

# Strategic Plan

## AfCFTA Implementation & Trade Readiness

**AfCFTA Implementation & Trade Readiness is an independent PHC Public Interest project established to monitor the gap between the African Continental Free Trade Area’s legal and policy framework and its practical commercial usability.**

The project will maintain evidence concerning the conditions that determine whether businesses can actually make use of AfCFTA across specific countries, sectors, products and trade corridors.

Rather than treating AfCFTA as a single continent-wide condition that is either “ready” or “not ready”, the project will examine the practical factors that determine usability, including tariff schedules, Guided Trade Initiative participation, rules of origin, services offers, customs and documentation processes, national implementation structures, payment systems, domestic regulation, infrastructure and business awareness.

PHC will use Concerns, evidence, actions, proposals and periodic assessments to maintain a continuously updated picture of implementation progress, obstacles and opportunities.

## BUSINESS INFORMATION

| General Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>AfCFTA Implementation &amp; Trade Readiness is an independent PHC Public Interest project established through PHC Service by Order Efficiency Ltd.</p> <p>Its purpose is to create and maintain a practical evidence base showing where the African Continental Free Trade Area is commercially usable, where implementation barriers remain, and what conditions must be satisfied for businesses, products, services and trade corridors to operate effectively.</p> <p>The project was inspired in part by Salefu Ngbede's article Africa's Free Trade Zone Has a Filing Cabinet Problem, particularly its focus on the gap between formal trade liberalisation and practical administrative usability. The project is not affiliated with, endorsed by, or operated in partnership with Salefu Ngbede, Adaln Technologies Limited, The Liquidity Desk, the African Union or the AfCFTA Secretariat unless a separate relationship is explicitly agreed.</p> <p>PHC will maintain project information through its normal Project Definition, Framing Questions, Strategic Plan, Concerns, Actions, Evidence and related project-control structures.</p> <p>The initial public project is intended to build trust through useful maintained results. Early revenue may be sought through one or two Founding Subscribers supporting the shared Public Interest evidence base. Separate commercial PHC Service revenue is expected to arise from £1,000 capability/trust assessments for organisations wishing to demonstrate and improve their readiness as participants in the trade ecosystem, followed where appropriate by proportionate continuing PHC Service.</p> <p>A later AfCFTA Trade-Route Readiness Assessment may be introduced once sufficient evidence, assessed organisations and corridor knowledge exist to make that service materially stronger than a conventional research exercise.</p> <p>Any personal role for Salefu Ngbede within PHC would be separately agreed and would remain distinct from Adaln Technologies Limited. Adaln may independently be recognised as one of a number of external organisations capable of providing specialist services to businesses in the wider trade ecosystem, without thereby becoming a PHC partner, contractor or project owner.</p> |

PRODUCTS AND SERVICES

Current Situation

The AfCFTA Implementation & Trade Readiness project is an independent PHC Public Interest project established and maintained through PHC Service. Its initial purpose is to create and maintain a structured evidence base showing the gap between AfCFTA's legal and policy framework and its practical commercial usability across countries, sectors, products and trade corridors.

The initial PHC service output is the public project itself: maintained Project Definition information, Framing Questions, Concerns, evidence, actions, stakeholder input and progressively developed implementation-readiness indicators.

The project is not currently a consultancy partnership with Salefu Ngbede, Adaln Technologies Limited, The Liquidity Desk, the African Union or the AfCFTA Secretariat.

Salefu Ngbede's published analysis was an important inspiration for the project and may continue to provide useful evidence and challenge. Any personal role for Salefu within the PHC project would be separately agreed.

Adaln Technologies Limited is considered separately as an independent business whose products and consultancy capabilities may prove relevant to participants in the wider African trade ecosystem. No PHC consultancy, partnership or delivery relationship with Adaln is currently assumed.

Future Vision

The project should develop into a trusted, continuously maintained public-interest resource showing where AfCFTA-enabled trade is practically usable, where implementation barriers remain, and what actions or capabilities could improve trade readiness.

PHC Service may subsequently provide commercial services arising from this evidence base. The first intended commercial entry point is a £1,000 PHC assessment through which a company or project can demonstrate and improve the evidence supporting its capability, readiness and trustworthiness as a participant in the trade ecosystem.

Companies that continue into PHC Service may then be maintained on a proportionate basis, with PHC effort concentrated on changes, Concerns, evidence gaps, actions and exceptions rather than unnecessary consultancy hours.

Once a sufficiently useful body of assessed organisations, implementation evidence and corridor knowledge has developed, a separate AfCFTA Trade-Route Readiness Assessment may be introduced to examine whether a particular product or service can practically move from a specified origin to a specified destination.

Independent specialist organisations may provide services required by businesses within those trade routes. Adaln Technologies Limited could potentially be one such organisation where its capabilities are relevant, alongside other independent providers in areas such as logistics, payments, customs, legal, tax, engineering, risk, technology and market intelligence. Inclusion or reference within the PHC project would not imply partnership with, endorsement by, or contractual appointment through PHC.

How Do We Get There?

Establish the minimum viable public AfCFTA project first, using PHC's normal Project Definition, Framing Questions, Strategic Plan, Concerns, evidence and subsequent definition documents.

Develop a manageable initial implementation tracker rather than attempting to model the whole continent at once.

Use public evidence, specialist contributions and practical operating experience to identify where AfCFTA implementation succeeds or breaks down.

Invite suitable organisations to undertake the £1,000 PHC capability/trust assessment and use those assessments to build evidence of real organisations operating within the wider trade ecosystem.

Maintain successful PHC Service clients on a proportionate continuing basis.

Do not launch a formal Trade-Route Readiness Assessment until the project has accumulated sufficient evidence and assessed trade participants to make that service materially different from a conventional desk-research exercise.

Keep PHC governance and evidence control independent from all specialist commercial providers.

PREMISES AND EQUIPMENT

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| <p><b>Current Situation</b></p> <p>The project currently operates through the existing PHC Port digital platform and the normal working facilities used by Order Efficiency Ltd and PHC Service.</p> <p>No dedicated physical premises, project office, specialist hardware or separately procured infrastructure has been established for this project.</p> <p>The principal operational equipment is therefore the existing computing, communications, hosting and data-storage environment required to maintain PHC Port, review external evidence, communicate with contributors and publish project information.</p> <p>The project is currently dependent on existing PHC Port hosting, internet connectivity, standard personal computing equipment and the resilience of the present backup and access arrangements. No project-specific technical infrastructure baseline has yet been established.</p>                                                                                                                                                                        |
| <p><b>Future Vision</b></p> <p>The project should remain primarily digital and lightweight, avoiding unnecessary physical infrastructure while ensuring that the information environment is sufficiently reliable, secure and scalable for a growing public-interest and commercial service.</p> <p>PHC Port should provide a dependable central repository for project definition information, Concerns, Actions, Evidence, stakeholder input, assessments and future readiness tracking.</p> <p>As use grows, the project should have proportionate arrangements for secure hosting, backup, disaster recovery, access control, version management, auditability and continuity.</p> <p>Where specialist external datasets, analytical tools or interfaces become valuable, they should be integrated only when there is a demonstrated need and a clear evidence or service benefit.</p> <p>No dedicated office or specialist equipment should be created merely to give the project the appearance of scale. Infrastructure should grow in response to real operational demand.</p> |
| <p><b>How Do We Get There?</b></p> <p>Use the existing PHC Port and current Order Efficiency Ltd working environment for the minimum viable project.</p> <p>Review the existing hosting, backup, access-control and recovery arrangements before the project becomes materially dependent on subscription income, client assessments or larger volumes of commercially sensitive information.</p> <p>Identify any technical limitations that constrain evidence maintenance, reporting, stakeholder participation or future readiness tracking and address them incrementally.</p> <p>Keep project-specific infrastructure costs low during the early validation stage.</p> <p>Introduce additional hosting capacity, backup arrangements, security controls, collaboration tools or specialist data services only when justified by usage, risk or revenue.</p> <p>Maintain clear separation between public project information, subscriber-only material and commercially confidential PHC Service client information as those categories develop.</p>                                |

PEOPLE

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| <p><b>Current Situation</b></p> <p>David Winter currently holds primary accountability for establishing and maintaining the project through PHC Service and Order Efficiency Ltd.</p> <p>No formal advisory board, project partnership or multi-organisation delivery team has yet been established.</p> <p>Salefu Ngbede has contributed significantly to the thinking that led to the project through his published analysis and subsequent discussion. He is not currently appointed to a formal PHC role.</p> <p>If mutually agreed, Salefu could participate personally within the PHC People structure in a role such as contributor, reviewer or adviser. Any such role would relate to Salefu personally and would not automatically represent Adaln Technologies Limited or The Liquidity Desk.</p> <p>Adaln Technologies Limited is a separate legal and commercial organisation. It does not currently hold a PHC People role, project partnership role or consultancy appointment within the project.</p>                                                                                                                                                                                                                                                              |
| <p><b>Future Vision</b></p> <p>The PHC project should develop a diverse network of people able to contribute evidence, operating experience, specialist knowledge and constructive challenge.</p> <p>PHC-side roles may include contributors, reviewers, advisers, project participants and specialist consultants where formally required.</p> <p>Individual participation must be distinguished from organisational participation. A person may contribute to the PHC project personally without creating any commercial or representative relationship between PHC and that person's employer, company or other organisation.</p> <p>Separately, the wider trade ecosystem should identify independent organisations capable of providing specialist services to businesses seeking to trade successfully under AfCFTA.</p> <p>Adaln Technologies Limited may become one such independently recognised service organisation if its capabilities are relevant. That position would remain separate from any personal PHC role agreed with Salefu Ngbede.</p> <p>No organisation should gain privileged status merely through association with the project, and PHC should remain free to identify, assess or refer to multiple competing or complementary service providers.</p> |
| <p><b>How Do We Get There?</b></p> <p>Define PHC People roles individually and explicitly as contributors become involved.</p> <p>Where a contributor is associated with an external organisation, record separately whether the individual is acting personally or formally representing that organisation.</p> <p>Invite Salefu Ngbede to contribute, review or advise only if a mutually useful personal role can be agreed.</p> <p>Treat any future discussion concerning Adaln Technologies Limited as a separate organisational conversation based on specific capability and commercial relevance.</p> <p>Develop additional contributor relationships across trade, customs, logistics, payments, finance, SMEs, manufacturing, regulation and other relevant domains.</p> <p>Preserve PHC's right to challenge, verify and publish evidence independently of the interests of contributors, subscribers and external service providers.</p>                                                                                                                                                                                                                                                                                                                               |

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| <p><b>Current Situation</b></p> <p>The project currently has no committed external funding and is being established through limited PHC effort as an independent Public Interest project.</p> <p>The immediate objective is to establish sufficient useful project content and evidence to demonstrate the value of maintaining the project.</p> <p>Initial revenue may be sought from one or two Founding Subscribers willing to support the establishment and maintenance of the shared public evidence base.</p> <p>Founding Subscription support does not purchase control of PHC conclusions, preferential assessment results or exclusive access to commercial opportunities.</p> <p>Separate commercial revenue is expected to arise through £1,000 PHC capability/trust assessments and, where appropriate, continuing PHC Service for assessed organisations.</p> <p>No revenue, commercial relationship or financial contribution from Salefu Ngbede or Adaln Technologies Limited is assumed.</p>                                                                                                                                                                                                                                |
| <p><b>Future Vision</b></p> <p>The project should become financially sustainable through a balanced combination of Public Interest subscription support and commercial PHC Service assignments generated by practical needs identified through the project.</p> <p>Subscription income should support the maintenance and expansion of the shared evidence base.</p> <p>Commercial PHC revenue should arise where an organisation requires its own project, capability or readiness to be assessed and subsequently maintained.</p> <p>A later Trade-Route Readiness Assessment may create an additional commercial revenue stream when sufficient underlying project evidence exists.</p> <p>Independent specialist organisations should contract for their own services directly under whatever commercial arrangements apply to them. PHC should not assume a financial interest in Adaln Technologies Limited or any other independent provider merely because that organisation is identified as relevant to a trade requirement.</p> <p>Any future referral, agency, consultancy or revenue-sharing arrangement would require a separate explicit agreement and should never be implied from participation in the public project.</p> |
| <p><b>How Do We Get There?</b></p> <p>Keep initial PHC expenditure and hours proportionate while establishing the minimum viable project.</p> <p>Prepare a clear Founding Subscription proposition explaining what is being supported, what subscribers receive and what they do not control.</p> <p>Seek one or two early subscription supporters whose interests align with improved practical AfCFTA implementation.</p> <p>Use the public project to identify suitable organisations for the £1,000 PHC challenge.</p> <p>Convert appropriate assessment clients into proportionately maintained PHC Service assignments.</p> <p>Track actual PHC time and direct project expenditure so the true cost of maintaining the project becomes visible.</p> <p>Develop additional assessment or subscription tiers only after demonstrated demand.</p> <p>Keep all independent external consultancy revenues outside the PHC project unless a specific contractual relationship is deliberately established.</p>                                                                                                                                                                                                                             |

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| <p><b>Current Situation</b></p> <p>The project is at an early formation stage and does not yet have an established market reputation, subscriber base or formal promotional campaign.</p> <p>Its immediate credibility derives from the quality and transparency of its developing evidence base rather than from claims of authority or affiliation.</p> <p>Salefu Ngbede's article Africa's Free Trade Zone Has a Filing Cabinet Problem was an important inspiration for the project and is identified as such. The project is not presented as being produced by, affiliated with or endorsed by Salefu, Adaln Technologies Limited or The Liquidity Desk.</p> <p>Early marketing should focus on the practical proposition: AfCFTA may exist legally while its usability varies materially by country, sector, product and corridor, and the PHC project exists to maintain evidence about that implementation gap.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Future Vision</b></p> <p>The project should become known as an independent, practical and evidence-led resource for understanding AfCFTA implementation and trade readiness.</p> <p>Its reputation should arise from demonstrated usefulness: maintained evidence, visible resolution of Concerns, credible company assessments, practical stakeholder participation and increasingly useful understanding of real trade conditions.</p> <p>Marketing should support several related but distinct propositions: the independent public AfCFTA PHC project; Founding and continuing subscription support for the public evidence base; the £1,000 PHC capability/trust assessment and subsequent PHC Service; the later AfCFTA Trade-Route Readiness Assessment; and independent specialist organisations whose capabilities may be relevant to particular trade requirements.</p> <p>Where Salefu contributes personally, that contribution may be acknowledged accurately without implying that Adaln Technologies Limited or The Liquidity Desk sponsors or controls the project.</p> <p>Where Adaln Technologies Limited or another external organisation is identified as relevant to a business need, that organisation should be presented as an independent provider rather than as part of PHC unless a separate formal agreement exists.</p> |
| <p><b>How Do We Get There?</b></p> <p>Publish and progressively strengthen the public Project Plate and associated Project Definition documents.</p> <p>Use substantive articles, Concerns, implementation evidence and practical examples rather than generic promotional claims.</p> <p>Invite critique and evidence from people with direct trade, regulatory and commercial experience.</p> <p>Develop Founding Subscriber messaging only after the initial project demonstrates enough substance for a potential supporter to understand what is being maintained.</p> <p>Use the £1,000 challenge as the principal early commercial call to action for organisations wishing to demonstrate their own capability and trustworthiness.</p> <p>Promote credible organisations where evidence supports their relevance, while preserving equal independence to identify alternatives or shortcomings.</p> <p>Maintain explicit wording around affiliation, endorsement and commercial relationships so that recognition of Salefu's contribution, any personal role he may later hold, and any independent role for Adaln Technologies remain clearly distinguishable.</p>                                                                                                                                                                               |