

AIFP

Africa Infrastructure Fellowship Program

Building Capacity for Effective PPPs and Infrastructure Delivery

Six years developing Africa's public procurement expertise

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6

EDITIONS

103

FELLOWS TRAINED

33

AFRICAN
COUNTRIES

60%

OF THE CONTINENT

48%+

women fellows across all editions

A gender-equal programme

The initial observation

Africa is investing heavily in infrastructure—yet 80% of projects fail to reach financial close due to weak administrative capacity, inadequate legal frameworks, and limited technical expertise in public procurement.



The financing gap is real

The African Development Bank estimates Africa's annual infrastructure needs at \$130 to \$170 billion. Closing that gap requires private capital alongside public investment.



The capacity gap is just as real

Public servants need to structure, negotiate and supervise complex partnerships at the level of their private counterparts. Capital does not deliver projects on its own. Capacity does.



That is where the AIFP comes in: training the next generation of African public procurement experts to bridge that gap.

Developing Future Leaders across 3 key priorities

The AIFP was initiated by the Global Infrastructure Hub, Meridiam, and the World Economic Forum, to train African civil servants in infrastructure procurement and delivery through a hands-on program that connects public and private experts to drive systemic change. Today, its partners have expanded to include institutions such as World Bank, EIB, EBRD, Standard Bank as well as GIZ. Each cohort is trained with these three priorities as a backdrop.



SUPPORTING ONGOING ECONOMIC GROWTH

Infrastructure is a key driver of progress across the continent and a critical enabler of productivity and sustainable economic growth.

\$130 to \$170 billion

African Development Bank's estimate of Africa's annual infrastructure needs



BUILDING RESILIENCE

A government's ability to support resilient infrastructure depends on whether the systems exist to implement, finance, manage and maintain it over the long term.

Climate, smart city, resiliency

Three priority lenses embedded in the programme curriculum



ENSURING SUSTAINABILITY

Infrastructure investment is a key enabler of the United Nations Sustainable Development Goals.

Community benefit

AIFP promotes procurement models that prioritise impact across construction and operation, beyond the project itself

Competency-Driven Capacity Building

The programme rests on three principles: a continuous feedback loop with the field, content delivered by practitioners, and a recognised certification framework.



CP3P as anchor framework

An APMG and World Bank Certified PPP Professional framework ensuring a global recognition.

Foundation and Preparation levels are both embedded in the curriculum.



Academic excellence delivered by practitioners

A curriculum designed by leading academics and brought to life by practitioners across Africa, integrating up-to-date insights and real-world experience.



Continuous feedback loop

Each cohort evaluates the programme at the end. That feedback shapes the next edition directly. Curriculum, partners and delivery are refined every year, so the training keeps pace with how the field itself is evolving.



What works in practice is a recognised certification combined with honest, ground-level diagnostics from the people who actually run PPP pipelines.

The AIFP programme: comprehensive and multi-layered

The first programme entirely dedicated to training African civil servants in public infrastructure procurement and PPPs. It accelerates infrastructure implementation in Africa by strengthening the skills of public-sector professionals.



Academic & practical training

- CP3P certification (APMG / World Bank)
- Three weeks of masterclasses by leading academics and PPP professionals
- Real and current case studies with public and private partners
- Site visits and workshops at MDBs, plus participation in major events such as Paris Infraweek



Professional immersion

- Minimum two weeks embedded in a partner organisation
- Development banks, law firms, engineering firms
- Private banks and investment funds
- Direct exposure to private-sector processes and methods



A lasting alumni network

- 103 fellows across 6 editions
- 33 countries and counting
- Pan-African network of PPP specialists, further enhancing knowledge exchanges
- Alumni hold senior positions across Africa, with great impact on policy-making and project bankability

5-week programme in Paris, France · Conducted in English · Eligible: public-sector PPP professionals with min. 3 years' experience

From training to reform linkage

Training lands when it is hooked into a live reform agenda, whether at country, regional or sectoral level. We try to design the pipeline to sit inside those agendas rather than alongside them.



COUNTRY LEVEL

Aligned with national PPP units

The endorsement requirement locks a fellow's learning into the reform agenda of their own PPP unit or ministry. Returning officials become internal reform champions.



REGIONAL LEVEL

Anchored with regional institutions

The 2026 West Africa bootcamp is co-hosted with BOAD. The training is tied directly to UEMOA and WAEMU infrastructure reform priorities in francophone West Africa.



ECOSYSTEM LEVEL

Plugged into the reform coalition

Partners include the World Bank (PPIAF), EBRD, GIZ, AFD, EIB, FAST-Infra Group and leading law firms. The same institutions financing PPP legal and regulatory reform across the continent.

Without a live reform to pull it into practice, capacity building tends to produce certificates rather than outcomes.

Alumni shaping policy, multiplying the training

Alumni go on to senior positions where they shape PPP policy and project bankability directly. From those positions, they are also placed to train their own institutions, sustaining the capacity-building beyond the cohort itself.



Tilahun Tadesse Haile

AIFP Alumni 2021

Managing Director, PPP Directorate, Ministry of Finance, Ethiopia



Priscilla D. Jiwunde

AIFP Alumni 2022

Chief Infrastructure Officer, Infrastructure Concession Regulatory Commission (ICRC), Nigeria



Irene Addo-Dankwah

AIFP Alumni 2022

Head of the PPP Unit, Ghana



Arthur Lilas Trimua

AIFP Alumni 2022

Minister Delegate to the Minister of the Economy, in charge of Investment Promotion and Economic Sovereignty, Togo

SUSTAINING CAPACITY FROM WITHIN

A dedicated alumni platform and Training-of-Trainers programme are being rolled out, so alumni can train others within their institutions and across the continent.

Concrete impact: what alumni actually delivered

Beyond senior positions, alumni take what they have learned home and use it on projects. Here are three examples, across power, transport and policy reference.

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WOMEN FELLOWS

PROJECTS DELIVERED BY ALUMNI



UGANDA · Marion Mary Nabasese (2022)

Kampala to Jinja Expressway

PPP expressway linking Kampala to Uganda's second-largest economic centre. Backed by AfDB, the EU and AFD, and delivered by a German and Chinese consortium.



KENYA · Anthony Musyoka (2023)

Menengai to Ol Kalou to Rumuruti line

A 90 km, 132 kV transmission line co-supported by the Ministry of Energy, the World Bank (KESIP) and KPLC. It strengthens Kenya's power transmission backbone.



SENEGAL · Moustapha Djitte (2020)

Published reference on PPPs in Senegal

A book on the interplay between public authority and private logic in Senegalese PPPs. Now cited in regional PPP training.

Reaching the whole PPP ecosystem & key takeaways

AIFP does not train civil servants in isolation. By design, every fellow engages with the full set of actors a PPP transaction touches, and the cohort itself reflects that diversity.



CORE TARGET

Public-sector PPP leads

PPP unit officials, line ministries and regulators (such as ICRC).

Direct curriculum and academic training, from the start.



ADJACENT PUBLIC

Finance and implementation

Ministries of finance, implementing agencies, state-owned enterprises.

Workshops and dedicated sessions co-delivered with public-sector partners.



DIVERSE FELLOW PROFILES

PPP and procurement specialists

Public officials with backgrounds across legal, engineering, finance and project management.

Two-week immersion in development banks, law firms or investment funds, plus Paris Infraweek.

↑ Demand is growing fast: nearly 300 applications received for the 2026 cohort, across all PPP-relevant disciplines.

KEY TAKEAWAYS

What the AIFP experience tells us

1

Public sector strength with a private mindset

Deep grasp of government needs, processes and constraints, which shapes programme design. Balanced approach to project profitability; investors are not deterred by unworkable structures

2

Bridges public and private sectors - negotiation capacity

Equips civil servants for an environment where the private sector is central. Fellows engage with investors and business actors on equal footing.

3

Solution oriented, reform linked outcomes

Exposure to private-sector agility helps tackle administrative and political barriers flexibly.

From capacity building to systemic transformation



Thank you