreciate ALSF's new Medium Term Strategy (2023 – 2027), which was built on lessons learnt and addresses the existing and emerging challenges facing the continent, such as the post-pandemic recovery, climate change and energy transition, illicit financial flows and digitalization. We are proud to continue our support to the ALSF in partnership with other organisations as part of our joint efforts to achieve the UN Sustainable Development Goals."

Dr. Thomas Helfen,
Head of Division: Coordination of Operations in Africa; African Union, German Federal Ministry for Economic Cooperation and Development



"Sovereign finance is essential to achieving the Sustainable Development Goals. At the same time, African countries have faced multiple shocks, from the pandemic, climate change and the impacts of the Ukraine war and monetary tightening, which are damaging debt sustainability. The ALSF, as Africa's trusted legal partner, can support governments in harnessing the power of financing while preserving fiscal space for priority spending, with contractual and financial innovations such as SDG bond issuances, debt for development swaps or debt service suspension clauses in case of pandemic or natural disasters.

We are proud to partner with the ALSF and build on its strong track record in providing sovereign finance advisory services to lay the foundations, through knowledge and capacity building, for African governments to engage on innovative finance solutions that can contribute to preventing unsustainable debt. "

Kalpna Kochhar,
Director, Development Policy and Finance
Global Policy and Advocacy
The Bill and Melinda Gates Foundation

" In 2022, the African Legal Support Facility (ALSF) Medium-Term Strategy 2023-2027 (MTS) was endorsed by the ALSF Management Board and Governing Council. This is the first strategy since the mandate of the ALSF was extended by the Board of Governors for another 14 years. This demonstrates the transformational potentials and the value add of the Facility. It is also a testament to the relevance of the Facility for African countries, particularly, the Transition States which continue to benefit from ALSF support through three main pillars: (i) legal and technical assistance to support the negotiation of complex commercial contracts in the natural resource, power, 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.

In ADF-13 and ADF-15, the TSF Pillar III has cumulatively allocated UA 32 million to support activities of the African Legal Support Facility (ALSF) in transition states and approved over USD 62 million for more than 130 operations in transition states. From the activities implemented under the ADF-15 period, the anticipated results include: (i) generation of 663 MW of clean energy for Mali, Burundi, The Gambia, and Sierra Leone; (ii) 50 contracts that will generate greater financial benefit for more than 10 countries; and (iii) training of 1,067 government officials and legal professionals to enhance their capacity in the management and negotiation of complex contracts.

Already, the support provided by the ALSF to Transition States enhances their readiness for large-scale investment projects financed by the AfDB and other DFIs, and hence increases the chances for successful projects and outcomes. We hope the collaboration between the AfDB's Transition Support Facility and the ALSF will be scaled up to meet the challenges in the transition states during the MTS implementation."

Yero Baldeh,
Director, Transition States Coordination Office (RDTS)
African Development Bank

“The Netherlands has been a longstanding and proud supporter of the ALSF and is confident of the Facility's bright future. The mission of the ALSF – to provide legal advice and capacity building to African Countries - is now more important than ever. The continuous increase in the amount of requests for support by African countries underlines the relevance of ALSF for strengthening legal expertise and negotiating capacities. Clearly regional member states value the commitment to high-quality programs the ALSF is known for. The ALSF is truly Africa's trusted legal partner.

The ALSF continues to provide legal advice and capacity development to conclude complex commercial transactions. Accordingly, the ALSF's interventions are aligned with the Netherlands' development cooperation objectives to reduce poverty, enhance sustainable business activity, prevent conflicts and instability, climate action and sustainable growth. Furthermore, we especially value ALSF's work on debt, aiding African countries to restructure equitable debt as well as to build capacity. I would like to highlight the value of the ALSF Academy as an important capacity building tool. Among other things, the Academy publishes the ALSF Sovereign Debt course handbook, containing important insights for debt practitioners across the continent. Given the heightened risks of sovereign debt defaults and prolonged debt negotiations, the work of the ALSF in this field remains crucial.

The Medium-Term Strategy 2023-2027 is the third of its kind. With this new strategy, the ALSF reinforces its commitment as Africa's trusted, legal partner. It is ambitious, forward-looking and incorporates lessons learned from the past. We wish to thank the team at the ALSF for their hard and important work and wish the team all the best for the coming years.”

Gerard Steeghs
Director, Multilateral Organizations and Human Rights Department,
Ministry of Foreign Affairs of the Netherlands

“ The EU has been a proud supported of the African Legal Support Facility since December 2018, contributing to its efforts to promote balanced and sustainable commercial arrangements between governments and the private sector.

Thanks to the African Legal Support Facility, African governments now have access to some of the best legal advice available which can be mobilised at short notice. The African Legal Support Facility is financing activities such as the review and analysis of legal, institutional and regulatory frameworks, the provision of advisory services for the structuring and negotiation of investment and commercial agreements and the organization of training programmes. It makes the most of the opportunities available in key areas for long-term development, including the green and sustainable economy and digitalisation, by boosting education and skills, investments, and creating decent jobs, in line with the EU Global Gateway strategy priorities. We see this initiative as a good example of our shared vision of the European Union-Africa partnership. This is a success story, thanks to your commitment! ”

Hans Stausboll,
Acting Director Africa
Directorate-General for International Partnerships,
European Commission

“Norway has been proud a financial partner to ALSF since 2013 and we have contributed a total of approximately USD 10 million during this period. Our support for the ALSF is part of the Norwegian Government's effort to promote domestic resource mobilization and financial transparency, and to combat illicit financial flows out of Africa. The ALSF has established a strong track record in offering legal expertise. This is confirmed by reviews and by the demand from the member states. We appreciate that ALSF's values is grounded on democratic values including – good governance, rule of law and transparency. We will emphasize the importance of ALSF through its activities is supporting inclusive growth, green economy transition, work in transition states, and gender equity. Evidence based, and transparent documentation of results are crucial. We encourage ALSF to continue to improve your good work in results reporting, including gender indicators and disseminate “lessons learnt.”

Ms.Gunvor Skancke,
Assistant Director, Department for Partnerships
and Shared Prosperity Section for Multilateral Partnerships,
NORAD

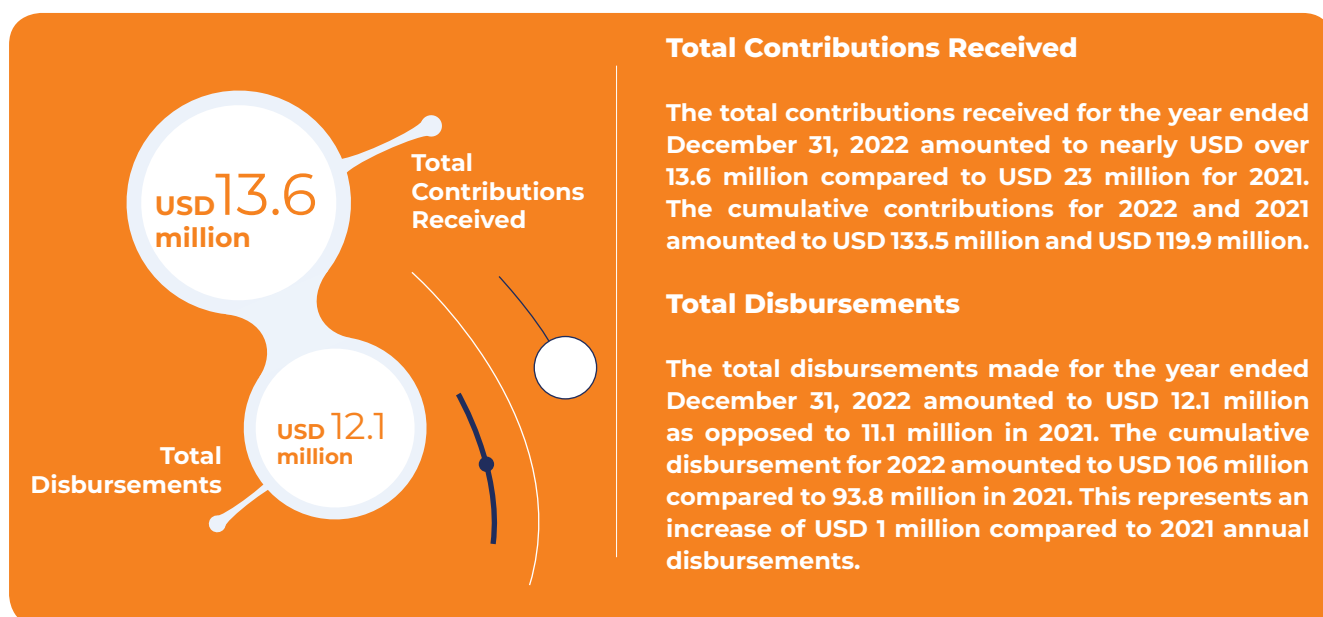
Chapter 5

Financial Status

The 2022 audited 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.

The 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 2022 include the following:



A summary of the primary financial statements of the ALSF for the year ended December 31, 2022 is shown below.

Statement of Financial Transactions for Years Ended 2021/2022 (USD)

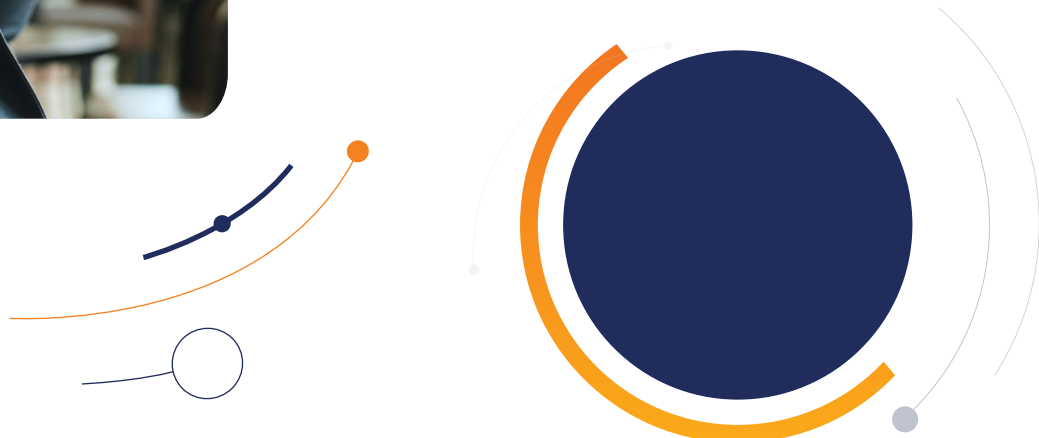
	Years	
	2022	2021
Contributions		
Contributions Received	13,586,845	22,966,416
Net Income and Translation Gains	381,210	(131,293)
Disbursements	(12,101,233)	(11,079,155)
Surplus/Deficit	1,866,822	11,755,968



Statement of Commitment as at December 31, 2022 (USD)

	Years	
	2022	2021
Total Cumulative Funds Available	136,554,420	122,586,364
Cumulative Commitments*	(127,534,935)	(113,023,606)
Total Funds Available for Commitment	9,019,484	9,562,758

**Including ongoing activities and project support component disbursements*



Statement of Financial Position as at December 31, 2022 (USD)

	Years	
	2022	2021
Contributions		
Contributions Received	133,510,095	119,923,250
Net Income	3,044,324	2,663,114
Total Funds available	136,554,420	122,586,364
Disbursements	(105,902,291)	(93,801,058)
Net funds Available	30,652,129	28,785,306
Represented By		
Cash and Cash Equivalents	32,449,757	28,862,771
Net Amount Receivable (payable)	(1,797,628)	(77,465)
Net Funds Balance	30,652,129	28,785,306

Chapter 6

Governing Council, Management Board, Director and Staff



The Governing Council (GC) 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 12 alternate members who represent the Facility's constituencies of member states, the Bank, and other international organisations as follows:

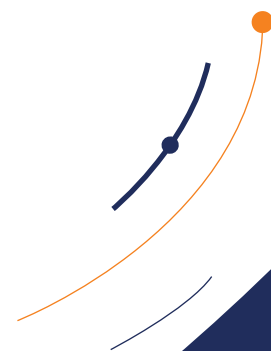
- AfDB Participating States: Five Members and five Alternate Members representing the Regional Member States of the AfDB which are also ALSF participating states
- OECD: Four Members and four Alternate Members representing the Member States of the OECD which are also ALSF participating states
- Non-OECD: 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.
- 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 in Annex IV.

The Governing Council may delegate some of its powers to the Management Board (MB) 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 members who serve in their personal capacity and are appointed by the Governing Council for a non-renewable term of three years.





Governing Council Activities in 2022

This year, the ALSF Governing Council held two (2) meetings to discuss, refine, approve and endorse relevant working documents of the ALSF. The first was an informal meeting held on 5 May 2021 during which the Governing Council discussed and refined relevant working documents ahead of their formal presentation at their annual meeting on 23 May 2022.

The second meeting was the formal Annual Meeting of the ALSF Governing Council which took place on 23 May 2023. At the meeting, the Governing Council endorsed and approved the Annual Report and the Auditors' Report and Financial Statements for the year ending December 2021.

The ALSF Governing Council also considered and endorsed the ALSF's Medium-Term Strategy 2023-2027. Alongside this, the Governing Council appointed Mr. Valentin Lah Kotou as the First Vice Chairperson of the Governing Council from 23 May 2022 to 29 May 2025. In 2022, the Governing Council also appointed two new Management Board members (Ms. Manisha Dookhony and Ms. Pippa Tubman Armerding) to replace its retiring members (Ms. Eva Jhala and Ms. Nimatou Dramane Feliho)

for a three-year period, beginning 30 June 2022 to 29 June 2025. The Governing Council recognized the immense contribution of Ms. Jhala and Ms. Dramane as chairperson and member of the Management Board, respectively.

Furthermore, the Governing Council elected Mr. Stéphane Mousset as Interim Chairperson of the Governing Council at the end of the tenure of the retiring Chairperson, Mr. Christopher Chalmers. The Governing Council expressed gratitude to Mr. Chalmers for his dedication and leadership. The Governing Council also bid farewell to Mr. Denis Dubuisson, whose mandate on the Council came to an end in 2022 and thanked him for his long and meaningful contributions to the ALSF. Details of the current members of the Governing Council and Management Board are attached in Annex V.

Management Board Activities in 2022

The first Management Board meeting was the 37th ALSF Management Board formal meeting that took place on 14th April 2022, to review and discuss the 2021 draft Annual Report, and the interim Financial Statements as of 31st December 2021. A subsequent formal Annual Meeting was held on 23rd May to: review the revised the new Medium-Term

Strategy 2023-2027; approve the revised 2021 Annual Report and the 2020 Audited Report and Financial Statements.

The Board bid a fond farewell to Ms. Eva Jhala, Chairperson and Ms. Nimatou Dramane Feliho, a member of the ALSF Management Board for a three year period from 30 June 2019 to 29 June 2022, Both, were recognized for their diligent work, invaluable guidance, and excellent contribution towards delivering the mandate of the ALSF. In addition, the Board appointed a new chairperson of the Management Board, Ms. Christine Agimba.

On 29 and 30 September 2022, the ALSF organised the first Board Induction retreat to provide a better understanding to new Board members on the functioning of the Facility, including an orientation on its statutory documents, operations, and strategic objectives. The retreat also facilitated team building and enhanced the relationship between Board members as well as between the members and staff.

The last Management Board meeting of the year was held on 24 November 2022. The meeting considered and approved the Budget and Work Plan for 2023. In addition to the matters deliberated on at this meeting, the Board members also considered and approved several project proposals.



Director and Staff

Deployment of Human Capital and Talent

The ALSF had a total of 41 staff members at the end of 2022. Over the year, the ALSF recruited 2 Chief Legal Counsel and 1 Division Assistant as new regular Staff members, 1 Senior Legal Counsel, 4 Associate Legal Counsel, 1 Junior Legal Counsel and 2 Project Officers as Contract Agents and 1 Financial Management and Reporting Consultant to respond swiftly and effectively to the needs of its beneficiaries.

Staff Development

In 2022, the ALSF staff benefitted from various training opportunities to enhance their skills in monitoring and evaluation; public procurement; PPPs and infrastructure structuring, contract negotiations and implementation, oil & gas agreements, and sovereign finance. The internal trainings comprised trainings on the Management Information System (MIS), project management applications, and monitoring & evaluation, as well as sectoral in-house trainings to share experiences and improve best practices.

Staff Relocation of Duty Station

To respond rapidly to the RMCs' needs in accordance with its operational guidelines, the ALSF requested and was allocated office space for 13 ALSF staff at the Bank's East Africa Regional Development and Business Delivery (RDGE) office in Nairobi, Kenya and Southern Africa Regional Development and Business Delivery (RDGS) office in Pretoria, South Africa. By the end of 2022, ten (10) ALSF staff had been posted to the AfDB regional offices. This has helped to address the shortage of office space at the Headquarters and has facilitated and optimized ALSF's operations in the eastern and southern region.



ALSF's Staff in 2022

	Name	Function
Director and CEO and Front Office	Mr. Setounkpatin Olivier Pognon	Director and Chief Executive Officer
	Ms. Imen Mejai	Executive Assistant
	Mr. Charles Afeku	Advisor to the Director
	Mr. Timothy Wasswa Kabugo	Resource Mobilisation Officer
	Ms. Maureen Omiti	Monitoring and Evaluation Expert
	Mr. Sassire Napo	Monitoring and Evaluation Assistant
	Mr. Franck Tella	Senior Budget and Finance Officer
	Mr. Mengo Tom Mutua	Financial Management and Reporting Consultant
	Ms. Eve Ehoura	Communication Officer
	Ms. Regine Yao	Finance Assistant
Ms. Toyin Ojo	Senior Legal Counsel & Business Development Officer	

	Name	Function
Corporate Affairs Division	Ms. Carmen Freire Da Costa	Corporate Secretary and Head of Division
	Ms. Mukazi Kayitenkore	Chief Legal Counsel Corporate Affairs
	Mr. Francis Omesa	Legal Counsel
	Mr. Christian Tanoh	Division Assistant - Archivist Institutional Team
	Mr. Mohamed Youssef EL QABLI	Senior Human Resources and Protocol Expert
	Mr. Patrick Kondwani Matete Sangwani Ng'ambi	Senior Legal Counsel






	Name	Function
Operations Division	Ms. Maude Vallée	Division Manager & Head of Operations
	Mr. Thierno Olory-Togbé	Chief Legal Counsel
	Mr. Gadi Taj Ndahumba	Chief Legal Counsel
	Ms. Nicole Kears	Senior Legal Counsel & Head of Sovereign Finance
	Ms. Nnewuoghor Okhai-Akhigbe	Senior Legal Counsel & Head of Natural Resources & Extractives
	Ms. Mariam Mohammed	Senior Legal Counsel & Regional Coordinator for East Africa
	Ms. Manuela Dieng	Legal Counsel
	Mr. Rajneesh Seeras	Legal Counsel & Regional Coordinator for Southern Africa
	Ms. Shaina Salman	Legal Counsel
	Mr. Joël Sanon	Senior Legal Counsel & Regional Coordinator for West Africa
	Ms. Primah Atugonza	Senior Legal Counsel & Head of PPP & Infrastructure
	Mr. Mehdi Oomar	Legal Counsel
	Mr. César Vamos Ver	Legal Counsel
	Ms. Mariame Bah	Legal Counsel & Regional Coordinator for North and Central Africa
	Mr. Mohamed Stevens	Legal Counsel
	Ms. Nancy Ampiah	Administrative Assistant
	Ms. Roseline Adou-Abodo	Administrative Assistant
	Ms. Mariam Masini	Legal Counsel
	Ms. Indira Fernandes Braganca Gomes Gomes	Legal Counsel
	Ms. Leria Arinaitwe	Legal Counsel
	Ms. Nelly Farah Nguegan	Capacity Building Initiatives Officer (Category B)
	Ms. Aida Mademe Sylla	Capacity Building Initiatives Officer (Category B)
	Ms. Cynthia Kankindi	Legal Counsel
Ms. Safaa Bargouchi	Legal Counsel & Knowledge Hub Officer	

Chapter 7

Risks and Challenges in 2022

Despite the achievements in 2022, the ALSF faced a few challenges which were anticipated and addressed satisfactorily in accordance with the risk management framework. The framework categorizes risks according to strategic risks, external risks, and internal risks.

Under **strategic risks**, the organisational restructuring and MTS development processes undertaken in 2022 contributed to reducing the risk of misalignment of the ALSF strategic pillars to the needs of the RMCs and donor priorities from moderate to low. Under external risks, issues of instability, change in law, change of project focal persons, and project cancellations remained low through effective project management including enhanced due diligence, Rapid Assessment and Assistance Allocations (RAAAs) tools, and frequent communication and missions. Concerning **internal risks**, the financial sustainability risk was maintained as high during the year even though adequate resources were secured to successfully complete the MTS 2018 – 2022. The risk rating underscores the efforts and resources required to guarantee the funding required for the ALSF's expanded programs in its new planning cycle (MTS 2023 – 2027). The aforementioned organisational restructuring and recruitment of additional staff addressed the risks related to staff workload, project implementation delays, and management of external counsel and consultants. The table below summarizes the risks and mitigation actions in the year under review.

Risk	Countermeasures	Impact
Strategic Risks		
<p>Non-alignment of ALSF strategic pillars with emerging needs of RMCs and donor funding priority areas.</p> <p>Trend: </p>	<p>The ALSF held extensive consultations with relevant stakeholders during the development of the MTS to ensure that its strategic pillars and objectives are aligned with RMC needs.</p>	<p>Risk mitigated</p>
<p>Competition from institutions that perform the same or similar functions as the ALSF.</p> <p>Trend: </p>	<p>The ALSF continues to explore and develop partnerships with similar organizations to enhance collaboration rather than competition.</p>	<p>Risk mitigated</p>
External Risks		
<p>Political, legal, and regulatory risks: Including instability, change in law, change of project focal persons, and change in government leading to implementation delays, increased costs, and project cancellations.</p> <p>Trend: </p>	<p>ALSF frequently reviews and updates RMC profiles to determine political trends and adapt project implementation appropriately. The ALSF has enhanced its due diligence processes to inform project preparation and management. Additionally, the ALSF ensures stakeholder and technical participation in the projects to facilitate continuity. The ALSF also maintains effective communication with RMCs through frequent missions.</p>	<p>Risk managed and monitored</p>
Internal Risks		
<p>Financial sustainability challenges including - few donors relative to increased demand for ALSF services, default of donor pledges, RMC default in repayment of loans granted by the ALSF due to global economic impacts, and slow uptake of financing instruments by RMCs.</p> <p>Trend: </p>	<p>The ALSF has prioritized its resource mobilization activities, including ensuring alignment between ALSF, RMC and donor priorities in the MTS, identifying and engaging with new potential financial partners, engagement with existing donors to ensure timely disbursement per the grant agreements, and support for productive sectors to enhance revenue generation and savings for RMCs.</p>	<p>Risk Managed</p>
<p>Imbalance of staff and workload due to increased requests for ALSF services; Project implementation delays due to increased workload.</p> <p>Trend: </p>	<p>The ALSF re-organized its internal structures and adopted a sectoral approach to address RMC requests effectively, improved staff contract terms, and recruited additional staff. The ALSF also implemented a legal panel to facilitate procurement of and management of external counsel.</p>	<p>Risk mitigated</p>

Chapter 8

Looking Ahead

In 2022, the ALSF developed its Medium-Term Strategy 2023-2027 (MTS). This is the premier strategy since the mandate of the ALSF was extended by the Governing Council for a further 14 years from 2023 (inclusive) to 2036. The extension by the Governing Council took cognizance of the remarkable impact of the ALSF interventions in its relatively short period of existence and the continued relevance of the Facility to African countries, especially in the face of challenges such as climate change, health and food crises, persisting governance gaps, and debt sustainability.



The new MTS is a bold declaration of the ALSF's commitment to play a notable role in the sustainable development of the continent. It is the product of extensive stakeholder consultations and draws on the lessons learned in the implementation of previous strategic plans. It also takes into consideration current and anticipated global developments to ensure that the ALSF's interventions are continuing to deliver purposeful and sustainable outcomes for African countries. Accordingly, the new MTS seeks to not only consolidate the gains made over the years, but also to accelerate our progress for greater impact of our future interventions. Specifically, under the new MTS, the ALSF will:

- Scale its legal and technical advisory and negotiation assistance for concluding equitable and sustainable complex commercial transactions related to natural resources and extractive projects, infrastructure & Public and Private Partnerships (including power, transport, technology, healthcare, agriculture, etc.), as well as provide support for fair dispute resolution and improved risk assessment and mitigation for

sustainable transactions;

- Focus its capacity building, knowledge management, and institutional support interventions in furtherance of its core mandate while integrating a full range of complementary support services to ensure availability of knowledge resources, toolkits, and training for enhancement of individual and institutional capacity; and
- Pursue and enhance strategic partnerships, as well as monitoring and evaluation, subject matter expertise, and communication for overall better development results.

To enhance sustainability, the ALSF strategic interventions will also integrate an expanded list of crosscutting considerations, which shall include Environment, Social and (Good) Governance (ESG), climate sustainability, gender and youth, Illicit Financial Flows, and digitalization.

Under this MTS, the ALSF's operations are anchored by three strategic pillars:

1. **Advisory Services,**
2. **Capacity Building, Knowledge Management, and Institutional Support, and**
3. **Managing for Results.**

While the first two pillars signify the consolidation of the various interventions of the ALSF and reflect the maturity of the institution, the third pillar is critical to ensure the stability required by the Facility as it seeks to accelerate the delivery of impactful results. The continuous assessment and improvement mandated by this pillar will

consequently translate into better (and more measurable) outcomes for the ALSF and its beneficiaries. Especially in relation to pillar 1, the Facility is best placed to utilise lessons learned from assisting governments with various complex transactions to support training and essentially, empowerment of African legal professionals through knowledge transfer tools, and to strengthen institutions.

The ALSF's focus areas remain streamlined according to the continent's key economic sectors and activities - energy, natural resources and extractives, infrastructure and public-private partnerships (PPPs), and sovereign finance. However, critical development issues such as Environment, Social and Governance (ESG), climate sustainability, gender, youth, illicit financial flows (IFFs), and digitalisation will determine the sustainable development impacts of the ALSF's interventions. Accordingly, the ALSF will ensure that from due diligence stage until closing, these cross-cutting issues (CCIs) are identified and integrated in the implementation of projects. This way, the ALSF's interventions will contribute meaningfully to the regional member countries' achievement of the United Nations Sustainable Development Goals, as well as to the African Union Agenda 2063 Aspirations.

Annex 1: ALSF Result Framework 2018-2022

Objectives	Indicators	Sources	Assumptions
Impact: Contribution to enhanced economic growth and sustainable inclusive development in African countries	Indicator 1: Estimated savings and revenues for governments resulting from ALSF interventions <ul style="list-style-type: none"> Baseline value: USD 895 million (2018) Target value: USD 3 billion (2022) Actual value: USD 17.2 billion 	<ul style="list-style-type: none"> AfDB Statistics ALSF statistics (End of mission reports, work stream reports, project closing reports). 	
	Indicator 2: Increase of private sector investment resulting from ALSF interventions <ul style="list-style-type: none"> Baseline value: USD 926 million (2018) Target value: USD 20 Billion (2022) Actual value: USD 74.17 Billion 		
	Indicator 3: Renewable and non-renewable energy generated by projects supported by the ALSF in MW <ul style="list-style-type: none"> Baseline value: 2994 MW (2018) Target value: 6000 MW (2022) Actual value: 15100 MW 		
	Indicator 4: Direct jobs and indirect jobs created by projects supported by ALSF <ul style="list-style-type: none"> Baseline value: 162,900 (2018) Target value: 300,000 (2022) Actual value: 458,342 		

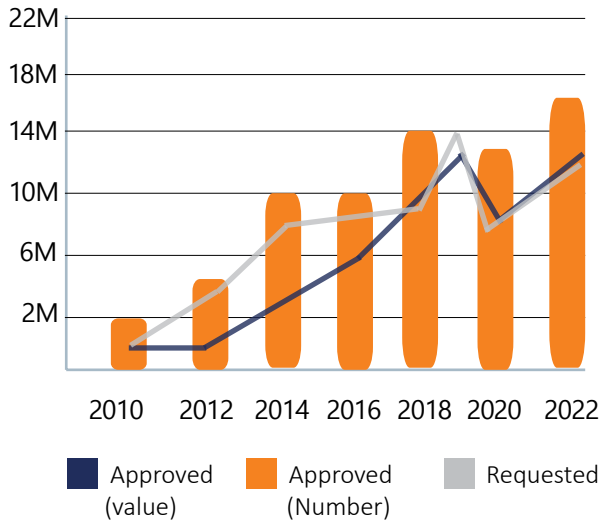
Objectives	Indicators	Sources	Assumptions
<p>Project objective:</p> <p>Fair commercial negotiations and agreements concluded, litigation cases improved and legal capacity of African governments to negotiate fair and balanced commercial transactions enhanced</p>	<p>Indicator 1: Number of contract negotiations that are negotiated with the support of the ALSF and by trained government officials that achieve greater benefits for host countries (including optimal royalty rates, development fees, taxes, local content development, etc.)</p> <ul style="list-style-type: none"> • Baseline value: 21 (2018) • Target value: 96 (2022) • Actual value: 57 <hr/> <p>Indicator 3: Percentage of ALSF supported creditor litigation cases won by RMCs against vulture funds</p> <ul style="list-style-type: none"> • Baseline value: 50% (2018) • Target value: 100% (2022) • Actual value: 50% <hr/> <p>Indicator 4: Percentage of trained African lawyers and government officials reporting enhanced capacity in negotiating fair and balanced contracts</p> <ul style="list-style-type: none"> • Baseline value: 80% (2018) • Target value: 100% (2022) • Actual value: 90% <hr/> <p>Indicator 5: Number of legal African firms selected by the ALSF to negotiate complex contracts</p> <ul style="list-style-type: none"> • Baseline value: 5 (2018) • Target value: 10 (2022) • Actual value: 22 	<ul style="list-style-type: none"> • Project Closing Reports, training evaluations • Interviews with government & investor negotiation teams • Media reports • ALSF M&E system, Mid-term reviews, End term Evaluations 	<p>Governments utilize benefits for development efforts</p>
<p>Outputs</p> <p>Output A</p> <p>High quality legal advice and capacity building provided to African countries</p>	<p>Indicator 1: Number of African legal professionals and government officials trained on negotiation of complex commercial transactions or commercial creditor litigations</p> <ul style="list-style-type: none"> • Baseline value: 5,000 (2018) • Target value: 12,000 (2022) • Actual value: 13,754 	<ul style="list-style-type: none"> • Training reports • ALSF reports 	<ul style="list-style-type: none"> • ALSF maintains its high-quality services

Objectives	Indicators	Sources	Assumptions
Outputs Output A High quality legal advice and capacity building provided to African countries	Indicator 2: Number of contracts concluded with governments to negotiate complex commercial transactions or commercial creditor litigations <ul style="list-style-type: none"> Baseline value: 12 (2018) Target value: 60 (2022) Actual value: 55 		
	Indicator 3: Partnerships/ sponsorships established with other capacity building programs and institutions within the continent <ul style="list-style-type: none"> Baseline value: 23 (2018) Target value: 30 (2022) Actual value: 28 		
	Indicator 4: Number of legal professionals enrolled and mentored through the ALSF academy <ul style="list-style-type: none"> Baseline value: 150 (2018) Target value: 1,000 (2022) Actual value: 1200 		
Output B Enhanced Knowledge Management	Indicator 1: Number of knowledge products available and distributed <ul style="list-style-type: none"> Baseline value: 6 (2018) Target value: 30 (2022) Actual value: 45 	<ul style="list-style-type: none"> ALSF Reports 	
	Indicator 2: Number of webinars and project training workshops conducted <ul style="list-style-type: none"> Baseline value: 0 (2018) Target value: 50 (2022) Actual value: 52 		
Output C Improved efficiency and effectiveness of the ALSF	Indicator 1: Number of project approvals per year <ul style="list-style-type: none"> Baseline value: 49 (2018) Target value: 55 (2022) Actual value: 49 		

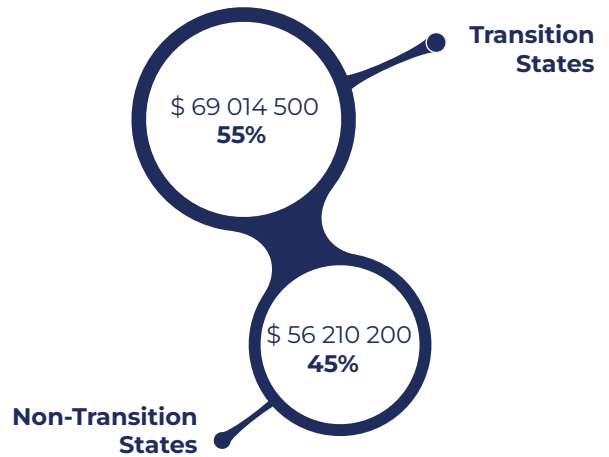
Objectives	Indicators	Sources	Assumptions
<p>Output C</p> <p>Improved efficiency and effectiveness of the ALSF</p>	<p>Indicator 2: Percentage of projects successfully implemented and closed within the anticipated timelines</p> <ul style="list-style-type: none"> Baseline value: 38% of projects closed on time (2019) Target value: 70% of projects closed on time (2022) Actual value: 70% 		
	<p>Indicator 3: Number of RMCs who become members of the ALSF and /or Ratify the ALSF treaty</p> <ul style="list-style-type: none"> Baseline value: 26 (2018) Target value: 30 (2022) Actual value: 27 		
	<p>Indicator 4: Number of RMCs who make financial contributions to ALSF including reimbursable grants</p> <ul style="list-style-type: none"> Baseline value: 1 (2018) Target value: 15 (2022) Actual value: 9 		

Annex 2: Historical Overview of the ALSF Operations

Evolution of the Operations (2010-2022)



Cumulative Operations by Countries Categorization (2010-2022)



Cumulative Operations by Sector (2010-2022)



\$ 39 700 000
32%

Energy



\$ 39 547 000
31%

Extractives & Natural Resources



\$ 23 912 500
19%

Infrastructure & PPP



\$ 14 785 000
12%

Sovereign Finance



\$ 7 280 200
6%

Multisector

Cumulative Operations by Priority Areas (2010-2022)



\$ 83 305 000
67%

Advisory Services



\$ 26 024 700
21%

Capacity Building



\$ 9 400 000
7%

Litigation



\$ 6 495 000
5%

Knowledge Management

Annex 3: Summary of the ALSF's Strategic Partnerships

Partners	Summary of the Relationship
Government of Canada	Global Affairs Canada's CAD 10.125 million was targeted at: <ol style="list-style-type: none"> 1. Improving African countries' legal capacity to negotiate complex agreements related to extractive resources and related infrastructure, and 2. Capacity building in above ALSF focal areas
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
Government of India	Supporting PPP Advisory Services in selected countries
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
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
Power Africa Initiative/ United States Agency for International Development	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.
United Kingdom	£ 7.3 million is targeted at: <ol style="list-style-type: none"> 1. Providing high quality technical advice and support to developing countries to boost their debt management capacity, tackle debt vulnerabilities and to engage with their creditors. 2. Expanding legal assistance to African Governments to negotiate 10-12 additional extractive deals and infrastructure projects related to major oil, gas mining and related infrastructure projects (especially energy and transport) 3. Expanding training provision for African lawyers and legal specialists 4. Upgrading the ALSF's monitoring and evaluation framework to be clearer about its own results and improve the evidence 5. based reporting for the development impacts of high-quality legal assistance 6. Driving improvements to the value for money from contracts with world-class law firms
Multilateral Partners	Summary of the Relationship
African Development Fund (ADF)	<ol style="list-style-type: none"> 1. Financing partner 2. Joint implementation of selected projects/programs

Multilateral Partners	Summary of the Relationship
African Development Bank Group	<ol style="list-style-type: none"> 1. Founding and Hosting Institution. 2. Membership of GC. 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
Africa Finance Corporation	Cooperation on identification of potential areas of assistance on behalf of governments
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 <p>Co-organization of Webinar Series on COVID-19 and Africa's Extractive Sector</p> <ol style="list-style-type: none"> 4. Collaboration in organisation 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.
European Commission	<p>The European Commission's € 5 million is targeted at:</p> <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
Islamic Development Bank (IsDB)	<p>IsDB's USD 1 million is targeted at:</p> <ol style="list-style-type: none"> 1. Legal capacity building 2. Negotiation of complex commercial transactions in the field of infrastructure, mining and natural resources 3. Private sector development and promotion of investments in the above area.
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 organisation 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 (Global Infrastructure Facility)	Cooperation on joint funding of Energy and in projects
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 (PPPIRC – Public Private Partnership Infrastructure Resource Center)	Cooperation on the PPPIRC database of PPP precedents and guidelines.
World Bank (Public Private Infrastructure Advisory Facility)	Cooperation in capacity building for the ALSF Public Private Partnership (PPP) program
Other Partners	Summary of the Relationship
Africa Arbitration Association (AfAA)	<p>Capacity building and networking possibilities</p> <p>Development of an Africa Arbitration Legislation Atlas</p>
African Institute for International Law	Capacity Building and Networking possibilities

Other Partners	Summary of the Relationship
Bill & Melinda Gates Foundation	Partnering to develop knowledge products and capacity building.
Centre International de Formation en Afrique des Avocats Francophones	Capacity Building and Networking possibilities
Columbia Center on Sustainable Investment	Capacity Building and Networking possibilities
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
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 and maintain selected knowledge products
The Collaborative Africa Budget Reform Initiative	Partnering to develop and maintain selected knowledge products
Geothermal Risk Mitigation Facility for Eastern Africa	Partnering to develop and maintain 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 of the University of 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 Networking possibilities
Oxford Policy Fellowship (OPF)	Enhancing advisory and capacity building support especially in transition states

Annex 4: Update of Membership of the ALSF, 31 December 2022

	States/Organizations	Date of Signature	Date of Admission
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	
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	
26	Lesotho	16/05/2014	
27	Liberia	12/12/2008	
28	Libya	25/08/2008	
29	Madagascar	05/09/2008	25/11/2008
30	Malawi	12/08/2008	

States/Organizations		Date of Signature	Date of Admission
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	
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 et Príncipe	08/08/2012	
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	
51	United Kingdom	17/12/2009	11/12/2014
52	Zambia	02/12/2008	22/12/2008
53	Zimbabwe	14/10/2008	
Organizations		Date of Signature	Date of Admission
54	African Development Bank (AfDB)	10/02/2009	NA
55	Africa Finance Corporation	01/08/2014	NA
56	African Union (AU)	23/08/2010	NA
57	Islamic Development Bank (IsDB)	11/06/2013	NA
58	The ECOWAS Bank for Investment and Development (EBID)	30/10/2012	NA
59	West African Development Bank (BOAD)	05/04/2011	NA
60	Organization for the Harmonization in Africa of Business Law (OHADA)	23/06/2009	NA

Annex 5: Composition of the Governing Council and Management Board Members

Members of the Governing Council, 2021-2023

States/Institutions	Electoral College		Name of Representatives
Liberia	RMCs of the AfDB	West	Hon. Augustus J. Flomo
Cameroon	RMCs of the AfDB	Central	Mr. Valentin Lah Kouatou
Zambia	RMCs of the AfDB	South	Mr. Gregory C. Kabwe
Uganda	RMCs of the AfDB	East	Mr. Pius Biribonwoha
Tunisia	RMCs of the AfDB	North	Mrs. Sonia Zouaoui
Organization for the Harmonization in Africa of Business Law (OHADA)	International Organization		Dr. Boubakar Sidiki Diarra
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, 2021-2023

States/Institutions	Electoral College		Name of Representatives
Nigeria	RMCs of the AfDB	West	Dr. Oyeboode Samson Oyetunde
Chad	RMCs of the AfDB	Central	Mr. Aboubakar Adam Ibrahim
Mauritius	RMCs of the AfDB	South	Mr. Sohail Javed Ahlaq Ahmad Suhootoorah
Djibouti	RMCs of the AfDB	East	Mrs. Nasteho Saleh Awaleh
Mauritania	RMCs of the AfDB	North	Mr. Hamma Khattar Mohamed Mahmoud
The ECOWAS Bank for Investment and Development	International Organisation		Mr. Mamadou Saïdou Camara
African Development Bank	International Organisation		Mr. Désiré Vencatachellum

Current Members of the Management Board



Christine Anyango Agimba

is the chairperson of the ALSF Management Board. From 2015 to 2017,

she served on the ALSF Governing Council, representing Kenya and the Eastern Africa constituency. She was a very active member of the Council, providing her rich expertise in the growth of the Facility. A seasoned lawyer, Christine has wide-ranging professional experience gained through working in various senior management capacities in the public, private and development sectors. She currently serves as the Chairperson of the Kenya Law Reform Commission. Most recently she served as Deputy Solicitor General at the Office of the Attorney General and Department of Justice. She has previously managed a multidisciplinary team as the Project Manager/Legal Sector Specialist at the Financial and Legal Sector Technical Assistance Project under Kenya's Ministry of Finance. She has also been a Partner at the Kenyan law firm of Hamilton, Harrison & Mathews, Advocates. Christine is an Advocate of the High Court of Kenya, a Member of the Chartered Institute of Arbitrators (Kenya) and a Certified Secretary (Kenya). She holds a Bachelor of Laws degree from the University of Nairobi and a Master's degree in Law and Development from the University of Warwick, United Kingdom.

Arve Ofstad

is an economist with extensive experience in development, research and aid policy issues. Arve Ofstad is also a writer and freelance researcher.



He is a current board member at Caritas Norway (2019-todate) and previously served as an alternate governor, African Capacity Building Foundation (2005-2008).

Arve Ofstad has held several senior positions in Norway at as an Ambassador at Norwegian Embassy in Lusaka Zambia (2011-2016), as Deputy Head of Mission in Khartoum, Sudan (2009-2011) and as Senior Advisor, Ministry of Foreign Affairs (2003-2004).

At the Norwegian Agency for Development Cooperation (NORAD), Arve served as a Policy Director, State and Peace Building and Development Economics (2007-2009), as Head of Unit for Development Strategies, Poverty Reduction and Peace –Building (2004-2006), and as Senior Advisor, Unit of Development Analysis (2002-2003).



Jacob Diko Mukete

is a Cameroonian national; an accomplished banker, economist and lawyer with expertise in corporate

law, governance, economic and financial reforms. Jacob is currently an Independent Non-executive Director Standard Chartered Bank Cameroon and chair of the Board Governance Committee (April 2020- present) and, a Vice Chair, Rwanda Finance Limited and member of its Board Governance and Audit Committee (November 2020- present).

Jacob previously held several senior positions with the African Development Bank ("the Bank") as Director, Department of Governance Economic Reforms and Financial Management (2015-2016); Division Manager, Department of Governance Economic Reforms and Financial Management (2011-2015); Resident Representative/Country Manager for Rwanda and Burundi (2007-2011); Officer-in charge Ghana country office (2006-2007); Personal Assistant and officer in charge, the President's Office (2002-2006) and, as an Chief Economist of several African Countries - Egypt (2000-2002), Nigeria (1998-2000); Ghana, Guinea Bissau and Cape Verde(1996-1998) and, Equatorial Guinea and Seychelles (1992-1996).

Prior to joining the Bank, he served in Cameroon as Division Manager (1987-1991) and Economist (1982-1987) in the Department of Operations, National Investment Corporation of Cameroon.

Jacob graduated with a Master's degree in law (1981) and a Bachelor's degree in law (1979) from St John's College, Cambridge University, UK. He is a qualified barrister of England and Wales of the Gray's Inn. He also holds a Master's in Science (1977) and Bachelor's Science (1976) in Monetary Economics from University of London, London School of Economics and Political Science, UK.



Manisha Dookhony

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 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 Director 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 for 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.



Pippa Tubman Armerding

is a lawyer and business professional with 20 years of 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 and academic institutions. Mrs. Tubman Armerding has significant experience in developing targeted solutions, implementing business strategies, conducting in-depth research and writing business case studies. She is passionate about Africa and contributing to the development of the continent and making a difference in the lives of its people. She is currently 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. Prior to joining HBS, Mrs Tubman Armerding was an independent legal and strategy consultant, engaged in projects, including those designed to empower and educate young Africans, particularly girls. She was also previously the Legal & Corporate Affairs Director for Microsoft South Africa, and the Director of Pan

African Strategic Initiatives and the Senior Operations Counsel for the East & Central Africa Business Unit of The Coca Cola Company in South Africa, and Kenya, respectively. Mrs. Tubman Armerding also practiced law at the Davis Polk & Wardwell LLP law firm in both their Paris and New York offices.

Mrs Tubman Armerding holds a Bachelor of Arts degree from Harvard University and a Juris Doctor degree in International Law from New York University School of Law. She is member of the Bar of the State of New York.

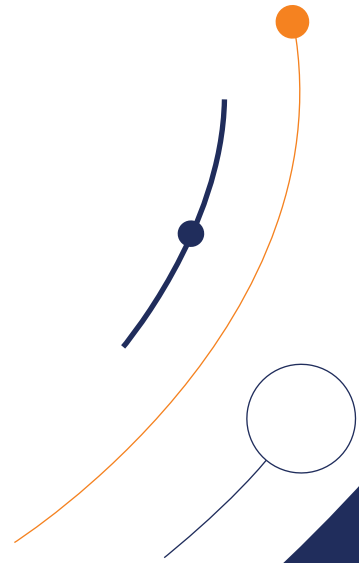


S.Olivier Pognon

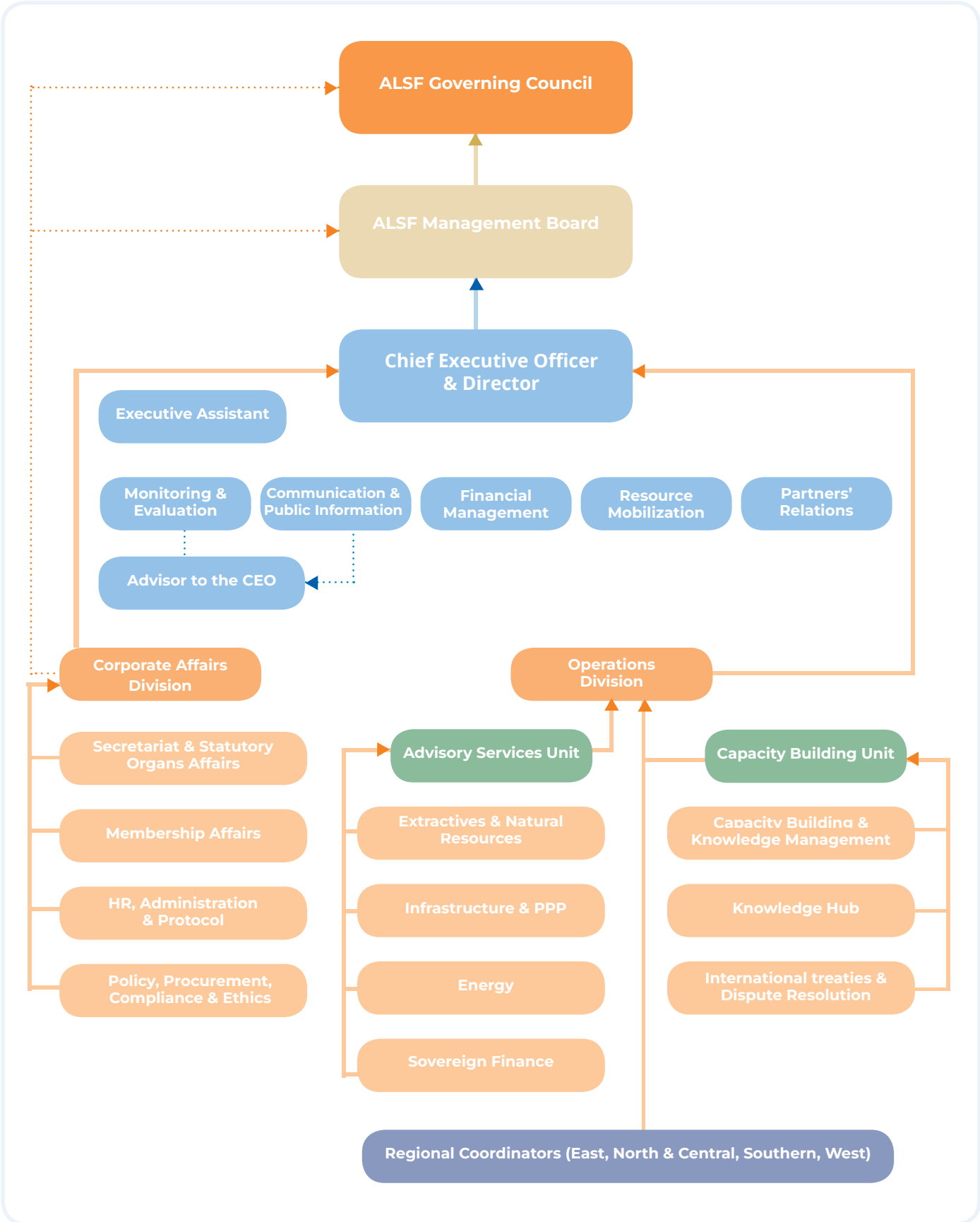
is the Director and Chief Executive Officer of the ALSF since October 2021.

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 6: ALSF Organisational Structure



Annex 7: Current Financing Partners



AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
DE DEVELOPPEMENT

BILL & MELINDA
GATES *foundation*

Co-funded by
the European Union



KFW



Ministry of Foreign Affairs
of the Netherlands



NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS





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AFRICAN LEGAL SUPPORT FACILITY | FACILITÉ AFRICAINE DE SOUTIEN JURIDIQUE