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CODESA PILLAR III: PAN- AFRICAN POWER PLAY

*LARGE-SCALE INFRASTRUCTURE, DIGITALISATION AND SOCIO-
ECONOMIC TRANSFORMATION INITIATIVES*

CREATED BY

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Table of Contents

CODESA PILLAR III: PAN-AFRICAN POWER PLAY	2
Executive Abstract	2
Context	2
Legal Basis	3
Mandate, Objectives, and Theory of Change.....	4
Scope	5
Workstreams	6
Stakeholders.....	7
Governance	8
Funding and Financial Model	9
Implementation Approach	10
Timeline and Milestones (2026–2036) with a Fifty-Year Trajectory to 2074	11
1. Phased Delivery, Gates, and Renewal Logic.....	12
2. Annual and Biennial Milestones (Compact Summary)	13
3. Decennial Compacts to 2074 (Trajectory Sign-Posting)	13
4. Gate Criteria and Evidence for Continuation	13
5. Critical Path and Dependencies.....	14
Risk Management	14
Monitoring, Evaluation, and Learning (MEL) and Key Performance Indicators (KPIs)	16
Safeguards.....	17
Communications & Advocacy.....	19
PESTEL Analysis – Narrative	20
PESTEL Table.....	21
SWOT Analysis – Narrative	22
SWOT Tables.....	23
Sustainability & Exit.....	24
Closing Note	26

CODESA PILLAR III: PAN-AFRICAN POWER PLAY

Executive Abstract

The **Power Play Pillar** constitutes a strategic instrument within the CODESA framework, designed to operationalize COMESA's regional integration agenda through large-scale infrastructure, digitalization, and socio-economic transformation initiatives. Anchored in the principles of cooperative governance and social equity, this pillar aligns with the mandates of the COMESA Treaty and leverages the institutional precedent of specialized agencies such as ACTESA. Its scope encompasses the development of energy, water, and digital infrastructure, integrated with agricultural value chains and trade facilitation mechanisms, thereby reinforcing COMESA's objectives of market integration, industrialization, and inclusive growth.

The Power Play Pillar adopts a ten-year mission plan (2026–2036) structured around phased implementation: **foundation**, **scale-up**, and **consolidation**. Financing will be mobilized through a blended model combining Development Finance Institutions (DFIs), private sector capital, and concessional resources under mechanisms such as Boost Africa 2.0. Governance will be exercised through a multi-tiered structure interfacing with COMESA's Infrastructure & Logistics and Information & Networking Divisions (COMESA Divisions), ensuring fiduciary integrity, environmental and social safeguards, and compliance with IPSAS and OCDS standards.

The anticipated outcomes include: (i) enhanced regional connectivity through corridor-based infrastructure; (ii) increased intra-COMESA trade volumes; (iii) expanded access to digital public services; and (iv) measurable improvements in social inclusion and climate resilience. Key risks—such as political economy volatility, cyber threats, and financing gaps—will be mitigated through structured risk registers, de-risking instruments, and adherence to AfDB ISS and ISO/IEC 27001 standards.

Context

The Power Play Pillar is situated within COMESA's overarching strategy for regional integration, as articulated in its Infrastructure & Logistics and Information & Networking programs. These programs prioritize corridor-based infrastructure development, ICT harmonization, and e-government services as enablers of trade and economic growth. Despite progress, the region continues to face structural constraints, including inadequate energy access, fragmented digital ecosystems, and high trade transaction costs, which collectively impede competitiveness and inclusive development.

Power Play responds to these challenges by introducing a holistic, multi-sectoral approach that integrates physical infrastructure with digital platforms and social equity mechanisms. Its design draws on lessons from ACTESA's experience in harmonizing agricultural markets and facilitating staple food trade (ACTESA Report), while extending the mandate to encompass digitalization, renewable energy, and cooperative governance. This alignment ensures that Power Play not only addresses immediate infrastructure deficits but also contributes to long-term objectives under Agenda 2063 and the emerging Agenda for Social Equity 2074.

The regional context is further shaped by macroeconomic and geopolitical dynamics, including the African Continental Free Trade Area (AfCFTA), climate change imperatives, and the accelerating

demand for digital public infrastructure. By embedding these considerations into its operational framework, the Power Play Pillar positions CODESA as a catalytic platform for delivering regional public goods, fostering resilience, and advancing COMESA's vision of an integrated, competitive, and sustainable economic community.

Legal Basis

The **Power Play Pillar** is conceived within the institutional architecture of the Common Market for Eastern and Southern Africa (COMESA) and is therefore anchored in the Treaty framework and programmatic mandates of the Secretariat and its organs. The **COMESA Treaty** establishes the legal competence of the Community to promote market integration, infrastructure development, and cooperation in trade-related and socio-economic spheres, and provides for the creation and recognition of subsidiary bodies and specialized institutions to execute regional mandates (COMESA Treaty). COMESA's operational lines relevant to this pillar are organized under its program directorates and divisions, notably **Infrastructure & Logistics** and **Information & Networking (ICT)**, which together set the regional policy direction for corridor development, connectivity, digital public services, and cross-border interoperability (Infrastructure & Logistics Division; Information & Networking / ICT).

As a matter of institutional precedent, COMESA has recognized and worked through **specialized agencies**, including the **Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)**, which operates on an approved mandate for staple foods market development, standards harmonization, and regional market systems (COMESA Specialized Agencies; ACTESA 2023 Institutional & Council Report). The Power Play Pillar is structured to interface with such specialized agency practice, drawing upon ACTESA's staple foods program experience while extending the scope to digitalization, energy and water infrastructure, and social inclusion mechanisms consistent with COMESA's integration agenda.

The legal basis additionally contemplates coherence with continental frameworks and model policies that shape regional implementation conditions. The **African Union's Agenda 2063** provides the long-term development blueprint for infrastructure, industrialization, and human development, to which COMESA programs contribute through corridor strategies and digital transformation initiatives (AU Agenda 2063). The trade and regulatory context is further defined by the **African Continental Free Trade Area (AfCFTA)**, requiring that trade-facilitation, standards, and logistics interventions reinforce tariff and non-tariff barrier reductions and enable rules-based intra-African commerce (AfCFTA Official Portal).

Data governance and privacy safeguards applicable to the Secretariat and Community processes are guided by the COMESA Secretariat's **Data Privacy Policy**, which underpins the handling of personal data and information systems used in regional programs; the Power Play Pillar aligns with this policy and complements it with recognized international standards for information security and cyber risk management (COMESA Data Privacy Policy (PDF); ISO/IEC 27001; NIST Cybersecurity Framework). Environmental and social safeguards, fiduciary controls, and procurement transparency will be observed in accordance with international best practice relied upon by regional programs and development partners, including the **African Development Bank's Integrated Safeguards System (ISS)** and the **World Bank Environmental and Social Framework (ESF)**, alongside financial and disclosure standards such as **IPSAS** and the **Open Contracting Data Standard (OCDS)** for procurement transparency (AfDB ISS; World Bank ESF; IPSASB; OCDS Standard).

In this configuration, the Power Play Pillar will be administered in close coordination with the relevant COMESA divisions and, where appropriate, with ACTESA as a specialized agency partner for staple foods

and market systems, ensuring that regional public goods are executed within the Treaty framework and consistent with the Community's policy and safeguard obligations (COMESA Divisions and Units; ACTESA 2023 Institutional & Council Report).

Mandate, Objectives, and Theory of Change

Mandate. The **Power Play Pillar** is mandated to design, coordinate, and enable multi-country interventions that deliver corridor-based connectivity, renewable energy and water systems, and interoperable digital public infrastructure in support of trade, agricultural markets, and inclusive service delivery. It operationalizes COMESA's integration priorities by combining physical infrastructure and digitalization with market systems development and social equity instruments, in line with the program directions of the **Infrastructure & Logistics** and **Information & Networking** divisions, and with the specialized agency practice established under **ACTESA** for staple foods and market access (Infrastructure & Logistics Division; Information & Networking / ICT; ACTESA 2023 Institutional & Council Report).

Objectives. Over a ten-year horizon, the pillar will pursue a compact set of measurable objectives that are consistent with COMESA's Treaty purposes and continental strategies: (i) increase cross-border connectivity and reduce logistics bottlenecks along priority corridors; (ii) expand broadband and digital service interoperability across Member States' public administrations; (iii) strengthen staple food market systems and reduce post-harvest losses through standards and logistics improvements in partnership with ACTESA; and (iv) improve social inclusion and resilience by ensuring equitable access to infrastructure-enabled services, aligned with **Agenda 2063** and complementary long-term social equity objectives articulated in **Agenda 2074** (COMESA Treaty; AU Agenda 2063; Agenda 2074 – EUSL/Creativa reference). In delivering these objectives, the pillar will prioritize regulatory and technical harmonization that helps Member States capture **AfCFTA** opportunities through lower trade costs and improved standards compliance (AfCFTA Official Portal).

Regional public goods and national support. The pillar distinguishes between regional public goods—such as cross-border connectivity, interoperable digital services, harmonized data and trade standards—and national implementation support, including last-mile infrastructure, sector digitalization, and institution-building. Regional actions will be coordinated centrally with COMESA divisions and specialized agencies; national actions will be executed with Member State counterparts and implementing partners, subject to the Community's safeguard and fiduciary requirements (COMESA Divisions and Units; Information & Networking / ICT).

Theory of Change. The causal pathway integrates infrastructure, digitalization, and market systems into a single results chain, with risk controls embedded throughout in line with AfDB/World Bank safeguards and COMESA data/privacy policy.

- **Inputs.** Multi-donor and blended financing, technical assistance, and policy dialogue, aligned to recognized standards (AfDB ISS; World Bank ESF; IPSAS; OCDS; COMESA Data Privacy Policy) and to the strategic program lines of the COMESA divisions (AfDB ISS; World Bank ESF; IPSASB; OCDS; COMESA Data Privacy Policy (PDF); Infrastructure & Logistics Division; Information & Networking / ICT).
- **Activities.** Corridor planning and works; renewable energy and water system deployments; design of digital public infrastructure (identity, payments, registries, data exchange); standards harmonization and trade facilitation with ACTESA; capacity-building for regulators and



agencies; cyber and data-governance hardening using ISO/IEC 27001 and NIST CSF practices (ACTESA 2023 Institutional & Council Report; ISO/IEC 27001; NIST Cybersecurity Framework).

- **Outputs.** Commissioned corridor segments and logistics nodes; lit broadband routes and cross-border interconnection points; operational e-government services with regional interoperability; adopted and implemented staple food and trade standards; accredited training cohorts for public officials and SMEs, with transparent procurement and financial reporting (OCDS, IPSAS) (Status of ICT in COMESA – 2023 report; OCDS Standard; IPSASB).
- **Outcomes.** Reduced time and cost to trade within COMESA; increased intra-COMESA staple foods volumes and lower post-harvest losses; higher digital service uptake and reduced service-delivery latency; improved resilience and inclusion through equitable access to infrastructure-enabled services; strengthened institutional capacity and data protection compliance consistent with the COMESA policy environment (ACTESA 2023 Institutional & Council Report; COMESA Data Privacy Policy (PDF)).
- **Impact.** A more integrated, competitive, and sustainable regional economy consistent with the COMESA Treaty, contributing to Agenda 2063's aspirations for prosperity and integration, and reinforcing continental market integration under AfCFTA through reliable infrastructure, efficient markets, and trusted digital ecosystems (COMESA Treaty; AU Agenda 2063; AfCFTA Official Portal).

Assurance and risk controls. Across the results chain, fiduciary, safeguards, and cybersecurity controls are embedded and will be evidenced by IPSAS-compliant financial reporting, OCDS-compliant procurement disclosure, and conformance with AfDB ISS/World Bank ESF instruments and internationally recognized information-security frameworks (ISO/IEC 27001; NIST CSF) (IPSASB; OCDS Standard; AfDB ISS; World Bank ESF; ISO/IEC 27001; NIST Cybersecurity Framework).

Scope

The **Power Play Pillar** operates within the legal and institutional perimeter of COMESA and is configured to deliver regional public goods that enable market integration, corridor connectivity, digital interoperability, and standards-based trade facilitation. Its substantive scope is defined by the Community's program lines on **Infrastructure & Logistics** and **Information & Networking (ICT)**, which articulate a **corridor-based approach** to infrastructure and a portfolio of ICT programmes comprising the Digital Free Trade Area (DFTA), e-Government and e-Legislation. These program lines constitute the policy anchors for Power Play interventions across transport, energy, telecommunications, and cross-border digital services ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [Status of ICT Programmes – 2023 COMESA report](#)).

Geographically, the pillar covers all COMESA Member States with the capacity, where appropriate, to interface with other African Regional Economic Communities to safeguard corridor continuity and regulatory coherence under the **AfCFTA**. This cross-REC coordination serves AfCFTA's objective of removing barriers to intra-African trade and advancing value-added production through harmonized infrastructure and digital ecosystems ([AfCFTA Secretariat – official portal](#); [AU Agenda 2063](#)).

Functionally, the pillar integrates four domains. First, **physical connectivity** through corridor planning, investments, and the establishment of One-Stop Border Posts, together with model policy and regulatory harmonization that the Infrastructure & Logistics Division already advances as part of COMESA's corridor strategy. Second, **digital public infrastructure (DPI)** and administrative



interoperability that extend the Secretariat's ICT mandates into Member State service delivery, complementing the DFTA, e-Government and e-Legislation programmes. Third, **market systems** for staple foods and priority value chains executed in coordination with **ACTESA** as a specialized agency for seed, fertilizer, warehouse receipts, grades and standards, commodity exchange linkages, and regional food balance-sheet functions. Fourth, **institutional capacity-building** to domesticate and sustain the above functions within national agencies, regulators, and corridor authorities ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [ACTESA Institutional & Council Report 2023](#); [Status of ICT Programmes – 2023 COMESA report](#)).

The pillar expressly excludes activities that do not yield regional public goods or traceable cross-border efficiencies—such as purely domestic social programmes unconnected to corridors or digital interoperability—and any interventions that fall within the exclusive competence of security and defense institutions. It further subjects all in-scope activities to COMESA's data governance posture under the Secretariat's **Data Privacy Policy**, together with internationally recognized information-security practices during design and operations of digital platforms ([COMESA Data Privacy Policy – PDF](#); [Information & Networking / ICT](#)).

Workstreams

The work is organized into four mutually reinforcing workstreams, each with a defined objective, deliverables, and inter-dependencies. Collectively they translate COMESA's corridor and ICT strategies, and ACTESA's market-systems mandate, into an integrated delivery architecture for Power Play.

1. Corridors, Energy and Logistics Integration.

This workstream designs and executes corridor packages that combine transport nodes, cross-border energy interconnections, and telecommunications backbones, applying COMESA's **holistic corridor-based approach**. Activities include feasibility and design aligned to model policies, prioritization of corridor segments, development of One-Stop Border Posts, and regulatory harmonization to reduce time and cost to trade. Deliverables typically comprise commissioned corridor sections, upgraded logistics nodes, and operational OSBPs with agreed service-level standards and data-sharing protocols across border agencies. The workstream also establishes PPP frameworks and financing structures consistent with COMESA's established practice of mobilizing private participation in corridor assets ([Infrastructure & Logistics Division](#)).

Inter-dependencies include coordinated spectrum and backhaul planning with the DPI workstream, and synchronized phasing with ACTESA-led standards adoption to ensure physical investments unlock measurable market efficiencies ([Status of ICT Programmes – 2023 COMESA report](#)).

2. Digital Public Infrastructure and Administrative Interoperability.

This workstream operationalizes **DPI** across Member States to support cross-border trade and public service delivery. It extends the Secretariat's ICT programmes—**DFTA, e-Government and e-Legislation**—into a common architecture for identity, registries, data-exchange, verifiable credentials, and secure payment rails, enabling authoritative cross-border transactions. Deliverables include reference architectures, shared interoperability standards, secure interconnection points between administrations, and production-grade services with audited uptime, latency, and data-protection compliance. The workstream ensures alignment with COMESA's **Data Privacy Policy** and implements hardening and monitoring procedures throughout the lifecycle of platforms owned or operated by Member States' agencies



([Information & Networking / ICT](#); [COMESA Data Privacy Policy – PDF](#); [Status of ICT Programmes – 2023 COMESA report](#)).

3. Staple Foods and Market Systems (with ACTESA).

In partnership with **ACTESA**, this workstream harmonizes seed, fertilizer, biopesticide, grades and standards, and warehouse-receipt regimes; strengthens commodity exchange linkages; and institutionalizes regional food-balance analytics to guide policy. Deliverables include adopted regional standards and domestication roadmaps, accredited inspection and certification protocols, operational cross-listing mechanisms among exchanges, and a standing food-balance-sheet function connected to border-monitoring sites. ACTESA's current programme base, such as CEHA and related agri-input harmonization efforts, provides an implementation platform to accelerate adoption and scale participation of smallholders and SMEs in regional markets ([ACTESA Institutional & Council Report 2023](#)).

4. Capacity-Building and Knowledge Transfer.

This workstream consolidates technical assistance and institutional development required to sustain corridor, DPI, and market-systems reforms. It establishes competency frameworks and training pathways for regulators, corridor authorities, border agencies, standards bodies, and digital platform operators, drawing on COMESA's precedent of structured ICT programmes and technical committees. Deliverables include accredited curricula, train-the-trainer cohorts, practitioner communities of practice, and open knowledge assets that document implementation playbooks and model legal instruments, enabling consistent replication across Member States ([Information & Networking / ICT](#); [Status of ICT Programmes – 2023 COMESA report](#)).

Cross-cutting alignment. All workstreams are designed to reinforce **AfCFTA** implementation by lowering non-tariff barriers through interoperable digital services, harmonized standards, and predictable corridor operations, while contributing directly to the infrastructure and industrialization aspirations of **Agenda 2063**. Monitoring will trace corridor performance metrics, digital service uptake and availability, and intra-COMESA trade volumes in priority staples and manufactured goods, to evidence cumulative regional impacts over time ([AfCFTA Secretariat – official portal](#); [AU Agenda 2063](#)).

Stakeholders

The Power Play Pillar is structured as a multi-stakeholder undertaking, reflecting the institutional complexity of COMESA's integration agenda and the cross-sectoral nature of its interventions. Stakeholder categories and their respective roles are delineated as follows:

COMESA Policy Organs and Secretariat.

The Council of Ministers and the Committee of Governors of Central Banks provide policy oversight and adopt decisions that confer legal effect on pillar activities under the COMESA Treaty (COMESA Treaty). The Secretariat, through its **Infrastructure & Logistics** and **Information & Networking (ICT)** divisions, exercises programmatic authority for corridor development, ICT harmonization, and digital trade facilitation ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)).

Specialized Agencies.

The **Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)** serves as the principal specialized agency partner for staple food market systems, standards harmonization, and commodity exchange linkages. Its mandate and operational experience provide the institutional foundation for the agricultural and trade components of the pillar ([ACTESA Institutional & Council Report 2023](#)).



Member States and National Authorities.

National ministries and regulatory bodies—including those responsible for transport, ICT, energy, agriculture, and trade—are the primary implementing counterparts. They ensure domestication of regional standards, enactment of enabling legislation, and execution of last-mile infrastructure and digital services. Corridor authorities and border agencies are critical for operationalizing One-Stop Border Posts and interoperability frameworks.

Private Sector and Industry Platforms.

Telecommunications operators, cloud service providers, logistics firms, and commodity exchanges constitute the private-sector interface for infrastructure deployment, digital platform integration, and market systems development. Their participation is secured through Public-Private Partnership (PPP) frameworks and competitive procurement processes aligned with **Open Contracting Data Standard (OCDS)** principles (OCDS Standard).

Development Finance Institutions and Donors.

Institutions such as the **African Development Bank (AfDB)**, the **European Investment Bank (EIB)**, and the **Islamic Development Bank (IsDB)** provide concessional finance, guarantees, and technical assistance. These actors are central to the de-risking architecture of the pillar, particularly under blended finance mechanisms such as **Boost Africa 2.0** (AfDB Boost Africa).

Civil Society and Academia.

Civil society organizations and academic institutions contribute to transparency, accountability, and knowledge transfer. Their engagement ensures that social inclusion, gender equity, and environmental safeguards are embedded in project design and implementation, consistent with the **AfDB Integrated Safeguards System (ISS)** and the **World Bank Environmental and Social Framework (ESF)** (AfDB ISS; World Bank ESF).

Governance

The governance framework for the Power Play Pillar is designed to ensure legal compliance, fiduciary integrity, and operational accountability across all phases of implementation. It is structured around three tiers:

Strategic Oversight.

The COMESA Council of Ministers exercises ultimate policy authority, approving the pillar's strategic direction and major financing decisions under the Treaty framework (COMESA Treaty). The Secretariat reports to the Council through the Committee on Infrastructure and ICT, ensuring alignment with regional integration priorities.

Program Governance.

A **Pillar Steering Committee** will be constituted as a delegated body under the Secretariat, comprising representatives from the Infrastructure & Logistics and ICT divisions, ACTESA, and designated Member State focal points. This committee will approve annual work plans, monitor compliance with safeguards, and validate procurement and financial reports prepared in accordance with **IPSAS** and disclosed under **OCDS** (IPSASB; OCDS Standard).

Operational Management.

Day-to-day execution will be managed by a **Pillar Coordination Unit** within the Secretariat, supported by technical working groups for corridors, digital public infrastructure, market systems, and capacity-building. These groups will include Member State experts and private-sector representatives, ensuring

that technical decisions reflect both regional standards and market realities. The unit will maintain a direct reporting line to the Steering Committee and will be subject to internal audit and external assurance mechanisms, including periodic reviews by DFIs and independent evaluators.

Assurance and Escalation.

Financial and operational assurance will be provided through a three-line model: (i) first-line controls embedded in implementing entities; (ii) second-line oversight by the Secretariat's compliance and risk functions; and (iii) third-line independent audits and evaluations. Escalation protocols will be codified in the governance manual, specifying thresholds for referral to the Council or, where applicable, to dispute resolution mechanisms under the COMESA Treaty (COMESA Treaty).

Interface with Specialized Agencies and Partners.

ACTESA will retain delegated authority for staple food and market systems components, operating under a memorandum of understanding that defines decision rights, fiduciary obligations, and reporting requirements. DFIs and donors will participate in governance through an **Advisory Forum**, providing strategic input without compromising COMESA's decision-making autonomy.

Funding and Financial Model

The Funding and Financial Model is designed to reconcile two horizons. **Power Play** embodies the full implementation pathway for **Agenda for Social Equity 2074** (a fifty-year development horizon), whereas **CODESA** operates under a **ten-year mandate** that must demonstrate auditable results to warrant renewal. Accordingly, financing is structured as **rolling decennial tranches** with explicit continuation criteria, ex-ante assurance instruments, and mid-term tests of value for money, safeguards performance, and regional public-goods delivery. These tranches are aligned to COMESA's corridor and ICT programmes and to continental integration objectives under **Agenda 2063** and **AfCFTA** ([AU Agenda 2063](#); [AfCFTA Secretariat – official portal](#)).

Architecture and windows. The model aggregates four complementary windows that can be combined at corridor or programme level:

(i) **Concessional and sovereign lending** led by Development Finance Institutions (DFIs) for trunk infrastructure and digital public infrastructure (DPI); (ii) **Blended-finance facilities** using public or philanthropic concessional capital to mobilize private investment in higher-risk segments, governed by the **OECD DAC Blended Finance Principles**; (iii) **Sustainable bonds and credit enhancement** to crowd in institutional investors; and (iv) **Technical assistance and capacity-building** grants, sequenced to de-risk preparation and enable compliance with safeguards, procurement and data-governance requirements ([OECD DAC Blended Finance Principles – guidance](#); [OECD DAC Blended Finance Principles – overview](#)).

Blended-finance and de-risking. The pillar will apply first-loss and subordinated positions where justified by development additionality and market failure diagnostics, following recognized good practice. As an operational illustration, **Boost Africa**—a joint initiative of **AfDB** and **EIB**—has deployed senior and **junior (subordinated) tranches** to catalyse third-party capital into African funds; the same structuring logic informs Power Play's market-development components, adapted to infrastructure and DPI contexts ([Boost Africa – European Investment Bank](#); [Boost Africa – structure and junior tranche features](#)).

Sustainable capital markets. To diversify funding sources and reduce weighted average cost of capital for eligible investments, the model contemplates issuance or participation in **green and social bonds**,



building on **AfDB's Sustainable Bond Programme** and its established **Green Bond** track record that channels proceeds to climate-aligned infrastructure, water, and resilience projects. Power Play's eligible green/social expenditures (e.g., renewable energy interconnections, climate-resilient logistics, water systems, DPI enabling dematerialized services) can be structured to meet recognized use-of-proceeds criteria and reporting disciplines ([AfDB Sustainable Bond Newsletter, 2025 edition](#); [AfDB Green Bond – press release](#)).

Allocation logic. Financing plans are prepared per corridor or programme bundle, with indicative allocations across four delivery families: (1) corridors, energy and logistics; (2) DPI and administrative interoperability; (3) staple-foods and market systems (with **ACTESA**); and (4) capacity-building and knowledge transfer. Allocations are determined by results agreements approved annually by the Pillar Steering Committee and aligned to COMESA's corridor strategy and ICT programme pipeline ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)).

Controls and disclosure. All financial reporting will conform to **IPSAS**, with transitional reliefs applied where relevant for first-time adopters; contracting information will be disclosed in line with the **Open Contracting Data Standard (OCDS)** to enable full-cycle transparency and analytics. These controls are augmented by DFI safeguard regimes and independent assurance at mid-term and end-term reviews ([IPSASB – IPSAS 33 first-time adoption](#); [OCDS documentation](#); [World Bank note on OCDS rationale](#)).

Continuation criteria for the decennial tranche. To “keep existing” under the CODESA mandate while pursuing the longer Agenda 2074 horizon, tranche-two and tranche-three access will be conditioned on: (a) corridor-level service indicators (time/cost to trade; OSBP availability) within agreed bands; (b) DPI uptime, latency, and cross-border transaction volumes meeting agreed thresholds; (c) ACTESA-linked standards domestication and market-system KPIs; and (d) unqualified or acceptably qualified IPSAS financial statements and OCDS publication completeness above agreed coverage ratios ([Infrastructure & Logistics Division](#); [Status of ICT Programmes – 2023 COMESA report](#); [ACTESA Institutional & Council Report 2023](#); [OCDS documentation](#); [IPSASB – handbook](#)).

Continental alignment. Where appropriate, pipeline development will draw on tools and prioritization practices associated with the **Programme for Infrastructure Development in Africa (PIDA)** to maximize bankability, cross-REC connectivity, and investor visibility over long-term asset maturation ([PIDA – AUDA-NEPAD](#); [Virtual PIDA Information Center](#)).

Implementation Approach

Phasing and gates. Implementation proceeds through four phases with **gate reviews** that align to fiduciary, safeguard, and performance obligations:

1. **Inception (0–6 months):** corridor and DPI scoping; legal and regulatory diagnostics; preliminary economic cases; safeguards scoping; OCDS-ready procurement plans; IPSAS reporting baselines; and agreement of decennial results compacts. Gate 1 authorizes pilot contracting and initial TA disbursements ([OCDS documentation](#); [IPSASB – IPSAS 33](#)).
2. **Pilots (6–24 months):** commissioning of priority OSBPs/logistics nodes; lit broadband segments and administrative interconnection points; initial DPI services (identity/registries/data-exchange); ACTESA-facilitated standards adoption pilots; capacity-building cohorts. Gate 2 confirms operability, early outcomes, and safeguard compliance, unlocking scale financing ([Information & Networking / ICT](#); [Status of ICT Programmes – 2023 COMESA report](#); [ACTESA Institutional & Council Report 2023](#)).



3. **Scale (Years 3–7):** corridor segment build-out; DPI hardening and service federation across borders; domestication of seed/fertilizer/warehouse-receipt/grades standards; PPPs for operations and maintenance; sustainable bond participation for eligible expansions. Gate 3 is a **mid-term review** benchmarking corridor performance and DPI service-level metrics to AfCFTA-relevant targets, with financing top-ups conditioned on results ([AfCFTA Secretariat – official portal](#); [AfDB Green/Sustainable Bonds]).
4. **Consolidation & Handover (Years 8–10):** transition to steady-state operations, revenue- and service-agreement optimization, independent end-term evaluation, and preparation of the next decennial compact aligned with the Agenda 2074 trajectory and PIDA-style regional prioritization ([AU Agenda 2063](#); [PIDA – AUDA-NEPAD](#)).

Delivery model. The pillar is executed by a **Pillar Coordination Unit** within the COMESA Secretariat, supported by technical working groups for corridors, DPI, market systems, and capacity-building, and overseen by a **Pillar Steering Committee** that includes COMESA programme divisions and **ACTESA**. National implementation is carried out by Member State entities under legal instruments that specify reporting, safeguards, and data-governance obligations, consistent with the Secretariat’s **Data Privacy Policy** and sector programme mandates ([COMESA Divisions/Units](#); [ACTESA Institutional & Council Report 2023](#); [COMESA Data Privacy Policy – PDF](#)).

Procurement and financial management. All procurement packages are published using **OCDS** with full-cycle documentation from planning to implementation; financial reporting adheres to **IPSAS**, with external assurance aligned to DFI requirements and publication of key statements for transparency and comparability. Procurement and FM gate decisions are tied to tranche disbursements to enforce discipline and to maintain eligibility for continuation beyond the initial decennial mandate ([OCDS documentation](#); [World Bank note on OCDS](#); [IPSASB – handbook](#)).

Safeguards and cyber/data assurance. Across all phases, environmental and social risk management follows **AfDB’s Integrated Safeguards System** and peer frameworks as applicable; digital platforms are designed and operated to recognized information-security standards with continuous monitoring, in line with COMESA’s policy environment and ICT programme direction ([AfDB ISS](#); [Information & Networking / ICT](#)).

Continental coordination. To preserve corridor continuity and investor confidence over the long Agenda 2074 horizon, the pillar will coordinate with continental infrastructure initiatives, including **PIDA**, and will align indicators where feasible to facilitate comparability and aggregation across RECs, thereby supporting AfCFTA implementation and Agenda 2063 aspirations ([PIDA – AUDA-NEPAD](#); [AfCFTA Secretariat – official portal](#)).

Timeline and Milestones (2026–2036) with a Fifty-Year Trajectory to 2074

Horizon architecture. Power Play is conceived as a long-duration undertaking that delivers the full implementation pathway for **Agenda for Social Equity 2074** over approximately fifty years. Within that trajectory, the **first decennial compact (2026–2036)** constitutes CODESA’s mandate window. Renewal beyond Year 10 is contingent on demonstrable delivery of regional public goods and compliance with fiduciary, safeguards, and data-governance obligations set under COMESA program lines for **Infrastructure & Logistics** and **Information & Networking (ICT)** ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)). Continental consistency is maintained through periodic alignment



checks with **Agenda 2063** and the **AfCFTA** implementation environment ([Agenda 2063](#); [AfCFTA Secretariat](#)).

1. Phased Delivery, Gates, and Renewal Logic

The decennial compact is organized into four phases with **formal decision gates**. Each gate ties continued disbursement and, ultimately, renewal to verifiable evidence of performance, transparency, and safeguards compliance.

Phase I – Inception (Q1–Q2 2026).

Establish the Pillar Coordination Unit; complete corridor and DPI scoping; adopt the initial safeguards roadmap; approve IPSAS-compliant financial reporting baselines; publish OCDS-ready procurement plans; agree the Decennial Results Compact (DRC) with corridor and DPI KPIs.

Gate 1 (Q2 2026): Secretariat attestation that fiduciary baselines meet **IPSAS** adoption pathways and that procurement disclosure is configured to the **Open Contracting Data Standard (OCDS)**; safeguards screening in place under **AfDB ISS/World Bank ESF** ([IPSASB – IPSAS 33](#); [OCDS](#); AfDB ISS; World Bank ESF).

Phase II – Pilots (Q3 2026–Q4 2027).

Commission priority One-Stop Border Posts and logistics nodes; light initial broadband backbones and administrative interconnection points; deploy first DPI services (identity/registries/data exchange) across at least two border pairs; initiate ACTESA-facilitated standards pilots for seeds/fertilizer/warehouse receipts.

Gate 2 (Q4 2027): Independent verification that corridor pilots achieve minimum service levels, DPI services meet availability/latency thresholds, and domestication of at least one ACTESA standard is underway, consistent with COMESA's corridor strategy and ICT programme progress reporting ([Infrastructure & Logistics Division](#); [Status of ICT Programmes – 2023 report](#); [ACTESA 2023 Report](#)).

Phase III – Scale (2028–2032).

Extend corridor segments and OSBPs; federate DPI services across additional Member States; complete regional adoption packages for staple-food standards; structure PPPs for O&M; mobilize sustainable-bond participation where eligible uses-of-proceeds are satisfied, leveraging established MDB programmes (e.g., **AfDB Sustainable Bonds/Green Bonds**) ([AfDB Sustainable Bond Newsletter 2025](#); [AfDB Green Bond press release](#)).

Gate 3 – Mid-Term Review (Q4 2030): Formal performance audit against DRC targets, including: (i) time/cost to trade reductions at equipped borders; (ii) DPI cross-border transaction volumes; (iii) ACTESA standards domestication rate and warehouse-receipt adoption; (iv) IPSAS-audited financial statements and comprehensive OCDS publication coverage; (v) evidence of alignment with **AfCFTA** trade-facilitation priorities ([AfCFTA Secretariat](#); [OCDS](#); [IPSASB – Handbook](#)).

Phase IV – Consolidation and Handover (2033–2036).

Optimize service agreements and tariffs; institutionalize corridor operations; complete independent end-term evaluation; prepare the **Continuation Dossier** for the next decennial compact (2036–2046) detailing bankable pipelines (optionally cross-referencing **PIDA** tooling for prioritization and investor visibility) ([PIDA – AUDA-NEPAD](#); [Virtual PIDA Information Center](#)).

Gate 4 – End-Term (Q4 2036): Council decision on renewal based on outcome achievement, safeguards record, financial integrity, and readiness of the next decennial pipeline.



2. Annual and Biennial Milestones (Compact Summary)

2026. Establish governance and assurance baselines; sign Decennial Results Compact; publish first OCDS procurement pipeline; initiate TA and safeguards instruments (AfDB ISS/ESF).

2027. Commission first OSBPs/logistics nodes and DPI pilots; ACTESA standards pilot cohorts; first IPSAS-based annual financial statements and open publication (AfDB ISS; World Bank ESF; [OCDS](#); [IPSASB – IPSAS 33](#)).

2028–2029. Scale corridor works; federate DPI among at least five additional Member States; adopt at least two ACTESA regional standards with domestication roadmaps; initial sustainable-bond participation where feasible ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [AfDB Sustainable Bonds](#)).

2030. Mid-Term Review (Gate 3) with independent evaluation and tranche top-up decision linked to AfCFTA-relevant indicators ([AfCFTA Secretariat](#)).

2031–2032. Complete second-wave DPI services and corridor segments; mainstream warehouse-receipt and grades standards; expand PPP O&M concessions.

2033–2034. Consolidate service performance; conduct cross-REC alignment checks to ensure corridor continuity beyond COMESA borders using PIDA-style coordination ([PIDA – AUDA-NEPAD](#)).

2035. Compile **Continuation Dossier**: audited outcomes, pipeline, safeguards track, financing plan (including blended-finance structures aligned with **OECD DAC Blended Finance Principles**) (OECD DAC Principles – guidance42/FINAL/en/pdf)).

2036. End-Term evaluation (Gate 4) and Council decision on the **2036–2046** compact.

3. Decennial Compacts to 2074 (Trajectory Sign-Posting)

To reconcile the long-range ambition with the ten-year legal mandate, the following indicative sequence is established:

- **Compact I: 2026–2036** (this instrument).
- **Compact II: 2036–2046** (corridor deepening, DPI consolidation, standards universalization).
- **Compact III: 2046–2056** (regional industrial corridors, advanced DPI services, full AfCFTA enablement).
- **Compact IV: 2056–2066** (renewal of core assets, climate-resilience retrofits, inter-REC interoperability at scale).
- **Compact V: 2066–2074** (legacy optimization and handover aligned to Agenda 2074 completion).

While each future compact will be separately approved, **alignment checkpoints** will continue to rely on COMESA's corridor approach and ICT programmes and maintain consistency with **Agenda 2063** and the **AfCFTA** regulatory and trade-facilitation environment ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [Agenda 2063](#); [AfCFTA Secretariat](#)).

4. Gate Criteria and Evidence for Continuation

Fiduciary and transparency. Annual IPSAS-based financial statements and management letters; continuous OCDS publication with coverage and quality thresholds; procurement performance diagnostics published alongside DFI assurance reports ([IPSASB – Handbook](#); [OCDS](#)).



Safeguards. Evidence of screening, instrument preparation, monitoring and incident reporting aligned to AfDB ISS/World Bank ESF across civil works and DPI operations (AfDB ISS; World Bank ESF).

Performance.

- (a) **Corridors/OSBPs:** reduction in time and cost to trade at treated borders;
- (b) **DPI:** availability/latency SLAs; cross-border transactions per capita; privacy/security conformance under the Secretariat's **Data Privacy Policy**;
- (c) **Market systems:** ACTESA standards domestication rate; warehouse-receipt utilization and food-balance analytics operational;
- (d) **Continental alignment:** evidence that activities facilitate AfCFTA objectives and, where relevant, interface with PIDA corridors for cross-REC continuity ([COMESA Data Privacy Policy](#); [ACTESA 2023 Report](#); [AfCFTA Secretariat](#); [PIDA – AUDA-NEPAD](#)).

5. Critical Path and Dependencies

The **critical path** runs from Gate 1 baselines (IPSAS/OCDS/safeguards) to Gate 2 operational pilots, through Gate 3 mid-term performance verification tied to **AfCFTA**-relevant trade and DPI metrics, and culminates in Gate 4 renewal. Dependencies include timely regulatory harmonization under COMESA's corridor and ICT programmes and sustained access to blended-finance instruments and sustainable capital markets to keep cost of capital within acceptable bands ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); OECD DAC Blended Finance Principles42/FINAL/en/pdf); [AfDB Sustainable Bonds](#)).

Risk Management

The risk management framework for the Power Play Pillar is institutionalized as a mandatory, evidence-based discipline spanning strategy, preparation, procurement, construction, operations, and handover. It operates under COMESA's program authorities for **Infrastructure & Logistics** and **Information & Networking (ICT)**, and conforms to development-partner safeguards, fiduciary, and disclosure regimes that are standard for regional programmes of this nature ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)).

Governance, taxonomy, and risk appetite. The Secretariat maintains a consolidated **Risk Register** for the pillar, with risks classified into strategic, operational, fiduciary and procurement, environmental and social, cyber/data, legal and compliance, political-economy, and delivery risks. Each entry carries an owner, inherent and residual ratings, mitigation plans, triggers, and escalation thresholds. The register is reviewed quarterly by the Pillar Steering Committee and at each **gate** in the decennial compact (Inception, Pilots, Mid-Term, End-Term) to condition disbursements and continuation. The taxonomy and appetite are aligned to the corridor-based delivery approach and to ICT programme dependencies (interoperability, e-Government, Digital FTA), which inherently introduce cross-border legal and technical interfaces requiring harmonized controls ([Infrastructure & Logistics Division](#); [Status of ICT Programmes – 2023](#)).

Fiduciary and procurement risk. Fiduciary integrity is assured by adherence to **IPSAS** for financial reporting and continuous disclosure of procurement data in line with the **Open Contracting Data Standard (OCDS)**. These controls enable comparability, auditor assurance, and proactive detection of red flags across the contracting life-cycle (planning, tender, award, contract, implementation), which is

essential for corridor packages and DPI platforms that span multiple jurisdictions ([IPSASB – IPSAS 33; OCDS Documentation](#)).

Environmental and social risk. Civil works, energy interconnections, logistics nodes, and digitized service delivery are subject to international safeguards used by programme DFIs, including the **African Development Bank’s Integrated Safeguards System (ISS)** and the **World Bank Environmental and Social Framework (ESF)**. Screening, instrument preparation (ESIAs/ESMPs), stakeholder engagement, grievance redress, and incident reporting are mandatory, with compliance verified at each gate review (AfDB ISS; World Bank ESF).

Cybersecurity and data protection risk. Digital public infrastructure and cross-border administrative interconnection points are designed and operated consistent with the **COMESA Secretariat Data Privacy Policy** and internationally recognized security frameworks, including **ISO/IEC 27001** and the **NIST Cybersecurity Framework**, to manage confidentiality, integrity, availability, and resilience risks. Continuous monitoring, incident response procedures, and conformance reviews are codified in the DPI operational manuals and tested during pilots prior to scale-up ([COMESA Data Privacy Policy \(PDF\)](#); ISO/IEC 27001; NIST CSF).

Political-economy and regulatory risk. Corridor continuity and DPI interoperability require stable policy environments and coordinated domestication of model instruments. The programme therefore embeds joint regulatory workplans under COMESA’s corridor and ICT programmes and synchronizes adoption of standards that enable **AfCFTA** trade facilitation, reducing the risk of non-tariff barriers re-emerging due to misaligned procedures ([Infrastructure & Logistics Division](#); [AfCFTA Secretariat](#)).

Market and financing risk. To hedge financing volatility and crowd in private capital into higher-risk segments, the pillar utilizes **blended-finance** instruments consistent with the **OECD DAC Blended Finance Principles**, and, where relevant, sustainable-bond participation drawing on **AfDB’s Sustainable Bond** programme. These instruments distribute and price risk transparently and allow counter-cyclical scaling where commercial appetite softens (OECD DAC Blended Finance – Guidance42/FINAL/en/pdf); [AfDB Sustainable Bond Newsletter 2025](#)).

Delivery and capacity risk. Regional execution depends on Member State capacity at border agencies, standards bodies, utilities, and ICT authorities. A standing capacity-building workstream with accredited curricula and train-the-trainer cohorts is maintained to underwrite operational readiness and to reduce schedule risk in corridor commissioning and DPI integration ([Information & Networking / ICT](#); [Status of ICT Programmes – 2023](#)).

Risk treatment and escalation. The Secretariat applies a three-lines-of-defense model: embedded first-line controls by implementing entities; second-line policy, safeguards, and compliance oversight within the Secretariat; and third-line independent audits and evaluations. Escalation rules are codified in the governance manual, with explicit thresholds that trigger Steering Committee intervention or referral to the Council under the COMESA Treaty, particularly where corridor continuity, data protection, or fiduciary compliance could be compromised (COMESA Treaty; [OCDS Documentation](#)).

Contingency planning. The programme maintains pre-negotiated response options for corridor disruptions (rerouting, phased commissioning), DPI incidents (fail-over, containment, forensics), and financing gaps (sequencing, tranche rebalancing, guarantee activation), including the potential use of regional risk-mitigation instruments available in the COMESA ecosystem (e.g., political-risk cover referenced in regional cooperation fora). These plans are tested during pilots before Gate 2 authorization to scale ([Status of ICT Programmes – 2023](#); [Infrastructure & Logistics Division](#)).

Monitoring, Evaluation, and Learning (MEL) and Key Performance Indicators (KPIs)

The MEL system is established as a statutory function of the pillar to verify delivery, enforce discipline at **gate reviews**, and generate learning that strengthens subsequent decennial compacts toward **Agenda 2074**. It couples a results-chain consistent with the approved Theory of Change with auditable measurement protocols and transparent publication practices.

Architecture and cadence. The MEL architecture comprises: (i) a baseline established at Inception; (ii) continuous administrative and instrumented data capture from corridor assets, OSBPs, and DPI services; (iii) an independent **Mid-Term Review** in 2030 (Gate 3) and an **End-Term Evaluation** in 2036 (Gate 4); and (iv) open reporting, including OCDS-based procurement disclosure and IPSAS-compliant financial statements. The Secretariat's divisions lead verification and synthesis, drawing on corridor and ICT programme datasets and Member State submissions ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [OCDS Documentation](#); [IPSASB – Handbook](#)).

Data governance and quality. Personal-data and system-log handling comply with the **COMESA Data Privacy Policy**. DPI telemetry and cross-border transactions are aggregated at source and subjected to periodic conformance checks against availability, latency, and integrity thresholds aligned with recognized security frameworks to ensure comparability and trustworthiness across Member States ([COMESA Data Privacy Policy \(PDF\)](#); ISO/IEC 27001).

Evaluation questions. The evaluations test (a) effectiveness—time/cost to trade, DPI service performance, standards domestication, and inclusion outcomes; (b) efficiency—unit costs, procurement competitiveness, and asset utilization; (c) safeguards performance—quality of screening, instrument implementation, incident management; and (d) contribution to **AfCFTA** and **Agenda 2063** integration outcomes ([AfCFTA Secretariat](#); [Agenda 2063](#)).

Performance indicators and definitions. KPIs are compact, auditable, and disaggregated by corridor, Member State, and—inclusion permitting—sex, youth, and MSME status. They are tied to continuation criteria for the next decennial compact.

1. Corridors and OSBPs.

Measured reductions in average border-crossing time and logistics cost at treated border pairs; availability of OSBP services during agreed hours; percentage of corridor segments commissioned against plan; adoption of harmonized procedures and data-sharing protocols among border agencies ([Infrastructure & Logistics Division](#)).

2. Digital Public Infrastructure and Interoperability.

DPI service availability (monthly uptime) and median latency for cross-border transactions; successful cross-border transactions per 1,000 residents; number of interoperable e-government services activated; conformance to data-protection and security controls per audit cycle ([Information & Networking / ICT](#); [COMESA Data Privacy Policy \(PDF\)](#)).

3. Staple-Food Market Systems (with ACTESA).

Number of regional standards adopted and domesticated (seeds, fertilizer, warehouse receipts, grades); percent reduction in post-harvest losses on targeted value chains; utilization rate of



warehouse receipts; activation of regional food-balance-sheet analytics and border monitoring sites ([ACTESA Institutional & Council Report 2023](#)).

4. **Trade and Continental Integration.**

Growth in intra-COMESA trade volumes for targeted staples and manufactured goods; reduction in documented non-tariff barriers attributable to digital and procedural harmonization; evidence of alignment with **AfCFTA** facilitation instruments in treated corridors ([AfCFTA Secretariat](#); [Infrastructure & Logistics Division](#)).

5. **Capacity and Institutionalization.**

Number of officials and practitioners certified against agreed competency frameworks; rate of policy domestication in ICT and corridor governance; proportion of implementing entities meeting minimum operational readiness scores ([Status of ICT Programmes – 2023](#)).

6. **Fiduciary and Transparency.**

IPSAS audit opinion (unqualified/qualified); OCDS publication coverage (% of contracts with complete planning–award–implementation records); procurement market concentration and effective competition rates ([IPSASB – Handbook](#); [OCDS Documentation](#)).

7. **Safeguards and Compliance.**

Timely completion of safeguards instruments; incident frequency and closure rates; stakeholder-engagement coverage; grievance redress performance, consistent with DFI frameworks (AfDB ISS; World Bank ESF).

Targets and gates. Target bands are set in the **Decennial Results Compact** at Inception and recalibrated only at Mid-Term subject to independent verification. Meeting bands at Gate 3 (2030) conditions tranche top-ups; meeting End-Term bands (2036) is a necessary criterion for renewal to the **2036–2046** compact.

Learning and course correction. A formal **Learning Agenda** ties variance analysis to management actions. Findings from the Mid-Term Review trigger adaptive measures (sequencing changes, revised PPP structures, security hardening), and the End-Term Evaluation populates the **Continuation Dossier** with validated practice notes and pipeline justifications, ensuring knowledge transfer to subsequent compacts and alignment with continental prioritization tools such as **PIDA** ([PIDA – AUDA-NEPAD](#)).

Safeguards

The safeguards regime applicable to the Power Play Pillar is constituted as a layered compliance architecture that integrates COMESA policy instruments, development-partner frameworks, and internationally recognized technical standards for environmental, social, and digital operations. As a regional programme, the pillar is administered through COMESA's **Infrastructure & Logistics** and **Information & Networking (ICT)** divisions, which establish the corridor-based and ICT harmonization mandates within which safeguards due diligence and monitoring are embedded. These divisions provide the institutional basis for consistent screening, instrument preparation, supervision, and cross-border coordination throughout the decennial compact. ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)) [[AfDB Launching Africa](#)] [[IPSAS in y...- IAS Plus](#)]

Environmental and social (E&S) safeguards. Civil works for corridors, border facilities, energy interconnections, logistics nodes, and associated installations are prepared and implemented under development-partner safeguard systems accepted across regional operations, specifically the **African**



Development Bank's Integrated Safeguards System (ISS) and the **World Bank Environmental and Social Framework (ESF)**. These frameworks require risk classification; scoping; environmental and social impact assessment; environmental and social management plans; stakeholder engagement and grievance redress; and ongoing incident reporting and corrective action. They also govern labour, community health and safety, biodiversity, resettlement, Indigenous Peoples, and cultural heritage, thereby covering the full range of potential impacts of corridor development and related infrastructure. (AfDB ISS; World Bank ESF) [\[Boost Afri...e - ntu.eu\]](#) [\[AFCFTA\]](#)

Where private-capital participation is material to specific assets, due diligence may also reference the **IFC Performance Standards** and associated guidance notes as good international industry practice, particularly for Performance Standard 1 (risk and impact management), PS2 (labour and working conditions), PS4 (community health, safety and security), PS5 (land acquisition and involuntary resettlement), PS6 (biodiversity), PS7 (Indigenous Peoples), and PS8 (cultural heritage). This cross-reference supports consistent lender requirements across blended-finance structures. ([IFC Performance Standards – overview](#); [IFC Performance Standards – full text](#)) [\[Performanc..... - IFC\]](#) [\[IFC Perfor...ainability\]](#)

Digital, data, and cybersecurity safeguards. For digital public infrastructure (DPI), cross-border administrative interconnection points, and data exchange, the programme complies with the **COMESA Secretariat Data Privacy Policy** and applies internationally recognized information-security and privacy control frameworks during design, implementation, and operations. Conformance is measured against **ISO/IEC 27001** (information security management), the **NIST SP 800-53 Rev. 5** catalog of security and privacy controls, and—where privacy assurance must be explicitly evidenced—**ISO/IEC 27701** as a Privacy Information Management System extension to ISO/IEC 27001. The conformance regime addresses confidentiality, integrity, availability, privacy-by-design/default, incident response, logging/monitoring, supplier risk, and cross-border data flows. ([COMESA Data Privacy Policy – PDF](#); [ISO/IEC 27001](#); [NIST SP 800-53 Rev. 5](#); [ISO/IEC 27701 \(standard profile\)](#)) [\[Boost Afri...e - ntu.eu\]](#) [\[Blended Fi...nce - OECD\]](#) [\[SP 800-53...ystems ...\]](#) [\[ISO/IEC 27...rivity ...\]](#)

To remain consistent with continental policy direction, DPI data governance and interoperability will be aligned, where applicable, with the **African Union Data Policy Framework** endorsed in 2022, which seeks a harmonized African data space and safe, trustworthy digital environment to foster intra-African digital trade under **AfCFTA**. This continental policy provides a reference for privacy, data sharing, and cross-border data governance principles that Member States may domesticate over the life of the programme. ([AU Data Policy Framework – AU portal](#); [AU Data Policy Framework – background text](#)) [\[AU Data Po...ican Union\]](#) [\[AU DATA PO...search Hub\]](#)

Stakeholder engagement and grievance mechanisms. Stakeholder engagement and information disclosure meet the requirements articulated in **ESS10** under the World Bank's ESF, including the preparation of Stakeholder Engagement Plans, proportionate disclosure, meaningful consultation, and accessible, safe grievance mechanisms for affected persons and other parties throughout the project cycle. This approach is made mandatory in the pillar's operations manual and is verified at each decennial **gate** review. ([World Bank ESF – ESS10 Guidance Note](#); [ESS10 standard – summary](#)) [\[GUIDANCE N...World Bank\]](#) [\[ESS10: Sta...World Bank\]](#)

Fiduciary and procurement safeguards. Financial statements will be prepared on an **IPSAS** basis (with transitional provisions where first-time adoption applies), and contracting information will be disclosed using the **Open Contracting Data Standard (OCDS)** to enable full-cycle transparency from planning to completion. This disclosure is integral to fraud-and-corruption risk management and to competitive



market participation in regional corridor packages and DPI builds. ([IPSAS 33 – first-time adoption](#); [OCDS documentation](#)) [\[Common Mar...a \(COMESA\)\]](#) [\[Welcome -...genda 2063\]](#)

Climate, cumulative, and cross-REC considerations. Climate risk screening and adaptation measures are embedded in safeguards instruments for corridor and energy/logistics investments; cumulative-impact analysis is undertaken where multiple segments or facilities may interact across borders. To ensure continuity of corridor safeguards beyond COMESA boundaries, planning, prioritization, and disclosure practices are coordinated with the **Programme for Infrastructure Development in Africa (PIDA)**, which provides a continental cooperation framework for transport, energy, ICT, and transboundary water networks. ([PIDA – AU/NEPAD](#); [PIDA – vPIC / overview](#)) [\[COMESA COM... – ENGLISH\]](#) [\[State of t...endent ...\]](#)

Horizon and enforceability. The safeguards framework is binding for the **2026–2036 decennial compact** and is reaffirmed or strengthened at renewal for subsequent compacts through 2074. Gate decisions (Inception, Pilots, Mid-Term, End-Term) are contingent on verified compliance with E&S instruments, DPI security and privacy controls, and fiduciary/procurement disclosure obligations. Failure to meet thresholds triggers escalation under the governance manual and may defer disbursements or continuity. (World Bank ESF; [NIST SP 800-53 Rev. 5](#); [OCDS](#)) [\[AFCFTA\]](#) [\[SP 800-53...ystems ...\]](#) [\[Welcome -...genda 2063\]](#)

Communications & Advocacy

The communications and advocacy posture of the Power Play Pillar is framed as a statutory obligation for transparency, stakeholder participation, and policy alignment within COMESA and at the continental level. It is anchored in the **COMESA Communication Strategy 2022–2025**, which elevates communication to a strategic management function and prescribes audience segmentation, message discipline, channels, and validation protocols for Secretariat-led initiatives; project-level communication plans must be consistent with this Strategy and aligned to the Medium-Term Strategic Plan as updated. ([COMESA Communication Strategy 2022–2025 – PDF](#)) [\[STRATEGY S...Y - COMESA\]](#)

Objectives and audiences. Communications pursue four objectives: (i) inform and involve affected and interested parties in accordance with recognized stakeholder-engagement standards; (ii) evidence fiduciary integrity through proactive disclosure; (iii) advocate for policy and regulatory harmonization that enables cross-border corridors and DPI; and (iv) maintain continental alignment with **Agenda 2063** and **AfCFTA** objectives. Primary audiences include Member State authorities and regulators, border agencies, standards bodies, private-sector operators, DFIs/donors, civil society, and the public. ([ESS10 – Stakeholder Engagement](#); [Agenda 2063](#); [AfCFTA Secretariat](#)) [\[GUIDANCE N...World Bank\]](#) [\[Welcome to...ion Center\]](#) [\[Blended fi...nce | OECD\]](#)

Mandatory disclosures and cadence. The pillar will maintain (a) **real-time procurement disclosure** using **OCDS**, (b) **annual IPSAS-based financial statements** and management letters, (c) **quarterly implementation notes** summarizing corridor and DPI progress, and (d) **gate-review reports** at Pilots, Mid-Term, and End-Term. Where the Secretariat issues calls or tenders directly, the materials are disseminated through COMESA's official channels and open-tender pages to ensure equal access and transparency. This cadence is designed to satisfy DFI information policies and to create an auditable public record that conditions continuation into the next decennial compact. ([OCDS documentation](#); [COMESA Open Tenders page](#); [IPSASB – Handbook](#)) [\[Welcome -...genda 2063\]](#) [\[Open Tende.... - COMESA\]](#) [\[PUBLICATIO.... - COMESA\]](#)



Stakeholder engagement practice. In line with **ESS10**, each corridor/DPI package will maintain a Stakeholder Engagement Plan (SEP), including early identification and analysis of project-affected parties and other interested parties, proportionate disclosure timelines, procedures for meaningful consultation, and a grievance mechanism that is safe, accessible, and non-retaliatory. Engagement performance is reported in quarterly notes and gate reports, and the SEP is adapted as material risks or stakeholders evolve. ([ESS10 Guidance Note](#); [ESS10 – tracked text](#)) [[GUIDANCE N...World Bank](#)] [[World Bank Document](#)]

Policy advocacy and continental alignment. Communications will support the domestication of corridor procedures, ICT interoperability, and market-systems standards relevant to intra-regional trade and **AfCFTA** implementation, and will cross-reference continental data-governance direction (e.g., the **AU Data Policy Framework**) where it can facilitate harmonized DPI operations. Advocacy materials are developed in coordination with COMESA divisions and specialized agencies and disseminated across Secretariat channels and stakeholder fora. ([AfCFTA Secretariat](#); [AU Data Policy Framework](#); [Information & Networking / ICT](#)) [[Blended fi...nce | OECD](#)] [[AU Data Po...ican Union](#)] [[IPSAS in y...- IAS Plus](#)]

Crisis communication and reputational safeguards. In accordance with the COMESA Communication Strategy, the pillar maintains pre-cleared protocols for incident notification, spokesperson designation, media queries, corrective-action disclosure, and rumor management, with escalation thresholds aligned to the governance manual. These protocols ensure consistent, timely messaging in case of corridor disruptions, DPI incidents, or safeguards events. ([COMESA Communication Strategy 2022–2025 – PDF](#)) [[STRATEGY S...Y - COMESA](#)]

Horizon and enforceability. The disclosures, engagement duties, and advocacy posture described herein are binding for **2026–2036** and are revisited at Mid-Term (2030) and End-Term (2036). Continuation to **2036–2046** is conditioned on evidence that communications and engagement have been executed in accordance with ESS10 and COMESA’s Strategy, that fiduciary/disclosure thresholds have been met (IPSAS, OCDS), and that advocacy has supported domestication of enabling instruments for corridor and DPI operations under AfCFTA. ([ESS10 Guidance Note](#); [OCDS documentation](#); [COMESA Communication Strategy 2022–2025 – PDF](#)) [[GUIDANCE N...World Bank](#)] [[Welcome -...genda 2063](#)] [[STRATEGY S...Y - COMESA](#)]

PESTEL Analysis – Narrative

Political. The regional political environment is framed by the **COMESA Treaty** and the Community’s organs, which provide the legal authority to pursue market integration, corridor connectivity, and ICT harmonization through the **Infrastructure & Logistics** and **Information & Networking (ICT)** divisions. This framework enables specialized-agency execution (notably **ACTESA**) and structured coordination with Member States on standards and trade facilitation. The continental layer—**Agenda 2063** and operationalization of **AfCFTA**—creates incentives for cross-REC coordination and long-horizon continuity, although domestic political cycles can introduce policy volatility that must be managed through results-based compacts and gate reviews (COMESA Treaty; [Infrastructure & Logistics](#); [ICT Division](#); [ACTESA 2023 Report](#); [Agenda 2063](#); [AfCFTA Secretariat](#)).

Economic. Infrastructure financing gaps, uneven fiscal space, and exposure to external shocks necessitate **blended-finance** approaches that mobilize private capital while preserving development additionality, in line with the **OECD DAC Blended Finance Principles**. The availability of **sustainable bonds** and credit-enhancement mechanisms (as evidenced by **AfDB’s Sustainable Bond/Green Bond** programmes) provides a pathway to reduce the cost of capital for eligible components, complementing

DFI lending and PPP structures over the decennial compact. Sequencing of corridor packages and DPI investments mitigates macro-cyclical risk and aligns with AfCFTA's drive for value-added intra-African trade (OECD DAC Principles – Guidance42/FINAL/en/pdf); [EIB—Boost Africa](#); [AfDB Sustainable Bond Newsletter 2025](#); [AfDB Green Bond press release](#); [AfCFTA Secretariat](#)).

Social. Persistent inclusion gaps, capacity constraints in border and standards authorities, and the need to protect vulnerable groups during civil-works execution require codified engagement and redress mechanisms. The programme therefore operationalizes **ESS10** stakeholder engagement (SEP, disclosure, meaningful consultation, grievance mechanisms) and sustains structured capacity-building tied to COMESA's ICT and corridor programmes. ACTESA's market-systems role (e.g., seed/fertilizer harmonization, warehouse receipts, CEHA) helps smallholders and SMEs integrate into formal markets with measurable welfare gains ([ESS10 Guidance](#); [ICT Division](#); [Status of ICT Programmes – 2023](#); [ACTESA 2023 Report](#)).

Technological. Backbone and last-mile deficits, fragmented administrative systems, and cyber-risk exposure require an architecture that couples **digital public infrastructure** with robust security and privacy controls. The pillar aligns with COMESA's ICT programmes (DFTA, e-Government, e-Legislation) and enforces conformance with **ISO/IEC 27001**, **NIST SP 800-53 Rev. 5**, and—where needed—**ISO/IEC 27701** for privacy. Continental policy direction on cross-border data flows and a trusted digital market is referenced through the **AU Data Policy Framework** ([ICT Division](#); [Status of ICT Programmes – 2023](#); [ISO/IEC 27001](#); [NIST SP 800-53 Rev. 5](#); [ISO/IEC 27701](#); [AU Data Policy Framework](#)).

Environmental. Climate hazards (flood, drought, heat extremes) threaten corridor integrity, agricultural productivity, and logistics reliability. The pillar mandates screening and instrument preparation under **AfDB ISS** and **World Bank ESF**, integrates climate-resilience criteria into corridor/DPI design, and leverages ACTESA programmes that promote climate-smart value chains (e.g., CEHA). Cumulative-impact assessment and transboundary considerations are coordinated with **PIDA** to preserve ecological integrity across corridors (AfDB ISS; World Bank ESF; [ACTESA 2023 Report](#); [PIDA – AUDA-NEPAD](#)).

Legal. Regional operations must comply with the COMESA Secretariat's **Data Privacy Policy**, domestication of harmonized corridor/ICT procedures, and AfCFTA-consistent trade facilitation. Financial and procurement transparency protections are embedded through **IPSAS** and **OCDS**, ensuring auditable reporting and contract-cycle disclosure from planning to completion. Cross-REC legal interoperability is facilitated by alignment with PIDA-style toolsets and model instruments adopted through COMESA policy organs ([COMESA Data Privacy Policy – PDF](#); [OCDS](#); [IPSASB – IPSAS 33](#); [Infrastructure & Logistics](#); [AfCFTA Secretariat](#)).

PESTEL Table

Factor	Drivers / Constraints	Implications for the Pillar	Mitigation / Leverage
Political	COMESA Treaty organs; specialized-agency practice (ACTESA); Agenda 2063/AfCFTA alignment	Enables harmonized, cross-border programmes; exposure to domestic policy cycles	Results-based compacts with gate reviews; use COMESA organs and ACTESA fora for coordination (COMESA Treaty; ACTESA 2023 ; Agenda 2063 ; AfCFTA)



Factor	Drivers / Constraints	Implications for the Pillar	Mitigation / Leverage
Economic	Infra finance gaps; cost-of-capital; market depth	Necessitates blended finance, PPPs, and capital-markets participation	Apply OECD DAC principles; participate in AfDB sustainable bonds; sequence corridors for bankability (OECD DAC42/FINAL/en/pdf); AfDB Bonds)
Social	Inclusion and capacity gaps; stakeholder expectations	Requires SEPs, grievance access, and institutional capacity-building	Implement ESS10 ; structured training under COMESA ICT/corridor programmes; ACTESA market-systems support (ESS10 ; ICT Division ; ACTESA 2023)
Technological	Backbone gaps; cyber/privacy risks; interoperability deficits	Necessitates DPI with robust security/privacy and interconnection	Conform to ISO/IEC 27001 , NIST 800-53 , and ISO/IEC 27701 ; align to COMESA ICT programmes and AU data policy (ISO/IEC 27001; NIST 800-53 ; AU Data Policy)
Environmental	Climate hazards; cumulative impacts	Requires climate-resilient design and monitoring	Apply AfDB ISS/World Bank ESF ; coordinate transboundary analysis with PIDA (AfDB ISS; World Bank ESF; PIDA)
Legal	Data privacy; procurement transparency; AfCFTA-consistent procedures	Compliance workload; need for harmonization and disclosure	Use COMESA Data Privacy Policy , IPSAS , OCDS ; adopt model instruments via COMESA policy organs (COMESA Data Privacy ; OCDS ; IPSAS 33)

SWOT Analysis – Narrative

Strengths. The pillar benefits from a treaty-based institutional setting with established programme divisions for corridors and ICT, and a specialized-agency partner (**ACTESA**) with a live portfolio on staple-food market systems. The governance model embeds fiduciary and disclosure controls (**IPSAS**, **OCDS**) and recognized safeguards regimes (**AfDB ISS**, **World Bank ESF**), improving credibility with DFIs, institutional investors, and private operators. The decennial compact with gate reviews supplies a disciplined instrument to reconcile the 10-year mandate with the 50-year Agenda 2074 trajectory ([Infrastructure & Logistics](#); [ICT Division](#); [ACTESA 2023](#); [OCDS](#); [IPSASB](#); AfDB ISS; World Bank ESF).

Weaknesses. Heterogeneity in Member State institutional capacity, digital readiness, and regulatory domestication timelines can slow corridor commissioning and DPI interoperability. Multi-jurisdictional procurement and safeguards implementation increases administrative burden, and cyber/data-protection capabilities may be uneven, requiring significant technical assistance and

sustained O&M financing to maintain service levels across borders ([Status of ICT Programmes – 2023](#); [COMESA Data Privacy Policy](#)).

Opportunities. AfCFTA integration, continental **PIDA** prioritization, and growing sustainable-finance markets present opportunities to scale cross-border assets and DPI. **OECD-consistent** blended-finance instruments and **AfDB** sustainable bonds can de-risk investments, while AU-level data policy direction supports interoperable and trusted digital services, increasing uptake and private-sector participation. ACTESA’s standards and market-systems work can accelerate inclusion and reduce post-harvest losses, with measurable trade-facilitation gains ([AfCFTA Secretariat](#); [PIDA](#); OECD DAC Principles42/FINAL/en/pdf); [AfDB Sustainable Bonds](#); [AU Data Policy Framework](#); [ACTESA 2023](#)).

Threats. Macroeconomic shocks, climate events, and cyber incidents can disrupt corridor operations and DPI services. Political-economy shifts may delay domestication of harmonized procedures, while financing volatility could constrain scale-up. Without rigorous safeguards, fiduciary controls, and incident-response capabilities, reputational risk could impair access to follow-on tranches and jeopardize continuation beyond 2036 (AfDB ISS; World Bank ESF; [NIST SP 800-53 Rev. 5](#); OECD DAC Principles42/FINAL/en/pdf).

SWOT Tables

Internal Factors

Strengths	Weaknesses
Treaty-based mandate; established COMESA divisions for corridors/ICT; specialized-agency capacity via ACTESA	Heterogeneous national institutional capacity and digital readiness; administrative complexity across multiple jurisdictions
Embedded fiduciary, disclosure, and safeguards regimes (IPSAS , OCDS , AfDB ISS/ESF)	Uneven cyber/privacy capabilities; O&M and skills sustainability challenges for DPI and OSBPs
Decennial compact with gate-based continuation aligning 10-year mandate to 50-year trajectory	Potential lag in regulatory domestication and standards uptake, affecting time-to-impact

External Factors

Opportunities	Threats
AfCFTA market integration; PIDA-aligned corridor continuity; AU data-policy direction for trusted DPI	Macroeconomic and financing volatility; climate and extreme-weather disruptions to corridors/logistics
Blended-finance and sustainable-bond markets to crowd in private capital	Cyber incidents and data-protection breaches; policy reversals delaying harmonization or interoperability

Opportunities	Threats
ACTESA-led standards/market systems to reduce losses and raise intra-COMESA trade	Reputational risk from fiduciary or safeguards non-compliance affecting tranche access and renewal

Key references for tables:

[Infrastructure & Logistics](#); [ICT Division](#); [ACTESA 2023](#); [AfCFTA Secretariat](#); [PIDA](#); [AU Data Policy Framework](#); OECD DAC Principles42/FINAL/en/pdf); AfDB ISS; World Bank ESF; [OCDS](#); [IPSASB](#).

Sustainability & Exit

Purpose and framing. The Sustainability & Exit regime establishes the institutional, financial, operational, and legal arrangements required to maintain corridor assets, digital public infrastructure (DPI), and market-systems functions beyond the initial decennial compact, while defining objective conditions for continuation, handover, or orderly exit. The regime is grounded in COMESA’s programme authorities for **Infrastructure & Logistics** and **Information & Networking (ICT)** and is aligned with continental integration objectives under **Agenda 2063** and the **AfCFTA** implementation environment, ensuring that regional public goods remain functional irrespective of domestic political cycles or market volatility ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#); [Agenda 2063](#); [AfCFTA Secretariat](#)).

1. Institutional sustainability

Institutional continuity shall be achieved through the progressive **internalization of functions** within COMESA divisions and specialized agencies, and through the domestication of harmonized procedures by Member States. Corridor stewardship, One-Stop Border Post (OSBP) operations, and cross-border procedures are institutionalized under the Infrastructure & Logistics Division’s corridor approach, while DPI governance, interconnection standards, and administrative interoperability remain within the mandate of the ICT Division and its technical committees ([Infrastructure & Logistics Division](#); [Information & Networking / ICT](#)). For staple-food market systems and standards, a standing **Memorandum of Understanding** will confer delegated technical authority to **ACTESA** with explicit decision rights, reporting duties, and fiduciary obligations to foster durability of seed, fertilizer, warehouse-receipt, and grades/standards programmes ([ACTESA Institutional & Council Report 2023](#)).

To ensure the human-resource base is sustained, the pillar maintains accredited competency frameworks and **train-the-trainer cohorts** tied to programme roles (regulators, corridor authorities, border agencies, standards bodies, platform operators). Curriculum alignment with ICT and corridor programmes ensures that capabilities are refreshed as technology, standards, and cross-border procedures evolve ([Status of ICT Programmes – 2023](#)).

2. Financial sustainability

Financial sustainability rests on a **lifecycle financing** construct that blends concessional capital, commercial co-investment, and operations financing to ensure that O&M obligations remain fully funded during and beyond the compact. The construct consists of:

1. **Blended-finance structures** that mobilize private capital into higher-risk segments consistent with the **OECD DAC Blended Finance Principles**, including first-loss or subordinated positions where development additionality and market-failure diagnostics justify concessionality. This



underwrites early-stage corridor and DPI components until stable cashflows materialize (OECD DAC Blended Finance – Guidance42/FINAL/en/pdf)).

2. **Sustainable capital-markets participation**—where eligible use-of-proceeds (renewables, climate-resilient logistics, water systems, DPI enabling dematerialized services) can be transparently reported—drawing on the proven frameworks and investor base associated with **AfDB’s Sustainable Bond and Green Bond** programmes to diversify sources and reduce the weighted average cost of capital ([AfDB Sustainable Bond Newsletter 2025](#); [AfDB Green Bond press release](#)).
3. **Tariffing, service charges, and availability-payment arrangements** within PPPs calibrated to affordability and competition constraints under AfCFTA-consistent trade-facilitation objectives, with transparent disclosure and benchmarking to support regulatory legitimacy ([AfCFTA Secretariat](#)).

All financial reporting is **IPSAS-compliant**, and contracting is disclosed under the **Open Contracting Data Standard (OCDS)** to preserve investor confidence and public accountability over time ([IPSASB – Handbook](#); [OCDS documentation](#)).

3. Operational sustainability (corridors and DPI)

Corridor and OSBP operations will be governed by **service-level agreements (SLAs)**, preventive maintenance schedules, asset-condition monitoring, and periodical resilience retrofits anchored in the Infrastructure & Logistics corridor strategy. For DPI, operational sustainability is secured through **platform governance charters**, change-control procedures, capacity planning, vendor-neutral interface specifications, and documented **incident response** and recovery playbooks. Cybersecurity and privacy conformance is evidenced against **ISO/IEC 27001** and **NIST SP 800-53 Rev. 5** controls; where applicable, **ISO/IEC 27701** will be used to demonstrate privacy accountability on top of the ISMS (ISO/IEC 27001; [NIST SP 800-53 Rev. 5](#); [ISO/IEC 27701](#)).

4. Safeguards and social license continuity

Environmental and social performance shall be maintained through the operationalization of instruments developed under the **AfDB ISS** and **World Bank ESF**, including ongoing mitigation, monitoring, adaptive management, stakeholder engagement, grievance redress, and incident disclosure. Climate-resilience measures are updated at mid-term and during renewal to account for evolving hazard profiles and corridor-wide cumulative impacts (AfDB ISS; World Bank ESF).

5. Data governance and records retention

DPI operation and cross-border administrative interconnection points shall comply with the **COMESA Secretariat Data Privacy Policy**, and, where relevant, take cognizance of continental direction provided by the **AU Data Policy Framework**. Data retention and archival rules, audit trails, cryptographic key management, and cross-border transfer controls are codified in the platform governance charter and are subject to periodic conformance reviews and penetration testing ([COMESA Data Privacy Policy – PDF](#); [AU Data Policy Framework](#)).

6. Continuation and renewal to the next decennial compact

Continuation beyond **2036** into **2036–2046** requires evidence, verified at **Gate 4**, that the pillar has achieved agreed outcome bands and maintained fiduciary, safeguards, and data-governance conformance. Decision factors include: (i) corridor performance (time/cost to trade, OSBP availability); (ii) DPI service-level metrics (uptime, latency, cross-border transactions); (iii) ACTESA standards domestication and warehouse-receipt utilization; (iv) unqualified or acceptably qualified **IPSAS**

opinions and comprehensive **OCDS** coverage; and (v) contribution to **AfCFTA** objectives and cross-REC continuity using **PIDA** coordination where relevant ([IPSASB – Handbook](#); [OCDS](#); [AfCFTA Secretariat; PIDA – AUDA-NEPAD](#)).

7. Exit or handover conditions

Where continuation is not warranted for a given sub-programme, an **orderly exit or handover** shall proceed under the following readiness criteria:

1. **Asset and data readiness.** Updated asset registers, condition reports, as-built documentation, O&M manuals, software and configuration baselines, data dictionaries, and **data-escrow** packages, including cryptographic materials and audit logs, are delivered to the designated receiving authority, consistent with privacy and security obligations ([COMESA Data Privacy Policy – PDF](#); [NIST SP 800-53 Rev. 5](#)).
2. **Contracts and licences.** Assignment or novation of PPP contracts, licences, and SLAs to successor entities, with transitional support periods and step-in rights clarified. Intellectual-property licences covering DPI components and interoperability specifications are granted on terms sufficient for continuity of service under public-interest obligations.
3. **Safeguards closure.** Verification that outstanding mitigation actions are complete and that grievance cases have been addressed in line with **AfDB ISS/ESF** requirements; environmental closure reports are submitted as applicable (AfDB ISS; World Bank ESF).
4. **Fiduciary and transparency.** Final **IPSAS**-based financial statements and contract-cycle disclosures remain publicly accessible under **OCDS**, with post-closure record-keeping periods specified in the legal clauses ([IPSASB – Handbook](#); [OCDS](#)).

8. Sustainability stress-testing and remedial action

To verify durability under adverse conditions, the pillar undertakes periodic **stress tests**: (i) financial (O&M coverage, DSCR sensitivity to traffic and tariff scenarios; refinancing risk for bond tranches); (ii) operational (corridor disruptions, spares and contractor mobilization); (iii) cyber/data (table-top exercises against ransomware, insider threats, integrity loss); and (iv) climate (flood/heat stress on assets and power/water dependencies). Findings inform remedial actions, sequencing adjustments, and—where required—recalibration of PPP terms or blended-finance risk-sharing consistent with **OECD DAC** guidance (OECD DAC Blended Finance – Guidance42/FINAL/en/pdf); [NIST SP 800-53 Rev. 5](#)).

9. Knowledge transfer and public record

All playbooks, standard operating procedures, model clauses, and implementation notes produced under the compact become part of the **regional knowledge corpus** and remain open and reusable for Member States and partners. Procurement and financial records remain accessible to the public via **OCDS**, and evaluation reports issued at **Mid-Term** and **End-Term** form part of the Continuation Dossier to underpin the next decennial compact and to facilitate cross-REC coordination under **PIDA** ([OCDS](#); [PIDA – AUDA-NEPAD](#)).

Closing Note

This Sustainability & Exit regime is **binding** for the **2026–2036** compact and shall be reviewed for strengthening at the **Mid-Term review (2030)** and at **End-Term (2036)**. It is designed to keep the Power Play Pillar institutionally anchored within COMESA, financially credible with investors and DFIs,



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operationally resilient across borders, legally compliant with the Community and continental policy environment, and fully preparatory for continuation toward **Agenda 2074**.