



ALSF

African Legal Support Facility
Facilité africaine de soutien juridique

AFRICAN LEGAL SUPPORT FACILITY

ENHANCING ECONOMIC DEVELOPMENT AND INCLUSIVE GROWTH IN AFRICA

SUSTAINABLE

**ANNUAL
REPORT
2015**





ENHANCING **SUSTAINABLE**
ECONOMIC DEVELOPMENT
AND INCLUSIVE GROWTH IN AFRICA

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LIST OF ACRONYMS & ABBREVIATIONS

ADF	African Development Fund
AfDB	African Development Bank
ALSF	African Legal Support Facility
AMLA	African Mining Legislation Atlas
ANRC	African Natural Resources Centre
AU	African Union
BOAD	La Banque ouest-africaine de développement
CIB	Conférence Internationale des barreaux
CLDP	Commercial Law Development Program of the United States Department of Commerce
DFID	Department for International Development
DRC	Democratic Republic of Congo
EBID	ECOWAS Bank for Investment and Development
EWURA	Energy and Water Utilities Authority
GC	Governing Council
HIPCs	Highly Indebted Poor Countries
IFC	International Finance Corporation

IsDB	Islamic Development Bank
MB	Management Board
MTS	Medium Term Strategy
NBET	Nigeria Bulk Electricity Trading PLC
NRGI	Natural Resource Governance Institute
OECD	Organisation for Economic Cooperation and Development
OHADA	L'Organisation pour l'Harmonisation en Afrique du Droit des Affaires
OPIC	Overseas Private Investment Corporation
PALU	Pan African Lawyers Union
PPA	Power Purchase Agreement
PPIAF	Public-Private Infrastructure Advisory Facility
PPPIRC	Public-Private Partnership in Infrastructure Resource Center
RMCs	Regional Member Countries
USA	United States of America
UNECA	United Nations Economic Commission for Africa
USD	United States Dollars
USAID	United States Agency for International Development

THE MANAGEMENT BOARD



M. Ibrahim Sixtus Vusi



Dr. Eve Hawa Sinare



M. Pim de Keizer



M. Seward Cooper



M. Amadou Dieng



M. Stephen Karangizi



Message from the Chairperson of the Governing Council



Africa made significant strides towards meeting some targets of the recently concluded Millennium Development Goals era. To build on the momentum generated, in September 2015 UN member countries adopted a new set of 17 goals to end poverty,

protect the planet and ensure prosperity for all as part of a new sustainable development agenda for the next 15 years.

Today, Africa has a more conducive business environment and a rapidly growing middle class. The continent is attracting ever greater amounts of foreign investment and is gradually becoming the destination of choice for investors. However, challenges remain and African countries will need to double their efforts to tackle poverty and deprivation. Investing in sustainable and resilient infrastructure, including transport, energy, water and sanitation will be a pre-requisite for achieving many of the sustainable goals. The continent will also need to harness its vast natural resources to catalyze its growth and development.

To bridge Africa's infrastructure gap—which is estimated at USD 93 billion per year, governments are increasingly partnering with the private sector to finance, build and operate new and better services to meet the growing infrastructure demand. Resource rich African countries are also strengthening their national, regional, and local governments and regulatory institutions to manage their extractive sector transparently and responsibly.

To complement these efforts, the African Legal Support Facility (ALSF) has been supporting African governments to enhance their technical and legal capacities to negotiate equitable and sustainable agreements for large-scale infrastructure operation and natural resources and extractive projects and other related complex commercial and business transactions as well as provide debt management services and litigation support. In doing so, the ALSF has contributed to promoting transparency and accountability in Africa.

The Facility is committed to explore and deepen areas of collaboration with potential and existing partners to meet the growing demand of its services. I wish to thank our financing partners for their continued support—particularly the African Development Bank, the Government of France, Department for International Development, UK, the Government of Norway, the Kingdom of the Netherlands, the Government of Canada, United States of America International Development Agency, the Government of Belgium and the Islamic Development Bank, the West African Development Bank, ECOWAS Bank. We can look forward to another successful year for the ALSF, in fulfilling its mandate.

**Charles BOAMAH, Finance Vice President, African Development Bank
and Chairperson of the Governing Council**

Message from the Director and CEO



I am pleased to submit the fifth African Legal Support Facility Annual Report. In 2015, the Facility continued to increase its operational program to meet demands from its Regional Member Countries (RMCs).

Our commitments were over USD 11 million—with the largest share going to advisory services to develop and strengthen African governments legal and technical capacities to negotiate complex commercial and business transactions.

The ALSF disbursement levels remained high, amounting to USD 7.8 million in 2015. This good performance was linked to the improvement in the quality of projects at entry, adequate dialogue with our clients, sufficient field presence and timely responses from our RMCs.

By the end of 2015, the Facility was advising African governments on over 30 billion worth of transactions and more than 1400 MW. Indeed, our interventions are having a real impact — over 1000 lawyers have been trained through our capacity building programs; creditor litigation support has been provided; and 53 commercial agreements and contracts between governments and investors have been reviewed and/or negotiated to support Africa's transformation.

To remain agile and responsive to the needs of our clients, the ALSF is reviewing its Medium Strategy as well as establishing a sound monitoring and evaluation framework to assess the impact of its interventions. Such internal reforms are strengthening our effectiveness and enhancing our role as a go to place for African countries looking to negotiate or re-negotiate complex commercial transactions and to receive debt management services and creditor litigation support.

Our success and commitment to the RMCs has been possible through our partnerships with governments and other development partners. We shall continue to deepen and diversify our cooperation with various partners to enable us maximize our expertise, achieve large scale impacts, deliver high quality services and implement our mandate in an effective manner.

I would like to express my appreciation to our partners for strongly supporting us. A special thanks to the Governing Council and Management Board for skillfully steering the ALSF through the year, and staff for contributing to the results achieved.

Stephen KARANGIZI, Director and CEO



THE ALSF AT A GLANCE

Achieving sustainable legal
capacities for Africa

USD **36 MILLION** FOR **101** OPERATIONS IN
36 AFRICAN COUNTRIES

OUR **IMPACT**

SUPPORTED NEGOTIATIONS
FOR PROJECTS VALUED AT

30.5 BILLION

Cumulative value USD

SAVINGS FOR
GOVERNMENTS

548 M

USD



OVER **1000** EXPERTS TRAINED
FROM ALL AFRICAN COUNTRIES



EXECUTIVE SUMMARY

THE ALSF's OPERATIONS

In 2015, our operations were guided by the Medium Term Strategy (MTS) (2013-2017). These interventions provided advice and technical assistance to Regional Member Countries (RMCs) in matters pertaining to:

- **Commercial creditor litigation;**
- **Negotiations of complex commercial transactions; and**
- **Enabling RMCs to handle issues in an independent and autonomous manner.**

By the end of December 2015, the Facility had cumulatively approved **88** operations totalling **USD 36.06 million** spread across our 4 priority areas of activity.

In 2015, the ALSF project commitments increased to **USD 11.55 million** compared to USD 10.14 million recorded in 2014. In line with the MTS, our commitments went to:

- **Advisory services:** USD 9.42 million (81 %)
- **Capacity building:** USD 1.24 million (11 %)
- **Creditor litigation:** USD 0.90 million (8 %)

During 2015, the ALSF disbursed over **USD 7 million**. The ability to maintain such high disbursement levels was a result of our:

- **Improved responsiveness to project requests;**
- **Enhanced internal capacity to approve projects; and**
- **Better implementation and management of the active projects and timely responses from RMCs.**

RESULTS OF THE ALSF INTERVENTIONS

A summary of some of the specific key achievements from inception to date are indicated below:

1. Successfully helped Tunisia recover USD **28 million** in misappropriated assets;
2. Financed the successful appeal of a US Court decision that would have cost the Democratic Republic of Congo over USD **100 million**;
3. Successfully assisted the Republic of Niger in negotiating uranium agreements with the French multinational Areva Group that would bring back to Niger an average of **22 to 33 million** USD of additional revenue per year (between 220 and 330 million USD for the 10-year duration of the contract);
4. Advised Benin in the negotiation of two power purchase agreements;
5. Assisting Cameroon in the issuance of a USD **750 million** Eurobond; and
6. Advising Guinea on the Simandou Mining and Infrastructure projects with an estimated value of USD **20 billion** (8 billion of supporting infrastructure).

INSTITUTIONAL DEVELOPMENT & CORPORATE MANAGEMENT

Resource Mobilization

In 2015, the ALSF held discussions with a number of existing and potential donors including; AfDB, European Union, Germany, France, Norway, Netherlands, United States of America, United Kingdom, Canada and La Banque ouest-africaine de développement (BOAD). Over the same period, the Democratic Republic of Congo, Guinea and Niger also verbally pledged to financially contribute to the Facility. As of 31 December 2015, 13 financing partners of the ALSF had cumulatively disbursed over **USD 40 million**. In 2015 alone, the ALSF received a total of USD 6.17 million from DFID (UK), The Government of Netherlands, The Government of Norway and The Government of France to finance its work.

Donor Coordination

The ALSF donors agreed to formalize the donor round table in 2015. This structure will facilitate deliberations between the ALSF and existing and potential donors on common strategic issues and thus build consensus to enhance coherence, encourage ownership, predictability and effectiveness in program implementation.

The ALSF Medium Term Strategy (MTS) Review

Towards the end of 2015, the ALSF commissioned a review of its MTS in order to assess whether the organization is achieving its objectives and expected results. The review will be completed in 2016 and as appropriate contribute to the re-orientation of the mandate of the Facility.

Establishing the Monitoring & Evaluation Framework

At the end of 2015, the Facility was finalizing its Monitoring and Evaluation Framework and the corresponding tools for its programs which will enable it assess the effectiveness and impact of its interventions in the years ahead.

Board's Oversight Functions

As in previous years, the ALSF Management Board exercised their oversight and fiduciary functions relating to various operations of the institution. The activities undertaken by the Board focused on positioning the Facility to effectively support RMCs by providing timely, innovative and effective services.

ENHANCING PARTNERSHIPS

During 2015, the Facility participated in several regional and international events to enhance dialogue and networking with various stakeholders. As a result, our collaboration with partners has strengthened and deepened. These institutions include; the African Development Bank; African Minerals Development Centre at United Nations Commission for African and the African Union; USAID and Power Africa Initiative; World Bank; National Resource Governance Institute and Columbia Centre on Sustainable Investment; and University of Cape Town; and other African Universities among others.

In 2015, Cape Verde signed the Agreement for the Establishment of the ALSF. The total number of signatories rose from 58 to 59 which include **52 states** and **7 International** Organizations. The Facility also began the process of registering the Agreement for the Establishment of the ALSF with the UN Treaty.



01 / OUR STORY

A vision for achieving sustainable legal
capacity for Africa

About Us

MANDATE

The African Legal Support Facility is an international organization dedicated to providing legal advice and technical assistance to African countries in matters pertaining to creditor litigation and complex commercial transactions.

The goal of the Facility is to remove asymmetric technical capacities and level the field of legal expertise among parties during litigation and negotiations. The Facility strives to further development in Africa by removing obstacles to realizing the benefits of debt relief through its work in vulture fund litigation. It also provides advisory services to improve the negotiating capabilities of its member countries. Through all of its activities the Facility aims to build additional legal capacity on the continent.

MISSION

To provide legal advice and capacity building to African countries on vulture fund litigation, complex commercial negotiations and related sovereign transactions.

VALUES

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

OUR 4 STRATEGIC AREAS



ADVISORY SERVICES

The Facility helps African governments to strengthen their legal expertise and negotiating capacities, particularly in the areas of natural resources and extractive industries, investment agreements and public-private partnerships (PPPs), including large-scale infrastructure as well as other related complex commercial and business transactions.

CAPACITY BUILDING

The ALSF provides assistance to develop legal capacity throughout the continent. Its capacity building model focuses on a real transfer of knowledge and skills development to nationals by means of workshops, conferences, seminars and other such activities. To date, the Facility has trained over 1000 experts in commercial legal issues from more than 45 African States.

CREDITOR LITIGATION

The Facility provides African countries with financial resources to obtain specialist legal assistance for the negotiation and settlement or litigation of creditor claims. The aim is to ensure that they achieve equitable outcomes that allow them to fully realize the benefits of the HIPC Relief Initiative.

KNOWLEDGE MANAGEMENT

The ALSF provides assistance relating to the development, collection, and management of knowledge products including academic and legal manuals and publications, model documents and transaction facilitation tools, databases of case law, legislation and contracts.

FAST FACTS

OPERATIONS BY PRIORITY AREAS	2010-2015
● Advisory Services	USD 20.88 M
● Capacity Building	USD 7.39 M
● Litigation Services	USD 7.15 M
● Knowledge Management	USD 0.64 M

TOTAL CUMULATIVE OPERATIONS BY SECTORS	2010-2015
● Infrastructure and PPPs	USD 15.37 M
● Extractives	USD 10.62 M
● Debt Services	USD 7.82 M
● Other	USD 2.24 M

USD **81.97M**
Total cumulative donors commitments

USD **24.88M**
Total cumulative disbursement

USD **36.06M**
Total cumulative operations 2010-2015

88
Cumulative approvals 2010-2015

TOTAL CUMULATIVE OPERATIONS BY REGIONS	2010-2015
● West	USD 14.19 M
● East	USD 7.10 M
● Central	USD 5.95 M
● Regional	USD 4.54 M
● South	USD 2.55 M
● North	USD 1.73 M

TOTAL CUMULATIVE OPERATIONS BY COUNTRY CATEGORIZATION	
● Countries in fragile situations	USD 20.22 M
● Countries in non-fragile situations	USD 15.83 M

02 / MAKING A DIFFERENCE



OUR KEY HIGHLIGHTS

2015

INSTITUTIONAL ACTIVITIES

- Sponsored the Mining Ministerial Forum at the 21st INDABA Mining Conference. Working with the AfDB organized a panel discussion featuring Shared Resources, Share Value and Shared Benefits at the event;
- Members and Alternate members of the Governing Council for the period 2015-2017 took office;
- New members of the Management Board took office;
- Financed the Ministerial Forum at the African Energy Forum;
- Cape Verde signed the Agreement for the Establishment of the ALSF;
- 16th Management Board's meeting held in Abidjan, Côte d'Ivoire;
- 6th Governing Council's meeting held to review the programmatic work and deliberate on considerations for future strategic engagements;
- Signed a Memorandum of Understanding (MoU) with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ); and
- Held a high-level meeting on *Sovereign Debt in Africa* in Abidjan, Côte d'Ivoire, within the margins of the 2015 Annual Meetings of the AfDB.

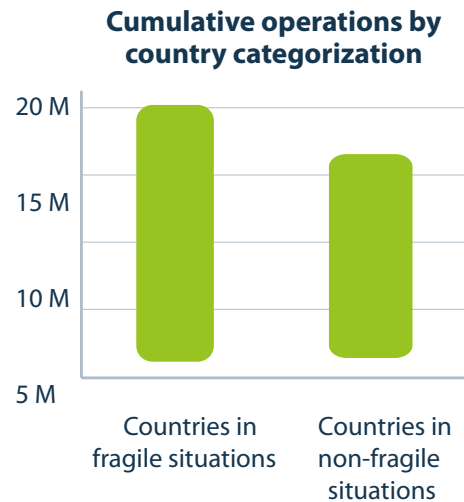
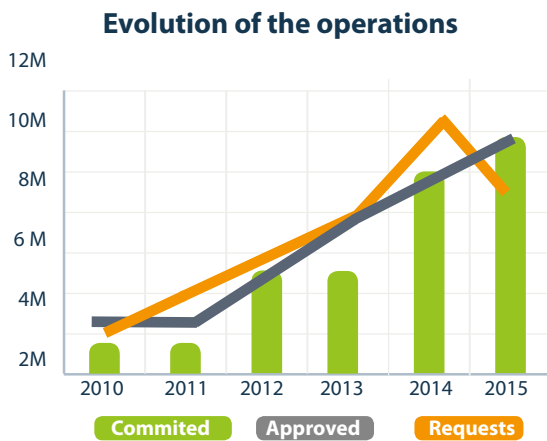
“ *Our work is leveraging strengths, expertise and resources for large scale impacts.* ”

OPERATIONAL ACTIVITIES

- Supported Benin to negotiate PPAs and related contracts;
- Negotiated concession agreements to construct and rehabilitate a railway line in Benin and Niger;
- Assisted Cameroon in the issuance of a USD 750 million Eurobond;
- Approved assistance to support The Gambia in structuring of PPP projects and Mauritania to negotiate several contracts;
- Advised on a bidding process to issue new exploration and exploitation permits on the Simandou projects in Guinea;
- Agreed to assist Guinea Bissau to review and re-negotiate three existing mining agreements;
- Approved assistance to support Madagascar to improve the management of the oil sector;
- Provided a grant to Senegal to negotiate PPAs and credit support agreements;
- Supported Sierra Leone’s PPP initiatives;
- Supported Somalia in amending the model PSA and developed a relevant toolkit;
- Provided a supplementary grant to facilitate the upgrade of the AMLA platform integration with the NREGI, translation of the AMLA platform into French and Portuguese and the development of an AMLA Guiding template;
- Trained Somalia government officials in the areas of contract negotiations, infrastructure, loans and natural resources;
- Equipped Ugandan government officials with skills to negotiate favourable mining agreements;
- Trained Benin on understanding contracts and mining conventions;
- Facilitated a training on mineral laws for 30 students from African Universities in partnership with the World Bank Group and the University of Cape Town;
- Financed a training workshop of government officials representing relevant ministries from 18 African countries to strengthen their capacity to better plan, prepare for, negotiate, monitor, and implement large-scale investment projects in their respective countries;
- Trained Ethiopian government officials on negotiating financial agreements;
- Held a training for government officials on the legal aspects of preparing Public Private Partnerships (PPP) in Lomé, Togo;
- Trained Malian government officials in assessing contracts in the extractive sector; and
- Launched the French version of the handbook “Understanding Power Purchase Agreements” (PPA).

HISTORICAL OVERVIEW OF OUR OPERATIONS

2010-2015



81 Projects

IMPLEMENTED ACROSS 4 PRIORITY AREAS

31

UNDER
ASSESSMENT

52

ON-GOING
IMPLEMENTATION

18

EVALUATION /
CLOSED

OVERVIEW OF OUR OPERATIONS 2015

BY PRIORITY AREAS



Advisory Services 81%



Capacity Building 11%



Creditor Litigation 8%

BY SECTORS



Infrastructure 48 %

5.52 M

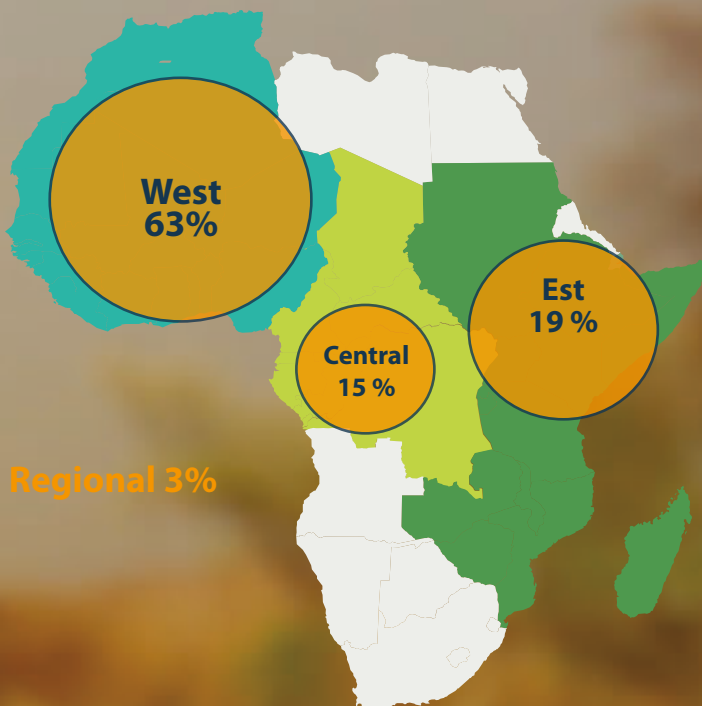
Extractives 39 %

4.57 M

Debt 13 %

1.47 M

BY SUB-REGION



DISBURSEMENTS

The ALSF disbursed **USD 7.8 million**, an amount close to the peak levels of 2014. This good performance is linked to improvement in the quality at entry of projects, adequate policy dialogue, sufficient field presence, timely responses by clients and increase in the number of staff working on the operations.

MAXIMIZING BENEFITS FROM AFRICA'S EXTRACTIVE WEALTH

One in four Africans now lives in a country rich in oil or minerals that can generate wealth and lead its citizens out of poverty. Today, more African countries are tapping their extractive wealth—the recent examples are discoveries of oil and gas in East Africa, oil in Ghana and manganese in Gabon among others.



Africa's rich natural resources—land, water, forests, minerals are valuable in global trade and the object of investor attention. The AfDB estimates that these resources will contribute over USD 30 billion annually in government revenues over the next 20 years. Essentially, Africa's extractive industries can help drive the continent's economic transformation by providing much-needed resources for inclusive and diversified development model.

To reap the full benefits from their natural resources, African countries will need to address significant policy and resource management challenges—among them, creating domestic natural resource value chains and managing resource flows from taxes and royalties transparently and equitably as well as ensure that these resources are sustainably used to benefit present and future generations.

OUR RESPONSE

Natural resources & Extractive projects

The ALSF has been supporting African governments to develop and strengthen capacities to negotiate extractive industry agreements including exploration, mineral development and production sharing agreements to ensure the conclusion of equitable deals that address sustainable development issues.

During 2015, the ALSF Board approved **11 projects** related to the extractives industry worth **USD 4.57 million**.

These projects supported various innovative capacity building events to:


- Analyze and negotiate mining and oil contracts in Somalia, Madagascar, Mali, Uganda and Benin;
- Create a toolkit to guide the tendering process for mining titles, oil contracts and contractual frameworks of production agreements for Madagascar; and

- Develop a toolkit of relevant Production Sharing Agreement (PSA) Models adapted to Somali context.

The ALSF is also supporting Guinea to review and finalize the legal documents related to the new exploration and exploitation permits for Blocks 1 and 2 of the Simandou Range.

“**Strengthening capacities to negotiate extractive industry agreements.**”





CLOSING AFRICA'S INFRASTRUCTURE GAP

Closing the infrastructure deficit is vital for Africa's economic prosperity and sustainable development. Improved infrastructure would facilitate increased intra-regional and international trade, reduce the cost of doing business and enhance Africa's competitiveness with itself and in the global economy. Infrastructure development will also act as a catalyst to Africa's economic transformation and diversification through industrialization and value addition and sustainable and inclusive growth.

Africa's annual infrastructure investment needs are estimated at nearly USD 100 billion. Such costs are beyond the financing capacities of governments or even donors. Attracting private sector participation through Public Private Partnerships (PPPs) is therefore essential for the delivery of various infrastructure projects on the continent. As part of their efforts to attract private investments in infrastructure development and public service delivery, many African governments are creating the right legislative, regulatory and institutional environment for PPPs. However, the majority of these countries still lack the legal capacities to prepare, negotiate and implement PPP agreements effectively.

OUR RESPONSE

Infrastructure related interventions

Since 2010, the Facility has been assisting African governments to **strengthen their legal expertise** and **negotiating capacities in public private partnerships**, including large-scale infrastructure projects as well as other related complex commercial and business transactions.

In 2015, the ALSF approved **11 operations** amounting to **USD 5.52 million** for the infrastructure sector. Most notably, the ALSF is supporting the negotiation of a **USD 10 billion** investment for the development of a deep water port in Tanzania; and facilitating the negotiations of a **1000 MW** geothermal power plant in Ethiopia—the largest geothermal project in Africa.

During the year, the Facility also concluded the negotiation of concession agreements to construct and rehabilitate the **USD 3 billion** Cotonou-Niamey section of the wider, 2,970 km long West African rail loop project. It is expected that this regional infrastructure project will serve as a link for potential export trading hubs in Benin, Niger, Burkina Faso and Côte d'Ivoire.

“**Supporting infrastructure projects to deliver transformation for inclusive growth.**”

Partnering with AfDB on the New Deal on Energy in Africa

Through leadership of the AfDB President, Dr. Akinwumi Adesina, the Bank articulated a New Deal on Energy for Africa to **light up** and **power Africa by 2025**. The goal is to add 160 GW of new generation capacity through the existing grid, deliver 130 million new grid and 75 million off-grid connections. The Bank believes that the new deal will play a catalytic role in accelerating the pace of structural transformation in the energy sector.

This would also enhance **inclusive green growth in Africa**, unlock the potential for industrialization and wealth creation. It will drive agricultural transformation and regional power pooling to integrate Africa, create jobs and ultimately improve the quality of life for Africans.

The ALSF is committed to working with the AfDB on this new initiative. Today, we are advising African governments on over **15 energy transactions** of more than 1400 MW. These operations are facilitating negotiations of PPAs for renewable and non-renewable energy sources, developing model PPA agreements and power toolkits and strengthening relevant legal and technical capacities of government officials to unlock the huge energy potential for Africa's transformation.

TACKLING AFRICA'S SOVEREIGN DEBT ISSUES

African countries have been exposed to the predatory practices of vulture funds. Since 1999, more than 15 African countries have been threatened or subjected to legal actions by commercial creditors or vulture funds. By end of 2006, 25 judgements in favour of vulture funds had nearly yielded USD 1 billion dollars. Out of this amount 72 percent of the judgements were against African states.

Vulture fund litigation is a major threat to debt relief of the RMCs especially the Highly Indebted Poor Countries (HIPC). According to the World Bank and International Monetary Fund (IMF), 54 cases were instituted against 12 HIPCs between 1998 and 2008. The IMF also estimates that in some cases claims by vulture funds constitute between 12 to 13 percent of a country's gross domestic product (GDP). By precluding debt relief and costing millions in legal expenses, these vulture funds undermine the development of the most vulnerable RMCs. Today,

many African countries are diverse in terms of their debt situation, debt management and government securities and markets. The Facility recognizes that an appropriate debt level and debt structure, as well as healthy domestic markets are vital and can contribute to macroeconomic stability and debt sustainability in Africa.



OUR RESPONSE

Debt management and creditor litigation support

“ *Rebalancing commercial negotiations by providing high level legal experts to represent African Governments facing vulture funds litigation.* ”

The ALSF has been providing debt management advice and creditor litigation support to African countries. Specifically, the Facility has been working with African governments to improve debt management practices as well as actively identifying vulture fund litigation cases in RMCs to ensure that they reach equitable agreements that support their economic development.

During 2015, the Facility approved **3 operations** worth **USD 1.47 million**.

These projects are:

- Supporting DRC to resolve on-going commercial credit disputes with a vulture fund;
- Assisting Cameroon in the negotiation of a cross currency swap for a 750 million USD denominated Eurobond; and
- Training Ethiopian government officials to better negotiate complex transactions to ensure that the country extracts the fairest and most beneficial terms from the sovereign agreements it enters into.

INTERMEDIATE OUTCOME

1

MORE BALANCED LITIGATION OF
COMMERCIAL CREDITOR PROCEEDINGS
INVOLVING HOLDOUT CREDITORS OF AFRICAN SOVEREIGN DEBT



DRC government officials were extremely satisfied with our support that prevented judgment resulting into savings of **USD 100 million** in FG Hemisphere case.

IMMEDIATE OUTCOME 1.1

ENHANCE ABILITY OF AFRICAN GOVERNMENTS TO DEFEND THEMSELVES
AGAINST COMMERCIAL CREDITOR LITIGATION



The ALSF is developing innovative survey tools to **assess the ability of African governments** to defend themselves against commercial creditor litigation.

OUTPUT 1.1.1

HIGH QUALITY LEGAL ADVICE PROVIDED TO AFRICAN COUNTRIES IN
CONFORMITY WITH OUR PROFESSIONAL STANDARDS



The ALSF assistance allowed Democratic Republic of Congo (DRC) to successfully **win an appeal** in the United States of America.



ACTUAL RESULTS OF OUR OPERATIONS

IMMEDIATE OUTCOME 1.2

INCREASED AWARENESS & UNDERSTANDING OF ISSUES CONCERNING COMMERCIAL CREDITOR LITIGATION AMONG AFRICAN LEGAL PROFESSIONALS & GOVERNMENTS OFFICIALS



Most notably, our intervention in Tunisia enhanced the government's legal capacities as well as strengthened its strategy to deal with processes, enforcement issues, and return of stolen assets.

OUTPUT 1.2.1

BEST PRACTICES OF COMMERCIAL CREDITOR LITIGATION DISSEMINATED



Once finalized, we will publish and disseminate DRC versus FG Hemisphere and DRC versus Themis cases.

INTERMEDIATE OUTCOME

INCREASED FINANCIAL & INCLUSIVE
NON-FINANCIAL BENEFITS FOR
AFRICAN STATES

2

ACTUAL RESULTS OF OUR OPERATIONS



Completed financing **4 projects** that resulted into financial and non-financial benefits for African countries. These operations specifically;

- Negotiated two mining concessions related to the Niger Mining projects that will potentially yield USD **220-330 million** in additional revenues for the host country (depending on global uranium prices);
- Assisted the Government of Tunisia to successfully recover USD **28 million** in misappropriated assets;
- Defended the DRC in relation to a series of vulture fund lawsuits. One of the successful interventions saved the DRC over USD **100 million**;
- Successfully advised the Government of Cameroon on a USD **750 million Eurobond** issuance. The ALSF's advice created a competitive process for a currency swap agreement which reduced the price of the swap by several basis points. This will produce a savings of millions of USD over the tenor of the bond issuance; and
- Supported contracts with clearly specified community development programs. In particular, as part of the Niger negotiations the mining company agreed to an agriculture support project for the affected communities that resulted in **17 million** Euros worth of investment.



IMMEDIATE OUTCOME 2.1

ENHANCE ABILITY OF AFRICAN GOVERNMENTS TO NEGOTIATE & CONDUCT FAIR AND BALANCED COMMERCIAL TRANSACTIONS



Successfully advised the governments of Ethiopia, Guinea, Niger, Tanzania, Cameroon, Togo and Benin. Historically, the ALSF supported African governments negotiations with a cumulative value of over **USD 30 billion worth** of transactions and more than 1400 MW of energy projects;

- Supported the Ethiopian government to negotiate the **first geothermal independent PPA** (1000 MW) in the country. The excess power generated will be exported to neighbouring countries and will be used to support mining activities;
- Advised Guinea on the Simandou South and North mining projects and assisted the government in negotiating those issues with the private investor;
- Supported Cameroon in the negotiation of two stages related to a **USD 750 million** Eurobond placement and in conducting the negotiations with the selected investment banks. The proceeds of this Eurobond will be used for supporting mining projects; and
- Supported Benin in the negotiation of two PPAs. Specifically, the Facility advised on the 120MW Genesis Energy thermal power plant with an estimated value of **USD 200 million** and on a 10 MW Danish Gateway solar power plant.



NOTABLE
STORY

ENHANCING CAPACITIES OF AFRICAN EXPERTS

Niger

The Government of the Republic of Niger hired an international law firm and a Nigerien law firm to analyze Mining Conventions, conditions of their renewal as well as assist with the negotiation of new Mining Conventions.

The Nigerien company had vast experience in mining legislation in the country but had limited exposure in negotiating such complex business transactions. Working alongside the international law firm for 18 months, the firm was able to capitalize and get practical experience by reviewing all mining agreements in force since the 1960s. Additionally, the ALSF also facilitated the identification of specific issues and major challenges of mining contracts including their impact on the economy and finances of Niger.

“ *We express our deep appreciation to the African Legal Support Facility for its financial support and for having allowed us to acquire expertise and skills that will help us serve our country.* ”

Partner from the Nigerien Law Firm.

Tanzania

An international law firm worked closely with a Tanzanian law firm to develop a “sectoral PPP toolkit” that set out the process of competitive tendering as well as crafted a range of model documents to be used on a project-by-project basis in combination with the toolkit in Tanzania.

In so doing, the capacities of the Tanzanian Law firm were strengthened; and as a result the Facility recently signed an agreement with them to lead the development of a model oil production sharing agreement for Somalia, the first time an African firm is the Facility’s lead partner. The same company is also in line to develop a water sector toolkit for Ghana, building on their highly successful energy toolkit they produced for Tanzania. These are important milestones for the ALSF’s quest to raise the capabilities of Africa’s legal sector.

Benin

“The role played by the ALSF was decisive and valuable in the context of the implementation of the Beninese National Emergency Energy Programme (PEUN) whose aim is to increase the national production of power – which is currently chronically deficient – in order to secure the supply of electrical power in Benin.

From the viewpoint of the legal, financial and technical complexity of power purchase agreements and taking into consideration the lack of experience in this field in Benin, the ALSF’s legal assistance consisted of mobilizing the necessary funds to recruit legal and financial advisers. The ALSF thus allowed the Beninese Government to benefit from the participation of talented experts who, with the support of local technical competences, reflected upon the matter and drew up bankable model power purchase agreements that are in line with international standards and respect the national and community legal frameworks.

In addition, the ALSF is able to ensure the durability of this project and the transfer of competences between the recruited advisers and the Ministry’s Cabinet, the local adviser and the legal department of the national electricity company.

The ALSF also guarantees a consistent and admirable follow-up of the implementation of the project by the firms recruited in compliance with the technical specifications and the guidelines for the project selected by the Government. Good governance rules shall be respected throughout.

The intervention of the ALSF has been a true asset for the PEUN, by granting credibility to the entire process, guaranteeing transparency and ensuring a balance is struck in the negotiations with the private investors. The ALSF acted fast and efficiently to give us valuable and decisive support in the operationalization of the PNEU, as can be seen by the construction of solar and thermal plants in Abomey-Calavi and Djougou.”

H.E Spéro Mensah, Minister of Energy, Oil and Mining Research and of the Development of Renewables – Benin, 2015.

INTERMEDIATE OUTCOME

INCREASED FINANCIAL & INCLUSIVE
NON-FINANCIAL BENEFITS FOR
AFRICAN STATES

OUTPUT 2.1.1

HIGH QUALITY LEGAL ADVICE ON COMPLEX COMMERCIAL TRANSACTIONS
PROVIDED TO AFRICAN GOVERNMENTS



Provided African governments access to timely and high quality legal support to ensure negotiation and conclusion of equitable deals that foster sustainable development.

IMMEDIATE OUTCOME 2.2

INCREASED UNDERSTANDING OF COMPLEX COMMERCIAL TRANSACTION
NEGOTIATION PROCESSES AMONG AFRICAN LEGAL PROFESSIONALS &
GOVERNMENT OFFICIALS



Trained over **400 African lawyers** and **14 local firms** in technical and legal capacities in complex transactions negotiation processes. A majority (67%) of the participants rated these trainings as excellent.



The ALSF staff also actively monitor and ensure local firms working with international legal counsels are trained to be able to negotiate and conclude equitable deals on complex and business transactions—**70%** of the local firms have reported capacity improvements.



OUTPUT 2.2.2

NEGOTIATION OF COMPLEX COMMERCIAL TRANSACTION AND RELATED AGREEMENTS FOR AFRICAN STATES FACILITATED



Facilitated the negotiation or review of **53 contracts**; and advised on **4 tender processes**. For example the ALSF:

- Negotiated a solar project concession worth USD 24 million in Rwanda;
- Developed 1 Power Purchasing Agreement (PPA) and 1 transmission and distribution agreement in the Gambia;
- Financed a detailed review of a PPA in Togo;
- Advised on 2 complex commercial transactions to build a dam in Mauritius;
- Renegotiated 3 large mining concession agreements in Niger;
- Analyzed existing gas Production Sharing Agreements (PSA) in Tanzania;
- Evaluated 4 mining conventions and drafted 1 convention in Liberia;
- Reviewed commercial contracts in Djibouti;
- Negotiated 2 PPA and related contracts in Benin; and
- Negotiated a concession related to a factory to produce milk for infants in Rwanda.

INTERMEDIATE OUTCOME **3**

ENHANCE INVOLVEMENT OF AFRICAN EXPERTS IN NEGOTIATION OF COMPLEX COMMERCIAL TRANSACTION



Development of survey tools is currently underway to measure the involvement of African Experts in negotiation of complex transactions.

IMMEDIATE OUTCOME 3.1

STRENGTHENED CAPACITY OF AFRICAN LEGAL AND GOVERNMENT OFFICIALS TO BETTER ADVISE GOVERNMENTS IN LITIGATION AND NEGOTIATIONS



Development of survey tools is currently underway as part of the strengthening of the Monitoring and Evaluation system.

OUTPUT 3.1.1

TRAINING PROVIDED IN RELEVANT AREAS TO AFRICAN GOVERNMENTS OFFICIALS AND LEGAL PROFESSIONALS



Trained over **1000 professionals** including key governments' officials, lawyers, targeted groups of professionals and civil society representatives, involved in contract negotiation and creditor litigation across Africa.

IMMEDIATE OUTCOME 3.2

TRANSFER OF KNOWLEDGE AND SKILLS TO NATIONAL EXPERTS RELATED TO LITIGATION AND COMPLEX COMMERCIAL TRANSACTIONS



Developed the following websites, publications and papers related to litigation and complex transactions:

- African Mining Legislation Atlas – <http://www.a-mla.org>
- The Public-Private Partnership in Infrastructure Resource Center – <http://ppp.worldbank.org/public-private-partnership>
- Tanzania PPP Toolkit 2014
- ResourceContracts.org – <http://www.resourcecontracts.org>
- 2014, September - Abellard, Louise – Vulture Fund Litigation, FG Hemisphere vs DRC Masters Thesis
- 2014, November - Understanding Power Purchase Agreements. Translated into French in 2015. <http://goo.gl/hSH2E5>
- 2014, August – Unsolicited Proposals, An Exception to Public Initiation of Infrastructure PPPs. <http://goo.gl/PXm2Gx>
- 2015, January – Africa Debt Rising. Available at: <http://goo.gl/HfEUMC>

SPONSORING WORLD-CLASS LEGAL SUPPORT TO AFRICAN GOVERNMENTS

The ALSF facilitated the procurement of an International Law Firm to represent Benin and Niger on the West African Railway Loop Project. The firm provided legal assistance to the governments of Benin and Niger in institutional, legal and financial structuring of the project; and the negotiation of the public-private partnership (PPP) contracts.

Specifically, the ALSF's support focused on the 1,850 km-long, USD 3 billion Cotonou-Niamey and Niamey-Burkina Faso sections of the wider, 2,970 km-long West African rail loop project. It is expected that this regional infrastructure project will serve as a link for potential export trading hubs in Benin, Niger, Burkina Faso and Côte d'Ivoire.

For its notable contribution on this project, the International Law firm was recognized by African Legal Awards as the Transportation and Infrastructure Team of the year in 2015. Also being part of team, the two national law firms from Benin and Niger also enhanced their capacity to advise in future transactions.

The then Prime Minister of Benin, Lionel Zinsou, commended the ALSF for their support which enabled Benin and Niger to negotiate fair and sustainable contracts that will facilitate the construction of the required infrastructure needed to transform the region.

PUBLIC & PRIVATE PARTNERSHIPS

“ *Crafting innovative approaches to enable African governments timely respond to challenges arising from matters relating to PPPs.*”

The Facility developed and implemented PPP hotline to offer African states immediate and continuous access to highly skilled lawyers to negotiate sustainable PPP agreements to benefit both governments and private sector investment.

The PPP hotline projects were launched in Senegal, Zambia and Malawi with a plan to expand the service to at least 15 more countries in the near future. These projects facilitated the drafting regulations for PPPs in Zambia; advising Senegal on at least 5 ongoing PPP projects as well as financed workshops and seminars on innovations of new PPP Law in Senegal and on its implementing decree.

ACTUAL RESULTS
OF OUR OPERATIONS

INTERMEDIATE OUTCOME **3**

ENHANCE INVOLVEMENT OF AFRICAN EXPERTS IN NEGOTIATION OF COMPLEX COMMERCIAL TRANSACTION

OUTPUT 3.2.1

PARTNERSHIPS WITH OTHER INSTITUTIONS TO ORGANIZE AND DELIVER CAPACITY BUILDING PROGRAMS ESTABLISHED



The ALSF is working with various institutions to organize and deliver capacity building programs including:

- AfDB;
- African Institute for International Law;
- Agence Française de Développement (AFD);
- Centre d'études financières, économiques et bancaires (CEFEB);
- Commercial Law Development Program of the United States;
- Department of Commerce (CLDP);
- Columbia Center for Sustainable Investment;
- Expertise France;
- Infrastructure Consortium for Africa;
- International Senior Lawyers Project;
- Natural Resource Governance Institute;
- Resource Governance Institute;
- University of Cape Town;
- United States Agency for International Development; and
- World Bank & PPIAF.



TRANSFERRING KNOWLEDGE TO ENHANCE CAPACITIES FOR AFRICAN GOVERNMENT OFFICIALS

“ *This kind of workshop brings different African countries together and so it will be meaningful to continue organizing similar events to enable government officials compare their respective Power Purchasing Agreements, and where necessary find adequate solutions.*

Participant in the ALSF PPA Workshop held in Casablanca, Morocco, 2015.

“ *The session on PPP contract provisions was very well explained and the shared experiences brought to light what can go wrong if the provisions are not well thought out or specific. I now have a better understanding on PPP arrangements and I will be able to negotiate and re-negotiate better PPP transactions.*

Participant in the ALSF Capacity Building Program on PPPs held in Nairobi, Kenya, 2015.



**NOTABLE
STORY**

AN INNOVATIVE MOBILE TRAINING PROGRAM ON BUILDING PPP LEGAL CAPACITIES

In October 2012, the ALSF in partnership with the Centre d'études financières, économiques et bancaires (CEFEB) and Agence Française de Développement (AFD) launched the Nomadic PPP Training Program.

The Nomadic Training Program is designed to transfer legal knowledge and provide African officials in relevant ministries, contracting authorities and private lawyers with necessary legal capacities to deal with institutional, legal, contractual and financial aspects of PPPs. Aimed at African countries with limited experiences and legal capacities on PPPs, the program uses a range of training methods, to help participants develop their capacities to handle negotiations and implementation of PPP agreements.

The Program provides African officials and legal experts with easy access to high quality legal training close to their countries and offers them opportunities to connect with other experts in the region and share ideas and experience.

The first edition of the Nomadic PPP Program ended in 2013 and it provided training to 77 representatives of PPP units and technical ministries. Participants received training on a wide range of issues such as developing and implementing PPP operations and financial management. Participants in the first Nomadic workshop were highly satisfied with the quality of the training and the content of the presentations.

The success of first edition Program led to a renewal of the cooperation between the partners to offer a PPP training program that will add thematic workshops to the regional workshops. The ALSF approved a second edition of the first Nomadic Training Program in 2015 and it will span over three years. In 2015 alone, 104 officials out of more than 300 applicants participated in the workshops in Nairobi (29 June to July 3, 2015), Abidjan (2 to 6 November, 2015) and Lomé (23 to 27 November, 2015).

INTERMEDIATE OUTCOME **3**

ENHANCE INVOLVEMENT OF AFRICAN EXPERTS IN NEGOTIATION OF COMPLEX COMMERCIAL TRANSACTION

OUTPUT 3.2.2

BEST PRACTICES IN RELEVANT AREAS TO AFRICAN GOVERNMENT OFFICIALS AND LEGAL PROFESSIONALS



The ALSF developed 11 curricula in mining negotiations, investment treaties, production sharing agreements, loan agreements, power purchase agreements, public private partnerships. The Facility also developed a Toolkit specific to the power sector, 5 Model mining agreements, PPA Negotiation Handbook. Further more, the ALSF has also contributed to 4 research papers and established an information knowledge management center.

With regards to Model agreements, the Facility:

- Financed the government of Rwanda to develop a model mining agreement for Artisanal and Small Scale Mining projects;
- Supported The Gambia to develop a model PPA along with the model concession agreement and supporting documentation. This model is now being implemented in an actual project;
- Facilitated Benin to develop two model PPAs. One for solar plants, and the other for thermal plants; and
- Assisted Tanzania to develop a model PPA along with model concession agreements, land lease agreements, and other supporting documentation. The project is still being implemented and has been extended to include a renewable energy project.

ACTUAL RESULTS
OF OUR OPERATIONS

OUR SUCCESSFUL KNOWLEDGE MANAGEMENT PROJECTS

UNDERSTANDING POWER PURCHASE AGREEMENTS BOOK— Available at <http://www.aflsf.org/public-resources/publications> or <http://ppaguide.org>.

The ALSF, in conjunction with CLDP gathered a group of leading experts to jointly write a book which explains the role of PPAs in power projects. Experts from law firms, the AfDB, World Bank, OPIC, EWURA, NBET and others gathered to write the book. The book is complete and has been translated into French. The book is being distributed across the continent. Over 10,000 copies have been distributed. The ALSF and CLDP are working on converting the book into a continuing education program.

PPPIRC DATABASE PROJECT— Available at <http://ppp.worldbank.org>.

The Facility also partnered with the World Bank's Public Private Partnership Infrastructure Resource Centre to provide model agreements for PPP projects. Particularly, the ALSF supported the expansion of current materials on the website, the use of standardized provisions in PPP project agreements, develop new multi-media training materials and additional materials in languages other than English. The website averages over 22,000 visitors per month from 180 countries.

AFRICA MINING LEGISLATION ATLAS (AMLA)

— Available at <http://www.a-mla.org>.

The Facility is financing the Africa Mining Legislation Atlas (AMLA) project to collect process and transform all of Africa's mining law and regulations into an online database with interactive features to provide comparative data. This project will also prepare a guiding template with a menu of options and examples for the full range of issues covered under mining law. The AMLA project is still on going and it will strengthen the ability of countries to produce good and transparent law in the important field of minerals and mining.



TRAINING EFFECTS

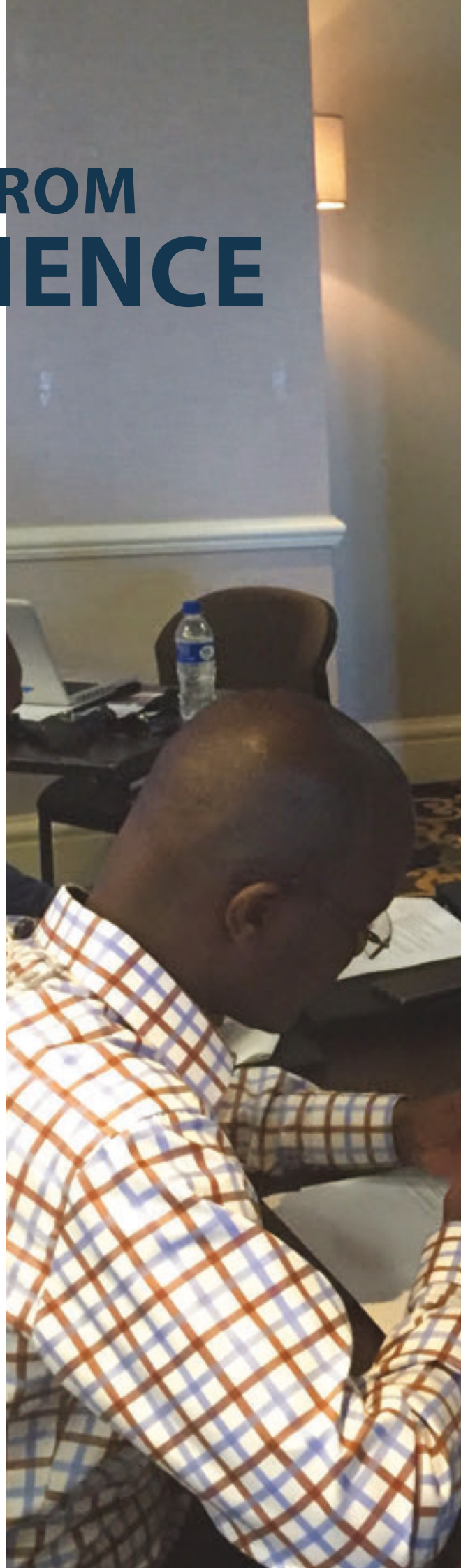
ECONOMY

THE WORLD BANK

LEARNING FROM EXPERIENCE

ADVISORY SERVICES

- **Establish institutional frameworks to facilitate and coordinate interventions involving several stakeholders;**
- **At least 10 percent of the contract value must be sub-contracted to local or regional firms to foster capacity improvements of African experts;**
- **Spell out and share the expected project deliverables with recipient African Governments;**
- **Involve African Governments in the procurement process of the legal counsel to help build capacity for similar assignments in the future; and**
- **Establish and Operationalize the Monitoring and Evaluation Framework to measure impact of our interventions.**





Regional Workshop:
**Preparing
Public-Private
Partnerships**



BUSARI OLUSA
NIGERIA

**Minty
Sweet
SOFT CHOC**

LEARNING FROM EXPERIENCE

CAPACITY BUILDING

- Develop indicators to measure the impact of capacity building activities;
- Define the form of capacity building that is expected of service providers;
- Work with sub-regional bodies of lawyers, such as Southern African Development Community Lawyers Association or the East Africa Law Society to enhance the mode of engagement in their respective sub-regions; and
- Establish networks with appointed service providers and larger tertiary institutions to sustain knowledge dissemination and capacity building beyond the life of projects.

KNOWLEDGE MANAGEMENT

- Adopt plans for the acquisition, production, updating, management and dissemination of publications, with scope for feedback from stakeholders; and
- Establish and use a database of contacts to facilitate dissemination of publications.





“ Generating, mobilizing and sharing knowledge to fill legal capacity gaps in Africa. ”

03/

OUR

COMPLEMENTARY
ACTIVITIES



In 2015, the ALSF maintained reform to enhance result-oriented operational efficiency and increase the capacity to respond rapidly to demand in accordance with its operational priorities. The Facility embarked on the process to review its Medium Term Strategy as well as finalize its Monitoring and Evaluation Framework. To expand its financial base, increase ownership and enhance sustainability, management also engaged with some RMCs to assess their willingness to financially contribute to our work.

ESTABLISHMENT OF THE MONITORING & EVALUATION FRAMEWORK

The ALSF prioritized the development of a functioning Monitoring and Evaluation system in 2015. A consultancy assignment to develop the concepts and tools underpinning our approach to monitoring and evaluation continued for most of the reporting year, unfortunately with very limited meaningful results. To that end, the ALSF agreed to work with the Government of Canada to develop new indicators and develop a Draft Results Based Logical Framework and a Performance Measurement Framework in January, 2016.

Once the Monitoring and Evaluation framework is complete, it will help the Facility to measure progress and assess the development impact of its projects. It will also benefit the financing partners in assessing the performance of the ALSF, enabling them to better account for the contributions to the Facility. It is also anticipated that the framework will benefit the governments with which the ALSF works by providing them with evidence of the impact of having high quality legal assistance and how best to build capacity of their national lawyers.

MEDIUM TERM REVIEW

The Medium Term Strategy of the Facility was adopted by the Governing Council in May 2012 for the period 2013 to 2017. In 2015, the Facility began the process of reviewing its MTS to assess the progress made since 2013, possible challenges faced and opportunities that could be available to the Facility to strengthen their mandate in providing adequate and timely support to the RMCs.

STRENGTHENING OUR COMMUNICATION & VISIBILITY

We set out to establish and embed a vibrant communications and engagement approach that supports us to achieve our objectives, goals and vision. To this end, the Facility embarked on number of initiatives in 2015 that sought to help raise awareness about the ALSF among stakeholders within Africa and the wider region. With this in mind, the redevelopment of the ALSF website, a strengthened online identity and the development of a communication strategy were some of the initiatives to be undertaken. It is anticipated that information about the ALSF will be easily accessible and understood.

RESOURCE MOBILIZATION

The Facility has mobilized a number of financing partners to support its programs. By the end of 2015, the Facility had received financial support from thirteen partners with at least USD 40 million cumulatively disbursed to the institution.

The ALSF expects to expand its donor base in order to sustain financial flow. In 2015, the ALSF held discussions with a number of existing and potential donors including: African Development Bank, European Union, Germany, France, Norway, Netherlands, United States, United Kingdom, Canada, and BOAD. Over the same period, three Regional Member Countries (RMCs) i.e. Democratic Republic of Congo, Guinea and Niger also verbally pledged to financially contribute to the Facility.

To enhance coherence, encourage ownership, predictability and effectiveness in program implementation, the ALSF and its partners agreed to formalize the donor round table in 2015. In addition, the ALSF is working towards a donor harmonization framework to enhance Aid delivery, results as well as reinforce south-south cooperation.

CONTRIBUTIONS PLEDGED (MILLION) 2014-2018

Donors	Currency	Amount
AfDB Group (ADF Fund)	Unit of Account	16
Norway	Norwegian Krone (NK)	30
Netherlands	Euro	5
Islamic Development Bank	USD	1
United Kingdom	Pound Sterling	7
Canada	Canadian Dollar	10
USAID	USD	3

“*We are working towards a donor harmonization framework to enhance aid delivery results as well as reinforce south-south cooperation.*”

CONTRIBUTIONS RECEIVED (USD MILLION) 2010-2015

Donors	Years						
	2010	2011	2012	2013	2014	2015	TOTAL
AfDB Group (ADF Fund)	14.97	0.24					15.21
World Bank		0.05					0.05
Belgium		0.78					0.78
BOAD			0.20				0.20
France			5.00				5.00
ECOWAS Bank for Investment and Development (EBID)				0.05			0.05
Norway				2.44		0.91	3.35
Netherlands				3.43	1.59	1.69	6.71
United Kingdom					0.73	3.08	3.81
Canada					4.53		4.53
USAID					3.00		3.00
Islamic Development Bank						0.50	0.50
TOTAL	14.97	1.07	5.20	5.92	9.85	6.18	43.19



04/ COLLABORATION & OUTREACH

BUILDING STRONG PARTNERSHIPS

During 2015, the ALSF continued to reinforce its strategic relationships with various development partners, including bilateral aid agencies, multilateral development institutions, academic and knowledge institutions, national governments and national African civil organizations. The Facility participated in various regional and global events to enhance dialogue and networking. These interactions helped the ALSF to identify common areas of interest and to examine how best to collaborate with various institutions to move forward Africa's development agenda.

During the year, the ALSF made a total of 9 presentations to a number of Africa experts and advisors at various events including; Indaba Mining Conference, Law Justice and Development Week, African Energy Forum, Pan African Lawyers Union, African Utilities Forum, East African Law Society and OECD Policy Dialogue on Natural Resource Based Development and African Business Lawyers Association Meeting. These speaking opportunities continue to increase the awareness of its services. This was demonstrated by an increase in the number of requests in the second half of the reporting period.



The African Legal Support Facility (ALSF) Director, Mr. Stephen Karangizi, paid a courtesy visit to the new President of the African Development Bank (AfDB) Group, Dr. Akinwumi Adesina in December, 2015.

The Facility worked with the relevant partners to further develop its existing knowledge products. For example, the Understanding PPA Handbook was translated into French. The AMLA project added significant amounts of legislation and comparison tools. Resourcecontracts.org was redesigned and made significantly more user friendly to improve dissemination and usage of the generated knowledge products.

In sum, the ALSF continued or initiated strategic partnerships with the following institutions in 2015 : AfDB; African Water Facility; Infrastructure Consortium for Africa; African Minerals Development Center at United Nations Economic Commission for Africa and the African Union; World Bank (Public Private Infrastructure Advisory Facility); International Finance Corporation; Millennium Challenge Corporation; G7 CONNEX; Power Africa Initiative; Natural Resource Governance Institute and Columbia Center on Sustainable Investment; University of Cape Town and Other African Universities.

EXPANDING MEMBERSHIP

59

Signatories

On 5 March 2015, Cape Verde signed the Agreement for the Establishment of the ALSF.

The Facility also held discussions with a number of countries and international organizations to gauge their interest in joining our institution. In 2015, the ALSF provided detailed information on the ratification formalities and model documentation to:

- Lesotho
- Guinée
- Zimbabwe
- Swaziland

It also began the process of registering the Agreement for the Establishment of the ALSF with the UN Treaty Section. We did not receive any new instruments of ratification in 2015.

28 members have completed all of the formalities for membership.

7 international Organizations
52 States.



PARTNERS VOICES

“*DFID’s work in Africa focuses on promoting stability and economic development to help ensure the continent realises its extraordinary potential. Balanced commercial agreements that are in the long-term interests of citizens, governments and investors are essential ingredients of success. Lasting agreements need to fully reflect local circumstances and priorities which is why The Facility’s work to expand the knowledge and expertise of African professionals is particularly important.*”

Nick Hurd, Parliamentary Under Secretary of State, Department for International Development.

Power Africa identified ALSF as a key tool for expediting power project development in sub-Saharan Africa as soon as Power Africa was launched. The top notch legal assistance ALSF provides to African governments to advance power projects goes to the heart of Power Africa’s model for driving forth deals. Already ALSF has helped advance the first ever private sector energy deal in Ethiopia and also supported the Government of Benin in its negotiations of several Power Purchasing Agreements. ALSF was one of several Power Africa partners that worked together to produce two critically acclaimed handbooks that government officials are now using when negotiating project finance deals. ALSF continues to prove that the best way to advance the power sector is by giving governments the tools they need to negotiate fair, sustainable deals themselves.

Andrew M. Herscowitz, Coordinator for Power Africa.

Global Affairs Canada through its EXCEED program has identified the African Legal Support Facility (ALSF) as a key partner in helping African countries maximize the benefits and mitigate the risks related to the development of their natural resources. When managed responsibly natural resources can bring about inclusive and broad based economic growth and poverty reduction including in fragile states. The responsible development of natural resources can lead to job creation, innovation and investments in critical infrastructure. By increasing the legal capacity of African governments and building stronger regulatory and policy framework, ALSF helps African countries negotiate fairer and better quality contracts in the extractives sector by putting them on a more equal footing with legal teams from private sector companies.

Jennifer Mullowney, Extractives Cooperation for Enhanced Economic Development, Sub-Saharan Africa, Global Affairs Canada.





05/

FINANCIAL STATUS



In accordance with the General Regulations of the ALSF and with the assistance of the Financial Control Department of the AfDB, the 2015 independent auditors report on the financial statements of the ALSF were submitted by the Management Board to the Governing Council for approval.

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

The highlights of the Facility's financial performance in 2015 include the following:

- The ALSF's available funds increased by USD 6.17 million from USD 38.12 million in 2014 to USD 44.29 million in 2015, mainly due to additional funding received from DFID, Netherlands, Norway and IsDB; and
- Disbursements increased from USD 17.02 million in 2014 to USD 24.88 million in 2015. The increase was primarily due to our increase in the volume of our work in 2015.

STATEMENT OF COMMITMENTS

DECEMBER 31, 2015

	2015	2014
Total funds available	44,286,127	35,115,299
Commitments *	43,603,805	31,780,405
TOTAL FUNDS AVAILABLE FOR COMMITMENT	682,321	6,335,247

* Including ongoing activities & project support component disbursements



STATEMENT OF FINANCIAL POSITION
DECEMBER 31 2015

	2015	2014
CONTRIBUTIONS USD		
Contributions received	43,198,966	37,026,593
Net Income	1,089,964	1,088,706
TOTAL FUNDS AVAILABLE	44,288,930	38,115,299
DISBURSEMENTS		
	24,881,851	17,025,982
NET FUNDS AVAILABLE	19,407,079	21,089,317
REPRESENTED BY		
Cash & Cash Equivalents	19,894,278	23,574,189
Net amount payable	487,199	2,484,872
NET FUNDS BALANCE	19,407,079	21,089,317





06/ MEET OUR COMMITTED LEADERS & STAFF

THE GOVERNING COUNCIL

The Governing Council (GC) is the supreme body of the Facility, which manages the whole organization and is composed of twelve (12) members and twelve (12) alternate members representing the following constituencies:

- 5 members and 5 alternate members represent Participating States, which are Regional Member States of the AfDB;
- 4 members and 4 alternates representing Participating States which are also Member States of the Organization for Economic Cooperation and Development (OECD);
- 1 member and 1 alternate member represent non-OECD Participating States;
- 1 member and 1 alternate member represent other international organizations, which are parties to the Agreement; and
- 1 member and 1 alternate member represent the AfDB.

Members and Alternate Members of the GC are appointed for a period of 2 years.

In 2015, the Governing Council held two meetings. The first was a virtual meeting held on 15th April, 2015 to preliminarily discuss and refine relevant working documents in view of their formal presentation at their Annual Meeting of 25th May 2015.

The second meeting was the formal Annual Meeting of the Governing Council which took place in Abidjan, Côte d'Ivoire in May, 2015. During this meeting, the Governing Council approved the 2014 Annual Report and audited financial statements for the financial year ending December 31, 2014.

In addition, the Governing Council among other issues appointed new members of the Management Board for the period 2015-2018. The Members and Alternate members of the Governing Council for the period 2015-2017 took office on 1st June 2015. A list of the electoral colleges of the GC and current representatives is attached in Annex 3.

During **2015** the Governing Council and Management Board provided oversight and strategic direction to our management. Activities undertaken by the Board gave considerable time to strategic operations and institutions matters.

The most notable and far reaching discussions pertained to approval of operations in priority areas, discussions on the establishment of a monitoring and evaluation framework and the review of the ALSF Medium Term Strategy.

THE MANAGEMENT BOARD

The Management Board (MB) is responsible for the efficient and effective conduct of all our operations, as well as appointment of the ALSF Director. It is composed of five (5) members serving in their personal capacity, who are appointed by the GC for 3 year non-renewable term. A list of the members of the MB is attached in Annex 4.

The ALSF hosted **3** Management Board meetings in 2015. On 23rd March 2015, the Board held its 15th meeting in Abidjan, Côte d'Ivoire to discuss the:

- Progress on projects' implementation in 2014;
- 2014 Draft Annual Report and Financial Statements;
- Proposal to review the Financial Regulations; and
- Preferable approach to carry out the mid-term evaluation of the Medium-Term Strategy.

The Board also considered for approval the progress report on the implementation of the New Operational Guidelines.

Over the year, the Board approved **28 projects** to help African countries to build legal capacities in negotiation of complex commercial transactions in the natural and infrastructure development sectors and provide debt management and creditor litigation support.

THE DIRECTOR & STAFF

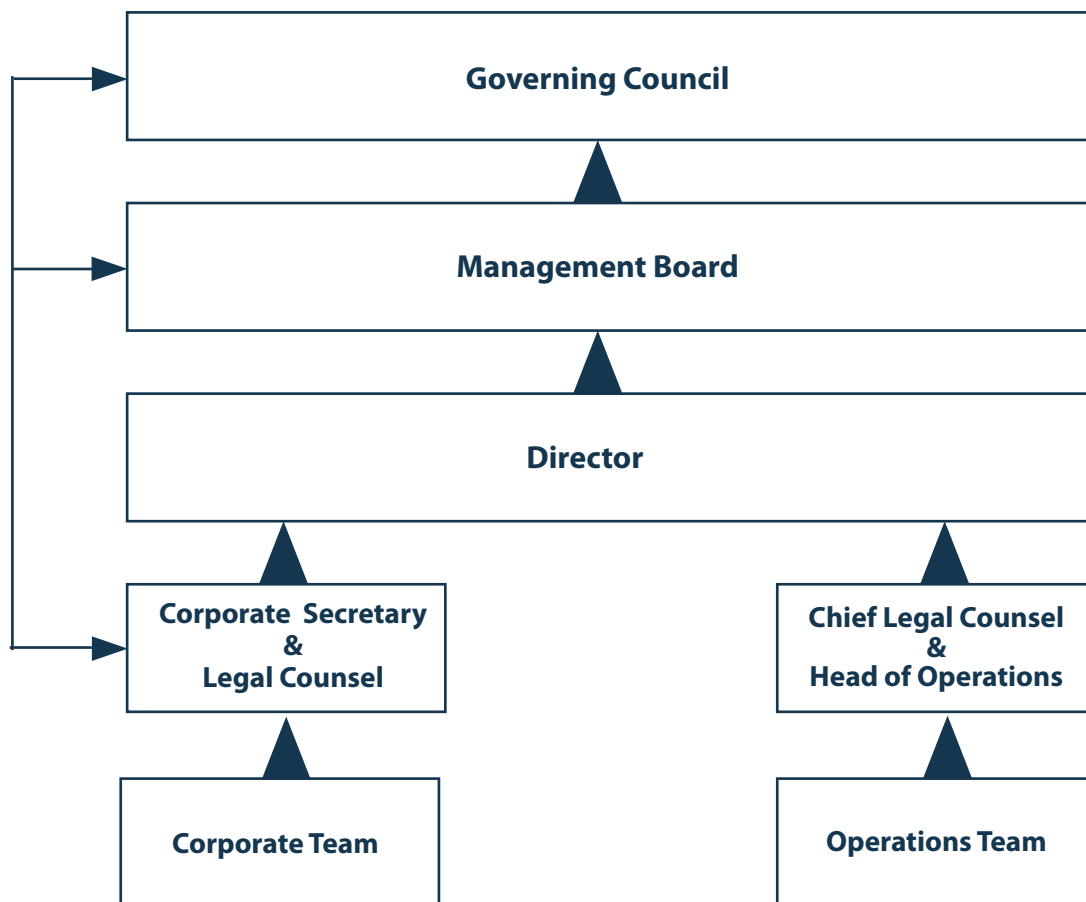
The Facility maintained a team of 16 lawyers and 7 other professionals, led by the Director. The ALSF is organized in two major divisions. One provides support to the Facility's corporate affairs, including dealing with membership issues, Board and Governing Council matters, meeting coordination and other institutional matters. The second division is responsible for the projects of the Facility.

A total of **23 professionals** were on board by the end of the year. The ALSF is continuously being reorganized to better respond to the increase in the volume of its work and to ensure operational efficiency and deployment of a competitive work force. In light of this, the Facility recruited a combination of long and short term consultants to support its activities in 2015.

NAME	FUNCTION
Stephen Karangizi	Director and CEO
Carmen Da Costa	Corporate Secretary and Legal Counsel
Amir Shaikh	Chief Legal Officer and Head of Operations
Maude Vallée	Technical Assistant, Legal Counsel Advisory and Operational Duties
Oluwatoyin Ojo	Legal Counsel, Advisory and Operational Duties
Jean Claude Mabushi	Legal Counsel, Advisory and Operational Duties
Thierno Olory-Togbe	Legal Counsel, Advisory and Operational Duties
Nchimunya Ndulo	Legal Counsel, Advisory and Operational Duties
Mariam Hussein Mohammed	Legal Counsel, Advisory and Operational Duties
Stephen Kimani Gatama	Legal Counsel, Advisory and Operational Duties
Nadia Chebbi	Legal Counsel, Advisory and Operational Duties
Hélène Nse-Eyene	Legal Counsel, Advisory and Operational Duties
Tongayi Masvikwa	Legal Counsel, Advisory and Operational Duties
Abdoul Karim Kabélé	Legal Counsel, Advisory and Operational Duties
Mukazi Kayitenkore	Legal Counsel, Advisory and Institutional Duties
Rita Madeira	Legal Counsel, Advisory and Institutional Duties
Mwila Kamwela	Senior Technical Advisor
Elizabeth Mpimbaza	Communication Officer
Franck Tella	Financial Advisor
Imen Mejai	Director's Assistant
Nancy Ampiah	Secretary and Archivist for Operational Affairs
Roseline Konan	Secretary and Archivist for Institutional Affairs
Christine Ohanson	Administrative Assistant

ORGANIZATIONAL CHART

December 31 2015



07 / LOOKING AHEAD

The ALSF is reviewing its strategic direction having regard to its previous successes; and the continuing and changing demands of its clients. It is envisaged that this MTS review will enhance the delivery of our mandate and enable us provide adequate and timely support to our RMCs.

The Facility is also finalizing the establishment and operationalization of its Monitoring and Evaluation Framework assess the development impact of its interventions. In the years ahead, the Facility will continue to improve its donor coordination activities to help it harmonize agreements and reporting periods in order to minimize the impact of donor reporting on ALSF core activities.

Resource mobilization will continue to be a focus to ensure availability of adequate financial resources to meet the anticipated demand of member countries. Specifically, the Facility expects to undertake resource

mobilization missions with a focus on expanding membership and mobilizing financial resources from its existing partners. The Facility will also implement its new financial instruments as well as encourage African countries to financially contribute to increase its financial sustainability in the coming years.

To increase its visibility, the Facility plans to extensively disseminate information about its activities and upcoming events to interested parties including member countries, legal experts, government lawyers, and civil society.

The ALSF is increasingly becoming the reference institution for RMCs to access sound legal advice in the areas of its mandate. Together with its partners, the ALSF is committed and looks forward to this challenge.

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ANNEX 1

SUMMARY OF THE ALSF'S STRATEGIC PARTNERSHIPS

BILATERAL PARTNERS	COLLABORATION
<p>Department for International Development of the United Kingdom (DFID)</p>	<p>DFID's £ 7 million is targeted at:</p> <ul style="list-style-type: none"> • Expanding legal assistance to African Governments to negotiate 10-12 additional extractive deals and infrastructure projects related to major oil, gas mining and related infrastructure projects (especially energy and transport); • Expanding training provision to African lawyers and legal specialists; • Upgrading the ALSF's monitoring and evaluation to be clearer about its own results and improve the evidence based for the development impacts of high-quality legal assistance; and • Driving improvements to the value for money from contracts with world-class law firms.
<p>Government of Canada</p>	<p>Global Affairs Canada's CAD \$ 10 million is targeted at:</p> <ul style="list-style-type: none"> • Improving African countries' legal capacity to negotiate complex agreements related to extractive resources and related infrastructure; and • Capacity building in above ALSF focal areas.
<p>Government of France</p> <p>Center for Financial, Economic and Banking Studies (CEFEB) of the AFD</p>	<ul style="list-style-type: none"> • Supporting capacity-building initiatives on matters relating to PPPs; and • In-house Technical Assistance.
<p>Expertise France</p>	
<p>Government of Germany</p> <ul style="list-style-type: none"> •GIZ •KfW Group 	<p>Cooperation in launching CONNEX and at the 2015 G7 Summit.</p>
<p>Government of India</p>	<p>Supporting PPP Advisory Services in selected countries.</p>

BILATERAL PARTNERS	COLLABORATION
The Kingdom of the Netherlands	<p>Ministry of Foreign Affairs, Netherland's € 5 million is targeted at:</p> <ul style="list-style-type: none"> 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	<p>Royal Norwegian Ministry of Foreign Affairs' NK 30 million is targeted at:</p> <ul style="list-style-type: none"> 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 (USAID)	<p>USAID's USD 3 million is targeted at:</p> <ul style="list-style-type: none"> Supporting and strengthening the ALSF so that it can serve as the primary source for the retention of competent legal counsel for resource constrained African countries especially with respect to negotiation of power projects; and Cooperation in launching CONNEX and at the 2015 G7 Summit.
MULTILATERAL PARTNERS	COLLABORATION
African Development Fund (ADF)	<ul style="list-style-type: none"> Financing partner Joint implementation of selected projects/programmes
ECOWAS Bank for Investment and Development	<ul style="list-style-type: none"> Financing partner
Islamic Development Bank	<p>IsDB's USD 1 million is targeted at:</p> <ul style="list-style-type: none"> Legal capacity building; Negotiation of complex commercial transactions in the field of infrastructure, mining and natural resources; and Private sector development and promotion of investments in the above areas.

MULTILATERAL PARTNERS	COLLABORATION
World Bank and the West African Development Bank	Cooperating on matters relating to PPPs
African Development Bank Group (AfDB)	<ul style="list-style-type: none"> • Founding and Hosting Institution • 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.
African Natural Resources Center, AfDB	Partnering to facilitate interventions of some selected projects/programmes with a view of harnessing synergies of both institutions. Continue to cooperate to showcase their activities at major events such as Indaba Mining Conference.
Private Sector Operations Department, AfDB	Cooperating to support private sector operations through knowledge sharing.
Energy, Environment and Climate Change Department, AfDB	Cooperating to identify support required by the RMCs with respect to joint venture projects with the private sector. And in June 2015, both institutions jointly supported the Africa Energy Forum.
Transition Support Department, AfDB	The ALSF benefits from support mobilized by the Transition Support Department for transition states under pillar three of the ADF 13. The partnership will allow both parties to collaborate within the AfDB strategy for addressing fragility and building resilience in Africa 2014-2019.
Regional and Country Departments, AfDB	Facilitating the communication between the Facility and the AfDB RMCs. In addition, undertake joint project missions and implementation where necessary.
African Water Facility	<ul style="list-style-type: none"> • Jointly implementing a major water supply project between Ghana and Togo • Consultation on possible projects.
United Nations Economic Commission for Africa and the African Union	<ul style="list-style-type: none"> • 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).
World Bank (Public Private Infrastructure Advisory Facility)	Cooperation in capacity building for the ALSF Public Private Partnership (PPP) program.
World Bank (Legal Vice Presidency)	Cooperation on the African Mining Legislation Atlas.
World Bank (PPPIRC – Public Private Partnership Infrastructure Resource Center)	Cooperation on the PPPIRC database of PPP precedents and guidelines.

MULTILATERAL PARTNERS	COLLABORATION
Africa Finance Corporation	Cooperation on identification of potential areas of assistance on behalf of governments.
OHADA	Financing partner.
G7 CONNEX	Cooperation to provide RMCs with extended and concrete expertise for negotiating complex commercial contracts, especially in the extractive sector and help governments to generate substantial revenues from their resources.
OTHER PARTNERS	COLLABORATION
African Institute for International Law	Capacity Building and Networking possibilities
Centre International de Formation en Afrique des Avocats Francophones	
Columbia Center on Sustainable Investment	
East African Law Society	
International Senior Lawyers Programme	
International Lawyers for Africa	
Pan-African Lawyers Union	
SADC Lawyers Association	
University of Cape Town and other African universities	
CLDP	Partnering to develop the PPA handbook
Natural Resource Governance Institute and Columbia Center on Sustainable Investment	Partnering to develop and maintain selected knowledge products

ANNEX 2
SIGNATORIES TO THE AGREEMENT
FOR THE ESTABLISHMENT OF THE FACILITY
31 DECEMBER 2015

	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	
7	Cape Verde	05/03/2015	
8	Central African Republic	14/05/2009	
9	Chad	08/09/2008	14/11/2009
10	Comoros	25/11/2013	14/04/2014
11	Congo	09/12/2008	18/06/2009
12	Côte d'Ivoire	16/09/2008	
13	Democratic Republic of Congo	22/08/2008	
14	Djibouti	10/09/2008	11/12/2008
15	Egypt	05/08/2010	12/02/2014
16	Ethiopia	15/08/2008	02/12/2008
17	France	11/02/2013	04/04/2015
18	Gabon	13/10/2008	
19	Gambia	10/09/2008	23/08/2012
20	Ghana	10/06/2013	
21	Guinea	31/10/2008	

	STATES	DATE OF SIGNATURE	DATE OF DEPOSIT OF RATIFICATION ACCEPTANCE / APPROVAL / ACCESSION
22	Guinea Bissau	12/09/2008	19/09/2008
23	Kenya	07/11/2008	
24	Lesotho	16/05/2014	
25	Liberia	12/12/2008	
26	Libya	25/08/2008	
27	Madagascar	05/09/2008	25/11/2008
28	Malawi	12/08/2008	
29	Mali	15/12/2008	16/10/2009
30	Mauritania	14/05/2009	
31	Mauritius	22/08/2012	21/11/2012
32	Morocco	14/01/2011	28/06/2013
33	Mozambique	16/09/2008	
34	Netherlands	26/03/2010	18/11/2011
35	Niger	13/05/2009	09/12/2014
36	Nigeria	31/07/2009	
37	Rwanda	08/08/2008	25/01/2011
38	Sao Tome & Principe	08/08/2012	
39	Senegal	25/08/2008	28/11/2008
40	Seychelles	25/06/2009	
41	Sierra Leone	20/12/2008	15/05/2012

	STATES	DATE OF SIGNATURE	DATE OF DEPOSIT OF RATIFICATION ACCEPTANCE / APPROVAL / ACCESSION
42	Somalia	18/02/2013	
43	Sudan	25/06/2009	
44	South Sudan	25/05/2012	
45	Swaziland	06/12/2013	
46	Tanzania	16/06/2009	
47	Togo	08/09/2008	04/11/2008
48	Tunisia	24/06/2009	24/12/2010
49	Uganda	29/07/2008	
50	United Kingdom	17/12/2009	11/12/2014
51	Zambia	02/12/2008	22/12/2008
52	Zimbabwe	14/10/2008	

	ORGANIZATIONS	DATE OF SIGNATURE	DATE OF DEPOSIT OF RATIFICATION ACCEPTANCE / APPROVAL / ACCESSION
53	African Development Bank (AfDB)	10/02/2009	10/02/2009
54	Africa Finance Corporation	01/08/2014	01/08/2014
55	African Union (AU)	23/08/2010	23/08/2010
56	Islamic Development Bank (IsDB)	11/06/2013	11/06/2013
57	The ECOWAS Bank for Investment and Development (EBID)	30/10/2012	30/10/2012
58	West African Development Bank (BOAD)	05/04/2011	05/04/2011
59	Organization for the Harmonization in Africa of Business Law (OHADA)	23/06/2009	23/06/2009

ANNEX 3 COMPOSITION OF THE GOVERNING COUNCIL AND MANAGEMENT BOARD MEMBERS

MEMBERS OF THE GOVERNING COUNCIL 2015-2017

STATES/ INSTITUTIONS	ELECTORAL COLLEGES		NAME OF REPRESENTATIVES
Guinea Bissau	RMCs of the AfDB	West	Mr. Alfredo Paulo Mendes
Central African Republic	RMCs of the AfDB	Central	Mr. Joseph Aimé Betindjli
Mozambique	RMCs of the AfDB	South	Mr. Rafique Mahomed
Kenya	RMCs of the AfDB	East	Ms. Christine Agimba
Sudan	RMCs of the AfDB	North	Mr. Osama Mahmoud Humeida
Belgium	OECD		Mr. Philippe Nizeyimana
Brazil	Non OECD		Mr. Henrique Pissaia de Souza
African Development Bank	African Development Bank		Mr. Charles Boamah
BIDC\EBID	International organizations		Mr. Moctar Coulibaly
United Kingdom	OECD		Mr. Holger Grundel
Netherlands	OECD		Ms. Frieda Nicolai
France	OECD		Mr. Brahmi Abdenor

ALTERNATE MEMBERS OF THE GOVERNING COUNCIL 2015-2017

STATES/ INSTITUTIONS	ELECTORAL COLLEGES		NAME OF REPRESENTATIVES
Ghana	RMCs of the AfDB	West	Ms. Mangowa Ghanney
Rwanda	RMCs of the AfDB	Central	Mr. Rugeri Nkusi Christian
Mauritius	RMCs of the AfDB	South	Mr. Gerard Pascal Bussier
Somalia	RMCs of the AfDB	East	Mr. Mohamed Aden Ibrahim
Egypt	RMCs of the AfDB	North	Judge Ahmed Mogueib Kheirat Zohny
African Development Bank	African Development Bank		To be determined
Islamic Development Bank	International Organizations		Dr. Mansur Adetokundo Noibi

ANNEX 4

CURRENT MANAGEMENT BOARD MEMBERS

Mr. Ibrahim Sixtus Vusi, Chairman

An expert in finance with more than twenty years of professional experience in the area of financial and policy analysis within the African Development Bank Group. At present, he provides consultancy services for AfDB projects' evaluation.

Dr. Eve Hawa Sinare, Member

An advocate and Corporate Legal consultant in Tanzania with more than 29 years of experience in banking, project finance, arbitration policy and legislative impact evaluations. She is currently a Managing Director of a corporate law consulting company, Rex Consulting Limited.

Mr. Amadou Dieng, Member

An attorney at law (Paris Bar), specialized in international business transactions, international banking and investment law; previously lecturer at the Institute of Latin American Studies of the University Sorbonne Nouvelle of Paris and permanent Secretary of the Centre for Arbitration and Mediation of the Chamber of Commerce, Industry and Agriculture of Dakar, Senegal. He also authored different articles on international legal matters, including with regard to the Organization for the Harmonization of Business Law in Africa (OHADA).

Mr. Seward Cooper, Member

An experienced international and corporate lawyer with renowned versatile skills. Currently serving as the Legal Advisor to the President of Liberia and as Chairman of the Board of Directors of the state-owned National Oil Company of Liberia. Served as first counsel and Head of Unit for Good Governance at the AfDB, and co-leading the conception and drafting of the Agreement for the Establishment of the ALSF.

Mr. Pim de Keizer, Member

An expert in the fields of international and multilateral development policy and cooperation, with knowledge of Africa and Latin America; currently, Secretary of the Commission of Development Cooperation of the Advisory Council on International Affairs at the Ministry of Foreign Affairs of the Netherlands; previously served as Alternate Executive Director within the African Development Bank and former member of the Governing Council of the ALSF.

Mr. Stephen Karangizi, Ex-officio Member

He has been with the ALSF since October 2011. As Director, he is responsible for the oversight of the Facilities projects in the areas of negotiations of agreements in infrastructure developments (extractives sector, the energy sector); investment agreements and related commercial and business transactions; as well as debt management and litigation. He also acts as the legal representation of the institution.

Current Financing Partners:



Global Affairs
Canada

Affaires Mondiales
Canada



Government of India



Ministry of Foreign Affairs
of the Netherlands

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