

PHC Project Manifesto

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.

1. MANIFESTO TITLE

Making AfCFTA Work in Practice

2. WHY THE PROJECT EXISTS

AfCFTA Implementation & Trade Readiness exists to help turn the African Continental Free Trade Area from a legal and policy framework into something businesses can use with confidence in real commercial situations. The project will maintain a practical, independent evidence base showing where trade is usable, where barriers remain, what conditions are changing, and what action could improve readiness across countries, sectors, products and trade corridors.

3. THE PROBLEM ADDRESSED

AfCFTA creates an extraordinary framework for African trade, but formal agreement does not automatically create practical usability. Tariff schedules, rules of origin, customs and certification processes, payment systems, domestic regulation, logistics, business awareness and administrative capacity can operate at different levels of maturity and on different timelines.

The result can be an agreement that is open on paper while particular products, services or corridors remain difficult, uncertain or expensive to use in practice. Useful analysis of these problems also risks disappearing into reports, conferences and social-media discussion without being retained as controlled evidence, Concerns and actions.

4. WHAT THE PROJECT DOES

The project will use PHC Project Health Control to maintain information rather than produce a one-off report. Public evidence, stakeholder experience and specialist input will be organised into Project Definition information, Framing Questions, Concerns, Actions, Evidence and readiness indicators.

The project will begin with a manageable scope and grow through demonstrated usefulness, rather than attempting to model the whole continent at once. It will distinguish clearly between what is known, what is inferred, what remains uncertain and what requires action. Where evidence supports it, the project may also identify organisations capable of contributing useful services to trade participants, while preserving PHC's independence.

5. WHAT SUCCESS LOOKS LIKE

Success will not be measured by the amount of commentary produced. It will be demonstrated by an increasingly trusted and current evidence base, clearer visibility of practical trade barriers and opportunities, resolution or reduction of recorded Concerns, better-informed business decisions, greater participation by capable African enterprises, and growing evidence that specific trade routes are becoming commercially usable.

Commercial success for PHC will be demonstrated when organisations choose to support the public evidence base through subscription and when companies use PHC assessments and continuing PHC Service to demonstrate and maintain their own capability and trustworthiness.

6. THE ROLE OF PHC

PHC provides the project-control and evidence-maintenance structure. It will retain and organise relevant information, convert identified problems into Concerns and Actions, preserve the history of changes and decisions, and provide a continuously maintained view of project health.

PHC is not an AfCFTA authority, customs certifier, legal adviser or trade regulator. Its role is to make the state of available evidence visible, traceable and useful, and to support practical follow-through.

Commercial PHC assessments may later be offered to organisations wishing to demonstrate and improve their readiness as participants in the trade ecosystem.

7. THE ROLE OF ORDER EFFICIENCY

Order Efficiency Ltd is the contracting and administrative vehicle through which PHC Service is provided for this project. It holds responsibility for the

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Order Efficiency does not acquire ownership or control of independent specialist organisations merely because they are referenced, assessed or recognised within the project.

8. LEGACY STAKEHOLDERS

The project is independent and open to constructive participation from businesses, SMEs, exporters, manufacturers, logistics providers, customs and trade specialists, fintech and payment organisations, industrial zones, chambers, investors, professional advisers, public bodies and other relevant stakeholders. Individuals may participate personally within PHC roles such as contributor, reviewer or adviser where agreed. Their personal participation does not automatically represent their employer or company.

External organisations may separately be recognised as independent providers of specialist services to the wider trade ecosystem. Salefu Ngbede may, if mutually agreed, participate personally within the PHC People structure; this would remain separate from Adaln Technologies Limited or The Liquidity Desk. Adaln Technologies Limited may independently prove relevant as one of a number of external service organisations, but no partnership, consultancy appointment, agency arrangement or other commercial relationship is assumed unless separately agreed.

9. CORE PRINCIPLES

1. Independence: evidence and conclusions must not be controlled by subscribers, contributors, assessed companies or external service providers.
2. Evidence before assertion: distinguish verified facts, interpretation, assumptions and information gaps.
3. Practical usability: focus on whether trade can actually work for a specific business, product, service or corridor.
4. Continuity: retain learning, decisions and unresolved issues rather than allowing them to disappear into transient discussion.
5. Proportionate growth: start small, prove usefulness and expand only where evidence and demand justify it.
6. Clear roles: distinguish PHC project participation, personal contributor roles and independent organisational services.
7. No implied endorsement: reference or inclusion does not create affiliation, partnership, certification or recommendation unless explicitly stated.
8. Public-interest value with commercial discipline: maintain a useful shared evidence base while developing sustainable subscription and PHC Service revenue.
9. Challenge is welcome: inconvenient evidence should improve the project, not be suppressed.
10. Action from analysis: every important diagnosis should lead towards a clearer decision, responsibility, evidence requirement or practical next action.

10. CLOSING STATEMENT

AfCFTA does not need another layer of optimism or pessimism. It needs persistent attention to the conditions that make trade work. This project will aim to show, as clearly as the available evidence allows, what is ready, what is not, why it matters and what can be done next. The ambition is simple: turn useful analysis into retained evidence, retained evidence into action, and action into increasingly trustworthy African trade.