ALSF

AFRICAN LEGAL SUPPORT FACILITY | FACILITÉ AFRICAINE DE SOUTIEN JURIDIQUE

2025 ANNUAL REPORT

Strengthening Ownership: Securing Sustainable Impact in a Changing World



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LIST OF ACRONYMS AND ABBREVIATIONS

AFD	Agence Française de Développement
AfDB	African Development Bank
ADF	African Development Fund
AFC	Africa Finance Corporation
AI	Artificial Intelligence
ALSF	African Legal Support Facility
AMLA	Africa Mining Legislation Atlas
ASF	African Solidarity Fund
AU	African Union
BADEA	Arab Bank for Economic Development in Africa
BOAD	West African Development Bank
EC	European Commission
ECNR	African Natural Resources Centre
ESG	Environment, Social and (Good) Governance
FSS	Financial Sustainability Strategy
GC	Governing Council
GGA	Good Governance Africa
GIF	Global Infrastructure Facility
IsDB	Islamic Development Bank
ISLP	International Senior Lawyers Project
KfW	Kreditanstalt für Wiederaufbau
MB	Management Board
MEL	Monitoring, Evaluation, and Learning
MIS	Management Information System
MTS	Medium Term Strategy 2023-2027
OHADA	Organization for the Harmonization of Business Law in Africa
PPP	Public Private Partnerships
PwC	PricewaterhouseCoopers
RAAA	Rapid Assessment and Assistance Allocation
RMCs	Regional Member Countries
SADC-LA	Southern African Development Community Lawyers' Association
SDGs	Sustainable Development Goals
SOAS	The School of Oriental and African Studies, University of London
TDB	Eastern and Southern African Trade Development Bank
TSF	Transition Support Facility
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
USD	United States Dollars
WADME	African Mining and Energy Law Weekend

The African Legal Support Facility at a Glance

Established
2008

Commenced Operations
2010

Members
62 (53 States & 9 International Organizations)

Ratified Members
33

Total Cumulative Donor Contributions Received, 2010-2025 (USD)
190.1 million

Total Number of Cumulative Approvals, 2010-2025
550

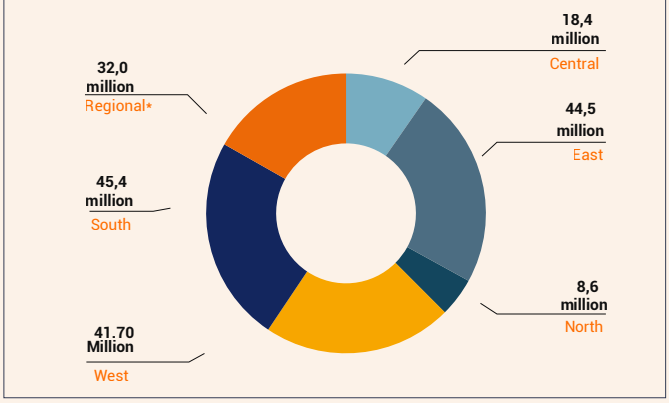
Number of countries with ALSF projects
53

Total Cumulative Approvals, 2010-2025 (USD)
190.2 million

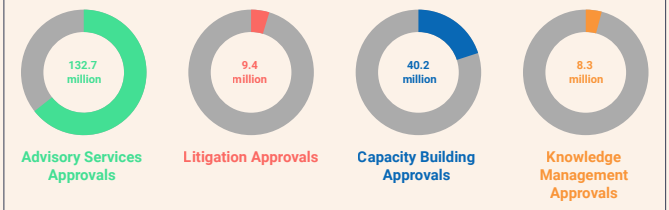
Total Cumulative Disbursements, 2010-2025 (USD)
152.5 million

Number of approvals, 2025
69

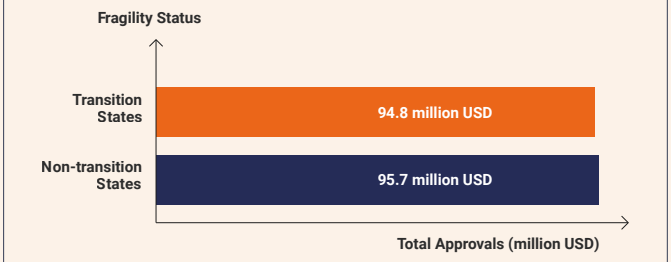
Total Cumulative Approvals by Region, 2010-2025 (USD)



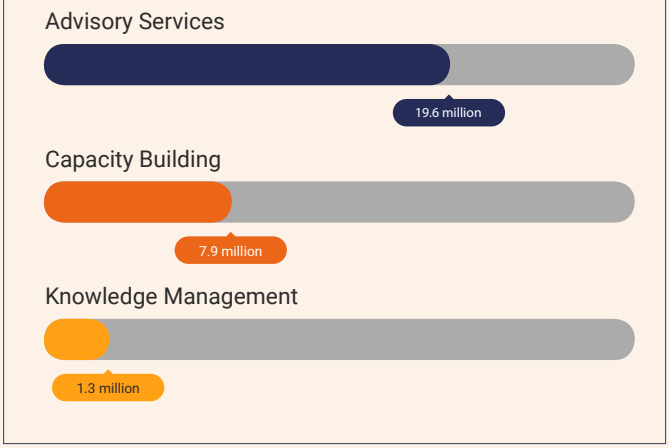
Total Cumulative Approvals by Activity, 2010-2025 (USD)



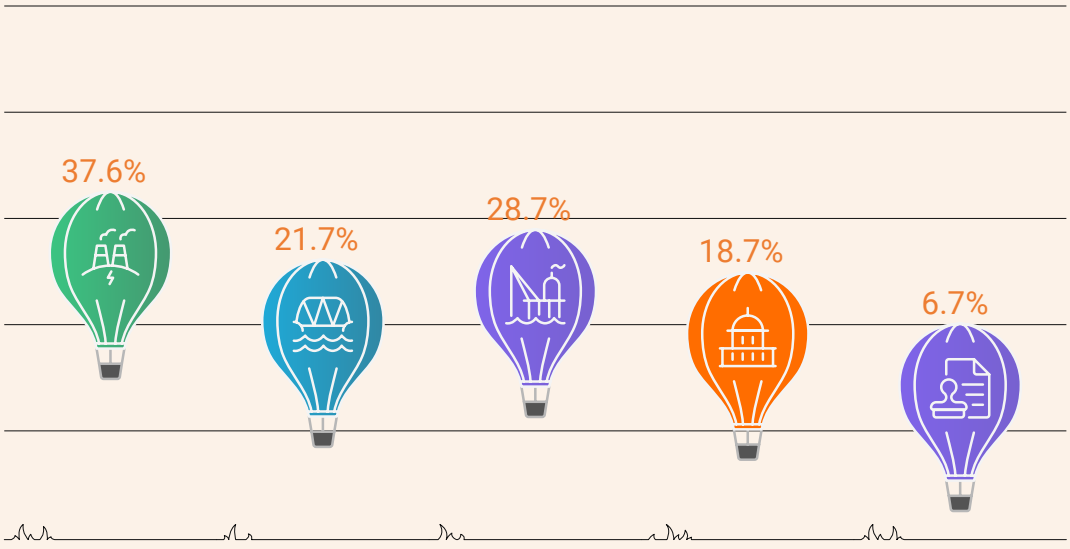
Total Cumulative Approvals by Region, 2010-2025 (USD)



Approvals by Activity, 2025 (USD)



Investment by Sector



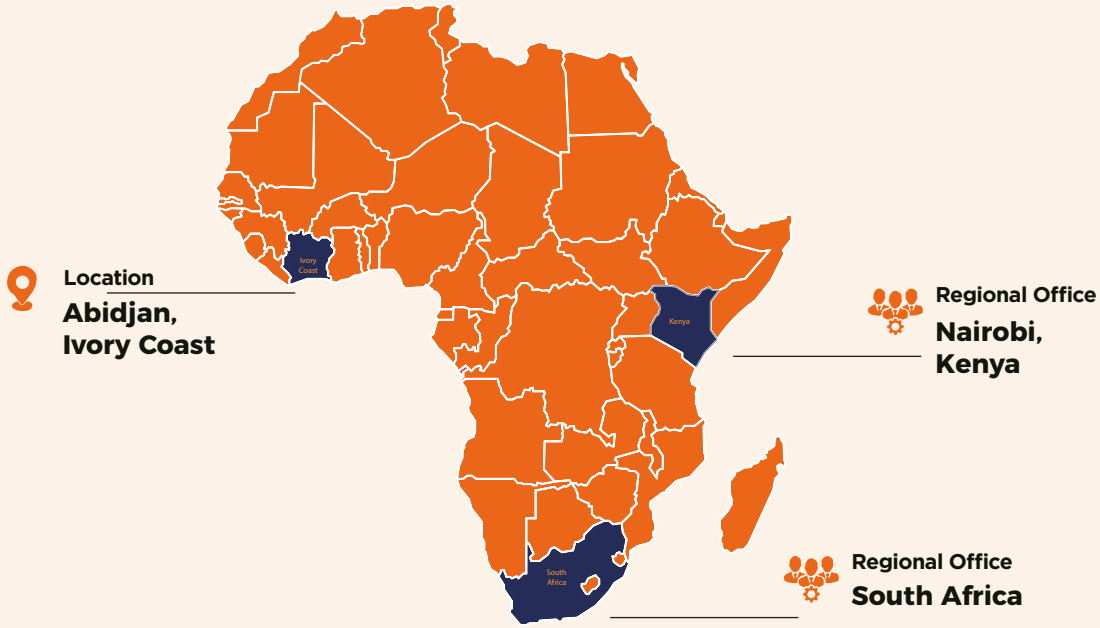
Energy
$63.1 million invested.

Infrastructure & PPPs
$36.5 million invested.

Natural Resources & Extractives
$48.2 million

Sovereign Finance
$31.5 million invested.

Other
$11.2 million invested.



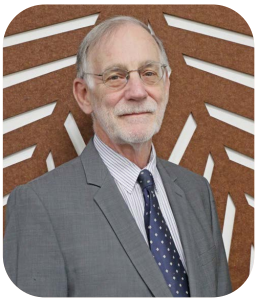
Location
Abidjan, Ivory Coast

Regional Office
Nairobi, Kenya

Regional Office
South Africa

*Approval Means: a formal decision by the Management Board or the Director, following the implementation of a formal process, as provided for in the ALSF Operational Guidelines. This includes a new project and supplementary support for an existing project or a change in the scope of work of a specific project.

Management Board
Members



Prof. Dr. Christoph Kohlmeyer
Chairperson



Ms. Samallie Kiyingi
Member



Dr. Roland Amoussou-Guenou
Member



Dr. Felister Saliku Kivisi
Member



Ms. Sonia Zouaoui
Member



Mr. Olivier Pognon
Director & Ex-Officio Member

Management of the ALSF



Mr. Olivier Pognon

Director



Ms. Sandra Coffi

Corporate Secretary & Manager
Corporate Affairs Division



Mr. Charles Afeku

Manager Front Office Division



Ms. Maude Vallée

Manager Operations Division



Mr. Gadi Taj Ndahumba

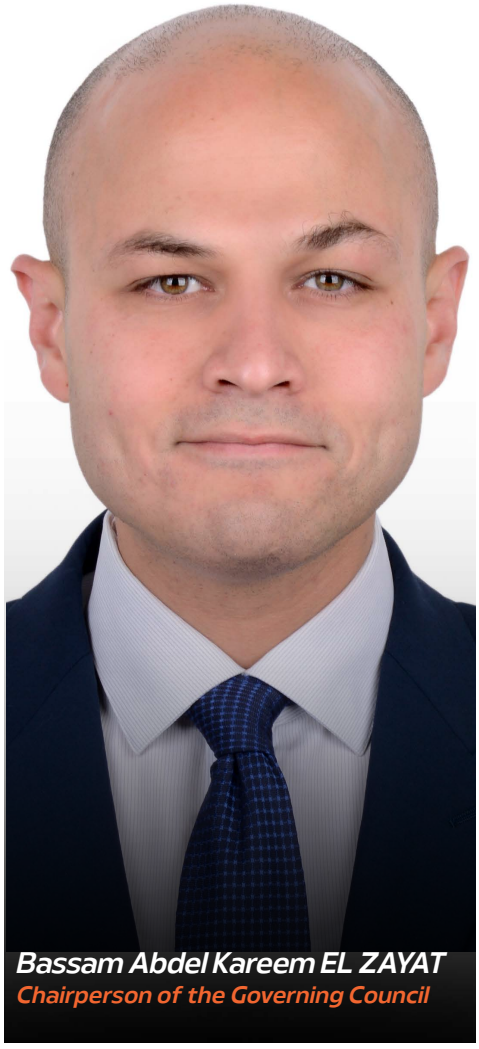
Head
Advisory Services Unit



Ms. Oghor Okhai-Akhigbe

Head
Capacity Building Unit

Message from the Chairperson Of The Governing Council



Bassam Abdel Kareem EL ZAYAT
Chairperson of the Governing Council

It is an honor to have been elected Chairperson of the Governing Council of the African Legal Support Facility (ALSF) in 2025. I take over from Mamadou Saïdou Camara, whose diligent stewardship as Interim Chairperson was marked by calm steadiness, thoughtful deliberations, and an unwavering commitment to advancing the mission of the ALSF.

From inception, the mission of the ALSF has been to provide legal advice and build legal and technical capacities in complex commercial transactions across the African continent. Therefore, I am pleased to note that in 2025, the ALSF counted 69 approvals, amounting more than USD 28.71 million. This is greater than the 48 projects approved in 2024, or indeed the 47 projects approved in 2023. This sustained upward trend is testament to the growing relevance of the ALSF. These legal interventions translate into tangible development outcomes for people and communities across the continent through fostering equitable contracts, defending States in investment disputes, and curbing corruption and illicit financial flows. The billions of dollars that African governments have saved because of the impactful work of the ALSF, can then be channelled towards other development initiatives such as schools, roads and hospitals.

> **...it was encouraging to see several African Ministers of Finance not just in attendance but passionately attesting to the positive impact that the ALSF has had in their respective countries.**

The operations of the ALSF are funded by

various donors, whose commitment has gone a long way in aiding its mandate. However, the world in 2025 was marked by unprecedented change - shifting geopolitical alliances, tightening development assistance, and mounting pressure on African economies. Yet amid this turbulence, a powerful transformation took root at the ALSF, and this catalysed the need for African nations to take greater ownership of this organization. This was certainly evident at the inaugural Members' Forum, held in May 2025.

The theme of the Members' Forum was, "Resourcing the ALSF to Empower Africa's Sustainable Development". Held in Abidjan Côte d'Ivoire, it was encouraging to see several African Ministers of Finance not just in attendance but passionately attesting to the positive impact that the ALSF has had in their respective countries. During this Forum, the Director of the ALSF, Mr. Olivier Pognon, presented his Financial Sustainability Strategy (FSS), emphasizing on the need for diversification of financial partners and financial contributions from Member States. Increased financial contributions from regional member countries will not only ensure the ALSF's financial resilience amid global uncertainty but will also reinforce our own sense of ownership in the organization, as an institution for Africans, and financed by Africans. At the end of the Forum, Member states endorsed the FSS through the Second Abidjan Declaration. This was certainly a milestone asserting that, when it comes to the ALSF, African states are taking steps to move from dependence to ownership. I was also warmed to see African countries making voluntary pledges at the Members' Forum and this will certainly support and sustain the impactful work of the ALSF, which in turn will positively impact the sustainable development of our beloved continent.

This report chronicles the pivotal year that the ALSF has had. I commend the work of the ALSF, under the visionary leadership of its Director, Olivier Pognon and his very talented team of legal and technical experts. Their commitment, creativity and teamwork have contributed positively to advancing the mandate of the ALSF. I am confident that in the coming years, we shall certainly see them achieve more together, by leveraging emerging opportunities to deepen the reach of the ALSF and sustain impact through innovative legal solutions for member countries. I also thank the Management Board, who work diligently with the ALSF team, by exercising oversight and speedily approving projects. Finally, I wish to thank our various donors, whose monetary contributions and guidance are the oil that keep the ALSF machinery going.

Together, with unwavering resolve, a common vision, and a common purpose, we will elevate the ALSF's impact to greater heights, thereby empowering African nations to build a more just, prosperous and resilient future.

Message from the Director



Olivier POGNON,
Director

Dear ALSF Member Countries representatives,
Dear ALSF Financial Partners,
Dear partners, friends and colleagues,

The year 2025 has been yet another phenomenal year for the African Legal Support Facility (ALSF), defined by growth, visibility, and impact across all programmes. I am proud to report that we approved sixty-nine projects in 2025, totalling USD 28,709,075, reflecting our continued commitment to delivering tangible legal and governance outcomes across Africa. These sixty-nine projects were apportioned as follows: 31.75% Energy; 6.6% Extractives and Natural Resources; 20.1% Infrastructure PPPs; 32.2% Sovereign Finance; and 9.4% Multisector/ Investment Treaties and Dispute Resolution.

I emphasized the importance of African legal capacity and legal sovereignty because this ensures that African governments can negotiate and secure fairer deals ...

On the membership front, we welcomed the African Solidarity Fund (ASF) as our latest member, and we are pleased that the Central African Republic ratified the Agreement for the Establishment of the ALSF. We are clearly growing our reach across the African continent and are positioned to attract even more member states and organizations in the coming years. In turn this will help the ALSF foster greater collaboration, deliver more targeted interventions and ensure lasting transformative change.

We also delivered strong results in financial mobilization. In 2025, the ALSF surpassed its resource mobilization goal, raising USD 40.9 million - well above our target of USD 20 million.

We engaged productively with prospective new partners and our current ones. Our Financial Sustainability Strategy (FSS), developed in partnership with PricewaterhouseCoopers (PwC), received endorsement by Ministers of Finance of our Regional Member Countries, at the ALSF Members' Forum held in May 2025 on the margins of the Annual Meetings of the African Development Bank (AfDB), providing a clear path for sustainable impact and governance.

In the run up to the Members' Forum, I published an article entitled "Legal Sovereignty: Africa's Next Frontier for Sustainable Growth". In it, I emphasized the importance of African legal capacity and legal sovereignty because this ensures that African governments can negotiate and secure fairer deals, proactively manage disputes and enforce rights transparently. This, in turn, protects strategic sectors and ensures that foreign direct investment is of true benefit to the people of Africa. As our chairperson has mentioned in his foreword, our interventions also permit savings of public funds, enabling government to use such liquidity to achieve their own development goals. In more tangible terms, this represents more hospitals built, better funded schools and greater infrastructure. The article was a call to action, urging African countries to place legal capacity and legal sovereignty at the centre of Africa's development model.

I was delighted at the subsequent success of the Members' Forum. The event was graced by high-level leadership, including the then President of the AfDB, Dr. Akinwumi Adesina, the Executive Director of the United Nations Economic Commission for Africa (UNECA), Mr. Claver Gatete, African Ministers of Finance, as well as donors and partners. The Financial Sustainability Strategy (FSS) that I presented, received great support from Member States through the Second Abidjan Declaration. I was also thankful for the pledges received from Member States and other donors. This not only reflects growing confidence in the impactful work of the ALSF, it also reflects that African states are willing to take greater ownership in us as an organization. As donor aid continues to tighten globally, I invite even more regional member countries to consider increasing their financial commitments to the ALSF, thereby enabling us to sustain and expand our mandate.

All of our efforts contribute to the deeper goal of enhancing the legal sovereignty of African nations, supporting progress toward sustainable development goals and a better future Africa. I extend my sincere gratitude to the Governing Council, the Management Board, my very talented staff, and our esteemed donors and partners for their dedication and collaboration.

As we turn the page to a new year, may our collective resolve fuel transformative change, fortify legal sovereignty, and convert challenges into opportunities for Africa's sustainable development.



Executive Summary

The 2025 Annual Report highlights the ALSF's interventions across its priority operational areas and delineates the development impact of these activities. It also provides an overview of corporate management, including ALSF governance, and underscores the roles and responsibilities carried out by Management, the Management Board, and the Governing Council throughout the year.

OPERATIONAL ACTIVITIES

T**he ALSF Operations:** This year, the ALSF counted 69 approvals, amounting to USD 28,709,075. These projects were apportioned in accordance with the following sectors: 31.7% Energy; 6.6% Extractives and Natural Resources; 20.1% Infrastructure PPPs; 32.2% Sovereign Finance; and 9.4% Multisector/ Investment Treaties and Dispute Resolution. In undertaking its projects, the ALSF delivered advisory services and built legal and technical capacity across the continent. Moreover, the ALSF provided knowledge management services related to its relevant sectors, and training for government officials and lawyers. It also created new knowledge products and updated its relevant knowledge databases.

INSTITUTIONAL DEVELOPMENT AND CORPORATE MANAGEMENT

Governance: By the end of December 2025, the ALSF conducted three Governing Council (GC) meetings and six Management Board (MB) meetings, during which key programs were approved. Additionally, the MB elected Professor Dr. Kohlmeyer as its new Chairperson. He took over from Ms. Manisha Dookhony who completed her term on the MB, along with Ms. Pippa Tubman Armerding, whose illustrious term had also come to an end. In October 2025, the MB welcomed Ms. Samallie Kiyingi and Ms. Sonia Zouaoui as its two new members. The GC also appointed Mr. Bassam Abdel

Kareem El Zayat, as its new Chairperson.

Inaugural Members' Forum: The ALSF held its first inaugural Members' Forum on the sidelines of the Annual Meetings of the African Development Bank (AfDB) in May 2025. This was attended by the then AfDB President Dr. Akinwumi Adesina and the Executive Secretary of the United Nations Economic Commission for Africa (UNECA), Mr. Claver Gatete.

Membership: The ALSF welcomed the African Solidarity Fund (ASF) as its latest member, whilst the Central African Republic also ratified the Agreement for the Establishment of the ALSF in May 2025. Moreover, the ALSF undertook seven membership missions during the year, and eleven bilateral meetings on the sidelines of the Annual Meetings of the AfDB.

Development of Human Capital and Talent: Among many milestones in this area was the launch and implementation of a new Performance Assessment Cycle. Another great achievement was the enrolment of the second cohort of ALSF Members of Staff for training courses at the London School of Economics and Political Science (LSE).

The ALSF also welcomed three (3) new staff members: two (2) in the Operations Division, and one (1) in the Front Office Division. There were no departures this year.

In 2025, the ALSF surpassed its resource mobilization goal, raising USD40.94 million, which was well above the target set of USD 20 million.

STRATEGIC ACTIVITIES PERFORMANCE

Strategic Documents: The ALSF adopted a Work Plan and Budget Manual (WPB Manual). The 2026 Work Plan and Budget was also developed under the new WPB Manual and adopted. The new format of the Work Plan and Budget adopts a streamlined, results-based format, which strengthens the link between strategic objectives, resource allocation, and performance measurement. It departs from the traditional separation of narrative and financial sections and instead integrates the strategic rationale, operational priorities, and financial projections into a single, cohesive results-based framework.

Resource Mobilization: In 2025, the ALSF surpassed its resource mobilization goal, raising USD40.94 million, which was well above the target set of US$ 20 million. The ALSF engaged productively with prospective new partners, including Luxembourg, BADEA, and Canada. Additionally, the ALSF developed a Financial Sustainability Strategy (FSS) with PricewaterhouseCoopers (PwC), which was endorsed by Member States at the ALSF Members' Forum.

Strategic Partnerships: The ALSF participated in all major continental events, including Mining Indaba, Africa Energy Forum (AEF), CEO Utility Forum, African Mining and Energy Law Weekend (WADME), PPP & Infrastructure Forum, and the Africa Arbitration Academy. ALSF's strong presence in these various forums is a testament of the institution's increased visibility and its instrumental role as a credible stakeholder in the development of strategies and projects across the continent.

Communication and Outreach: The communications unit developed a new communications and engagement strategy aligned with the Medium-Term Strategy.

Several missions were organized to take stock of ongoing or completed projects and produce informative videos that were used on diverse occasions (ex: annual meetings or Members' Forum). The ALSF, with support from a reputable communications consultant, secured media presence across outlets such as ESI Africa, CGTN, and Or Noir Africa, giving rise to eighteen press releases. Social media growth was strong, with 1,667 new LinkedIn followers (22.4% increase) and engagement up by 47%. Website traffic surged to 48,000 new visitors, a 200% increase, enhancing the ALSF's visibility.

Monitoring, Evaluation, and Learning (MEL): The Monitoring, Evaluation, & Learning (MEL) team continued its support for the third strategic pillar of the MTS - Managing for Results. Phase II of integrating and reporting cross-cutting issues (CCIs) was launched, including the development of standards and guidelines. The team also conducted monitoring missions to Eswatini and Mauritania to document impacts of ALSF support in various sectors.

IT/MIS: In 2025, the ALSF enhanced its file backup systems, achieving a significant reduction in outages. The upgrade of the Management Information System (MIS) is ongoing. We introduced and expanded the use of Artificial Intelligence (AI), including an AI-powered invoice checker tool. The staff leave management tool has been deployed, and the digital performance review platform is currently being rolled out, collectively enhancing processes and productivity.



1

Chapter 1:

The Work of the ALSF

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The Work of the ALSF

The African Legal Support Facility (ALSF) is an international organization founded under the ALSF Treaty and hosted by the African Development Bank (AfDB) Group in Abidjan, Côte d'Ivoire, with regional offices in, Nairobi, Kenya, and Pretoria, South Africa. Its unique mandate consists of addressing the inherently asymmetrical relationship that exists between African States and private entities. It does so by providing legal advisory support and capacity building, thereby enhancing legal and technical capacities of African States to negotiate fair and equitable transactions. The Facility also develops knowledge resources including promoting sustainable debt and durable contracts. Through all its activities, the Facility aims to enhance legal capacity in the regional member countries to support sustainable development of the continent.

THE **VALUE** PROPOSITION OF THE ALSF



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



Agility – Rapid and efficient processes for responding to requests, local knowledge and understanding of RMCs' needs.



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



Partnerships – Extensive strategic partnerships to enhance impact.



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

Enhanced legal capacity for Africa's sustainable development.

The ALSF **Vision**

Enhanced legal capacity for Africa's sustainable development.

The ALSF **Mission Statement**

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

The ALSF **Values**

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

A Trusted Legal Advisor for African Governments

A selection of achievements representative of ALSF's work in 2025

1 January

Angola-Namibia Baynes Hydro. The ALSF advised the Governments of Angola and Namibia on the legal and technical viability, and bankability of three implementation options/models for the Angola Namibia Baynes hydropower project, with emphasis on the public model that had been selected by the countries.

2 February

- **Comoros Extractives II.** On 16 March 2025, with the support the ALSF, the government of the Union of the Comoros reached an agreement with the Company TGS for a framework contract and an implementation contract pertaining to the acquisition, treatment and marketing of seismic data in the oil & gas sector. This agreement is a major step forward for the government, aiming to enable the strategic exploitation of its future discoveries.
- **Malawi Power.** The ALSF concluded advisory support to the Government of Malawi which comprised advice on the appropriateness of the agreed project risk allocation for agreements of eleven (11) IPP projects and the development of a due diligence questionnaire to enable the Government to assess the capacity of lender(s) of IPP projects.
- **AMLA.** February marked the 10th Anniversary of the African Mining Legislation Atlas (AMLA) and the ALSF organized in collaboration with its co-partner the World Bank Group, a side event at the Mining Indaba conference 2025, where the ALSF also launched the Mineral Taxation Toolkit, which was developed with the support of the International Senior Lawyers Project (ISLP).

The following projects were approved:

Senegal Asset Recovery: Grant to support capacity building activities for the benefit of the Republic of Senegal in the Sovereign Finance sector.

3 March

The Lightbulb. The ALSF published the 3rd issue of the Lightbulb journal.

The following projects were approved: Madagascar PPP & Energy: Grant to support knowledge

generation and management and capacity-building activities for the benefit of the Republic of Madagascar in the Infrastructure PPP and Energy sectors.

Zimbabwe Arrears Clearance & 99-Lease (Supplementary): Supplementary Grant to support advisory services and capacity-building activities for the benefit of the Republic of Zimbabwe in the Sovereign Finance sector.

4 April

The following projects were approved:

Rwanda Carbon Credit: Grant to support advisory

services and capacity-building activities for the benefit of the Republic of Rwanda in the Sovereign Finance sector.

Seychelles Multisector: Grant to support knowledge

generation and management and capacity-building activities for the benefit of the Republic of Seychelles in the Infrastructure PPP and the Dispute Resolution sectors.

5 May

- **Rwanda Amahoro Stadium.** The ALSF successfully advised on the management agreement for the 44,860 seats Olympic Amahoro stadium using the PPP framework. The agreement was executed on 15 May 2025.
- **Egypt Green hydrogen.** which comprised the formulation of template framework agreements for the country's green hydrogen program, was concluded following several rounds of negotiation and discussions with project developers and Government stakeholders.

The following administrative actions/policies were approved:

- The budget for the 2025 Members Forum.
- The Summative Evaluation of the ALSF MTS 2018-2022

The following projects were approved:

- **Senegal Sovereign Wealth Fund:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Senegal in the Sovereign
- Finance sector.

6 June

Zimbabwe Power: The Government Support Agreement for the Zimbabwe Power project was agreed upon and executed. The negotiation of the Power Purchase Agreement for the project was concluded.

The following projects were approved:

- **Ethiopia Oncology Center PPP:** Grant to support advisory services and capacity-building activities for the benefit of the Federal Democratic Republic of Ethiopia in the Infrastructure sector.

7 July

The following projects were approved:

- **Angola Quipungo Solar PV:** Grant to support advisory services and capacity-building activities for the benefit of the Republic of Angola in the Energy sector.
- **Angola Namibia Baynes Hydro Project (KOAFEC Funding Administration):** Approval of administration of funding from the KOAFEC Trust Fund for the Angola Namibia Baynes project pursuant to the request for assistance by the Republic of Angola and the Republic of Namibia towards advisory services and capacity building activities in the Energy sector.
- **Mauritania Energy II (SEFA Funding Administration):** Administration of funds from Sustainable Energy Fund for Africa ("SEFA") by the ALSF to support advisory services and capacity-building activities for the benefit of the Islamic Republic of Mauritania ("Mauritania") in the Energy sector.
- **Sustainability Financing for Health Sector:** Grant financed by Private Entity Funding from Gates Foundation to support knowledge management and capacity-building activities for the benefit of transitioning and non-transitioning States across Africa in the Sovereign Finance sector.
- **Sovereign Commercial Loan Assessment and Guidance:** Grant financed by Private Entity Funding from the Gates Foundation to support knowledge management and capacity-building activities for the benefit of transitioning and non-transitioning states in East Africa in the Sovereign Finance sector.
- **São Tomé and Príncipe Dual Fuel and Solar System:** Providing legal and technical advisory services to the Government of the Democratic Republic of São Tomé and Príncipe to (i) review and renegotiate an agreement concerning the dual-fuel power plant and solar power plant and (ii) provide transactional advisory support during the renegotiation and finalization of the agreement, in line with international standards and best practices.
- **ALSF-TDB Ethiopia Negotiation Training:** Organize a capacity building training for Ethiopian governments officials hosted by the African Legal Support Facility in partnership with the Eastern and Southern African Trade and Development Bank from 28 July – 1 August 2025 in Addis Ababa, Ethiopia.
- **World Bank LJD - Sovereign Finance Session:** Sponsor and be represented in a high-level knowledge session titled "Navigating the Legal Complexities of Sovereign Debt" at the World Bank Law, Justice, and Development Week 2025 jointly organized by the African Legal Support Facility, in collaboration with the World Bank in Washington, D.C., United States of America to be held from 3 to 5 November 2025.
- **Second Edition of the PPP Country Profiles Brochure:** Provide financing to retain the consultancy services of two (2) individual legal consultants and one (1) graphics designer for purposes of updating and developing the second edition of the brochure titled "Public-Private Partnership (PPP) Country Profiles and the Legal and Institutional Framework in Africa: A Comparative Analysis."

8 August

The following project was approved:

- **Senegal PPP Grand Transfert d'Eau (GTE):** RAAA to provide legal support to Senegal on a project for the supply of drinking water and support the country's long-term agricultural development.

9 September

- **Mauritania Energy II Project.** The ALSF supported the Government of Mauritania to achieve commercial close for its first Independent Power Project. The USD 300M public private partnership is also Mauritania's first large scale hybrid renewable power project combining 160MW of solar capacity and 60 MW of wind capacity. The project's PPP Agreement and PPA were signed on 12 September, marking a major milestone in transitioning Mauritania's energy journey.

- **Seychelles Power Project.** The ALSF assisted the Government of Seychelles to meet its conditions precedent to the project's financial close. The project achieved financial close on 15 August 2025. The 5.8MW floating solar PV plant located on Mahe Island will play a critical role in advancing the country's energy diversification efforts, reducing reliance on imported fossil fuels, and stabilizing electricity costs. The ALSF also received the payment of the reimbursable component (USD 300,000.00).

- **ALSF Thematic Debt Swaps Seminar.** In September in Marrakesh, Morocco, a regional workshop designed to respond to the growing interest in thematic debt swaps, such as debt-for-nature, debt-for-health, and debt-for-education, as innovative instruments for easing sovereign debt burdens while directing financial resources toward national social and development priorities. Around 60 participants from the ministries of finance, trainers from international institutions (world bank, Afdb, Gates Foundation, etc), financial and legal advisors are expected to participate. Barbados, an advanced countries in debt swaps will also be represented to share its experience.

- In September 2025 in Pretoria, SA, a workshop was held to equip young African law students with the skills and knowledge required to address legal and regulatory issues in the oil and gas sector, with a particular focus on the role of regulatory institutions in Africa

The following projects were approved:

- **Algeria PPP II:** Grant to support advisory services and capacity-building activities for the benefit of the People's Democratic Republic of Algeria in the Public-Private Partnership sector.

- **Lesotho Flour Mills II:** Legal, technical and financial advisory support to the Government regarding Lesotho Flour Mills.

10 October

Uganda IPT Emergency. The ALSF provided advisory support to the Electricity Regulatory Authority (ERA) in relation to Uganda's first Independent Transmission Project (ITP). A private transmission licence was issued to the developer in October 2025, which subsequently led to the signature of an Implementation Agreement with the Ugandan Ministry of Energy and a Transmission Services Agreement with the national transmission utility, (UETCL)

The following administrative actions/ policies were approved:

- Approval of additional budget for Resource Mobilization.
- Election of the Management Board Chairperson.
- Approval of the Financial Sustainability Strategy and Action Plan

The following projects were approved:

- **Morocco Agence judiciaire du Royaume:** Grant to support capacity-building activities for the benefit of the Kingdom of Morocco in the Investment Treaties and Dispute Resolution sector.
- **CEPGL's Organisation for Energy of the Great Lakes Countries Ruzizi III:** Grant to support advisory services and capacity-building activities for the benefit of the Economic Community of the Great Lakes Countries' ("CEPGL") specialized body for energy called the Organisation for Energy of the Great Lakes Countries ("EGL") in the Energy sector.
- **ExtractivesNomadic:** Developing the first edition of a capacity building executive masterclass training for parliamentarians, senior government officials and negotiation teams from Southern African countries involved in negotiating, reviewing and monitoring the implementation of extractive contracts from 4th to 6th November 2025 in Johannesburg, South Africa in partnership with CONNEX, Chandler Institute of Justice, and Climate Vulnerable Forum
- **Benin Carbon Credit:** Providing emergency advisory services to the Government of the Republic of Benin in the Sovereign Finance Sector for the negotiation and finalization of Mitigation Outcome Purchase Agreements between the Republic of Benin and the Kingdom of Norway under Article 6.2 of the Paris Agreement.

11 November

- Publication of the Handbook «Reinventing Mining Partnership in Africa – Framework, Challenges and Implementation of Production Sharing Contracts» (only available in French; to be translated in English), through the Books print method.

- The ALSF contributed to the publication of the brief study **«A Mapping of Critical Minerals Negotiations: Trends, Risks and Opportunity»** (CCSI).

The following administrative action/ policy was approved:

- 2026 Work Plan and Budget

The following projects were approved:

- **Senegal Hydrocarbons:** Grant approving capacity-building activities and to generate and manage knowledge for the benefit of the Republic of Senegal in the Extractives sector.

- **Botswana Digital Ecosystem PPP:** Providing advisory services to the Government of the Republic of Botswana related to the development of a National Digital Ecosystem Programme aimed at delivering unified digital infrastructure encompassing digital identification, a citizen wallet/payments platform, and eGovernment services.

12 December



- The Lightbulb Journal "Energy through an African Lens": publication of the 4th issue "At the fault line" with the following feature articles: "Energy Transition: A collision Course" and "Managing Disputes in Energy Projects: Practical Steps for African Governments".

The following projects were approved:

- **Togo Mining:** Grant to support advisory services and capacity-building activities for the benefit of the Government of the Republic of Togo in the Mining sector.

- **Rwanda Innovation Fund:** Providing advisory services to the Government of the Republic of Rwanda in the Sovereign Finance Sector to produce a post exit strategy report following Angaza Services ("Angaza") exit as fund manager, analysing the legal and documentary framework underpinning the relationship between Angaza and the Rwanda Innovation Fund, and detailing the options and recommended path forward.

- **Angola PPP II:** Providing advisory services and capacity building activities to the Government of the Republic of Angola in the Infrastructure and Public-Private Partnerships Sector to: (i) reviewing of the legal and regulatory framework for public-private partnerships ("PPPs") and provide strategic guidance and recommendations; (ii) developing a policy framework on government support measures applicable to PPP projects in the water and sanitation sector (bulk water, water distribution and sanitation services); and (iii) organising two three-day capacity-building workshops aimed at strengthening the skills of Government officials involved in the PPP approval and negotiation process.

- **Guinea-Bissau Energy:** Supplementary Grant to provide support in (i) negotiating an amicable settlement agreement for the compensation for termination of the power purchase agreement; (ii) offering advisory services during mediation proceedings between the Government and Karpower International DMCC; and (iii) conducting one day capacity-building workshop on power purchase agreement negotiations and mediation proceedings.



2

Chapter 2:

Enhancing African Legal and Technical Capacities

Chapter 2:

Enhancing African Legal and Technical Capacities

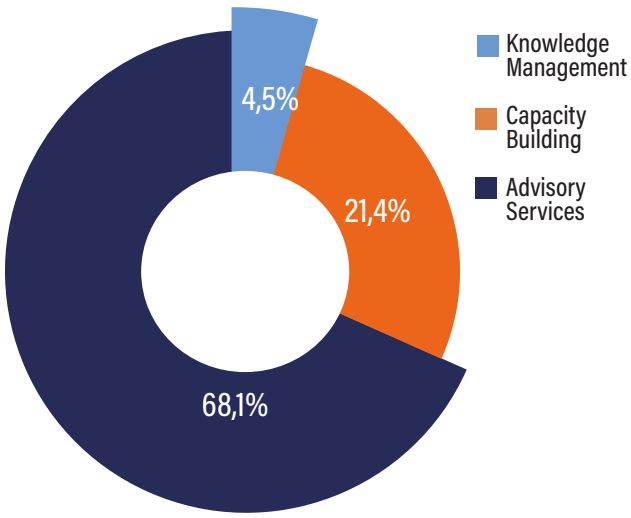
This chapter examines the operations of ALSF in 2025, focusing specifically on priority areas, sector sub-regions, and country categorization distribution. Additionally, it outlines the expected outcomes of ALSF interventions during the aforementioned period.

2.1 Overview of the ALSF Operations in 2025

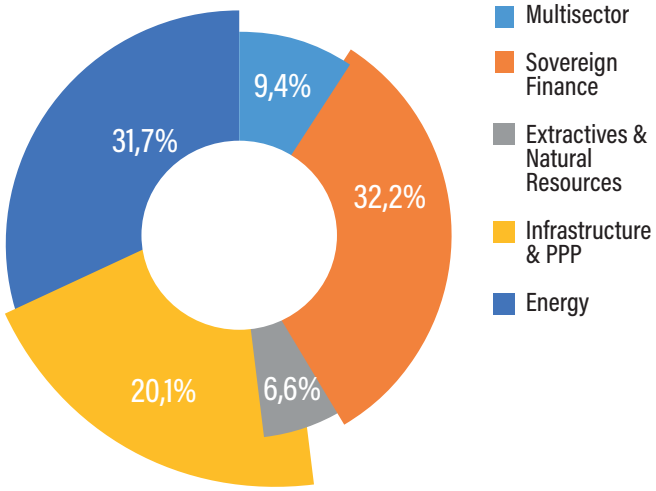
Operations Performance

In 2025, the ALSF had approved 69 projects, amounting to USD 28.7 In terms of sectors, these operations were distributed as follows: 31.7% Energy; 6.6% Extractives and Natural Resources; 20.1% Infrastructure PPPs; 32.2% Sovereign Finance; and 9.4% Multisector/Investment Treaties and Dispute Resolution. These operations delivered advisory services and capacity building and knowledge management services in relation to power purchase agreements, sovereign debt negotiations and restructuring, negotiation of mining agreements, petroleum production sharing agreements, PPP contracts, development of model agreements, training of government officials and lawyers; and updating of relevant knowledge databases. The graphs below show the number of approvals made by the end of **December 2025.**

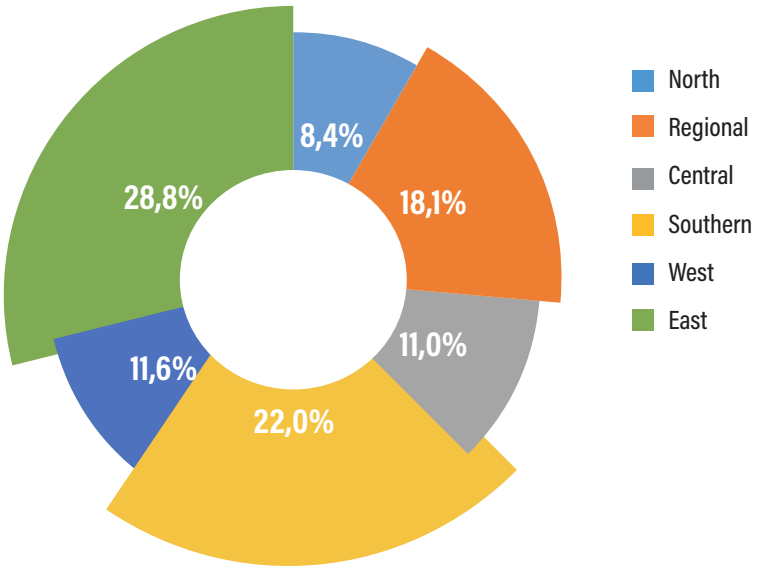
Operations by Priority Areas



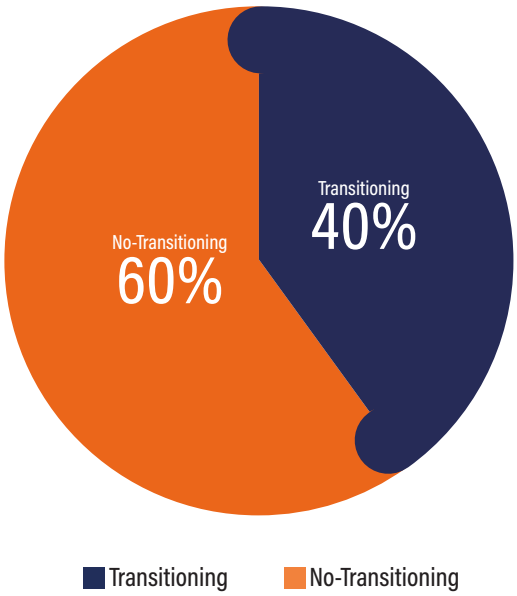
Operations by Sector



Operations by Sub-Region



Operations by Country categorization



ALSF as a Knowledge Broker:

In 2025, the ALSF produced several toolkits and publications, in particular:

The 3rd and 4th Editions of its Lightbulb Journal;

A Toolkit on Mineral Taxation,

A Handbook on Production Sharing Contracts in the Mining Sector, and

A Handbook on Sustainable Financing for Health in Africa.

The ALSF also created new transaction facilitation tools including guidance notes, standard documents, and template agreements. The ALSF also provided practical insights through articles, carousels, briefs and explainer series.

Supporting Transition States:

During 2025, the ALSF facilitated 20 operations within our 69 approved projects to provide appropriate legal capacities to effectively support the development needs of transitioning states.

2.2 Areas of Special Emphasis

Key Cross-cutting issues: In 2025, the ALSF continued to integrate cross-cutting issues across its operations. These cross-cutting issues included ESG, and gender equity and equality. As such, the ALSF interventions in 2025 accounted for or facilitated the:



enhancement of transparency and due process.



improved coordination and collaboration among government agencies;



prevention of corrupt practices;



inclusion of women in ALSF training and capacity building programs;



prevention of adverse impacts of projects on women and children;



incorporation of environmental and social impact assessments and implementation of appropriate management plans; and



prioritization of environmental and climate-friendly projects or measures.

Promoting Good Governance: In consonance with the ALSF's strategic framework, the institution accords priority to the promotion of good governance in achieving sustainable transactional outcomes. During 2025, selected ALSF interventions concentrated on the development of more robust systems and diagnostic tools designed to identify potential weaknesses in transparency, accountability, public participation, and anti-corruption mechanisms. These initiatives seek to enhance the implementation of appropriate remedial measures and improvements, thereby ensuring the conclusion of fair and equitable commercial and sovereign transactions that conform to international governance standards. Furthermore, the ALSF significantly strengthened its capacity-building programming on governance matters pertaining to sovereign commercial transactions.

Investment Treaties and Dispute Resolution Assistance: In 2025, the ALSF continued to promote the development and use of arbitration as a key mechanism for settling commercial disputes in Africa.

Supporting Transition States: The ALSF adopts the African Development Bank's approach to fragility, structuring its interventions through a fragility lens to enhance development outcomes. The ALSF utilizes resources from the bank's Transition Support Facility exclusively to fund projects in countries designated as Transition States.

Recognizing the unique challenges facing Transition States, the ALSF undertakes rigorous due diligence and project preparation to ensure effectiveness and sustainability. This approach enables early identification and mitigation of critical risks, such as debt accumulation, illicit financial flows, regulatory weaknesses, and default risks, while providing evidence-based advice on project viability. The Facility also integrates cross-cutting solutions related to good governance, gender equality, and environmental and social sustainability in all interventions in Transition States. This comprehensive support enables such countries to avoid inequitable commercial agreements, build institutional resilience and technical capacity, and enhance their readiness for large-scale investment projects, including those financed by the Bank.

Under successive African Development Fund replenishment cycles, the Bank has demonstrated strong commitment to the ALSF's work in fragile contexts. In 2016 and 2020, through ADF-13 and ADF-15 respectively, the Bank approved allocations of (Units of Account) UA 16 million each to support the Facility's efforts in addressing fragility across the continent. Most recently, under ADF-16 in 2023, the ALSF was allocated UA 20 million, reflecting the continued prioritization of legal capacity building in Transition States.

Institutionalizing Cross-Cutting Issues: GGA Support to ALSF in 2025

In 2025, the ALSF advanced the institutionalization of Cross-Cutting Issues (CCIs) across its operations with technical support from Good Governance Africa (GGA), an independent Johannesburg-based research and advisory organization specializing in governance reform, institutional strengthening, and public sector accountability across Africa. The engagement focused on strengthening the systematic integration of environmental, social, governance (ESG), gender, climate, and sustainability considerations into ALSF's transactional and advisory work.

GGA supported ALSF through a phased approach that included a comprehensive institutional assessment, stakeholder consultations across divisions, benchmarking against comparable project preparation facilities, and the development of practical tools and frameworks. This culminated in the preparation of a strategic framework to guide the integration of CCIs into project design, legal advisory processes, monitoring and reporting systems, and internal operational manuals.

The consultancy also contributed to building staff awareness and capacity by clarifying roles and responsibilities for mainstreaming CCIs and proposing measurable indicators aligned with ALSF's Medium-Term Strategy (2023–2027). Recommendations included embedding CCI screening at project inception, strengthening data capture within the Monitoring, Evaluation and Learning (MEL) system, and enhancing reporting on sustainability outcomes.

Through this collaboration, ALSF strengthened its institutional architecture to ensure that governance, climate resilience, gender inclusion, and broader sustainability considerations are not treated as add-ons, but as core components of transaction quality and risk mitigation. The 2025 engagement with GGA positions ALSF to deliver more sustainable, resilient, and development-oriented legal advisory services across its portfolio.

2.3 Key Results Achieved in 2025

Operations Performance

The section below presents the anticipated results at impact, outcome and output levels of the ALSF interventions in 2025:

Key Performance Indicators for 2025

Outcome indicators

Result chain	Anticipated results	Project level results	Contribution to AU Agenda 2063 Goals	Contribution to UN SDGs
Impact 1: Enhanced Government Transactions that are sustainable	Number of ALSF supported contract negotiations that achieve greater financial benefit for host countries (royalty rates, development fees, taxes): 15	Botswana Power 2	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 1: End poverty in all forms everywhere
Outcome1 : Enhanced African Government Transactions which are Sustainable		Burundi Electrification 1	Goal 4: Transformed Economies and Job Creation	
		Comoros Extractive: 1		
		Malawi Power 11		
	Renewable and non-renewable energy generated by projects supported by the ALSF:787 MW	Botswana Power: 16 MW	Goal 10: World Class Infrastructure across Africa	SDG 7: Ensure access to affordable, reliable, and sustainable modern energy for all.
		Burundi Electrification: 600 MW		SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation/
		Malawi Power: 171 MW		
				SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable
	Number of investments and projects with contractual provisions that align with ESG, climate sustainability, and debt sustainability standards: 16	Botswana Power: 2	Goal 4: Transformed Economies and Job Creation	
		Burundi Electrification: 1		
		Comoros Extractive: 1		
		Malawi Power: 11		
		Zimbabwe debt clearance: 1		
		Uganda IPT: 1		



Result chain	Anticipated results	Project level results	Contribution to AU Agenda 2063 Goals	Contribution to UN SDGs
Outcome 2 : Enhanced legal capacity in Africa	Percentage of trained African lawyers and government officials reporting enhanced capacity in complex contract negotiation and related dispute resolution	90%	Goal 12 : Capable institutions and transformed leadership in place at all levels	SDG 16: Inclusive societies, strong institutions, and equal access to justice
	Number of legal professional/ government officials registering for ALSF Academy certification	439		
Outcome 2: Fair commercial contracts/ agreements in targeted sectors negotiated	Number of contracts with specified and budgeted strategies to enhance gender, environment and rights of people living in areas where resources will be extracted or with respect to an infrastructure project	15	Goal 20: Africa takes full responsibility for financing her development	SDG 17: Partnerships for the Goals: Revitalize strong global partnerships for sustainable development
	Countries with improved procurement system for complex tendering	7		



ALSF supported 15 contract negotiations that achieved improved financial terms for host countries, including fairer risk allocation, strengthened royalty and tariff structures, and enhanced public-interest safeguards. These transactions spanned the power and extractives sectors in Botswana, Burundi, Comoros, and Malawi, contributing directly to transformed economies and job creation under AU Agenda 2063 Goal 4, while advancing SDG 1 (End Poverty) and SDG 9 (Resilient Infrastructure).

1 Outcome 1:
Enhanced African Government Transactions which are Sustainable

The ALSF support enabled four projects to achieve commercial close:

1

1. A solar and wind hybrid project of 220MW generation capacity to be developed by Iwa Green Energy in Mauritania;

2

2. A co-generation biomass project of up to 40MW of generation capacity to be developed by Ubombo Sugar Limited in the kingdom of Eswatini;

3

3. A solar power project of 24 MW generation capacity to be developed by NEO 1 SPV (PTY) Ltd in the Kingdom of Lesotho.

4

4. A floating solar project of 5.8MW in Seychelles.

The total capacity of the four projects amounts to **284 MW** of renewable energy.

Other projects where ALSF supported negotiation in the extractives and natural resources sectors include:

- Supporting the government of Lesotho in negotiating a structures and transparent exit of Seaboard from management of the Lesotho Flour Mills
- Assisting the government of Comoros to monitor TGD contracts to ensure proper implementation and continuity of contracts.
- Support the government of Zimbabwe to negotiate arrears clearance and debt restructuring with its main creditors.

These interventions directly advance AU Agenda 2063 Goal 10 on world-class infrastructure and SDG 7, which seeks to ensure access to affordable, reliable, and sustainable modern energy for all.

In parallel, ALSF embedded ESG, climate sustainability, and debt sustainability provisions in 16 investment and infrastructure projects, ensuring that development outcomes are environmentally responsible, socially inclusive, and fiscally sound. This approach strengthens long-term project viability while supporting SDG 11 (Sustainable Cities and Communities) and reinforcing Africa's transition toward climate-resilient infrastructure systems.



2 Outcome 2:
Enhanced Legal and Institutional Capacity in Africa

ALSF's capacity-building interventions continued to yield strong results, with 90% of trained African lawyers and government officials reporting enhanced capacity in complex contract negotiation and dispute resolution. This reflects ALSF's sustained investment in practical, transaction-focused learning that strengthens government counterparts' ability to manage sophisticated legal and commercial arrangements independently over time.

In addition, 544 legal professionals and government officials registered for ALSF Academy certification programmes, further institutionalizing knowledge transfer and professional development. These results contribute directly to AU Agenda 2063 Goal 12, which calls for capable institutions and transformed leadership, and SDG 16, which promotes strong institutions, access to justice, and inclusive governance frameworks.

3 Outcome 3:
Fair commercial contracts/agreements in targeted sectors negotiated

In 2025, ALSF supported the negotiation of 15 contracts that explicitly incorporated gender, environmental, and community protection provisions, ensuring that infrastructure and extractives projects deliver inclusive and socially responsible outcomes. These provisions help mitigate social risk, strengthen community benefits, and align investments with international ESG standards, particularly in resource-rich and infrastructure-hosting communities.

Furthermore, 7 countries recorded improvements in procurement systems for complex tendering processes as a result of ALSF support. These reforms enhance transparency, competition, and value for money, while reducing transaction risk and reliance on unsolicited proposals. Collectively, these outcomes advance AU Agenda 2063 Goal 20, reinforcing Africa's capacity to finance and manage its own development, and support SDG 17, which emphasizes strong partnerships for sustainable development.

RESULT AREA	INDICATOR	ACHIEVED
Output 1: Capacity building provided to African countries	Number of African legal professionals, private sector and government officials trained on negotiation of complex commercial transactions or commercial creditor litigations	**3100**
	Number of requests from RMCs for support or follow-up support	**71 (24 from Transitioning states)**
Output 2: Knowledge products developed and disseminated	Number of legal knowledge products developed (model agreements, toolkits, etc.)	**13**
	Number of webinars and project training events organized by the ALSF for knowledge sharing	**31**
	Number of users accessing ALSF online platforms	**Website: 52,183 LinkedIn: 9,828 X: 1,052**
Output 3: Improved performance of ALSF	Number of projects under the new financing agreement (old procurement manual).	**3**
	Number of projects closed	**22**
	Number of RMCs who Contribute to the ALSF	**0**
	Number of projects where ALSF is providing support that promotes generation of renewable energy	**16**








Success
Stories
for
2025
ALSF
Desert to Power

Powering Mauritania's Energy Transition: ALSF Supports First Hybrid Renewable IPP

In November 2025, the African Legal Support Facility (ALSF) supported the Mauritania in successfully concluding project agreements for the country's first Independent Power Producer (IPP) energy project — a landmark USD 300 million public–private partnership that strengthens energy security and mobilizes private investment in renewable infrastructure. The 60MW project, developed by Iwa Green Energy, is Mauritania's first large-scale hybrid renewable power plant.

Supporting Uganda's First Independent Power Transmission Project

The ALSF provided technical assistance to Uganda's Electricity Regulatory Authority (ERA) to support the development and implementation of the country's framework for private sector participation in electricity transmission. ALSF reviewed key project documents including the Transmission Services Agreement, Implementation Agreement, Transmission License, and financial model for the US$50 million Amari Power Transmission Project developed by Gridworks.

Following the conclusion of negotiations, Amari signed agreements with the Ministry of Energy and Mineral Development and the Uganda Electricity Transmission Company Limited (UETCL), enabling the project to move into construction. As the first independent transmission project in Africa to reach construction, the project marks a significant milestone for Uganda's electricity sector and demonstrates the viability of private sector investment in transmission infrastructure. ALSF's support helped strengthen the regulatory and contractual framework required to mobilize private financing for future grid expansion.

Expanding ALSF's Knowledge Reach through the Lightbulb Journal

The ALSF Lightbulb Journal has emerged as a growing knowledge and learning platform, significantly expanding ALSF's reach and engagement with stakeholders across Africa and beyond. Since launch, the platform has recorded over 5,000 user sessions, with traffic driven primarily through direct access, organic search, referrals, and social channels, demonstrating strong demand for ALSF's thought leadership and practical insights.

Infrastructure PPP Sector

Strengthening Kenya's PPP Framework for SEZs and Infrastructure Delivery

In 2025, the ALSF provided targeted legal advisory and capacity-building support to the Government of Kenya to strengthen the use of public–private partnerships (PPPs) in the development of Special Economic Zones (SEZs) and priority infrastructure projects. Under the Kenya SEZ PPP Project, ALSF supported the PPP Directorate Kenya, the Kenya Special Economic Zones Authority, and other government stakeholders through a comprehensive review of the legal, institutional, and regulatory framework applicable to SEZs developed using the PPP model. The support was complemented by a multi-day conference and capacity-building programme, strengthening government capacity to structure, negotiate, and implement SEZ PPPs in line with international best practice.

In parallel, through the Kenya Project Facilitation Fund (PFF) Project, ALSF supported the review and modernization of the legal and contractual framework governing the PFF, including the update of standard templates and forms for PPP infrastructure projects. This enhanced the Government's ability to prepare bankable PPP transactions and deploy project preparation resources more effectively. Together, these interventions strengthened institutional capacity, improved PPP governance, and positioned Kenya to deliver SEZs and infrastructure projects more efficiently while safeguarding public interest.

Building Government Capacity for Sustainable PPP Management of Rwanda's Amahoro National Stadium

In 2025, the ALSF provided targeted legal advisory support to the Republic of Rwanda to strengthen government capacity to structure and manage a sustainable public–private partnership (PPP) for the Amahoro National Stadium. ALSF's support focused on enhancing the bankability and long-term viability of the stadium's management model while safeguarding public interest.

Extractive & Natural Resources

Safeguarding Comoros' Offshore Resources through Strategic Legal Support

Through Comoros Extractives II, the ALSF provided decisive legal and transactional advisory support to the Union of the Comoros at a critical juncture in negotiations with TGS. The intervention directly supports ALSF's MTS 2023–2027 priority of strengthening African governments' capacity to negotiate complex extractives and infrastructure agreements while protecting long-term public interest.

Sovereign Finance

The ALSF successfully completed first stage debt restructuring advice to Central African Republic and continue support to Zimbabwe in its arrears clearance and restructuring process. The ALSF also assisted the Federal Republic of Somalia in the preparation of its first MTDS and reached a debt relief agreement with Spain, which includes the implementation of a debt swap program.



TESTIMONIALS



Today, there are many complex transactions, and we cannot master them at the level of our countries. But I want to commend the effort of the ALSF. What they are doing at their Academy to build the capacity of our institutions, I think, is very important today. They have financed USD142 million to support African countries, 420 projects, 50 countries; that is wonderful, isn't it?

And in addition, the results, they reduced the level of loss of the countries to the tune of USD17 million. Moreover, it is also in the private sector they have saved USD 72 billion by renegotiating. So, you are the ones I want to thank you, the policymakers who support them. You are on the right path to support the best institution that can do it for Africa. And if ALSF did not exist, it would have to be invented, because there are so many things that they are doing for us. As my mother said, are we going to sell without knowing the value? There is also the legal battle, they are the ones that protect the interest of our countries.

Dr. Akinwumi Adesina
Former President
African Development Bank Group (AfDB)



It is no secret that many African countries continue to sign contracts they do not understand, with terms that mortgage the future for short term gains. Why? Because legal capacity remains uneven, technical expertise is often absent, and negotiation teams are frequently outmatched.

This is precisely why the African Legal Support Facility was established. When the ECA joined hands with the African Development Bank and other partners to establish the African Legal Support Facility over a decade and a half ago, we had a clear vision. That vision was to provide African Governments with the legal and institutional muscle to navigate a complex global economy.

And today that vision is more relevant than ever. It is commendable that the African Legal Support Facility has supported governments to negotiate natural resources contracts, audit mining growth and strengthening governance in extractive sectors. From Guinea to Niger, Lesotho to Eritrea these efforts have led to concrete measurable gains.

Mr. Claver Gatete
Executive Secretary
UNECA



We have to know what we are trying to negotiate…so that's why it's really important to come and take the technical assistance from a ALSF in order to try to renegotiate the contract to better terms for our country. Legal framework is the key point; it's the starting point to anything. So, if you don't negotiate very well at the beginning then you will get stuck in for many years. So that's why for us it's very important. For Africa to achieve the sustainable development goals…we need to accelerate the implementations of many key infrastructure and key goals, but we need support from the ALSF to bring their capacity [and train] local people to get to better know the contracts so it makes things much more easy for all of us.

Hon. Gareth Guadelupe
Minister of State Economy and Finance
São Tomé and Príncipe

3

Chapter 3:

Institutional Development and Corporate Management

Chapter 3:

Institutional Development and Corporate Management

This chapter presents an overview of the policies and strategies recently implemented by the ALSF to enhance institutional efficiency and coherence. Building on its reform momentum, the Facility continued in 2025 to strengthen operational effectiveness and responsiveness to the evolving needs of Regional Member Countries through results-oriented approaches.

Activities of the Institutional Organs. By the end of October 2025, the African Legal Support Facility had convened three (3) Governing Council meetings and six (6) Management Board meetings to deliberate on and approve critical institutional policies, strategic programs, and operational priorities. In addition to these formal sessions, the Management Board reviewed and approved forty-six (46) project proposals, ensuring timely decision-making and sustained project pipeline momentum. The ALSF Goodwill Ambassador continued to play an instrumental role in elevating the Facility's visibility, strengthening stakeholder engagement, and supporting resource mobilization efforts to ensure that ALSF services remain accessible to member countries across the continent.

The Governing Council appointed Mr. Bassam Abdel Kareem El Zayat as Chairperson, succeeding Mr. Mamadou Saïdou Camara, who had served as Interim Chairperson. Towards the end of 2025, the Management Board approved the ALSF's 2026 Work Plan and Budget, setting the foundation for program implementation in the coming year. The Board also convened an Induction Retreat for newly appointed members, ensuring they were well-oriented to the Facility's mandate, governance framework, and strategic priorities.

Membership: In 2025, the ALSF undertook seven membership-related missions, to discuss the progress of RMCs' adhesion to or ratification of the ALSF Treaty. It also secured one accession from ASF and a ratification from Central African Republic. The year 2025 also saw the continued implementation of the Membership Strategy.

Development of Human Capital and Talent:
This year, the ALSF recruited (3) new staff members: two (2) in the Operations Division, and one (1) in the Front Office Division. However, two (2) Contract Agents and one short-term staffer became Regular Staff.

Table 1 presents the summary of the ALSF's human resources in 2025, as compared to 2024.

Table 1: Summary of ALSF's Human Resources in 2025

Function	Contract Type	2024	2025
DIRECTOR'S OFFICE			
Director		1	1
Executive Assistant		1	1
Total Staff in Director's office	**REGULAR STAFF**	**2**	**2**
FRONT OFFICE DIVISION			
Division Manager- Front Office Division			1
Principal Budget and Finance Officer		1	1
Finance Assistant	**REGULAR STAFF**	1	1
Total Staff in Front Office Division		**2**	**3**
CORPORATE AFFAIRS DIVISION			
Division Manager-Corporate Affairs Division		1	1
Chief Legal Counsel		1	1
Administrative Assistant	**REGULAR STAFF**	1	1
HR Assistant			1
Total Staff Corporate Affairs Division		**3**	**4**
OPERATIONS DIVISION			
Division Manager-Operations Division		1	1
Chief Legal Counsel		1	1
Principal Legal Counsel		1	1
Administrative Assistant	**REGULAR STAFF**	2	2
Total Staff Operations Division		**5**	**5**
Sub-Total number of Staff		**12**	**14**

FRONT OFFICE DIVISION			
Front Office Division - Acting Manager- Chief Legal Counsel		1	
Principal Legal Counsel & Business Development Officer		1	1
Senior Financial Management & Reporting Officer	**CONTRACT AGENTS/ CONSULTANTS/ SHORT TERM STAFF**	1	1
Principal Monitoring Evaluation & Learning (MEL) Officer		1	1
Junior Monitoring and Learning (MEL) Data Officer		1	1
Principal Resource Mobilization and Donors Relations Officer		1	1
Communications Officer		1	1
IT Support Officer		1	1
Total CA/Consultants in Front Office Division		**8**	**7**

CORPORATE AFFAIRS DIVISON			
Principal Human Resources Officer	CONTRACT AGENTS/ CONSULTANTS/ SHORT TERM STAFF	1	1
Senior Legal Counsel		2	1
Legal Counsel		2	2
Administrative Assistant		1	1
Human Resources Assistant		1	
Total Contract Agents in Corporate Affairs Division		**7**	**5**
OPERATIONS DIVISION			
Principal Legal Counsel	CONTRACT AGENTS/ CONSULTANTS/ SHORT TERM STAFF		2
Senior Legal Counsel		5	5
Legal Counsel		8	8
Junior Legal Counsel		5	5
Capacity Building – Senior Project Officer			1
Capacity Building - Project Officer		4	4
Programme Officer for the African Legal Expertise Advancement Programme - ALEAP			1
Junior Legal Consultant AMLA Secretariat		2	
Assistant Operations team		1	1
Total Contract Agents in Operations Division		**25**	**27**
Sub-Total with Consultants, Contract Agents and STS Status		40	39
Total Staff Complement		**52**	**53**





Chapter 4:

Collaboration, Partnerships Building and Outreach

Chapter 4:

Collaboration, Partnerships Building and Outreach

The Front Office Division established in 2024 to address emerging institutional needs arising from the ALSF's growth and to strengthen coordination of cross-cutting functions, encompasses several strategic portfolios: Resource Mobilization and Partnerships, Finance, Information Technology, Communications, and Monitoring, Evaluation, and Learning. This chapter gives an overview of the Front Office Division's activities in 2025.

Strategic Documents: The ALSF adopted a Work Plan and Budget Manual (WPB Manual). The 2026 Work Plan and Budget was also developed under the new WPB Manual and adopted. The Work Plan and Budget adopts a streamlined, results-based format, which strengthens the link between strategic objectives, resource allocation, and performance measurement. It departs from the traditional separation of narrative and financial sections and instead integrates the strategic rationale, operational priorities, and financial projections into a single, cohesive results-based framework. This was done in order to respond to feedback from evaluations and from the Management Board and Governing Council. In particular such feedback called for the following: (i) greater cost transparency, (ii) a clearer linkage between results and financing, and (iii) a more concise, accessible narrative. The updated WPB process also transforms the WPB into a strategic management tool – supporting continuous monitoring, mid-year adjustment, and forward-looking resource mobilisation.

Resource Mobilization: In 2025, the ALSF exceeded its resource mobilization goals by raising a staggering USD 40.94 m, far exceeding its target of USD 20m. The ALSF maintains an active engagement strategy with its existing and prospective financial partners, in the form of virtual or in-person meetings to discuss ALSF's work and potential mutual benefits. Table 2 below summarizes the status of donor contributions by the end of 2025.

The ALSF also developed a Financial Sustainability Strategy (FSS), with the support of PricewaterhouseCoopers (PwC) Luxembourg. The FSS was endorsed at the ALSF Members' Forum and by its statutory organs. Implementation of the FSS commenced from the fourth quarter of 2025.

Table 2: Status of Donor Commitments (USD Millions)



No.	Donors	Agreement Amount *	Cumulative Disbursement in 2025	Actual Received in 2025	Expected Contribution in 2026	Expected Repayment in 2026	Expected Contribution in 2026
	Actual Signed Agreements						Potential Pledges
1	ADF-TSF 13	22.50	21.87				
2	ADF-TSF 15	25.38	21.96				
3	ADF-TSF 16	26.60	12.94	12.94	13.30		13.30
4	African Development Bank (AfDB)	15.21	22.08	6.87			
5	Belgium	0.79	0.79				
6	Gates Foundation	1.04	2.11				
7	Canada	9	8.41				
8	ECOWAS Bank for Investment and Development (EBID)	0.05	0.05				
9	European Union	5.44	5.15	2.15	2		
10	Ford Foundation	0.30	0.27				
11	France	10.41	10.44	2.73			2.70
12	France (AFD)	4.67	4.85	2.34			2.16
13	Gambia	0.10	0.10				
14	Germany through KfW	17.07	20.98	2.31	2.14		
15	Islamic Development Bank (IsDB)	0.99	0.99				
16	Netherlands	17.79	21.19	3.40	1.06		
17	Japan		7.90	7.90			
18	Norway	9.95	9.95				
19	Republic of Guinea	0.05	0.66				
20	United Kingdom	13.09	9.74				
21	USAID	5.64	5.64				
22	USA Embassy Abidjan	4.94	1.50				1.50
23	World Bank	0.05	0.05				
24	West African Development Bank (BOAD)	0.20	0.20				
25	The Seychelles		0.30	0.30			
	Sub Total	**191.25**	**190.13**	**40.94**	**18.50**	**0.00**	**19.66**

Other Trust funds

No.	Donors	Agreement Amount *	Cumulative Disbursement in 2025	Actual Received in 2025	Expected Contribution in 2026	Expected Repayment in 2026	Expected Contribution in 2026
26	Financial Instruments	9.63	-			1.90	
27	France Technical Assistance	0.70	0.70		-	-	-
28	India Trust Fund (ITF)	0.76	0.76		-	-	-
29	Private Entities Framework Funding (PEF)	0.55	0.55		-	0.00	0.00
30	World Bank through Global Infrastructure Funding (GIF)	5.43	2.65	1.17			1.50
31	KOAFEC	1.55	0.50	0.50	0.00	0.00	0.00
	Sub-Total	**18.62**	**5.16**	**1.67**	**0.00**	**1.90**	**1.50**
	Grand Total	**209.87**	**195.29**	**42.61**	**18.50**	**1.90**	**21.16**



Strategic Partnerships: The ALSF participated in the Mining Indaba, Africa Energy Forum (AEF), CEO Utility Forum, African Mining and Energy Law Weekend (WADME), UNECE PPP Forum, and the Africa Arbitration Academy.

Communication and Outreach: The communications unit developed a new communications and engagement strategy aligned with the Medium-Term Strategy. Several missions were organized to take stock of ongoing or completed projects and produce informative videos that were used on diverse occasions (ex: annual meetings or Members' Forum). The ALSF, with support from a reputable communications' consultant secured media presence across outlets such as ESI Africa, CGTN, and Or Noir Africa, giving rise to eighteen press releases. Social media growth was strong, with 1,667 new LinkedIn followers (22.4% increase) and engagement up by 47%. Website traffic surged to 48,000 new visitors, a 200% increase, enhancing the ALSF's visibility.

Monitoring, Evaluation, and Learning (MEL): The Monitoring, Evaluation, & learning (MEL) team continued with its role in supporting the institution with implementing the third strategic pillar in the MTS, that is managing for results. In particular, a follow-up matrix was developed, in order to aid the finalization of the Summative Evaluation and implementation of its recommendations. Phase II of the integration and reporting of cross-cutting issues (CCIs) was also launched, including the development of standards and guidelines.

IT/MIS: In 2025, the ALSF enhanced its file backup systems, and saw a significant reduction in outages. The upgrade of the Management Information System (MIS) is also ongoing. We have also introduced and expanded the use of Artificial Intelligence (AI). This included the implementation of an AI powered invoice checker tool. The staff leave management tool has also been deployed, while the digital performance review platform is also currently under rollout, thereby enhancing processes and productivity.

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Chapter 5:

Financial Status

Chapter 5:

Financial Status

The 2025 financial statements were prepared in accordance with the General Regulations of the ALSF and with the assistance of the Financial Control Department of the AfDB.

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

The highlights of the Facility's financial performance in 2025 include the following:

The total contributions received for the year ending December 31, 2025, amounted to
USD 40.94 million
compared to
USD 10 million
for 2024.
The cumulative contributions for 2025 and 2024 amounted to
USD190.13 million
and
USD149.19 million
respectively.

The total disbursements made for the year ended December 31, 2025, amounted to
USD 18.9 million
compared to
USD 14.6 million
in 2024.
This represents an increase of
29.5%
compared to 2024.
The cumulative disbursement for 2025 amounted to
USD 152.7 million
compared to
USD 133.7 million
in 2024.

A summary of the primary draft financial statements of the ALSF for the year ended 31 December 2025 is shown below.

AFRICAN LEGAL SUPPORT FACILITY
DRAFT STATEMENT OF FINANCIAL TRANSACTIONS FOR YEARS ENDED 2025 (USD)

	2025	2024
Contributions Received	40,940,804	10,005,628
Net income and Translation Gains	2,014,695	1,467,300
Total Contributions	**42,955,499**	**11,472,928**
Disbursements	(18,998,163)	(14,633,201)
Surplus/Deficit	23,957,336	(3,160,273)

AFRICAN LEGAL SUPPORT FACILITY
DRAFT STATEMENT OF FINANCIAL TRANSACTIONS FOR YEARS ENDED 2025 (USD)

	2025	2024
Total Cumulative Funds Available	198,151,498	155,195,998
Cumulative Commitments	(187,274,205)	(153,527,386)
Total Funds Available for Commitment	**10,877,293**	**1,668,612**

AFRICAN LEGAL SUPPORT FACILITY
DRAFT STATEMENT OF FINANCIAL TRANSACTIONS FOR YEARS ENDED 2025 ($)

	2025	2024
CONTRIBUTIONS		
Contributions Received	190,130,680	149,189,876
Net Income	**8,020,818**	**6,006,122**
Total Funds Available	198,151,498	155,195,998
Disbursements	(152,712,300)	(133,714,136)
Net Funds Available	45,439,198	21,481,862
Represented By		
Cash & Cash Equivalents	46,343,675	22,978,143
Net Amounts Receivable (Payables)	(904,477)	(1,496,280)
Net Funds Balance	45,439,198	21,481,862

Chapter 6:

Governing Council, Management Board, Goodwill Ambassador, Director and Staff, The 2025 Members' Forum

The Governing Council is the supreme governing body of the ALSF, responsible for oversight of the entire organization. Its functions include determining and approving institutional policy, appointing the Management Board, authorizing resource replenishments, and appointing external auditors. The Governing Council comprises twelve (12) members and twelve (12) alternate members representing the Facility's constituencies of member states, the AfDB, and other international organizations as follows:



AfDB Participating States: Five Members and five Alternate Members representing the ALSF Regional Member States which are also AfDB 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 contained in Annex V.

The Governing Council may delegate certain powers to the Management Board. The Management Board is responsible for ensuring the efficient and effective conduct of all ALSF operations, including approving annual budgets and work programs, issuing by-laws, rules and regulations, and making decisions necessary for the Facility's optimal functioning.

The Management Board also appoints the Director of the ALSF. It comprises five (5) members who serve in their personal capacity and are appointed by the Governing Council for a non-renewable term of three-year.

Governing Council Activities in 2025

In 2025, the ALSF Governing Council convened three (3) meetings to discuss, refine, and approve key institutional documents. The 16th Governing Council meeting was held on the 26th of May 2025 on the margins of the AfDB Annual Meetings in Abidjan, Côte d'Ivoire, where members endorsed the 2024 Annual Report and approved the Auditors' Report and Financial Statements for the year ending on 31 December 2024.

At an ad hoc meeting held on 13 October 2025, the Governing Council appointed Mr. Bassam Abdel Kareem el Zayat, from Egypt, as Chairperson, succeeding Mr. Mamadou Saïdou Camara, from the ECOWAS Bank for Investment and Development (EBID) who had served as Interim Chairperson. It also appointed Mr. Papa Mamadou Gueye from Senegal and Ms. Claire Dumenil-Camdessus from France, as First Vice-Chairperson and Second Vice-Chairperson, respectively. In addition to this, the Governing Council appointed Ms. Samalie Kiyingi and Ms. Sonia Zouaoui as Members of the Management Board. Details of the current members of the Governing Council and Management Board are contained in Annex V.

Management Board Activities in 2025

The MB held its 48th Meeting on the 25th of May 2025, also on the sidelines of the 2025 AfDB Annual Meetings in Abidjan, Côte d'Ivoire. In October 2025, the MB welcomed two new members: Ms. Samallie Kiyingi and Ms. Sonia Zouaoui. It also bid farewell to Ms. Manisha Dookhony and Ms. Pippa Tubman Armerding. Professor Dr. Christoph Kohlmeyer replaces Ms. Dookhony as the new Chairperson of the MB.

In November, the ALSF organized an induction retreat for its two new members. The session facilitated team building, strengthened relationships among Board members, and enhanced collaboration between the Board and staff.

Throughout the year, the Management Board reviewed and approved several critical documents, including the 2024 Annual Report and the 2026 Work Plan and Budget, while also deliberating on and approving project proposals.

Director and Staff

The ALSF is focused on continuously attracting and retaining top talent through competitive processes. To build internal capabilities, ALSF sent its second cohort of staff for external training with the London School of Economics and Political Science. The ALSF also held its Annual Staff Retreat from 24 to 25 February 2025 in Yamoussoukro, Côte d'Ivoire. Moreover, the ALSF hired three new staff members to better serve Regional Member Countries. There were no departures in 2025. Annex VII of this report contains a summary of the ALSF's staff in 2025.

Goodwill Ambassador

The ALSF appointed its Goodwill Ambassador, Mr. Akere Muna in 2024. Mr. Muna is an eminent African lawyer and good governance campaigner. This year he Chaired the inaugural Members' Forum of the ALSF, held on 26 May 2025. He also engaged in discussions with various stakeholders during and after the Members' Forum.

2025 Members' Forum

On 26 May 2025, the ALSF convened its inaugural Members' Forum on the sidelines of the AfDB Annual Meetings in Abidjan, Côte d'Ivoire. It was held under the theme, "Resourcing the ALSF to Empower Africa's Sustainable Development." This landmark gathering brought together Member States, donors, and institutional stakeholders, to reflect on the Facility's achievements and chart a path toward long-term financial sustainability. The main objects were as follows:

a. Showcase impact – Demonstrate the tangible contributions of ALSF programmes and interventions to good governance and sustainable development.
b. Member engagement – Facilitate an open dialogue to receive feedback from members, and

to ensure that the ALSF's support aligns closely with their evolving needs and priorities.

c. Ownership and community - Foster a sense of ownership and solidarity among members, reinforcing the shared vision and commitment to ALSF's mission.
d. Encourage financial contributions – Motivate and secure voluntary financial contributions from members to sustain the impactful work of the ALSF.
e. Establish a financial sustainability framework – Establish and endorse a robust funding mechanism to ensure the long-term financial stability and operational capacity of the ALSF.

The Members' Forum attracted thirty delegations representing ALSF member states, alongside bilateral and multilateral donors, members of the ALSF statutory organs underscoring the broad stakeholder interest in the Facility's future.

The proceedings were chaired by ALSF Goodwill Ambassador, Mr. Akere Muna, who underscored the Facility's pivotal role. Subsequently to these participants viewed a video highlighting the ALSF's achievement since inception. This included testimonials on its impact in various countries.

In his welcome remarks, ALSF Director Mr. Olivier Pognon acknowledged the persistent challenges facing African nations while celebrating the Facility's demonstrable contributions to improving livelihoods and strengthening legal and economic governance across the continent.

The Members' Forum was honoured by the presence of Mr. Claver Gatete, Executive Secretary of the United Nations Economic Commission for Africa (UNECA), who delivered remarks as Guest of Honour. Drawing on his personal experience as a beneficiary of ALSF support during his tenure as Rwanda's Minister of Finance and Infrastructure, Mr. Gatete emphasized the critical role of the Facility in advancing institutional reform and amplifying Africa's voice in global governance and economic negotiations.

The keynote address was delivered by Dr. Akinwumi Adesina, the then President of the African Development Bank, who expressed pride in the ALSF's achievements and urged sustained support for this vital African institution. He announced that the AfDB Board of Directors had approved an additional US$ 7 million in support to the ALSF, reaffirming the Bank's commitment to the Facility's mission.

A centrepiece of the Members' Forum was the presentation of the ALSF Financial Sustainability Strategy by the Director. The Strategy proposes innovative revenue models, including annual contributions from member countries and results-based cost-recovery mechanisms from completed projects, aimed at diversifying the funding base and ensuring long-term operational viability. The Strategy was warmly received by Member State representatives.

The Members' Forum culminated in the acclamation of the Second Abidjan Declaration, through which members endorsed the proposed FSS and reaffirmed their commitment to taking greater ownership of the ALSF through the provision of voluntary financial contributions, recognizing their role as beneficiaries of the Facility's impactful legal and technical interventions.

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Chapter 7:

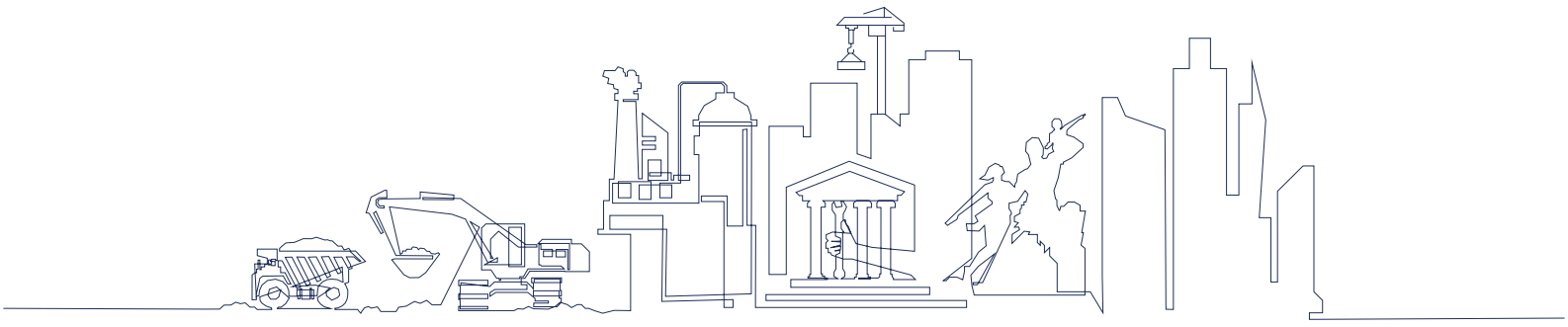
Risks and Challenges In 2025

Throughout 2025, the ALSF navigated several anticipated challenges whilst achieving significant milestones, effectively managing these through its comprehensive risk management framework. The table summarizes key internal, strategic, and external risks faced by the ALSF in the year under review and their potential impact and likelihood, corresponding risk ratings, and mitigation measures employed as well as Early-Warning Indicators (EWIs) to enable proactive risk management.



Risk Category	Specific Risk	Potential Impact	Risk Rating	Impact Rating	Mitigation / Ongoing Actions	Early-Warning Indicators (EWIs)
Internal	Institutional Capacity and Staffing Constraints	Delays in project implementation; reduced quality control; staff fatigue.	High	High	Recruit promptly to fill critical capacity gaps; strengthen retention; promote workload tracking.	Staff turnover >10%; delayed project milestones; backlogs of deliverables.
Internal	Data Integration and System Adoption	Delays in MEL/MIS utilization; inconsistent data reporting.	Moderate	High	Conduct training, provide IT support, hold regular data-quality reviews.	Low user logins; missing or inconsistent reports; repeated system downtime.
Internal	Financial Oversight and Cost Classification	Budget misalignment; delayed disbursements; weak reporting.	Moderate	Moderate	Deploy real-time dashboards; link WPB and MEL;	Late budget submissions; variances >10% between plan and actual; delayed approvals.
External	Government Responsiveness and Engagement	Project delays due to slow decisions or shifting priorities.	High	High	Engage multiple focal points; formalize agreements; maintain diplomatic channels.	Prolonged government silence (>60 days); cancelled meetings; turnover of focal persons.
External	Political Instability and Geopolitical Uncertainty	Disruption of projects and stakeholder relationships.	Moderate	High	Diversify geographic portfolio; conduct political risk scanning.	Country risk alerts; cancelled field missions; media reports of instability.
External	Global Funding Environment	Decline or delays in donor contributions.	High	High	Implement Resource Mobilisation Strategy; launch FSS; secure contributions from RMCs.	Delayed partner payments; negative donor feedback; unrenewed agreements.

Strategic	Funding Variability	Irregular inflows from donors/ RMCs delaying project rollout.	High	High	Maintain flexible pipeline; prioritize high-impact projects; enhance forecasting.	Cash-flow gaps >30 days; postponed project approvals; unexecuted disbursement schedules.
Strategic	Communi-cations and Visibility	Weak visibility of ALSF's impact; low donor confidence.	Moderate	Moder-ate	Implement annual communication calendar; coordinate MEL-Comms outputs.	Low media mentions; reduced engagement; late publication of reports.
Strategic	Compliance and Governance	Breaches of AfDB or internal procedures.	Low	High	Conduct periodic internal audits; update policies; reinforce fiduciary training.	Audit findings; late submissions to AfDB; policy exceptions logged.





Chapter 8:

Looking Ahead

Looking ahead, 2026 represents a strategic inflection point for the ALSF. As such, it will be a year in which the Facility moves beyond scaling activities to redefining how it positions itself within Africa's evolving legal and developmental landscape. Building on the institutional reforms and operational strengthening achieved in 2025, the Facility is positioned to pursue more intentional and anticipatory engagement with Regional Member Countries across critical sectors that underpin Africa's sustainable development.

The ALSF will selectively deepen its advisory and capacity-building services in debt restructuring, sovereign finance, energy, infrastructure PPPs, and extractive industries and natural resources. These are all sectors that are fundamental to fiscal resilience, economic transformation, and inclusive growth on the continent. Rather than pursuing volume growth alone, the Facility will prioritize upstream engagement and strategic selectivity. This in turn will ensure that interventions are aligned with national priorities and positioned to unlock systemic change. With an ambitious target of at least 46 new approvals and continued support for over 120 active projects, the Facility's work aims to directly advise on ongoing transactions with a combined potential investment value exceeding US$ 5 billion. Our technical and advisory services over the next year will generate measurable impact on African governments, by yielding savings and unlocked revenues of US$ 700 million, from improved contracting, and other supported transactions.

In so doing, the ALSF continues to embed cross-cutting issues such as ESG, climate sustainability, gender and youth, illicit financial flows, and digitalization, as strategic anchors of its operations, and not just add-ons. With a target of 70% of approved projects supporting cross-cutting priorities, the Facility ensures that every transaction and capacity-building initiative contributes to inclusive, sustainable, and accountable development outcomes that align with continental and global frameworks for transformative change.

Beyond transactional advisory services, the ALSF recognizes that sustainable impact requires institutionalizing knowledge as a core function. In 2026, the Facility will position itself as a thought leader and convenor on complex legal governance issues, undertaking expert interviews across various platforms and providing timely analyses and legal insights through publications, op-eds, and thought leadership articles. This commitment to knowledge management and dissemination will position the ALSF as a leading voice on complex legal and governance issues affecting African countries, while contributing to evidence-based policymaking across the continent, while building the analytical foundation for its next strategic cycle (2028-2032).

Digital transformation will remain a cornerstone of the Facility's long-term capacity building model. The ALSF looks forward to significantly expanding its digital learning offerings through the ALSF Academy and the African Legal Expertise Advancement Programme (ALEAP), with a goal of training over 2,000 government officials and legal professionals. These platforms will democratize access to specialized technical knowledge. This, in turn, will build the institutional capacity that enables countries to independently manage complex transactions and legal frameworks long after project completion, thereby shifting from episodic support to enduring capability.

The 2026 Work Plan and Budget of the ALSF reflects a deliberate balance between ambition and sustainability. With a proposed programme envelope of US$ 23.62 million and a disciplined cost structure that maintains management expenses within sector best practices, the Facility demonstrates its commitment to financial stewardship while pursuing strategic and not just programmatic growth. The implementation of the Financial Sustainability Strategy (FSS), coupled with efforts to secure contributions from at least five Regional Member Countries and establish new co-funding arrangements, will diversify the funding base and strengthen long-term institutional resilience.

Underpinning these programmatic priorities is a renewed focus on results-based management, institutional effectiveness, and stakeholder engagement. The deployment of integrated Management Information Systems, implementation of the Work Plan and Budget Manual, and rollout of real-time performance dashboards will enhance transparency, accountability, and adaptive management throughout the project cycle. Meanwhile, the execution of the Communications Strategy will amplify the Facility's visibility, ensure appropriate acknowledgment of partners and supporters, and strengthen engagement with member states, donors, and the broader development community.

As the ALSF advances through the remaining years of its Medium-Term Strategy (2023–2027), the year 2026 represents a pivotal transition, one that translates strategic vision into concrete action, recalibrates the Facility's operating model for greater coherence and impact, and reaffirms the Facility's indispensable role in enhancing Africa's legal capacity for transformative and equitable development.

Annex I:

ALSF Results Framework MTS 2023-2027

	Results Chain	Key Performance Indicators	Unit	Baseline (2022)	Target (2023-2027)	Sources of Verification
Impact:						
Impact	Enhanced legal capacity for Africa's sustainable development	Number of RMC governments, legal practitioners and institutions independently carrying out complex commercial transactions.	#	TBD	Demand Driven(results tracked annually but not pre targeted)	Partner Report ALSF Annual ReportsMid-Term Review Summative Evaluation RMC National Statistics Annual stakeholder outcome survey
		Estimated savings and revenues for governments resulting from ALSF interventions	$	14.8 Billion	Demand driven	
		Amount of private sector investment generated in countries where ALSF is providing support	$	21.9 Billion	Demand driven	
Pillar 1: Advisory Services						
Outcome	Outcome 1.1: Enhanced African Government Transactions which are Sustainable	Number of ALSF supported contract negotiations that achieve greater financial benefit for host countries (royalty rates, development fees, taxes)		57	200	ALSF Annual Reports ALSF M&E Reports Annual stakeholder outcome survey
		Renewable and non-renewable energy generated by projects supported by the ALSF in MW	MW	8225	Demand Driven(results tracked annually but not pre targeted)	
		Direct jobs and indirect jobs created by projects supported by ALSF	#	392322	Demand Driven(results tracked annually but not pre targeted)	
		Number / value of contracts negotiated where trained legal professionals/ government officials participate in negotiations	#	TBD with baseline survey		

	Outcome 1.2: Existing legal and institutional framework of RMCs strengthened	Recommendations in accordance with international best practices provided to RMCs adopted per sector	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	
		Laws and regulations modified as a result of ALSF legal support	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	
	Output 1.2.1 institutional Frameworks reviewed	Number of RMCs whose institutional frameworks reviewed	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	Project closure reports ALSF M&E reports. Annual stakeholder outcome survey
		Number of Draft of red flag reports submitted to RMCs by sector	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	Project closure reports ALSF M&E reports. Annual stakeholder outcome survey
Outputs	**Output 1.1.1:** High quality legal representation and advice given to RMCs	Number of annual requests from governments for support or follow-up support	#	16	20 requests for AS support per year	Training Reports ALSF Annual Reports
	Output 1.1.2: Effective and sustainable contractual options	Number of ALSF supported contracts that governments and investors considered to be effective and sustainable.	#	55	20 per year	Surveys with government and investor negotiators. Project closure reports Media reports ALSF M&E reports.
		Contract negotiation success rate	%	TBD with baseline survey	TBD	Surveys with government and investor negotiators.

	Output 1. 1.3: Investments and projects that are compliant with regional and international standards	Number of investments and projects with contractual provisions that align with ESG, climate sustainability, and debt sustainability standards.	#	55	20 per year	ALSF Annual Reports Project closure reports ALSF M&E reports. Annual stakeholder outcome survey
		Percentage r of transactions with contractual provisions that align with African standards and policies,	%	N/A	At least 90 % as applicable	
	Output 1.1.4: Public Sector officials and African lawyers are capacitated through participation in projects.	Number of government officials and lawyers participating in "learning by doing" projects.	#	N/A	Demand Driven(results tracked annually but not pre targeted)	w
Outcome	Outcome 1.2: Fair Dispute Resolution Mechanisms are Accessible to RMCs	Number of ALSF-supported contracts considered to reflect a fair distribution of benefits.	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	ALSF Annual Reports Project closure reports ALSF M&E reports
Outcome	Outcome1. 3: Risk Awareness for Unsustainable Transactions is Improved for RMCs	Percentage of ALSF projects that reach financial close	%	TBD with baseline survey	At least 50%	ALSF Annual Reports Project closure reports ALSF M&E reports
		Percentage of ALSF projects in breach or dispute	%	TBD with baseline survey	Less than 10 %	

Outputs	Output 1. 3.1: Due diligence and critical risk assessment reports produced by the ALSF	Number of RAAA implemented annually	#	TBD with baseline survey	Demand Driven(results tracked annually but not pre targeted)	ALSF Annual Reports
Pillar 2: Capacity Building, Knowledge Management and Enhancement of Institutional Efficiency						
Outcome	Outcome 2. 1: Enhanced legal capacity in Africa	Percentage of trained African lawyers and government officials reporting enhanced capacity in complex contract negotiation and related dispute resolution	%	90%	90%	Project Closing Reports, training evaluations Surveys/ Interviews with government actors Media reports, ALSF M&E reports, Mid-term reviews, Summative Evaluations
		Number of African lawyers and government officials capacitated by the ALSF in-person	#	12,533	1000 (Annually)	
		Number of African lawyers and government officials capacitated by the ALSF on-line	#	1200 (Cumulated)	2,000 (Annually)	

Outputs	Output 2.1.1: In-person training workshops conducted	Number of trainings organized on ALSF knowledge materials and relevant subject matter	#	15	15 (Annually)	Training reports ALSF Annual Reports ALSF M&E reports
	Output 2.1.2: On-line capacity building activities conducted	Number of online courses developed	#	6	20 (Cumulated)	Digital platforms ALSF Knowledge Products ALSF Annual Reports ALSF M&E reports
		Number of e-learning presentations and webinars developed and offered	#	n/a	6 (Annually)	
		Number of legal professional/ government officials attaining certification through the ALSF digital platforms	#	1200	200 (Annually)	
		Number of legal professional and government officials trained on negotiation of complex commercial transactions.	#	12,533	3000 annually	Training reports
	Output 2.1.3: Training partnerships developed	Number of MoUs signed with training partners.	#	31	4 (Annually)	MoUs ALSF Annual Reports ALSF M&E reports
		Number of fora where ALSF participates for publicity	#	12	8 (Annually)	
		Number of sponsorships for partners' capacity building activities	#	n/a	10 (Annually)	

	Output 2.1.4: Database of African legal experts and government negotiators	Number of African firms shortlisted and selected by the ALSF to support as lead advisor on complex commercial transactions	#	5	25 (Cumulated)	Database of legal experts and government negotiators ALSF Annual Reports ALSF M&E reports
		Number of African legal experts and government negotiators tracked in ALSF capacity building database partnering with international law firms during contract negotiation /provision of advisory services	#	-	200 (Cumulated)	
Outcome	Outcome 2.2: Knowledge is created and propagated	Number of users accessing knowledge products established or supported by the ALSF	#	12,000	5,000 (Annually)	ALSF Annual Reports ALSF M&E reports Google/ statistics
		Number of knowledge products developed and distributed	#	n/a	10 (Annually)	ALSF Annual Reports ALSF M&E reports Knowledge products
Outputs	Output 2.2.1: Knowledge management partnerships developed	Number of MoUs signed with other knowledge management institutions.	#	9 (Cumulated)	15 (Cumulated)	Knowledge products ALSF Annual Reports ALSF M&E reports MoUs
	Output 2.2.2: ALSF digital platforms in place for KM and capacity building	Number of digital platforms operationalized	#	2	5 (Cumulated)	Knowledge hub ALSF Annual Reports ALSF M&E reports
		ALSF Knowledge Hub operationalized	Yes/No	N/A	Yes	

	Output 2.2.3: Partnerships established with RMC governments, law associations, African law firms, and educational institutions to propagate knowledge.	Number of new MOUs signed with RMC actors and institutions to support project implementation.	#	22	3 (Annually)	MoUs ALSF Annual Reports ALSF M&E reports
Outcome	**Outcome 2. 3:** Institutional Capacity is Strengthened	Percentage of beneficiary institutions reporting enhanced capacity in complex contract negotiations/ management for themselves or their members	%	-	80%	Interviews with RMC actors ALSF M&E system, Mid-term reviews, End term Evaluations
		Number of beneficiary institutions capacitated in complex contract negotiations/ management and related institutional matters	#	n/a	10 (Annually)	Interviews with RMC actors, Bar associations and relevant organizations
Outputs	Output 2.3.1: ALSF legal and regulatory frameworks, toolkits, model laws, agreements and frameworks drafted/ reviewed	Number of transaction facilitation tools/ knowledge products reviewed	#	-	10 (Annually)	Legal frameworks, Agreements and knowledge products ALSF Annual Reports ALSF M&E reports
		Number of reviewed legal frameworks applied or updated for other projects	#	n/a	7 (Annually)	
	Output 2. 3.2: RMC institutions have been capacitated	Number of experts seconded to support RMC institutional capacity	#	1	5 (Cumulated)	ALSF Annual Reports ALSF M&E reports
		Number of internships for Seconded National Trainees organized	#	3	1 (Annually)	

		Number of peer learning and observation missions organized	#	n/a	1 (Annually)	
		Number of Strategic Sectoral Notes provided to RMCs	#	n/a	5 (Annually)	
Pillar 3: Managing for Results – Transversal Measurement						
	Outcome 3.1: Effective operations, partnerships, and outreach	Percentage of successfully implemented and completed projects	%	-	Demand Driven(results tracked annually but not pre targeted)	ALSF Annual Reports
Outputs:		ALSF internal capacity development programme	N/A	No programme	Programme developed by 2023	
	Output 3.1.1: Internal ALSF capacity development programme	ALSF relevance, efficiency and effectiveness rated as highly satisfactory in evaluations	-	Satisfactory	Highly satisfactory	ALSF Annual Reports Programme training materials Evaluation reports
	Output 3.1.2: MoUs concluded with strategic / financing partners	Number of resources mobilized annually from strategic/ financing partners	$	22 Million PA	15 Million PA	ALSF Annual Reports MoUs
	Output 3.1.3: Comprehensive MEL database	ALSF MIS database developed and operational	N/A	No database	Database developed by 2024	ALSF Annual Reports MEL Reports
	Output 3.1.4: Increased ALSF membership	Number of New RMCs who become members of the ALSF and /or Ratify the ALSF treaty annually	#	27	35	ALSF Annual Reports
	Outcome 3.2 Enhanced communication and integration if cross cutting issues	Integration of cross-cutting issues rated as satisfactory in midterm review and end term evaluation	Rating	Unsatisfactory	Satisfactory	

	Output 3.2.1: Integration of cross-cutting issues	Percentage of female lawyers and government officials trained through ALSF interventions	%	30%	30%	ALSF Annual Reports
		Number of clean energy projects supported	#	-	Demand Driven(results tracked annually but not pre targeted)	ALSF Annual Reports
	Output 3.1.6 Enhanced communication for publicity	Number of new users/ visitors on ALSF social media platforms	#	15,000	3000 annually	Farewell Reports
		Number of new subscribers to ALSF newsletters	#	-		Annual Report
		Number of new articles published on the website annually	#	-	TBD	Annual Report
		Number of new communication materials developed annually	#	-	TBD	Annual Report



Annex II:
Historical Overview of the ALSF Operations

The following are charts which summarize the projects that have been approved from the beginning of the Facility as at 31 December 2025.

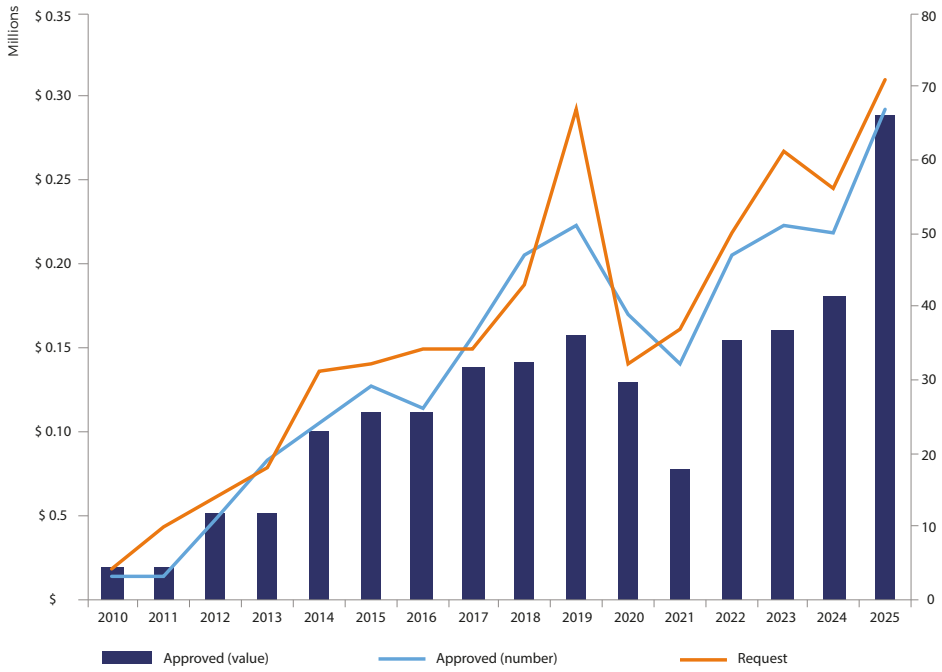


Figure 2: Value and number of approvals and number of supports requested*

	2023	2024	2025	Trend
Value of approvals (USD millions)	16.4	21.2	29.0	
Number of approvals	53	55	67	
By Sector (USD millions)				
Energy	3.6	9.1	9.3	
Infrastructure & PPP	4.0	3.8	5.8	
Sovereign Finance	4.2	3.6	9.3	
Extractives & Natural Resources	4.4	2.4	1.9	
Multisector	0.3	2.3	2.7	
By Region (USD millions)				
Southern	5.8	6.3	6.3	
North	1.7	1.4	2.4	
Regional	1.4	4.5	5.3	
Central	2.2	0.9	3.2	
East	3.4	5.0	8.3	
West	1.9	3.1	3.5	

Three Year Trend Summary: Approvals Per Sector & Per Region

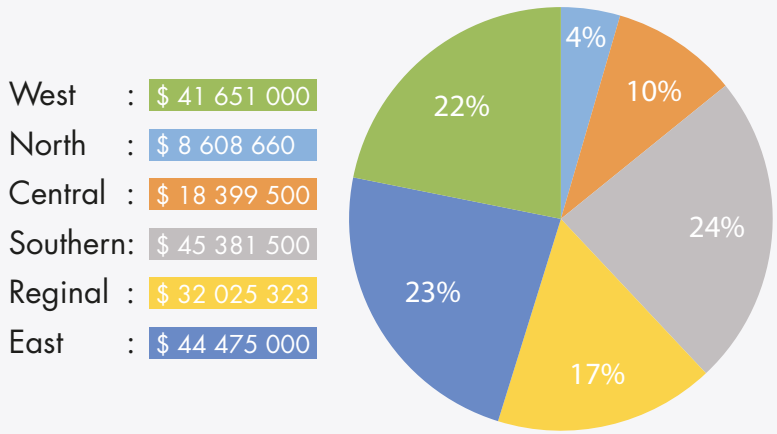


Figure 3: Distribution of Projects by Region (cumulative 2010-2025)

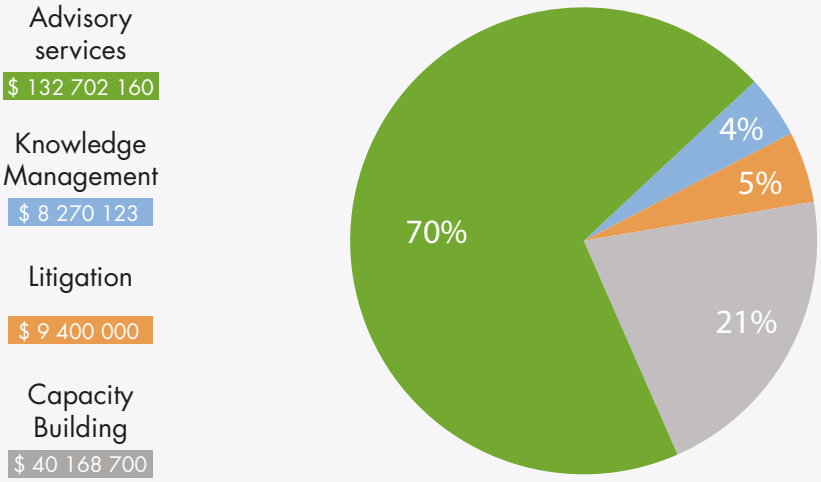


Figure 4: Distribution of Projects by Strategic Pillar (cumulative 2010-2025)

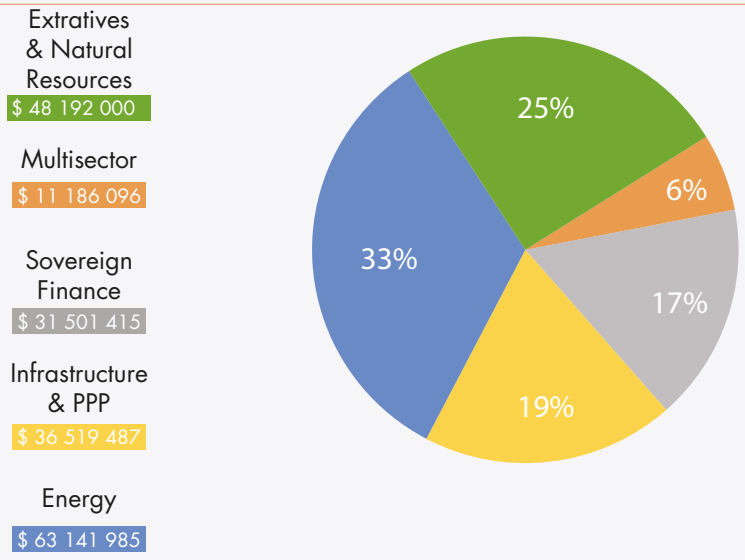


Figure 5: Distribution of Projects by Strategic Sector (cumulative 2010-2025)

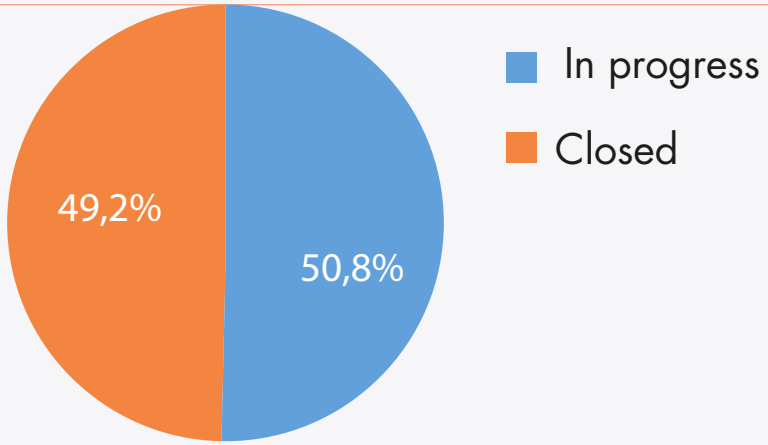


Figure 6: Distribution of Projects by Fragility Status (cumulative 2010-2025)

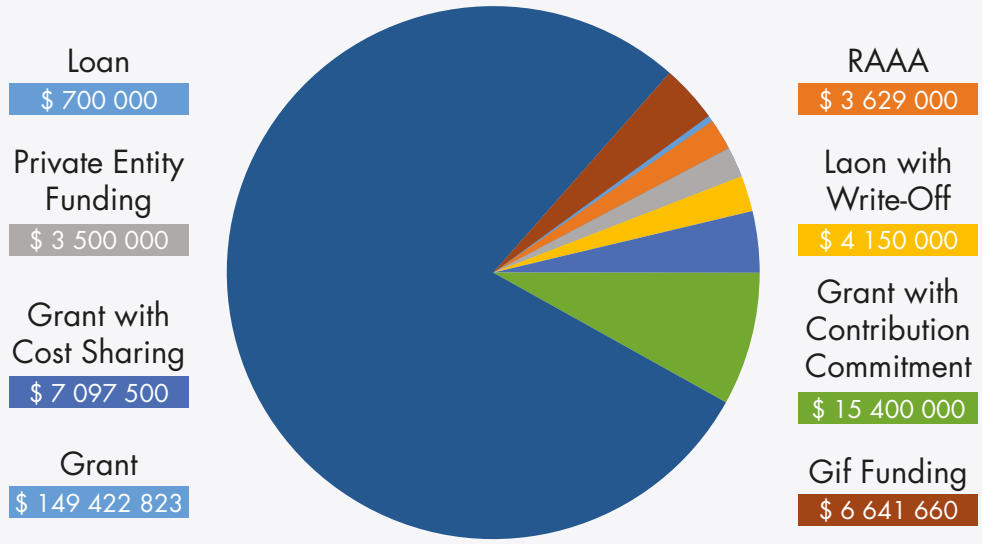


Figure 7: Distribution of Projects by Financial Instrument (Cumulative 2010-2025)

Note: Includes all approved commitments to projects and activities, both as initial and supplementary assistance.

Annex III:
Summary of the ALSF's Strategic Partnerships

PARTNER	SUMMARY OF THE RELATIONSHIP
Government of Germany GIZ KfW Group	The Government of Germany's € 16 million is targeted at: Strengthening legal capacities of African governments to negotiate complex contracts in the extractives industry, infrastructure development and public private partnerships Facilitating implementation of the Code of Conduct of the G7 CONNEX Initiative Strengthening ALSF's internal strategic planning and monitoring and evaluation activities
European Commission	The European Commission's € 5 million is targeted at: Supporting the activities of the ALSF Medium Strategy (2018-2022). More specifically, the EC funds will assist Africa states to conclude balanced and sustainable agreements in the extractives industry, infrastructure, PPPs and agriculture
Government of France	The Government of France's €9.3 million contribution, comprising the French Treasury's €5 million) and Agence française de développement (AFD's) €4.3 million, is targeted at strengthening the legal capacities of African governments to negotiate complex contracts in the extractives industry, infrastructure development, and public–private partnerships.
Government of Japan	The government of Japan has contributed USD 7.9 million. This strategic partnership aims to strengthen legal and technical support for sustainable debt management in African countries, enhancing the continent's resilience to economic and financial challenges while advancing sustainable development.
The Kingdom of Netherlands	Ministry of Foreign Affairs, Netherland's € 16.5 million is targeted at: Assisting African governments in the negotiation of complex commercial transactions relating to the extractive industries, infrastructure, and commercial debt Assisting African governments in commercial disputes relating to vulture funds, and Capacity building for African lawyers (both government and private) in above areas
Government of Norway	Royal Norwegian Ministry of Foreign Affairs' NK 75 million is targeted at: Improving African governments capacity to respond to and manage external commercial litigation Improving Africa's legal capacity to negotiate complex agreements in particular related extractive resources, infrastructure, and debt, and Coordinating capacity building directed towards African member countries in the ALSF focal 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.

MULTILATERAL PARTNERS	
African Development Fund (ADF)	Financing partner Joint implementation of selected projects/programs
African Development Bank Group	Founding and Hosting Institution. Membership of GC. 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 Partners with various entities including departments and units within the Bank to facilitate selected projects and programs
African Natural Resources Centre (ECNR), AfDB	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. Joint sponsorship and participation in Mining Indaba Development of Africa Petroleum Legislation Atlas Co-organization of Webinar Series on COVID-19 and Africa's Extractive Sector Collaboration in organization of DRC Africa Business forum to foster the development of a battery, electric vehicles and renewable energy value chain and market utilising battery minerals from DRC and other African producers.
United Nations Economic Commission for Africa and the African Union	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 Joint Implementation of the High-Level Report on Illicit Financial Flows (Mbeki report) Collaboration in organization of DRC Africa Business forum to foster the development of a battery, electric vehicles and renewable energy value chain and market utilising battery minerals from DRC and other African producers.



PARTNER	SUMMARY OF THE RELATIONSHIP
World Bank (Public Private Infrastructure Advisory Facility)	Cooperation in capacity building for the ALSF Public Private Partnership (PPP) programme
World Bank (Legal Vice Presidency)	Cooperation on the African Mining Legislation Atlas (AMLA) Cooperation on development of a knowledge product – Regulatory Framework Review for Digital Technologies and the Changing Nature of Work in Africa's Mining Sector
World Bank (Public Private Partnership Infrastructure Resource Center)	Cooperation on the PPPIRC database of PPP precedents and guidelines.
World Bank (Global Infrastructure Facility)	Cooperation on joint funding of Energy and in projects
Columbia Center on Sustainable Investment	Capacity Building and Networking possibilities, including support on the development of the ALEAP project.
OTHER PARTNERS	
African Institute for International Law	Capacity Building and Networking possibilities
Africa Arbitration Association	Capacity building and networking possibilities Development of an Africa Arbitration Legislation Atlas
Centre International de Formation en Afrique des Avocats Francophones	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
Africa Finance Corporation (AFC)	Cooperation on identification of potential areas of assistance on behalf of governments
University of Cape Town, Strathmore University in Kenya, Eduardo Mondlane University Mozambique, University of Kigali, and other African Universities	Capacity Building and Networking possibilities
Natural Resource Governance Institute and Columbia Center on Sustainable Investment	Partnering to develop and maintain selected knowledge products
West African Institute for Financial and Economic Management	Partnering to develop and maintain selected knowledge products

Macroeconomic and Financial Management Institute of Eastern and Southern Africa	Partnering to develop selected knowledge products
The Collaborative Africa Budget Reform Initiative	Partnering to develop selected knowledge products
Geothermal Risk Mitigation Facility for Eastern Africa	Partnering to develop selected knowledge products
OHADA and ERSUMA	Partnering to develop selected knowledge products
International Monetary Fund	Partnering to develop selected knowledge products
African Energy and Minerals Management Initiative in Uganda	Partnering to develop selected knowledge products
School of Oriental and African Studies (SOAS), London	Partnering to develop selected knowledge products
The Centre for Energy Petroleum and Mineral Law and Policy Extractives Hub, University of Dundee	Capacity Building and Networking possibilities
Trade and Development Bank (TDB)	Capacity building and knowledge products
Oxford Policy Fellowship (OPF)	Enhancing advisory and capacity building support especially in transition states
Oxford Policy Fellowship (OPF)	Enhancing advisory and capacity building support especially in transition states
The Gates Foundation	Partnering to develop knowledge products and capacity building.




EVE EMOURA

Annex IV:

Update on Membership of the ALSF, 31 December 2025

	STATES	Date of Signature	Date of deposit of Ratification/ Acceptance/ Approval/ Accession
1	Belgium	25/09/2008	
2.	Benin	31/12/2008	
3.	Brazil	18/08/2008	
4.	Burundi	15/09/2008	
5.	Burkina Faso	24/09/2008	01/07/2009
6.	Cameroon	15/04/2009	31/05/2018
7.	Cape Verde	05/03/2015	
8.	Central African Republic	14/05/2009	29/05/2025
9.	Chad	08/09/2008	14/11/2009
10.	Comoros	25/10/2013	14/04/2014
11.	Congo	09/12/2008	18/06/2009
12.	Côte d'Ivoire	16/09/2008	06/11/2024
13.	Democratic Republic of Congo	22/08/2008	
14.	Djibouti	10/09/2008	11/12/2008
15.	Egypt	05/08/2010	12/02/2014
16.	Eritrea	20/12/2016	04/01/2017
17.	Eswatini	06/12/2013	
18.	Ethiopia	15/08/2008	02/12/2008
19	France	11/02/2013	04/04/2015
20	Gabon	13/10/2008	
21	Gambia	10/09/2008	23/08/2012
22	Ghana	10/06/2013	
23	Guinea	31/10/2008	01/06/2016
24	Guinea Bissau	12/09/2008	19/09/2008

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

	STATES	Date of Signature	Date of deposit of Ratification/ Acceptance/ Approval/ Accession
49	Tunisia	24/06/2009	24/12/2010
50	Uganda	29/07/2008	20/03/2019
51	United Kingdom	17/12/2009	11/12/2014
52	Zambia	02/12/2008	22/12/2008
53	Zimbabwe	14/10/2008	08/03/2019
ORGANIZATIONS			
54	African Development Bank (AfDB)	10/02/2009	N/A
55	Africa Finance Corporation	01/08/2014	N/A
56	African Union (AU)	23/08/2010	N/A
57	Islamic Development Bank (IsDB)	11/06/2013	N/A
58	The ECOWAS Bank for Investment and Development (EBID)	30/10/2012	N/A
59	West African Development Bank (BOAD)	05/04/2011	N/A
60	Organization for the Harmonization in Africa of Business Law (OHADA)	23/06/2009	N/A
61	The Eastern and Southern African Trade & Development Bank (TDB)	05/03/2024	N/A
62	African Solidarity Fund (ASF)	08/01/2025	N/A

Annex V:

Composition of Governing Council and Management Board Members

MEMBERS OF THE GOVERNING COUNCIL OF THE ALSF (2025-2027)

STATES/INTERNATIONAL ORGANISATION REPRESENTED	CONSTITUENCY		NAME OF REPRESENTATIVES5
CONGO	RMCs of the AfDB	Central	Mr. Hermann Rodney Gouellet
SENEGAL	RMCs of the AfDB	West	Mr. Papa Mamadou Gueye
EGYPT	RMCs of the AfDB	North	Mr. Bassam Abdel Kareem El Zayat
ETHIOPIA	RMCs of the AfDB	East	Mr. Berhanu Anbesa Bekele
SÃO TOMÉ AND PRÍNCIPE	RMCs of the AfDB	South	Mr. Kelvio Spencer Clemente Fernandes
ISLAMIC DEVELOPMENT BANK (ISDB)	International Organization		Mr. Mohamadou Gamdji
AFRICAN DEVELOPMENT BANK	AfDB		Ms. Aïda Ngom
BELGIUM	OECD		Mr. François Defourny
FRANCE	OECD		Ms. Claire Dumenil-Camdessus
NETHERLANDS	OECD		Mr. Ayinde Soulé Kohndou
UNITED KINGDDOM	OECD		Ms. Juliette John
BRAZIL	Non-OECD		Mr. Eduardo Rolim de Pontes Vieira
ALTERNATE MEMBERS OF THE GOVERNING COUNCIL OF THE ALSF (2025-2027)			
DEMOCRATIC REPUBLIC OF CONGO	RMCs of the AfDB	Central	Mr. Trésor-Gauthier Mitongo Kalonji
TOGO	RMCs of the AfDB	West	Mr. Pahoumondom Kaditche
LIBYA	RMCs of the AfDB	North	Dr. Abubaker Giuma Maatoug
KENYA	RMCs of the AfDB	East	Dr. Chris Kiptoo
ZAMBIA	RMCs of the AfDB	South	Ms. Mwenya Kaela Bwalya
TRADE AND DEVELOPMENT BANK (TDB)	International Organisation		Mr. David Bamlango
AFRICAN DEVELOPMENT BANK	AfDB		Mr. Gauthier Bourlard



CURRENT MANAGEMENT BOARD MEMBERS



Professor Dr. Christoph Kohlmeyer

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

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

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



Dr. Felister Saliku Kivisi

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

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

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



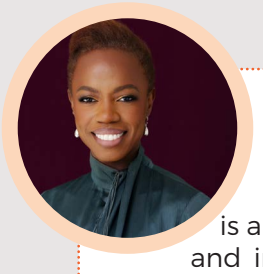
Dr. Roland Amoussou-Guenou

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

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

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

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



Ms. Samalie Kiyingi

is a highly accomplished business leader, whose distinguished career spans four continents and includes experience in both the public and private sectors. Until recently, Ms. Kiyingi served as Global General Counsel for Standard Chartered Corporate and Investment Bank, based in Singapore. Prior to that, she was General Counsel at the African Export-Import Bank (Afreximbank) in Cairo and held senior positions at the Deutsche Bank and Clifford Chance in London.

Recognized for her contributions to legal innovation and transformational leadership, Ms. Kiyingi has received several prestigious accolades. She was named one of the 100 Most Influential People of African Descent under 40 in 2018 as part of the United Nations Decade for People of African Descent. In 2022, she was awarded General Counsel of the Year at the I Africa Law Awards. More recently she received the Advance Global Australian Award for Professional Services in 2024.

Beyond her work in finance and law, Ms. Kiyingi is a passionate supporter of the arts. She is the Co-chair of Tate Modern's African Art Acquisition Committee and a member of the Zeitz Museum of Contemporary African Art's Global Council.

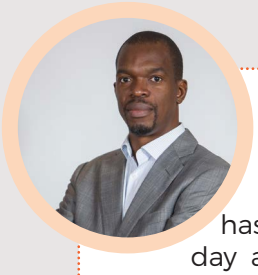


Ms. Sonia Zaouaoui

is a senior official in the Tunisian public administration with over two decades of experience in international cooperation, legal affairs, and development finance. She previously served as Director General for Cooperation with Arab and Islamic Financial Institutions at the Tunisian's Ministry of Economy and Planning, where she oversaw financing negotiations and portfolio management with key multilateral institutions, including the Islamic Development Bank

Currently, Ms. Zouaoui serves as Director General for Legal Affairs and Litigation. In this capacity, she has led the drafting of national legislation, coordinated the ratification of international agreements, and provided legal advice on economic and institutional reform projects.

Ms. Zouaoui is a graduate of the École Nationale d'Administration and the Faculty of Legal and Political Sciences of Tunis, Ms. Zouaoui has represented Tunisia in high-level negotiations with international partners such as the African Development Bank, the World Bank, and the European Investment Bank. Her career reflects a strong commitment to advancing governance, legal reform, and sustainable development in Tunisia.

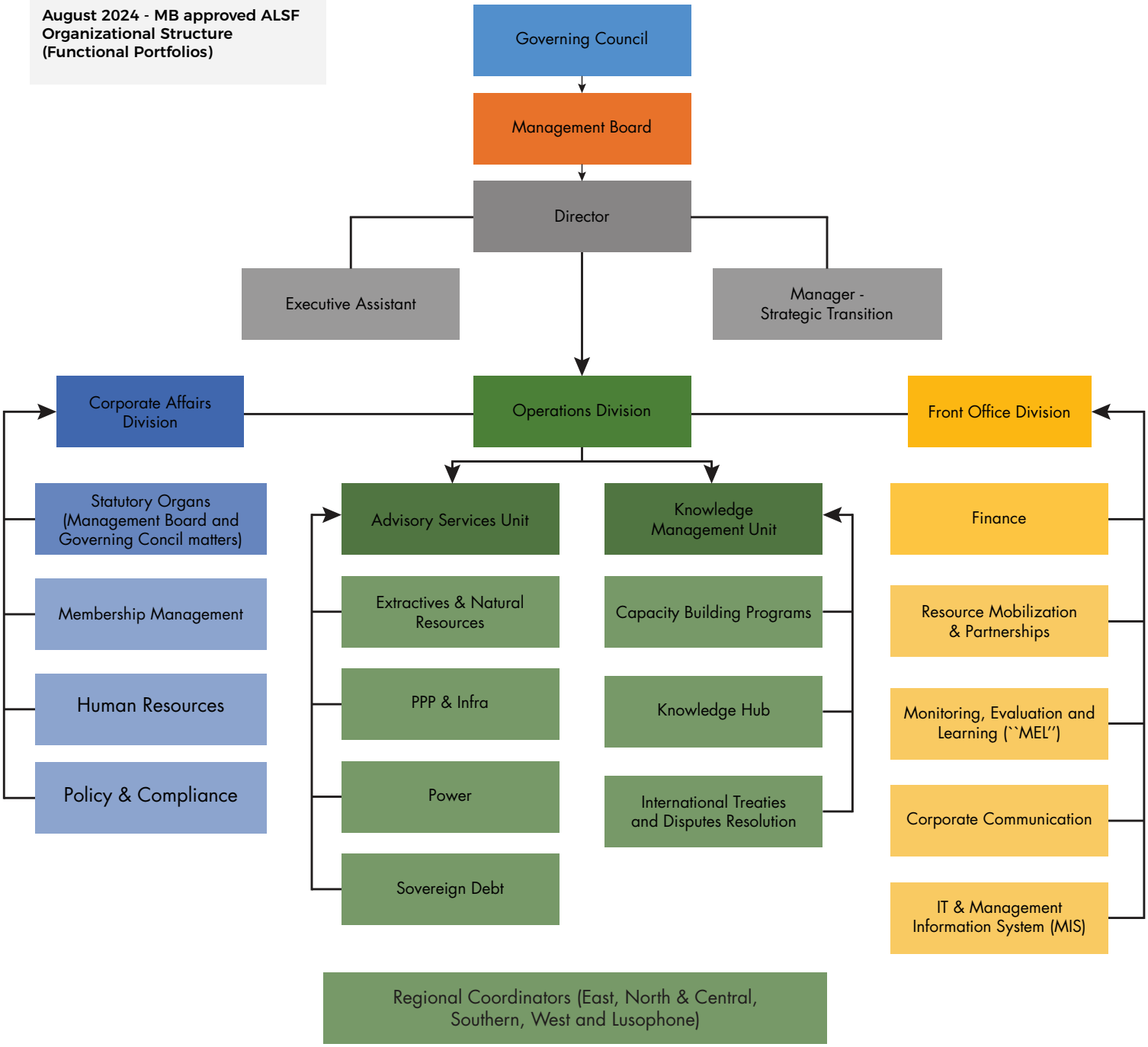


Mr. Olivier Pognon

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

Annex VI:
ALSF Organizational Structure

August 2024 - MB approved ALSF Organizational Structure (Functional Portfolios)



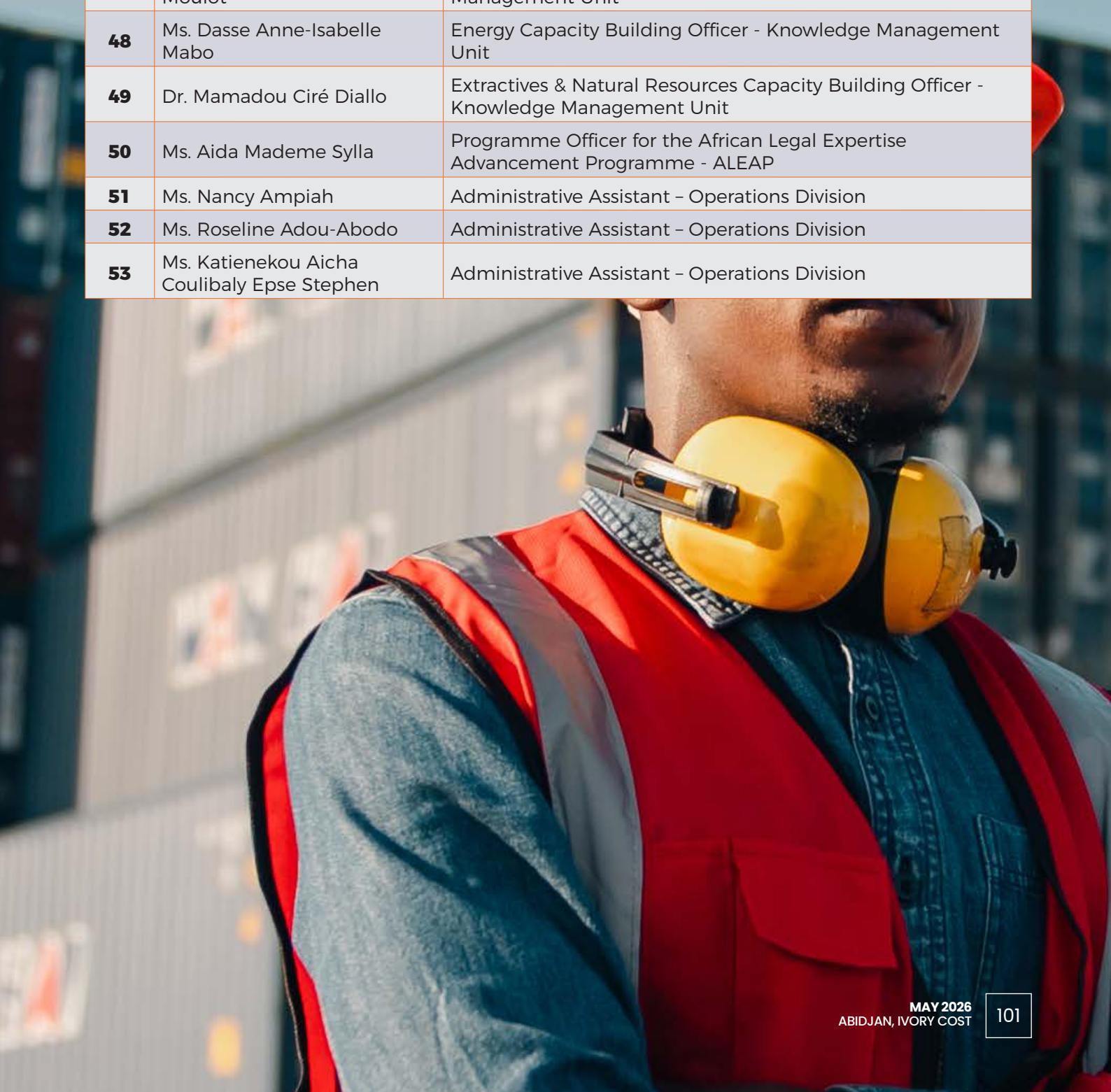
Note: The Manager – Strategic Transition position is vacant

Annex VII:
Staff of the ALSF

N°	NAME	FUNCTION
DIRECTOR'S OFFICE		
1	Mr. Olivier Pognon	Director
2	Ms. Imen Mejai	Executive Assistant to the Director
FRONT OFFICE DIVISION		
3	Mr. Charles Afeku	Manager Front Office Division
4	Mr. Timothy Wasswa Kabugo	Principal Resource Mobilization and Donors Relations Officer
5	Ms. Maureen Omiti	Principal Monitoring Evaluation & Learning (MEL) Officer
6	Mr. Ralph ABALO BOUWE	Junior Monitoring and Learning (MEL) Data Officer
7	Mr. Franck Tella	Principal Budget and Finance Officer
8	Mr. Mengo Tom Mutua	Senior Financial Management & Reporting Officer
9	Ms. Regine Yao	Finance Assistant
10	Ms. Toyin Ojo	Principal Partnership and Business Development Officer
11	Ms. Eve Ehoura	Communication Officer
12	Mr. Landry Kodia	IT Support Officer
CORPORATE AFFAIRS DIVISION		
13	Ms. Sandra Coffi	Manager Corporate Affairs Division
14	Ms. Mukazi Kayitenkore	Chief Legal Counsel - Statutory Organs (Management Board and Governing Council Matters)
15	Mr. Mohamed Youssef El Qabli	Principal Human Resources Officer
16	Ms. Priscile Daisy Nkouan-Tchabert	Human Resources Assistant
17	Dr. Patrick Sangwani Ng'ambi	Senior Legal Counsel – Senior Policy and Compliance Officer
18	Mr. Francis Omesa	Legal Counsel – Membership Management Officer
19	Ms. Kadiata Kane	Legal Counsel - Statutory Organs (Management Board and Governing Council Matters)
20	Mr. Christian Tanoh	Division Assistant - Corporate Affairs Division
21	Ms. Charlene Nancy Lakou	Administrative Assistant - Corporate Affairs
OPERATIONS DIVISION		
22	Ms. Maude Vallée	Manager Operations Division
23	Mr. Gadi Taj Ndahumba	Chief Legal Counsel – Head of Advisory Service Unit
24	Ms. Nnewuoghor Okhai-Akhigbe	Principal Legal Counsel – Head of Capacity Building Unit
25	Ms. Nicole Kearse	Principal Legal Counsel and Sector Lead Sovereign Debt – Advisory Services Unit

26	Ms. Primah Atugonza	Principal Legal Counsel and Sector Lead Infrastructure PPP – Advisory Services Unit
27	Mr. Joël Sanon	Senior Legal Counsel and Sector Lead Extractives & Natural Resources – Advisory Services Unit
28	Ms. Leria Arinaitwe	Senior Legal Counsel and Sector Lead Energy – Advisory Services Unit
29	Ms. Mariam Mohammed	Senior Legal Counsel and Regional Coordinator for East Africa – Advisory Services Unit
30	Ms. Manuela Dieng	Legal Counsel and Regional Coordinator for West Africa – Advisory Services Unit
31	Mr. Mehdi Oomar	Legal Counsel & Regional Coordinator for Southern Africa - Advisory Services Unit
32	Ms. Mariame Bah	Legal Counsel & Regional Coordinator for Central and North Africa - Advisory Services Unit
33	Ms. Mariam Masini	Legal Counsel and Regional Coordinator for Lusophone Africa – Advisory Services Unit
34	Mr. Mohamed Stevens	Legal Counsel - Advisory Services Unit
35	Ms. Indira Fernandes Braganca Gomes Gomes	Legal Counsel - Advisory Services Unit
36	Ms. Cynthia Kankindi	Legal Counsel - Advisory Services Unit
37	Mr. César Vamos Ver	Legal Counsel – Advisory Services Unit
38	Ms. Nadia CHEBBI	Legal Counsel – Advisory Services Unit
39	Ms. Safaa Bargouchi	Legal Counsel & Knowledge Hub Officer - Knowledge Management Unit

40	Ms. Camille Faure	Junior Legal Counsel – Advisory Services Unit
41	Ms. Grace Konan	Junior Legal Counsel – Advisory Services Unit
42	Ms. Nwukabu Abama	Junior Legal Counsel – Advisory Services Unit
43	Mr. Victor Ojeah	Junior Legal Counsel – Advisory Services Unit
44	Ms. Luyando Muloshi	Junior Legal Counsel – Advisory Services Unit
45	Dr. Millington William Bergeson-Lockwood	Senior Capacity Building Officer – Advanced Learning (KMU)
46	Mr. Alphonse Akohleng Chefor Akouyu	Infrastructure PPP Capacity Building Officer– Knowledge Management Unit
47	Mr. Alain- Stephane Wognin Moulot	Sovereign Finance Capacity Building Officer - Knowledge Management Unit
48	Ms. Dasse Anne-Isabelle Mabo	Energy Capacity Building Officer - Knowledge Management Unit
49	Dr. Mamadou Ciré Diallo	Extractives & Natural Resources Capacity Building Officer - Knowledge Management Unit
50	Ms. Aida Mademe Sylla	Programme Officer for the African Legal Expertise Advancement Programme - ALEAP
51	Ms. Nancy Ampiah	Administrative Assistant – Operations Division
52	Ms. Roseline Adou-Abodo	Administrative Assistant – Operations Division
53	Ms. Katienekou Aicha Coulibaly Epse Stephen	Administrative Assistant – Operations Division



Annex VIII:
Selected Publications

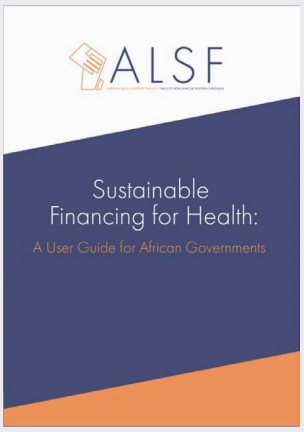
Selected **Publications**



- **Lightbulb Journal**



- **Handbook on Production Sharing Agreements in the Mining Sector**



- **Handbook on Sustainable Financing for Health in Africa**

Annex IX:
Current Financing Partners

African Development Bank Group (AfDB)

The Gates Foundation

European Union

Government of the Federal Republic of Germany/KFW

Ministry of Foreign Affairs of the Netherlands

Government of Norway

Agence française de développement (AFD)

Government of Japan

UK Government

Annex X:

Webinars and Capacity Building Events in 2025

Name	Topic	Date	Sector	Number of Participants
Commercial Law Development Program, Office of the General Counsel United States Department of Commerce and Georgetown University: "The Essentials on Infrastructure Contracts: Structuring, Financing and Negotiation"	ALSF work on Infrastructure, PPPs and Energy	21 January 2025	Energy and PPP	25
Africa Energy Summit	1. The role of legal frameworks in energy project development; 2. The structuring of energy projects to attract investment; and 3. Regulatory reforms necessary to expand electricity access in Africa.	27 January 2025 – 28 January 2025	Energy	57
Africa Mining Indaba	1. A nexus approach - framing African minerals within the global security matrix; 2. Delivering effective net zero and just energy transition strategy; 3. AMLA Mineral Taxation toolkit; AMLA highlights; Reflections from AMLA program beneficiaries.	2 February 2025 – 6 February 2025	Extractives and Natural Resources	250
United Nations Economic Commission for Africa (UNECA) PIERS Training workshop	Structuring PPP Projects for SDGs: Risks and Contracting	5 February 2025	PPP	24
African Business Forum	Activating Africa's Regional Value Chains and the role of the ALSF	17 February 2025	Multisector	33
Africa Green Economy Summit	Green reforms, climate finance, nature and biodiversity, green industrialization, and the future of African cities	19 February 2025 – 21 February 2025	Multisector	63
ECA Conference of Ministers of Finance, Planning and Economic Development	Role of the ALSF on enhancing capacity in Africa	12 March 2025 – 18 March 2025	Multisector	70
UNCTAD Debt Management Conference	Examining Debt Pause Clauses	17 March 2025 – 19 March 2025	Sovereign Finance	20

Symposium on Global Development Finance and Debt to Health Swaps	Promoting innovative financing mechanisms for global health initiatives	24 March 2025 – 25 March 2025	Sovereign Finance	45
Macroeconomic and Financial Management Institute of Eastern and Southern Africa Regional Workshop	The role of the ALSF and Loan Agreement interpretation and negotiation	31 March 2025	Sovereign Finance	24
Paris Arbitration Week	Navigating disputes in times of conflict - Focus on Africa	7 April 2025	Extractives and Natural Resources	17
G-Cop Unlocking Africa's Potential: Driving Innovation and harnessing domestic debt markets for sustainable development	Legal and Institutional Reforms for Domestic Debt Market Development	8 April 2025	Sovereign Finance	250
World Association of PPP Units	Structuring for Bankability	9 April 2025	PPP	100
International Financial Symposium	ALSF experience in supporting African States in the management and restructuring of sovereign debt	11 April 2025	Sovereign Finance	20
IMF Spring meetings	Operationalizing the Global Debt Sustainability Support Service (DSSS)	21 April 2025 – 26 April 2025	Sovereign Finance	25
Union of Young Lawyers of Benin	Benin's legal framework for public procurement and community provisions in the area	22 April 2025 – 24 April 2025	Multisector	23
United Nations Economic and Special Council's Financing for Development Forum	Debt sustainability	26 April 2025 – 30 April 2025	Sovereign Finance	28
ECOSOC Financing for Development Forum at the United Nations	The Path to 2030: Challenges and Opportunities in the Global Sovereign Debt Landscape	29 April 2025	Sovereign Finance	7
Canadian Institute of Mining Metallurgy and Petroleum	Minerals, innovation and energy transition	4 May 2025 – 7 May 2025	Extractives and Natural Resources	20
OECD Forum on Responsible Mineral Supply Chains	Responsible business conduct and due diligence of minerals	5 May 2025 – 7 May 2025	Extractives and Natural Resources	27

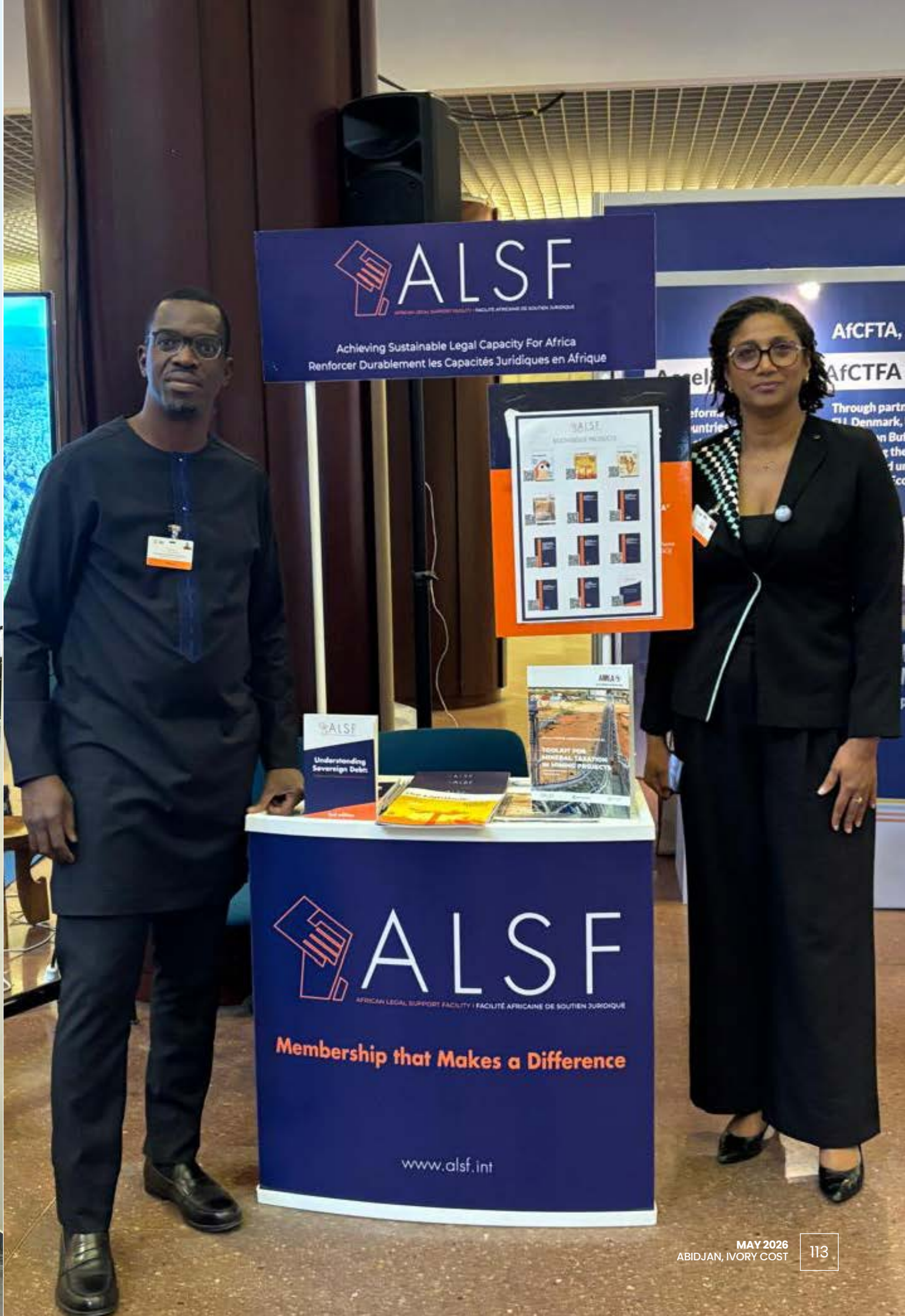
Mozambique Mining and Energy Conference	Strengthening legal frameworks for natural resource development	7 May 2025 – 9 May 2025	Extractives and Natural Resources	46
African Mining and Energy Weekend	Strategic minerals for Africa	11 May 2025	Extractives and Natural Resources	50
African Union Conference on Public Debt	Africa's public debt management Agenda	12 May 2025 – 14 May 2025	Sovereign Finance	40
UNECE International PPP Forum	1. Sharing best international PPP practices 2. Resilient PPP contracts for SDG Implementation	14 May 2025 – 16 May 2025	PPP	25
World Association of PPP Units	Local Currency Financing for PPPs	15 May 2025	PPP	80
Global Growth Conference	Financing growth and shaping energy transition	20 May 2025 – 21 May 2025	Multisector	500
Utility CEO Forum	1. A close look at emergency power generation in Africa: Contract considerations, risks and exist strategies. 2. An overview of transmission and distribution projects in Africa. 3. Spotlight session on the 3rd Issue of the Lightbulb Journal	20 May 2025 – 22 May 2025	Energy	41
Enlit Africa	Innovative PPPs energizing Africa's Power Sector	21 May 2025	PPP	70
ICCA-KIAC Conference	New Untold Stories in Dispute Resolution in Africa: The Next Chapter	5 June 2025	Multisector	120
Association of Energy Negotiators International Energy Summit	Balancing Energy Challenges in Developing Nations	11 June 2025	Energy	75
AfDB Public Finance Management Academy for Africa Executive Training Series	1. Navigating Contingent Liabilities related to State Owned Enterprises, Sub-national Governments and PPPs 2. Loan Negotiation and Debt Restructuring	12 June 2025	Sovereign Finance	500

Africa Energy Forum	1. A corporate leadership round table 2. From Conception to Reality: Bringing Energy Projects to Success 3. How Can Independent Power Transmission Work in Africa?	17 June 2025 – 20 June 2025	Energy	85
Southern Africa Region AMREC/PARC/GMI Implementation and Public Sensitization Workshop	Legal considerations and support for implementation of the Pan-African Resource Reporting Code (PARC)	19 June 2025	Extractives and Natural Resources	70
Conference of the Paris Forum	Sovereign Financing Landscape and the prevention and resolution of debt crises in developing countries	25 June 2025	Sovereign Finance	50
Afriwise/ Mekdes & Associates Webinar	Structuring and Procurement of PPP Projects in Ethiopia: Lessons and Outlook	25 June 2025	PPP	100
Panafrican Lawyers Union Annual Conference	Legal policy and regulatory reform to strengthen the mineral sector in Africa	26 June 2025	Extractives and Natural Resources	30
International Conference on Financing for Development (FfD4)	Reforming the international financial architecture	30 June 2025 – 3 July 2025	Sovereign Finance	64
Public Finance Management Academy (PFMA) Spotlight on Public Debt Management In Transition States	1. The Sovereign Debt Restructuring Experience in Africa under the G20 Common Framework 2. Loan Negotiation Experience in Africa: What We Need to Know 3. The role of strong institutional, legal and regulatory framework and capacity for debt management 4. Loan documentation negotiation 5. Building resilience in Loan Instruments 6. Sovereign Debt restructuring (causes, processes, techniques, players etc.) 7. Debt Restructuring case studies 8. Restructuring and Refinancing External debt and restructuring Domestic Commercial debt	30 June 2025 – 3 July 2025	Sovereign Finance	150

8th Annual Mining on Top Africa	1. Country spotlight session: Road map for increased mining investments in DRC, Guinea and Ghana 2. Infrastructure development for the progression of Africa's mining industry	2 July 2025 – 3 July 2025	Extractives and Natural Resources	75
MEFMI Heads of Debt Management Offices Forum	The Role of Institutional and Legal Frameworks in Sovereign Debt Management	20 August 2025 – 22 August 2025	Sovereign Finance	49
Energy Transition in Africa	Exploring how to accelerate private investment in Africa's evolving energy landscape	27 August 2025	Energy	55
Africa Oil Week		15 September 2025 – 19 September 2025	Extractives and Natural Resources	75
Africa Legal General Counsel Forum: Governance, Risk and Compliance	Business meets Geopolitical: React, Report or Reroute. The GC's role in Global Volatility	17 September 2025	Multisector	60
World Bank and IMF Spring meetings		13 October 2025 – 18 October 2025	Sovereign Finance	100
African Business Lawyers' Club	Financing decarbonization: realignment of flows or new obstacle?	30 October 2025		50
Africa Infrastructure Fellowship Program	Understanding and managing contingent liabilities	31 October 2025	Sovereign Finance	50
Intergovernmental Forum on Mining, Minerals, Metals and Sustainable				
Development (IGF) Annual General Meeting	Production sharing agreements in the mining sector	3 November 2025 – 5 November 2025	Extractives and Natural Resources	100
World Bank Law, Justice and Development Week	Navigating the legal complexities of Sovereign Debt	4 November 2025	Sovereign Finance	50
Extractive Industries Transparency Initiative (EITI) regional forum	Getting it Right: Transparent Mineral Awards and Registers	10 November 2025	Extractives and Natural Resources	47

Zimbabwe-Zambia Energy Projects Summit to MWs	Innovative Financing Mechanisms- from MoUs	26 November 2025 – 28 November 2025	Energy	100
UN Extractives Working Group (chaired by UNECA)	Presentation on AMLA Mineral Taxation Toolkit	2 December 2025	Extractives and Natural Resources	29
Roundtable on Public Debt Management and Governance for Economic, Social and Cultural Rights and Sustainable Development	Governance, Transparency and Accountability in Public Debt Management	1 December 2025 – 3 December 2025	Sovereign Finance	85
Energy for Development Regional Seminar	ALSF work in supporting African governments in managing oil and gas projects sustainably, including aspects of emissions and waste management	9 December 2025 – 11 December 2025	Extractives and Natural Resources	41




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AfCFTA,
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