

THE PROFESSIONAL AFRICAN TECHNICAL NETWORK ADVISORY INITIATIVE

2025 Review and 2026 In-View Report

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Disclaimer

The views expressed in this report are derived from the collective contributions of participants at the *2025 PATNA Town Hall End-of-Year Meeting*, and do not necessarily reflect those of the authors, individual participants, or the organizations they represent. This document and its contents have been prepared exclusively for the use of members of the PATNA Initiative and for purposes related to its activities. PATNA therefore assumes no responsibility or liability for the use of this report beyond its intended scope.

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About The Professional African Technical Network Advisory (PATNA) Initiative

The Professional African Technical Network Advisory (PATNA) Initiative is a non-profit think tank that leverages a multidisciplinary network comprising technical experts, academics, climate scientists, government, and private-sector stakeholders to redefine Africa's role in international climate discourse and global climate policy, to ensure that African perspectives are presented in international policy discourse and climate action. In this regard, PATNA leverages evidence-based research to inform policy and amplify Africa's voice in global climate action and implementation measures that balance human capital development and economic growth with environmental protection, balancing Africa's unique economic needs with environmental stewardship for a future where African prosperity and ecological health are inextricably linked. For more information, please visit www.thepatna.org.

Executive Summary

The PATNA Town Hall Meeting, held virtually on 18 December 2025, convened members, Board representatives, and the Secretariat to reflect on the Initiative's progress in 2025, assess Africa's positioning within ongoing global climate change discussions, including maritime decarbonization processes at the International Maritime Organization (IMO), and collectively shape priorities for 2026. Designed as a consultative, member-driven forum, the Town Hall reinforced PATNA's role as a credible platform for collective learning, evidence-based engagement, and coordinated African action.

The review of 2025 activities underscored the significant progress achieved within a relatively short timeframe. Key milestones included the Abuja African Strategic Summit, which enhanced negotiation capacity and regional coherence; the launch of LEAP Phase II; the official launch of PATNA at the Dakar Francophone Regional Workshop, which convened 25 African IMO Member States and concluded in 15 resolutions to shape African engagement at the IMO; and the provision of sustained technical support to African delegations during IMO MEPC and ISWG-GHG meetings. Despite constrained funding, PATNA has successfully built credibility, visibility, and trust across a broad range of stakeholders.

A key objective of the Town Hall was to examine the factors influencing African Member States' voting positions on the adjournment of consideration of the IMO Net-Zero Framework (NZF). Using live Mentimeter polling and structured breakout discussions indicated that positions were informed primarily by concerns related to implementation timelines, potential implications over food security (food system), and the absence of credible, Africa-specific technical and economic evidence. Legal uncertainty did not emerge as a material consideration. Among the elements of the NZF, food security considerations generated the greatest level of concern, followed by uncertainties relating to incentive mechanisms and the governance of proposed funding arrangements.

Members consistently underscored persistent gaps in technical analysis, economic modelling, institutional clarity, and most notably, regional coordination. Breakout discussions further highlighted that limited pre-session alignment and the issuance of late political instructions constrained the capacity of African delegations to act and engage in a coordinated and assured manner. Participants emphasised PATNA's potential role as a trusted intermediary in synthesizing complex technical and economic evidence into clear, accessible inputs to support both technical negotiators and senior decision-makers.

Leadership reflections highlighted the need to complement technical expertise with diplomatic acumen, political awareness, and institutional confidence. The importance of Africa-generated research was underscored as a prerequisite for credible and effective policymaking, particularly as technical deliberations on fuels, certification, and compliance are expected to continue notwithstanding the adjournment of the Net-Zero Framework (NZF).

Looking ahead to 2026, participants identified the following as key priority areas:- regional coordination, strengthened data and modelling capabilities, technical capacity-building across all levels, and the translation of policy and technical outputs into clear, accessible narratives. The Town Hall concluded with a shared recognition that coordinated, evidence-based engagement presents a strategic opportunity for Africa, whereas fragmented approaches risk long-term marginalization within IMO processes.

1.0 Introduction

The PATNA Town Hall was convened at a pivotal moment that called for both reflection on progress achieved and renewed strategic focus. The Town Hall provided a structured platform for members, Board representatives, and the Secretariat to collectively take stock of the Initiative's trajectory through 2025, assess Africa's positioning within ongoing maritime decarbonisation discussions, and identify clear priorities to guide engagement in 2026 and beyond.

Convened as a consultative, member-driven forum, the Town Hall adopted a deliberate retrospective, forward-looking approach. Participants reviewed key activities, decisions, and milestones from 2025, drawing lessons learned, identifying outstanding gaps, and acknowledging contributions that have advanced PATNA's objectives. At the same time, discussions were firmly oriented towards future engagement, considering emerging priorities, anticipated challenges, and strategic opportunities likely to shape PATNA's programme of work in 2026 and its continued engagement within global maritime spaces.

The Town Hall reaffirmed PATNA's identity as a collaborative, evidence-based platform founded on dialogue and shared responsibility. Bringing together experts and high-level maritime stakeholders from academia, the maritime sector, policy, industry, civil society, and international institutions, the meeting enabled candid reflection on achievements, challenges, and strategic direction. In this context, the Town Hall marked an important transition point, connecting accumulated experience with forward-looking planning and reinforcing a collective commitment to strengthening and amplifying Africa's engagement within the International Maritime Organization (IMO) and related global fora and institutions.

1.1 Objectives

The Town Hall was convened to:

- Review PATNA's activities and key milestones achieved in 2025;
- Reflect on Africa's engagement in regional and international processes, including deliberations at the IMO;
- Examine the factors shaping Africa's priorities, including levels of preparedness and voting behaviour;
- Receive strategic direction from the Board of Trustees; and
- Jointly identify priorities and focus areas to inform the development of PATNA's 2026 programme of work.

1.2 Opening Remarks

The meeting opened with welcoming remarks from the PATNA Secretariat and leadership, setting a reflective, inclusive and forward-looking tone. The remarks emphasized PATNA's role as a community, rather than merely a technical network, highlighting the importance of collective contribution, resilience, and mutual support. The opening remarks also acknowledged members' personal and professional commitments, underscoring the value of active participation and shared ownership in advancing the Initiative's vision.

1.3 Welcome to PATNA

A brief overview of the PATNA Initiative was provided for new and existing members. PATNA was reaffirmed as a growing network of African experts, policymakers, researchers, and advocates working to advance an

evidence-based, just, inclusive, and sustainable energy transition for Africa in critical sectors, starting with the marine and blue economy sectors.

Key points highlighted included:

- PATNA's role in building technical capacity across relevant institutions in Africa;
- Its function as a bridge between continental data and development in supporting & facilitating evidence-based policymaking, project design, and implementation through sustainable, economically viable and climate-positive methods;
- The Cohort-based structure, encompassing stakeholders from academia, policy, industry, the private sector, and civil society; and
- The establishment of a formal membership process as the Initiative continues to mature.

2.0 PATNA Year in Review (2025)

2.1 Key Activities and Milestones

The Secretariat presented a comprehensive overview of the Initiative's activities and achievements in 2025, marking a foundational year of delivery, convening, and strategic engagement with the following key milestones:

- Abuja African Strategic Shipping Decarbonisation Summit (March 2025), which provided an early platform for aligning African perspectives on shipping decarbonisation and the evolving IMO agenda.
- Dakar Francophone Regional Conference and Workshop, which:
 - Convened 25 African IMO Member States and over 150 participants.
 - Identified MARPOL Annexe VI ratification, the Net-Zero Framework, food security, and port readiness as priority gaps and areas of sensitivity for Francophone and broader African constituencies;
 - Adopted 15 declarations to inform and guide African engagement within IMO processes;
- Formal Launch of The PATNA Initiative in Dakar, Senegal (August 2025), marking PATNA's transition from concept to an operational, continent-facing strategic Platform;
- Support to African Member States' engagement at IMO MEPC and ISWG-GHG sessions;
- Provision of Technical support to the African Union (AU) on maritime decarbonisation-related matters;
- Establishment of PATNA's first Secretariat in a Least Developed Country (LDC) in Africa (November 2025), reinforcing the Initiative's commitment to inclusivity, equity, and proximity to African realities;
- Delivery of a Technical Lecture to the Young Global Leaders Forum of the World Economic Forum, contributing African perspectives to global leadership discourse; and
 - The 2nd Africa Climate Summit, Addis Ababa (Africa Ocean Climate Pavilion);

- The 8th Annual Conference of the Association of African Maritime Administrations (AAMA); and
- The 13th Conference of the Parties (COP30) in Belém, among others.
- Translation of technical reports into French and Portuguese, to improve accessibility and inclusivity across African regions, is ongoing.

2.2 Reflections

The 2025 review highlighted that, within a relatively short period, PATNA has achieved milestones that typically take emerging networks several years to reach. Acknowledging funding support from donors, the Initiative has established credibility, successfully convened a diverse range of stakeholders, despite limited resources, and has begun to shape policy conversations through evidence generated from African contexts.

At the same time, reflections from the year underscored persistent structural challenges, including uneven technical and institutional capacity across countries, fragmented coordination mechanisms, and limited access to timely, context-specific data to support African positions effectively in global energy transition negotiations, particularly in the maritime sector. With the delayed adoption of IMO's Net Zero Framework, addressing these challenges was recognized as essential to strengthening Africa's collective voice in upcoming global discussions, including at the IMO.

3.0 The Net-Zero Framework Adjournment from an African Lens

The Town Hall examined factors that participants identified as influencing the IMO MEPC ES2 decision to adjourn the adoption of the Net-Zero Framework (NZF). The adjournment motion was adopted with 57 "Yes", 49 "No", and 21 "Abstention" votes, as presented in Figure 1. Meanwhile, Figure 2 provides an overview of the global voting distribution to place Africa's voting pattern in its broader geopolitical context.

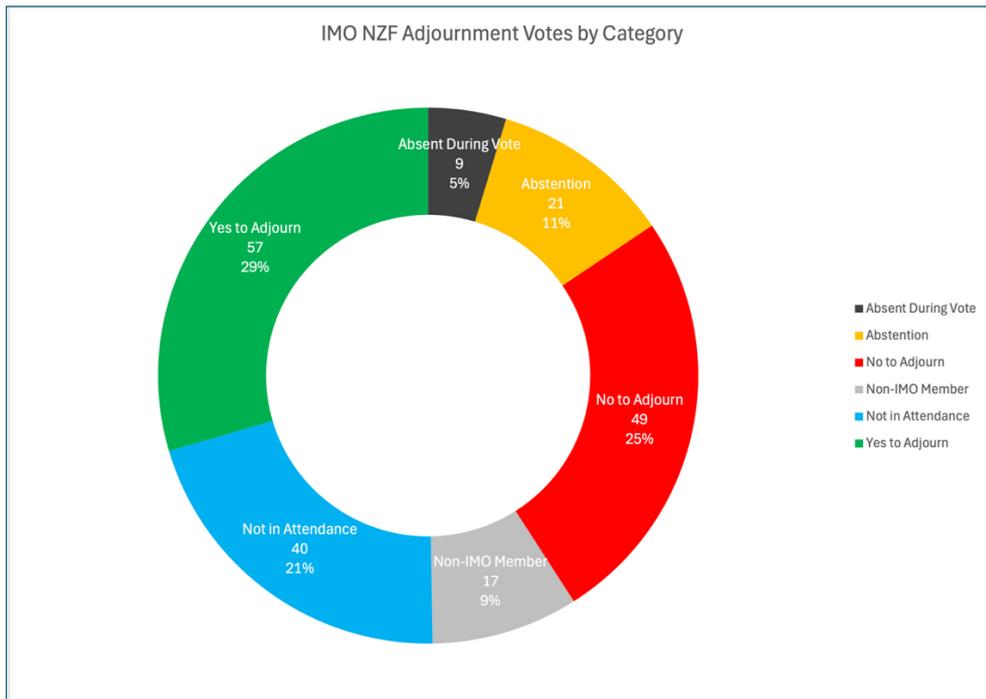


Figure 1: IMO NZF Adjournment Votes by Category

Data Source: IMO MEPC ES2, 2025

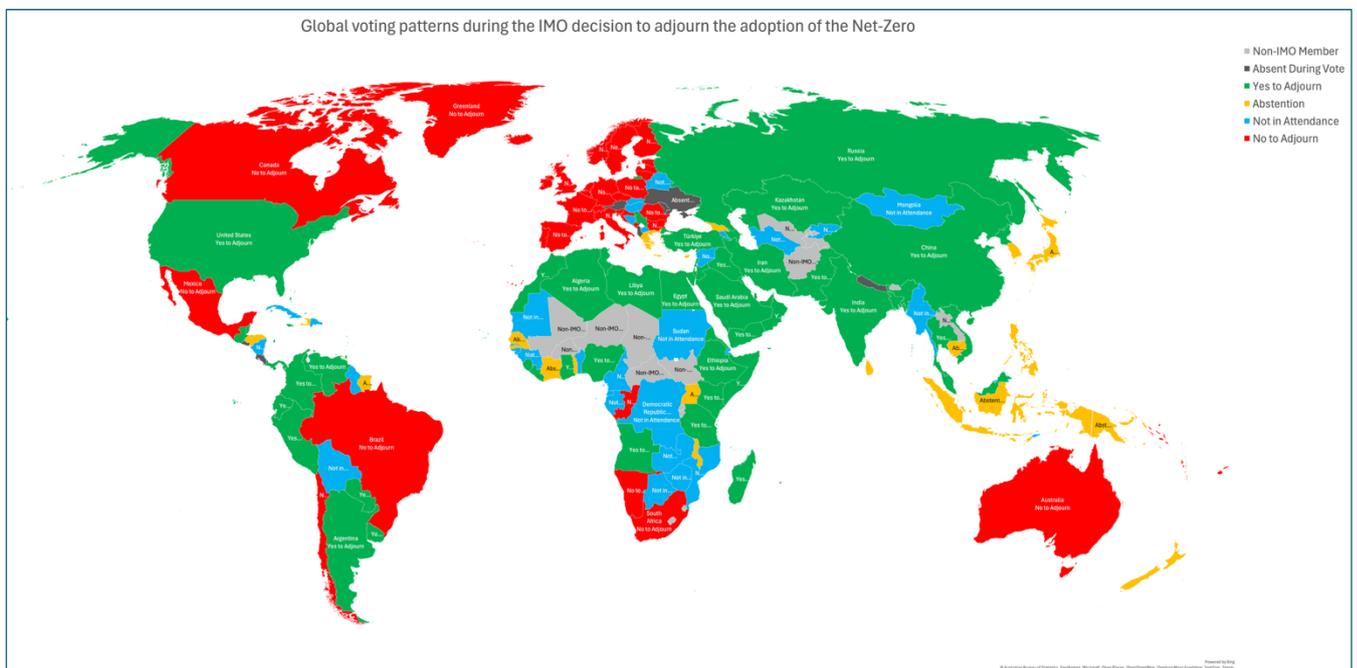


Figure 2: Global voting patterns during the IMO decision to adjourn the adoption of the Net-Zero Framework

Data Source: IMO ES2, 2025

3.1 Mentimeter Polling – Continental Sentiment

During the Town Hall, Live Mentimeter polling was employed to capture members’ insights on the factors influencing Africa’s response to the vote to adjourn the adoption of the IMO Net-Zero Framework (NZF). The polling combined structured multiple-choice questions with open-ended qualitative inputs.

The Town Hall was attended by 39 PATNA members representing all four cohorts, including Policy (and Government), Academia and Research, Industry (Private Sector), and Civil Society. A total of 27 participants accessed the Mentimeter platform via QR code scans. Of these, with 14 to 16 participants submitting responses to individual polling questions, yielding response rates of approximately 52-59%, depending on the question.

Note: A follow-up questionnaire will be deployed in Jan 2026 across the full membership and partner network to broaden the scope of information collected during the Town Hall and capture additional perspectives that could not be accommodated within the limited session timeframe.

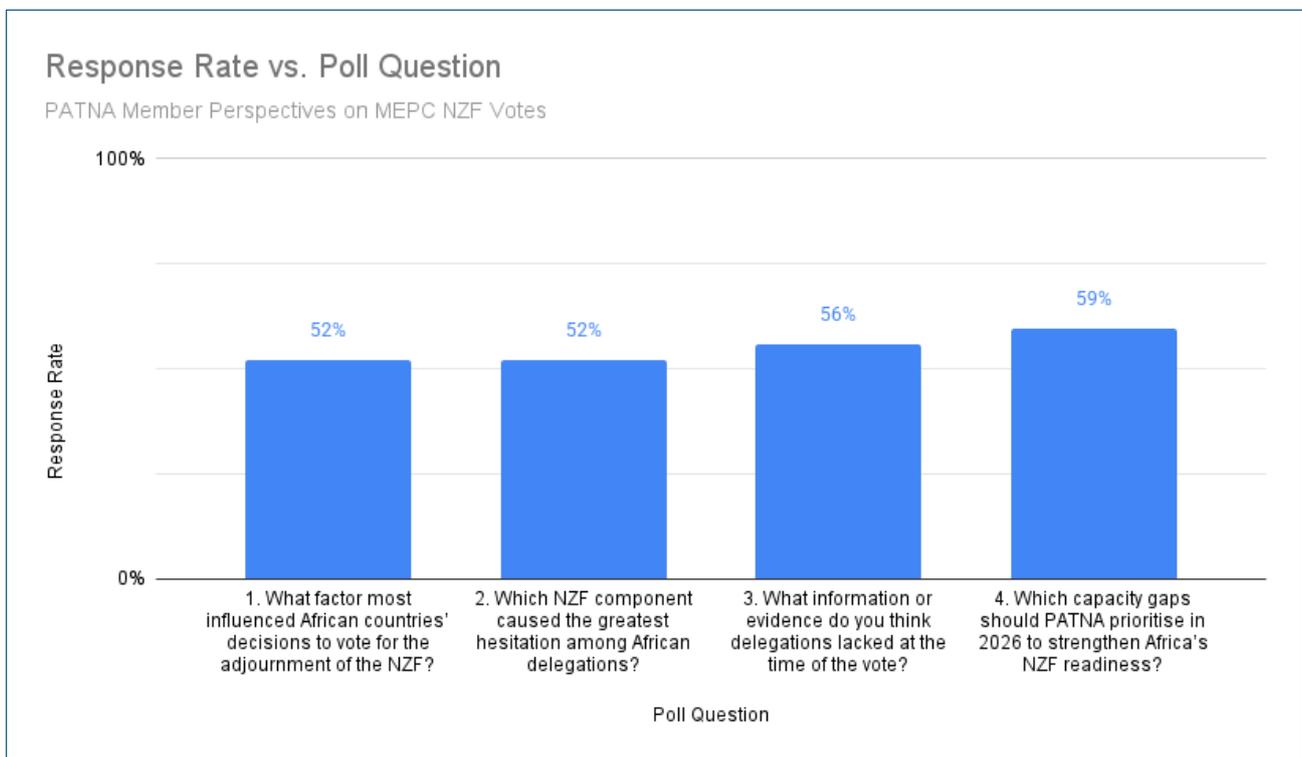


Figure 3: Mentimeter Polling Questions and Response Rate – Continental Sentiment

The gaps between overall attendance, Mentimeter access, and submitted responses may be due to varying factors, including participants’ familiarity with the Mentimeter platform, concerns regarding anonymity, limited access to suitable devices at the time of polling, or a preference to prioritize discussion over live voting. These considerations are acknowledged as important context within which the polling results would be interpreted. Therefore, to address potential gaps in responses, polling was complemented by discussions in breakout sessions where all attendees engaged in robust deliberations on questions previously polled.

Factors Influencing Votes on the NZF Adjournment

Participants were asked to identify the factors they believe or know to have influenced African countries’ decisions to vote in favour of adjourning the adoption of the NZF. As illustrated in the bar charts presented

in Figures 4 to 7, responses suggest concerns that may have been driven primarily by feasibility, adoption pace, readiness, and preparedness capacity rather than by legalities.

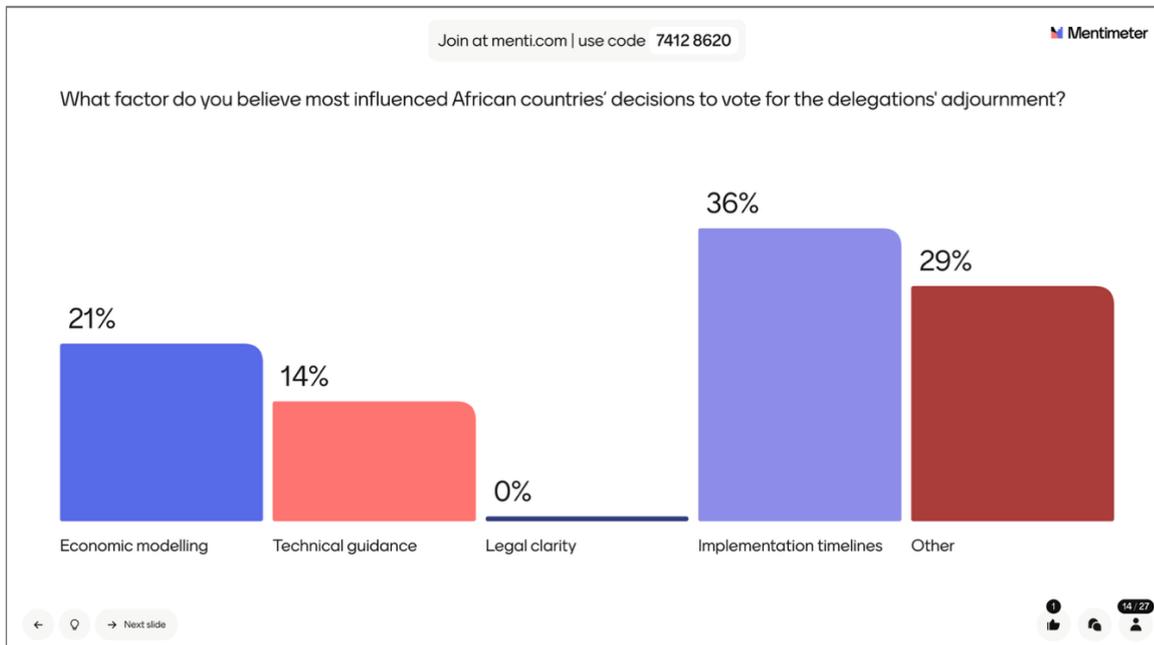


Figure 4: What factor do you believe most influenced African countries' decisions to vote for the adjournment?

Implementation timelines were identified as the most significant factor (36%), indicating concerns about the pace of implementation relative to current national capacities. Other factors accounted for 29%, suggesting the presence of context-specific considerations not fully captured by predefined options. Economic modelling influenced 21% of responses, pointing to uncertainty around cost implications and economic impacts. Technical guidance accounted for 14%, indicating a need for more explicit operational detail. Legal clarity received 0%, suggesting that legal uncertainty was not perceived as a primary driver of the adjournment vote.

NZF Components Causing the Greatest Hesitation

When asked which component of the NZF generated the most significant hesitation among African delegations, respondents highlighted socioeconomic implications more strongly than compliance or certification issues.

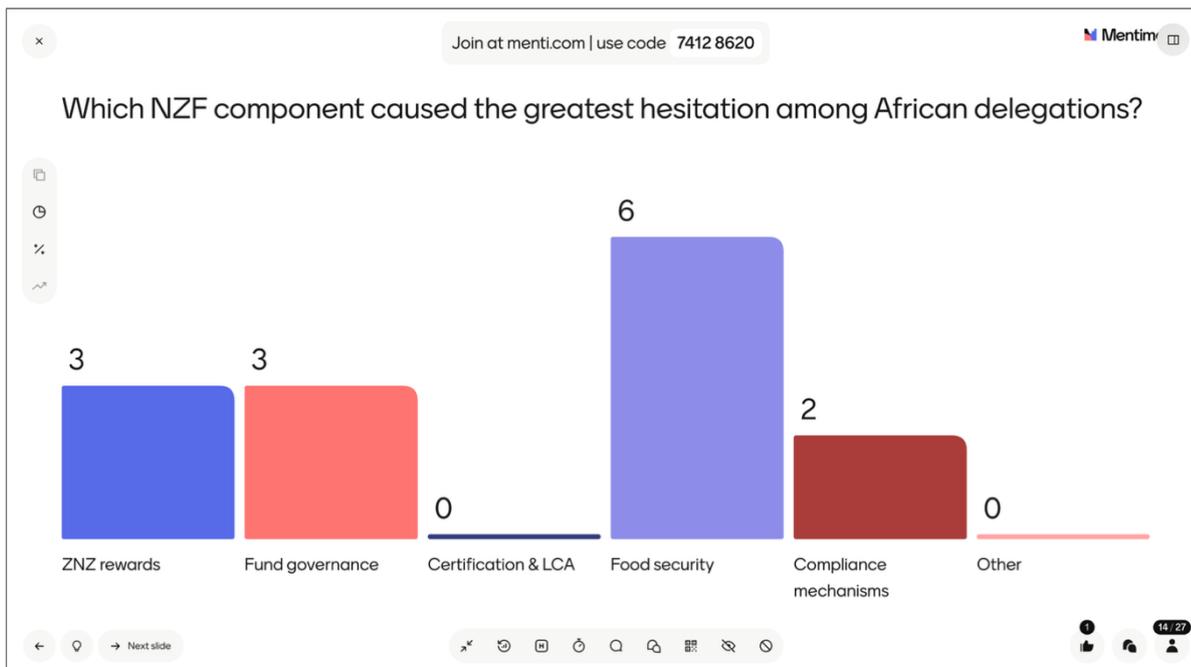


Figure 5: Which NZF component caused the greatest hesitation among African delegations?

Food security emerged as the dominant concern (6 votes), indicating anxieties about potential impacts on imports, trade, and domestic affordability. ZNZ rewards (3 votes) and fund governance (3 votes) followed, reflecting uncertainty around benefit distribution and institutional design. Compliance mechanisms received 2 votes, while certification & lifecycle assessment (LCA) and ‘other’ received 0 votes.

Information and Evidence Gaps at the Time of the Vote

Participants were asked what information or evidence they believed delegations lacked during the vote on adjournment.

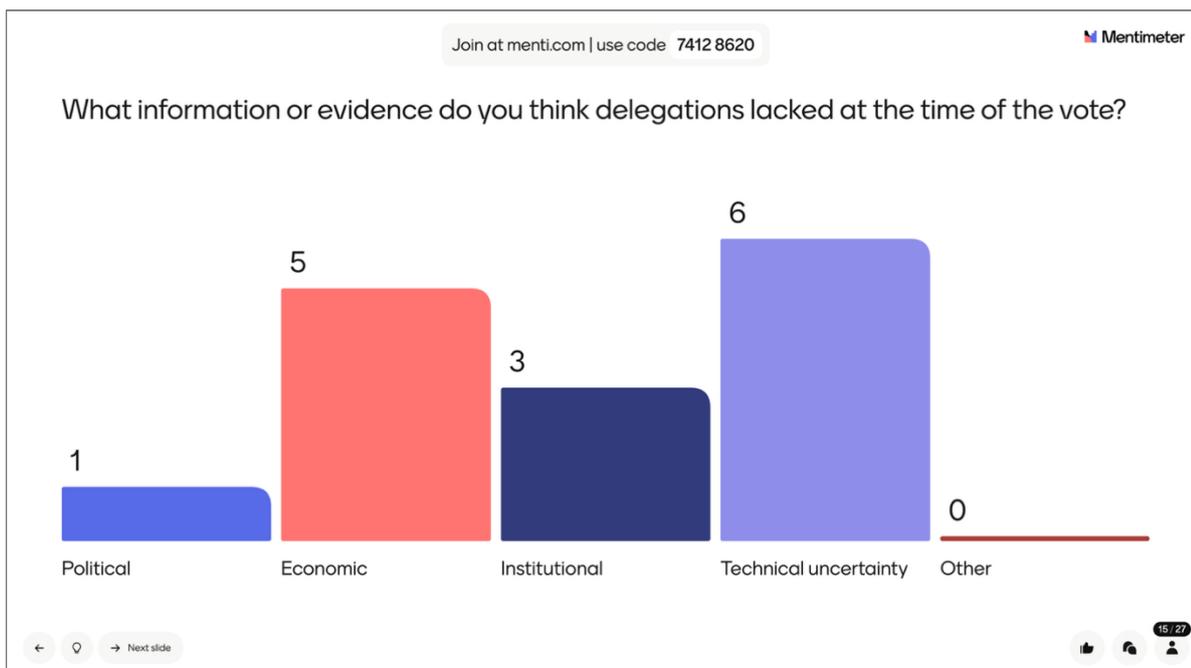


Figure 6: What information or evidence do you think delegations lacked at the time of the vote?

Technical uncertainty was the most frequently cited factor (6 votes), indicating limited clarity regarding the practical implementation of the proposed measures. Economic evidence followed (5 votes), reinforcing the importance of robust impact modelling. Institutional information received 3 votes, reflecting gaps in understanding governance and implementation arrangements. Political factors were cited least frequently (1 vote), while ‘other’ received 0 votes.

Priority Capacity Gaps for Strengthening NZF Readiness

Members were asked which capacity gaps PATNA should prioritise in 2026 to strengthen Africa’s readiness for the NZF.

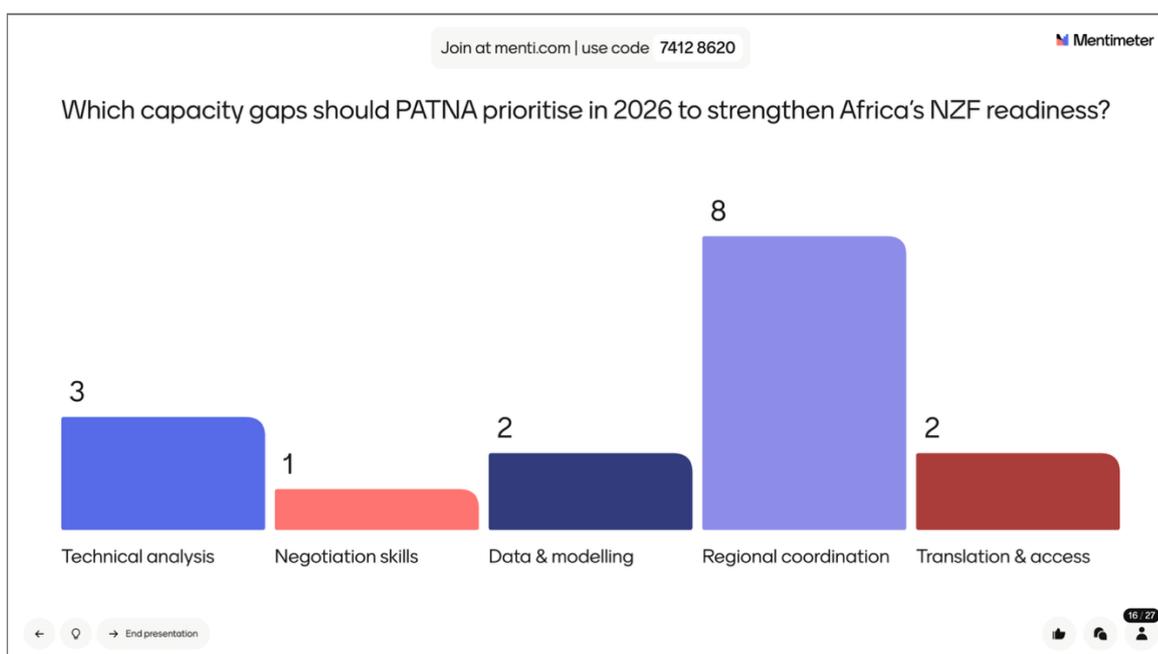


Figure 7: Which capacity gaps should PATNA prioritize in 2026 to strengthen Africa’s NZF readiness?

Regional coordination emerged as the highest priority (8 votes), indicating the need for regular pre-negotiation coordination alignment among African Member States. Technical analysis followed with 3 votes, reflecting demand for enhanced technical support. Data & modelling as well as translation & access received 2 votes each, highlighting the need for expanded technical work and the provision of accessible information to other non-Anglophone African nations. Negotiation skills received 1 vote, indicating that while important, coordination and evidence were considered more immediate priorities.

4.0 Focus Group Discussion & Key Themes

Across the four breakout groups, participants elaborated on the Mentimeter findings by drawing directly on their recent experiences at MEPC ES2 and in national briefing processes. Rather than identifying new priorities, the discussions clarified the *practical considerations* underpinning Africa's voting patterns and areas of hesitation.

Several recurring themes emerged during the focus group discussions, including knowledge and evidence gaps, fragmented coordination, food security and economic concerns, political and institutional pressures, and capacity constraints.

- **Knowledge and Evidence Gaps:** Several participants noted that, at the time of the vote, African delegations did not have access to precise, Africa-specific technical or economic analysis on the Net-Zero Framework. This distinction was seen as a critical aspect of the discussion, particularly when comparing the NZF with the 2023 Revised GHG Emissions Reduction Strategy and the Basket of Mid-term Measures. The NZF policy framework tabled for adoption has yet to undergo robust impact analysis, compared with [the Revised Strategy, which had undergone analysis by the United Nations Conference of Trade and Development](#) and the subsequent [review by The PATNA Initiative during the first phase of the LEAP Project in 2024](#). In one group report-back, participants highlighted uncertainty regarding what African states would "gain or lose economically" from the proposed measures, especially with respect to carbon pricing mechanisms. Others observed that existing analyses were often global or region-agnostic, complicating efforts to brief ministers or justify national positions. The absence of decision-ready, context-specific evidence undermined confidence in the NZF in its current form, thus contributing to the inclination of some delegations to support the procedural motion to adjourn its adoption.
- **Fragmented Coordination:** Participants contrasted Africa's approach with that of other regions ahead of the MEPC meeting, noting that other regions came with clearly pre-aligned positions. One breakout group highlighted the absence of broader African discussions on the implications of the Net-Zero Framework prior to the meeting, particularly regarding the intersection of international measures with regional trade, energy transitions, and external policies such as the EU's carbon-related instruments. During plenary feedback, a participant emphasized that Africa needs to speak with one voice, reflecting the perception that limited pre-negotiation alignment weakened collective influence.
- **Food Insecurity and Economic Concerns:** Participants associated hesitation toward the Net-Zero Framework with potential impacts on Africa's food systems, specific to food imports, affordability, and the resulting trade imbalances, particularly for countries dependent on food imports. In the breakout discussions, food insecurity was framed within broader economic vulnerabilities: measures perceived to increase transport or compliance costs were seen as having direct knock-on implications and effects on domestic food prices and social stability. These concerns echoed the high prominence of food security in the Mentimeter results but were expressed in terms of concrete country-level realities rather than abstract principles.
- **Political and Institutional Pressures:** Political and institutional pressures were prominent in the discussions, although they appeared less evident in the polling results. Several participants described instances in which technical delegations received late political directives from their national capitals (headquarters), often with limited explanation or opportunity for technical clarification. One breakout group noted that decision-making was at times shaped by "non-technical considerations," reflecting broader geopolitical or domestic political priorities rather than the technical merits of the policy or climate objectives. These dynamics were cited as factors constraining a few delegations' ability to fully engage or negotiate during MEPC ES2. Much may be attributed to how this discussion topic played out. Robust conversions in each breakout room on this topic suggested that participants were more comfortable addressing such politically sensitive issues in a closed environment rather than through live polling. Deliberations also indicated that participants' unfamiliarity with polling tools, and possible political exposure and other factors related to political sensitivities may have contributed to the lower reporting of these factors in the Mentimeter results.
- **Capacity Constraints:** Uneven levels of technical expertise, analytical capabilities, and negotiation experience across African delegations were highlighted as key capacity challenges. Participants noted that, while a few countries were able to access and engage comprehensively with modelling,

economic impacts, and policy design, many others struggled to keep pace due to limited staffing, expertise, knowledge, time, or institutional support. This uneven disparity was seen to affect not only individual national positions but also the ability to coordinate regionally and respond effectively to evolving discussions.

This disparity was perceived to affect not only individual national positions but also the ability to coordinate regionally and respond effectively to evolving discussions.

Across the breakout groups, participants consistently emphasized the timely establishment of PATNA formation and its potential to address challenges highlighted during discussions. In particular, they highlighted the Initiative’s value as a trusted intermediary for translating complex IMO developments into clear and accessible briefings within the African contexts for both technical delegates. Participants also stressed PATNA’s role in facilitating earlier and more structured coordination among African states ahead of key IMO meetings, and supporting earlier, more structured coordination among African states ahead of key IMO meetings with evidence-based information. Fulfilling this role requires active engagement from PATNA members, including participation and attendance at IMO sessions to keep track of developments and the provision of regular technical reports to support African stakeholders.

4.1 Comparing Mentimeter Polling Results with Focus Group Discussions

A comparison of the Mentimeter polling results with the breakout group discussions indicates a strong alignment between the two engagement formats, with each capturing complementary dimensions of the same underlying issues raised by participants during the Town Hall. The polling provided a rapid, individual snapshot of participants’ priorities, while the breakout discussions and plenary feedback contextualized those priorities in concrete negotiation experiences and national constraints.

Table 1 summarizes the key polling signals and their relationship and their correspondence with the detailed insights shared by participants during breakout sessions and plenary discussions.

Table 1: Comparing Mentimeter Polling Results with Focus Group Discussions

THEME	MENTIMETER POLLING SIGNAL	BREAKOUT DISCUSSION	CORE + INDIRECT INDICATORS
FOOD SECURITY	Food security identified as the NZF component generating the most hesitation.	Participants linked this to import dependence, affordability pressures, and trade exposure.	Economic and Social Indirect: Technical
EVIDENCE & TECHNICAL CLARITY	Gaps in technical clarity and Africa-specific economic evidence highlighted at the time of voting.	Participants described lack of decision-ready analysis of the NZF during MEPC ES2, especially on economic uncertainties and implications (e.g., carbon pricing, revenue disbursement).	Economic Indirect: Technical

REGIONAL COORDINATION	Regional coordination identified as the top capacity gap to prioritise in 2026.	Participants pointed to weak pre-negotiation alignment and calls to “speak with one voice” ahead of IMO meetings.	Political Indirect: Coordination
POLITICAL & INSTITUTIONAL PRESSURES	Political/institutional factors received fewer explicit votes.	Participants described late directives and non-technical pressures shaping national positions.	Political Indirect: Coordination
CAPACITY & PREPAREDNESS	Technical analysis, data & modelling, and negotiation skills identified as priority gaps.	Participants emphasized uneven technical expertise and institutional readiness affecting engagement and coordination at MEPC ES2.	Technical Indirect: Capacity

As illustrated in Table 1 above, **food security** emerged as the Net-Zero Framework (NZF) component generating the greatest hesitation among African delegations. This finding is reinforced by the breakout discussions, where participants explained that food security concerns are closely tied to import dependence, affordability pressures, and trade exposure. These concerns were presented, not as abstract risks but as immediate economic realities for many African countries, with participants highlighting that increases in transport or compliance costs could directly lead to higher domestic food prices. The alignment between the polling results and discussion outcomes indicates that food security concerns are both widely shared and deeply rooted in country-level economic vulnerabilities.

Similarly, the Mentimeter results highlighted **gaps in technical clarity and Africa-specific economic evidence** at the time of the vote. Breakout group discussions reinforced this finding by describing how delegations struggled to access timely, decision-ready analysis during MEPC ES2. Participants noted uncertainty regarding the economic implications of NZF measures, including carbon pricing, and reported difficulties in briefing ministers or securing political backing in the absence of clear, Africa-relevant evidence. These evidence gaps constrained not only individual confidence, but also the ability of delegations to engage immediate economic realities for many African countries, with participants highlighting that increases in negotiations beyond procedural positions.

Regional coordination emerged as another clear point of convergence. In the Mentimeter polling, regional coordination was identified as the top capacity gap for PATNA to prioritize in 2026. Breakout discussions elaborated on this, highlighting weak pre-negotiation alignment and limited collective consideration of NZF implications ahead of MEPC ES2. Participants contrasted Africa’s experience with that of other regions that arrived with shared positions and coordinated messaging. Plenary feedback further reinforced this point, with explicit calls for Africa to “speak with one voice” and strengthen coordination mechanisms before future IMO meetings.

By contrast, **institutional and political pressures** were less prominent in the polling results, attracting relatively few explicit responses. However, the breakout discussions provided substantial qualitative detail on this theme. Participants described late political directives from capitals, non-technical decision-making pressures, and broader geopolitical considerations that influenced national positions. The divergence between polling and discussion on this issue suggests that while political and institutional pressures may not feature prominently in structured

polling responses, they play a significant role in shaping real-world negotiation behaviour in practice. Participants further noted that gaps in technical understanding of the NZF—particularly in relation to economic and social implications—limited delegations’ ability to respond effectively to these concerns, thereby allowing geopolitical narratives to serve as a rationale for delaying adoption of the NZF. The breakout format enabled these dynamics to be articulated in ways that could not be captured through polling alone.

Finally, both engagement formats converged on **capacity and preparedness (readiness) gaps**. Mentimeter respondents identified technical analysis, data and modelling, and negotiation skills as priority gaps. Breakout discussions reinforced this assessment, with participants highlighting uneven levels of technical expertise and institutional readiness across African delegations. This illustrates how these disparities affected participation at MEPC ES2, influencing the extent to which countries could analyze proposals, respond to rapidly evolving negotiations, and contribute to regional coordination efforts.

Taken together, the comparison demonstrates that the Mentimeter polling results did not reflect isolated or superficial views. Rather, they captured issues that were subsequently validated, explained, and contextualized through breakout discussion and plenary feedback. The strong convergence between quantitative polling data and qualitative insights reflects shared experiences and structural challenges facing African delegations within IMO processes. At the same time, the focus group discussions added critical depth, particularly in relation to political and institutional dynamics, illustrating the value-add of combining rapid polling tools with facilitated qualitative dialogue for comprehensive data gathering and analysis.

5.0 Leadership Reflections and Strategic Guidance

The PATNA Initiative’s Board of Trustees provided key reflections and strategic guidance on Africa’s positioning within global policy processes and related matters. Their reflections were structured around four key thematic areas: diplomacy and negotiation capacity; strategic evidence and research; forthcoming developments at the IMO; and the intersection of maritime security and decarbonization.

5.1 Diplomacy and Negotiation Capacity

Trustees underscored the urgency and importance of Africa presenting confident, coordinated, and principled positions in international fora. They emphasized that, beyond technical knowledge, effective withstand external pressures that may not align with national or continental interests.

5.2 Strategic Evidence and Research

Trustees highlighted the central role of Africa-originated data and analysis in shaping credible policy proposals and technical submissions that accurately reflect the continent’s vulnerabilities and priorities within the global energy transition discourse. Evidence generated by PATNA within African contexts was noted to have had direct influence on national-level actions, including the development of national action plans. Members were encouraged to approach research not as a purely academic exercise, but as a strategic tool for policy refinement, economic (re)positioning, as well as broader development and industrialization objectives.

5.3 What's Coming Next at the IMO

Trustees emphasized that the adjournment of the Net-Zero Framework should not be interpreted as a pause in global climate action. Rather, it highlights the urgency of directing attention toward practical, Africa-relevant solutions and accelerating measures that can be effectively implemented across the continent. Technical discussions on certification, fuels, registries, and compliance mechanisms are continuing in parallel. In this context, Africa must remain actively engaged, prepared and proactive to avoid being left behind as other regions move ahead with implementation and institutional readiness.

5.4 Maritime Security and Decarbonization

Trustees also highlighted the catalytic effect of GHG emissions reduction efforts across the maritime industry, ranging from new maritime security considerations, risks associated with green fuel infrastructure, cyber vulnerabilities, and evolving forms of maritime crime. They emphasized that integrating security considerations into decarbonization planning is essential and therefore identified this as an important area that PATNA must integrate into future research and policy advisory work.

6.0 Shaping PATNA's 2026 Direction

6.1 Workstreams in the Pipeline

The Secretariat outlined ongoing and planned activities, including:

- An Africa-wide comprehensive impact assessment of the Net Zero Framework;
- Port literature review studies, laying the foundation for further empirical studies;
- Support for African submissions on NZF reward design and funding mechanisms;
- Expansion of technical toolkits to incorporate additional Official African languages;
- Strengthening Secretariat and continent-wide capacity & coordination mechanisms;
- Case study on Africa's leadership, governance, policy and implementation in energy transition
- Continued dissemination of outputs across regional and global platforms; and
- Generation of innovative means to build on existing studies that reflect Africa's overarching energy needs through publications.

6.2 Mentimeter Poll on Member Priorities for 2026

Mentimeter polling was used to capture members' perspectives on priority focus areas for PATNA in 2026, as well as areas in which members would be willing to take a lead role. The five open-ended questions (Figures 9 – 13) were designed to elicit views on: (i) member-led programmes, (ii) PATNA's strategic priorities for strengthening African engagement at the IMO, (iii) skills and support required for confident and effective participation, (iv) the evidence, tools, and resources needed to contribute effectively, and (v) factors that would enhance PATNA's inclusivity, engagement, and overall member experience.

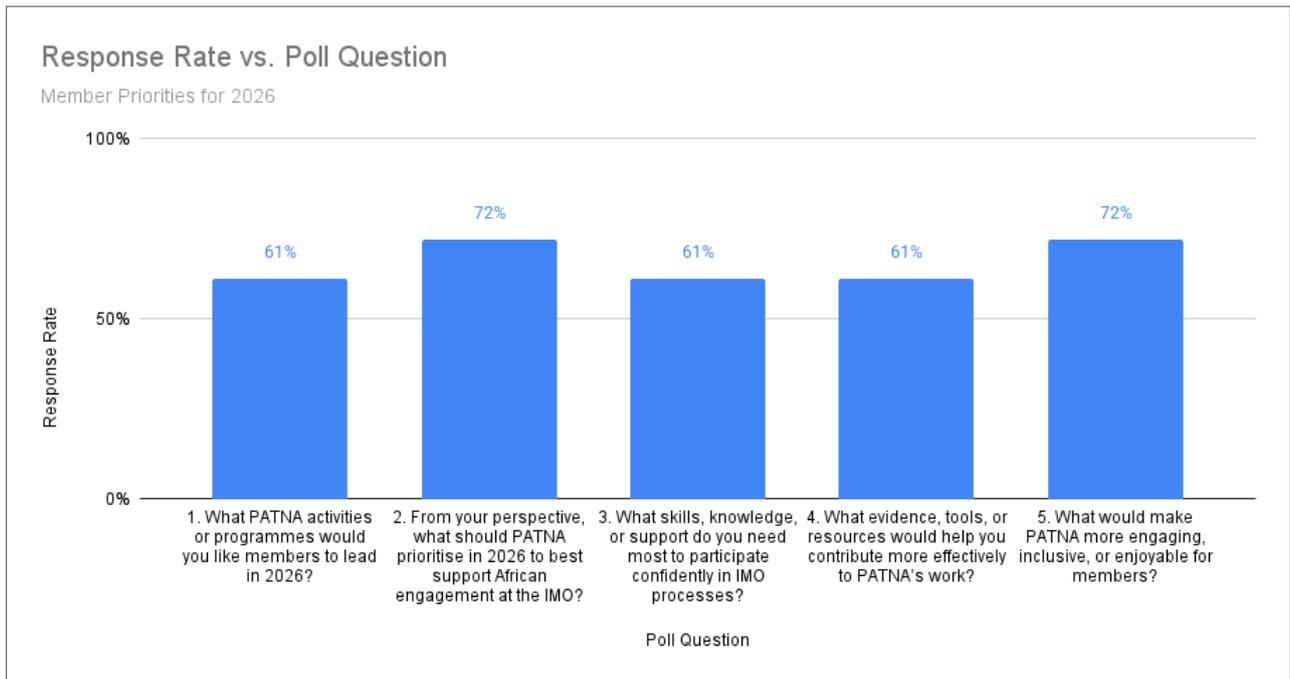


Figure 8: Mentimeter Polling Questions and Response Rate - Member Priorities for 2026

Figure 8 demonstrates consistent participation across the five questions, with response rates ranging from 61% to 72%. Questions relating to PATNA's 2026 priorities and to strengthening engagement generated the highest response rates (72% each), while questions on member-led activities, skills need, and evidence/tools each recorded rates of 61%. These levels of participation provide a sufficiently robust qualitative evidence base for identifying cross-cutting themes and translating member input into integrated priorities for PATNA's 2026 programme of work.

Q1: What PATNA activities or programmes would you like members to lead in 2026?



Figure 9: Activities and programmes PATNA members would like to lead in 2026

Members most frequently identified capacity building, technical research, and coordination as areas in which they would be willing to take a lead role. Responses indicated strong interest in applied research related to the Net-Zero Framework, including impact assessments, NZF-related applied research, including impact assessment of the NZF and proposals to “lead the study on net zero.” Several members suggested delivery modalities such as workshops, mentorship, podcasting, and the presentation of findings through conferences and structured outputs, thereby signalling a clear demand for both *substance* (evidence) and *practical mechanisms* (learning, knowledge exchange and dissemination).

Q2: What should PATNA prioritize in 2026 to best support African engagement at the IMO?



Figure 10: What PATNA should prioritize in 2026 to best support African engagement at the IMO

Members consistently emphasized the importance of information sharing, policy advice/briefings, data provision, research, and enhanced regional coordination (Figure 10). Several responses further identified specific analytical needs, including economic modelling, technical support, and comprehensive impact assessment, reflecting members’ readiness to strengthen both the evidence base and the coordination mechanisms necessary to support more consistent, confident and effective engagement by African Member States.

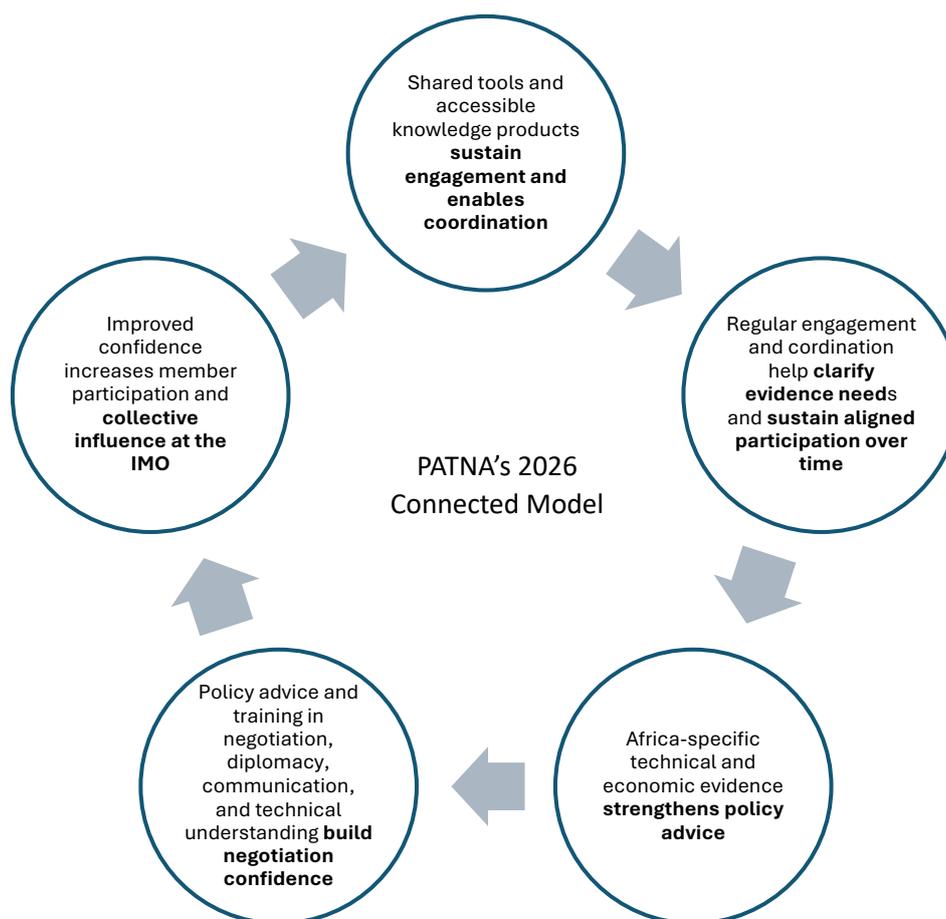


Figure 14: PATNA's 2026 Connected Model - A summary of Members' perspective on PATNA's future

As summarized in Figure 14 above, members articulated a forward-looking perspective on PATNA's future, where its role is not framed as a list of discrete requests, but rather, as an integrated operating model for 2026. Within this model:

- Shared tools and accessible knowledge products sustain engagement and facilitate coordination;
- Regular engagement and coordination help clarify evidence needs and sustain aligned participation over time;
- The development of Africa-specific technical and economic evidence serves to strengthen policy advice;
- Policy advice complemented by targeted in negotiation, diplomacy, communication, and technical understanding build negotiation confidence; and
- The above elements will enhance members' Improved confidence, and in turn support increased participation as well as more effective, collective engagement at the IMO.

7. Use of Town Hall Outputs and Next Steps

The Secretariat outlined how inputs from the Town Hall will be analyzed and integrated into:

- PATNA's 2026 workplan and strategic priorities;
- The preparation of Funding proposals and partnership initiatives; and
- Follow-up consultations with members who were unable to participate.

Members were encouraged to continue sharing information on relevant ideas, events, and opportunities where PATNA engagement could add value. Particular emphasis was placed on strengthening fundraising capacity and on leveraging available mechanisms, including the Green Climate Fund (GCF), to support readiness initiatives.

8. Closing Reflections

The Town Hall concluded with reflections on collective responsibility, urgency, and opportunity. Leadership underscored that Africa stands at a pivotal moment, noting that sustained and effective active participation in global discussions on the energy transition presents opportunities to support green industrialization, economic growth, and enhanced global engagement, while limited participation risks long-term marginalization.

The meeting closed with appreciation to members, the Secretariat, and the Board, and with a shared commitment to further strengthen collaboration in 2026.

Appendices

The appendices provide supporting documentation and detailed evidence referenced throughout this report to enhance transparency, enable independent review, and help further analytical or policy work by PATNA members, partners, and stakeholders.

Appendix A: Net-Zero Framework Adjournment Votes by Country

This appendix provides a country-level dataset of voting outcomes related to the IMO decision to adjourn the adoption of the Net-Zero Framework at MEPC ES2 (2025). The dataset is used to support analysis of Africa's voting behaviour within the global context.

Contents

- Country name
- Vote category (Yes, No, Abstention, Absent, Non-member)
- Regional grouping by Continent
- IMO membership status & joining year
- MARPOL Annexe VI ratification status

Source Table (Compiled by PATNA Secretariat)

Table 2: Net-Zero Framework Adjournment Votes by Country, IMO membership status, and MARPOL Ratification status (All United Nations (UN) Member States are listed below to highlight IMO Member States (176) and Non-Members).

SN	Country	Vote	Continent	Joining Year	MARPOL Ratification	IMO Member?
1	Afghanistan	Non-IMO Member	Asia	-	No	No
2	Albania	Absent During Vote	Europe	1993	Yes	Yes
3	Algeria	Yes to Adjourn	Africa	1963	No	Yes
4	Andorra	Non-IMO Member	Europe	-	No	No
5	Angola	Yes to Adjourn	Africa	1977	No	Yes

6	Antigua and Barbuda	Abstention	North America	1986	Yes	Yes
7	Argentina	Yes to Adjourn	South America	1953	Yes	Yes
8	Armenia	Not in Attendance	Asia	2018	No	Yes
9	Australia	No to Adjourn	Oceania	1952	Yes	Yes
10	Austria	Absent During Vote	Europe	1975	No	Yes
11	Azerbaijan	Yes to Adjourn	Asia	1995	Yes	Yes
12	Bahamas	Yes to Adjourn	North America	1976	Yes	Yes
13	Bahrain	Yes to Adjourn	Asia	1976	No	Yes
14	Bangladesh	Yes to Adjourn	Asia	1976	Yes	Yes
15	Barbados	Abstention	North America	1970	Yes	Yes
16	Belarus	Not in Attendance	Europe	2016	No	Yes
17	Belgium	No to Adjourn	Europe	1951	Yes	Yes
18	Belize	Yes to Adjourn	North America	1990	Yes	Yes
19	Benin	Not in Attendance	Africa	1980	Yes	Yes
20	Bhutan	Non-IMO Member	Asia	-	No	No
21	Bolivia	Not in Attendance	South America	1987	No	Yes
22	Bosnia and Herzegovina	Not in Attendance	Europe	1993	No	Yes
23	Botswana	Not in Attendance	Africa	2021	No	Yes
24	Brazil	No to Adjourn	South America	1963	Yes	Yes
25	Brunei Darussalam	Not in Attendance	Asia	1984	No	Yes
26	Bulgaria	No to Adjourn	Europe	1960	Yes	Yes
27	Burkina Faso	Non-IMO Member	Africa	-	No	No
28	Burundi	Non-IMO Member	Africa	-	No	No
29	Cabo Verde	Not in Attendance	Africa	1976	No	Yes
30	Cambodia	Abstention	Asia	1961	No	Yes
31	Cameroon	Not in Attendance	Africa	1961	No	Yes
32	Canada	No to Adjourn	North America	1948	Yes	Yes
33	Central African Republic	Non-IMO Member	Africa	-	No	No
34	Chad	Non-IMO Member	Africa	-	No	No
35	Chile	No to Adjourn	South America	1972	Yes	Yes
36	China	Yes to Adjourn	Asia	1973	No	Yes
37	Colombia	Yes to Adjourn	South America	1974	No	Yes
38	Comoros	Not in Attendance	Africa	2001	No	Yes
39	Congo	Not in Attendance	Africa	1975	Yes	Yes
40	Cook Islands	No to Adjourn	Oceania	2008	Yes	Yes
41	Costa Rica	Absent During Vote	North America	1981	Yes	Yes
42	Côte d'Ivoire	Abstention	Africa	1960	No	Yes
43	Croatia	No to Adjourn	Europe	1992	Yes	Yes
44	Cuba	Not in Attendance	North America	1966	No	Yes
45	Cyprus	Abstention	Asia	1973	Yes	Yes
46	Czechia	No to Adjourn	Europe	1993	Yes	Yes
47	Greenland	No to Adjourn	Europe	1959	Yes	Yes
48	Djibouti	Not in Attendance	Africa	1979	No	Yes

49	Dominica	Not in Attendance	North America	1979	No	Yes
50	Dominican Republic	Not in Attendance	North America	1953	No	Yes
51	Democratic Republic of Korea	Yes to Adjourn	Asia	1986	No	Yes
52	Ecuador	Yes to Adjourn	South America	1956	No	Yes
53	Egypt	Yes to Adjourn	Africa	1958	No	Yes
54	El Salvador	Absent During Vote	North America	1981	No	Yes
55	Equatorial Guinea	Not in Attendance	Africa	1972	No	Yes
56	Eritrea	Yes to Adjourn	Africa	1993	No	Yes
57	Estonia	No to Adjourn	Europe	1992	Yes	Yes
58	Eswatini	Non-IMO Member	Africa	-	No	No
59	Ethiopia	Yes to Adjourn	Africa	1975	No	Yes
60	Fiji	No to Adjourn	Oceania	1983	No	Yes
61	Finland	No to Adjourn	Europe	1959	Yes	Yes
62	France	No to Adjourn	Europe	1952	Yes	Yes
63	Gabon	Not in Attendance	Africa	1976	Yes	Yes
64	Gambia	Not in Attendance	Africa	1979	No	Yes
65	Georgia	Abstention	Europe	1993	No	Yes
66	Germany	No to Adjourn	Europe	1959	Yes	Yes
67	Ghana	Yes to Adjourn	Africa	1959	Yes	Yes
68	Greece	Abstention	Europe	1958	Yes	Yes
69	Grenada	Not in Attendance	North America	1998	No	Yes
70	Guatemala	Yes to Adjourn	North America	1983	Yes	Yes
71	Guinea	Not in Attendance	Africa	1975	No	Yes
72	Guinea-Bissau	Not in Attendance	Africa	1977	Yes	Yes
73	Guyana	Not in Attendance	South America	1980	Yes	Yes
74	Haiti	Abstention	North America	1953	No	Yes
75	Honduras	Abstention	North America	1954	Yes	Yes
76	Hungary	Not in Attendance	Europe	1970	No	Yes
77	Iceland	No to Adjourn	Europe	1960	Yes	Yes
78	India	Yes to Adjourn	Asia	1959	Yes	Yes
79	Indonesia	Abstention	Asia	1961	Yes	Yes
80	Iran	Yes to Adjourn	Asia	1958	Yes	Yes
81	Iraq	Yes to Adjourn	Asia	1973	Yes	Yes
82	Ireland	No to Adjourn	Europe	1951	Yes	Yes
83	Israel	Yes to Adjourn	Asia	1952	Yes	Yes
84	Italy	No to Adjourn	Europe	1957	Yes	Yes
85	Jamaica	Yes to Adjourn	North America	1976	Yes	Yes
86	Japan	Abstention	Asia	1958	Yes	Yes
87	Jordan	Yes to Adjourn	Asia	1973	Yes	Yes
88	Kazakhstan	Yes to Adjourn	Asia	1994	No	Yes
89	Kenya	Yes to Adjourn	Africa	1973	Yes	Yes
90	Kiribati	No to Adjourn	Oceania	2003	Yes	Yes

91	Kuwait	Yes to Adjourn	Asia	1960	Yes	Yes
92	Kyrgyzstan	Not in Attendance	Asia	2024	No	Yes
93	Lao People's Democratic Republic	Non-IMO Member	Asia	-	No	No
94	Latvia	No to Adjourn	Europe	1993	Yes	Yes
95	Lebanon	Yes to Adjourn	Asia	1966	No	Yes
96	Lesotho	Non-IMO Member	Africa	-	No	No
97	Liberia	Yes to Adjourn	Africa	1959	Yes	Yes
98	Libya	Yes to Adjourn	Africa	1970	No	Yes
99	Liechtenstein	Non-IMO Member	Europe	-	No	No
100	Lithuania	No to Adjourn	Europe	1995	Yes	Yes
101	Luxembourg	No to Adjourn	Europe	1991	Yes	Yes
102	Madagascar	Yes to Adjourn	Africa	1961	Yes	Yes
103	Malawi	Abstention	Africa	1989	No	Yes
104	Malaysia	Yes to Adjourn	Asia	1971	Yes	Yes
105	Maldives	Absent During Vote	Asia	1967	No	Yes
106	Mali	Non-IMO Member	Africa	-	No	Yes
107	Malta	No to Adjourn	Europe	1966	Yes	Yes
108	Marshall Islands	No to Adjourn	Oceania	1998	Yes	Yes
109	Mauritania	Not in Attendance	Africa	1961	No	Yes
110	Mauritius	Absent During Vote	Africa	1978	Yes	Yes
111	Mexico	No to Adjourn	North America	1954	No	Yes
112	Monaco	No to Adjourn	Europe	1989	Yes	Yes
113	Mongolia	Not in Attendance	Asia	1996	Yes	Yes
114	Montenegro	No to Adjourn	Europe	2006	Yes	Yes
115	Morocco	Yes to Adjourn	Africa	1962	Yes	Yes
116	Mozambique	Not in Attendance	Africa	1979	No	Yes
117	Myanmar	Not in Attendance	Asia	1951	No	Yes
118	Namibia	No to Adjourn	Africa	1994	Yes	Yes
119	Nauru	Not in Attendance	Oceania	2018	No	Yes
120	Nepal	Absent During Vote	Asia	1979	No	Yes
121	Netherlands	No to Adjourn	Europe	1949	Yes	Yes
122	New Zealand	Abstention	Oceania	1960	Yes	Yes
123	Nicaragua	Not in Attendance	North America	1982	No	Yes
124	Niger	Non-IMO Member	Africa	-	No	No
125	Nigeria	Yes to Adjourn	Africa	1962	Yes	Yes
126	North Macedonia	Not in Attendance	Europe	1993	No	Yes
127	Norway	No to Adjourn	Europe	1993	Yes	Yes
128	Oman	Yes to Adjourn	Asia	1958	Yes	Yes
129	Pakistan	Yes to Adjourn	Asia	1958	No	Yes
130	Palau	No to Adjourn	Oceania	2011	Yes	Yes
131	Panama	Yes to Adjourn	North America	1958	Yes	Yes
132	Papua New Guinea	Abstention	Oceania	1976	No	Yes

133	Paraguay	Yes to Adjourn	South America	1993	No	Yes
134	Peru	Yes to Adjourn	South America	1968	Yes	Yes
135	Philippines	Abstention	Asia	1964	Yes	Yes
136	Poland	No to Adjourn	Europe	1960	Yes	Yes
137	Portugal	No to Adjourn	Europe	1976	Yes	Yes
138	Qatar	Yes to Adjourn	Asia	1977	No	Yes
139	Republic of Congo	No to Adjourn	Africa	1973	No	Yes
140	Republic of Korea	Abstention	Asia	1962	Yes	Yes
141	Republic of Moldova	Absent During Vote	Europe	2001	No	Yes
142	Romania	No to Adjourn	Europe	1965	Yes	Yes
143	Russian Federation	Yes to Adjourn	Europe	1958	Yes	Yes
144	Rwanda	Non-IMO Member	Africa	-	No	No
145	Saint Kitts and Nevis	Yes to Adjourn	North America	2001	Yes	Yes
146	Saint Lucia	Not in Attendance	North America	1980	Yes	Yes
147	Samoa	No to Adjourn	Oceania	1996	Yes	Yes
148	San Marino	No to Adjourn	Europe	2002	Yes	Yes
149	Sao Tome and Principe	Not in Attendance	Africa	1990	Yes	Yes
150	Saudi Arabia	Yes to Adjourn	Asia	1969	Yes	Yes
151	Senegal	Abstention	Africa	1960	No	Yes
152	Serbia	Yes to Adjourn	Europe	2000	Yes	Yes
153	Seychelles	No to Adjourn	Africa	1978	Yes	Yes
154	Sierra Leone	Yes to Adjourn	Africa	1973	Yes	Yes
155	Singapore	No to Adjourn	Asia	1966	Yes	Yes
156	Slovakia	Not in Attendance	Europe	1993	Yes	Yes
157	Slovenia	No to Adjourn	Europe	1993	Yes	Yes
158	Solomon Islands	No to Adjourn	Oceania	1988	Yes	Yes
159	Somalia	Yes to Adjourn	Africa	1978	No	Yes
160	South Africa	No to Adjourn	Africa	1995	Yes	Yes
161	South Sudan	Non-IMO Member	Africa	-	No	No
162	Spain	No to Adjourn	Europe	1962	Yes	Yes
163	Sri Lanka	Abstention	Asia	1972	No	Yes
164	St. Vincent & Grenadines	Yes to Adjourn	North America	1981	Yes	Yes
165	Sudan	Not in Attendance	Africa	1974	No	Yes
166	Suriname	Abstention	South America	1976	No	Yes
167	Sweden	No to Adjourn	Europe	1959	Yes	Yes
168	Switzerland	No to Adjourn	Europe	1955	Yes	Yes
169	Syria	Not in Attendance	Asia	1963	Yes	Yes
170	Tajikistan	Non-IMO Member	Asia	-	No	No
171	Tanzania	Yes to Adjourn	Africa	1974	No	Yes
172	Thailand	Yes to Adjourn	Asia	1973	No	Yes
173	Timor-Leste	Not in Attendance	Asia	2005	No	Yes
174	Togo	Abstention	Africa	1983	Yes	Yes
175	Tonga	No to Adjourn	Oceania	2000	Yes	Yes

176	Trinidad and Tobago	Yes to Adjourn	North America	1965	Yes	Yes
177	Tunisia	Yes to Adjourn	Africa	1963	Yes	Yes
178	Türkiye	Yes to Adjourn	Europe	1958	Yes	Yes
179	Turkmenistan	Not in Attendance	Asia	1993	Yes	Yes
180	Tuvalu	No to Adjourn	Oceania	2004	Yes	Yes
181	Uganda	Abstention	Africa	2009	No	Yes
182	Ukraine	Absent During Vote	Europe	1994	Yes	Yes
183	United Arab Emirates	Yes to Adjourn	Asia	1980	Yes	Yes
184	United Kingdom	No to Adjourn	Europe	1949	Yes	Yes
185	United States of America	Yes to Adjourn	North America	1950	Yes	Yes
186	Uruguay	Yes to Adjourn	South America	1968	Yes	Yes
187	Uzbekistan	Non-IMO Member	Asia	-	No	No
188	Vanuatu	No to Adjourn	Oceania	1986	Yes	Yes
189	Venezuela	Yes to Adjourn	South America	1975	No	Yes
190	Viet Nam	Yes to Adjourn	Asia	1984	Yes	Yes
191	Yemen	Yes to Adjourn	Asia	1979	No	Yes
192	Zambia	Not in Attendance	Africa	2014	No	Yes
193	Zimbabwe	Not in Attendance	Africa	2005	No	No

Appendix B: Mentimeter Polls on Africa's voting pattern

This appendix presents the detailed results of Mentimeter polling conducted during the Town Hall session. The polling captured participant perceptions on drivers of voting behaviour, areas of hesitation, evidence gaps, and capacity needs.

Methodological note

- Total Town Hall participants: 39
- Mentimeter QR scans: 27
- Responses per question: 14–16
- Response rate: 52–59%

Summary Table

Table 3: Summary of Mentimeter Polls to understand Africa's vote on the NZF adjournment

Poll Question	Scans	Responses	Response Rate	Key Results (from Polls)
1. What factor most influenced African countries' decisions to vote for the adjournment of the NZF?	27	14	52%	Implementation timelines (36%); Other factors (29%); Economic modelling (21%); Technical guidance (14%); Legal clarity (0%)
2. Which NZF component caused the greatest hesitation among African delegations?	27	14	52%	Food security (6 votes); ZNZ rewards (3 votes); Fund governance (3 votes); Compliance mechanisms (2 votes); Certification & LCA (0 votes)
3. What information or evidence do you think delegations lacked at the time of the vote?	27	15	56%	Technical uncertainty (6 votes); Economic evidence (5 votes); Institutional information (3 votes); Political factors (1 vote)

4. Which capacity gaps should PATNA prioritise in 2026 to strengthen Africa's NZF readiness?	27	16	59%	Regional coordination (8 votes); Technical analysis (3 votes); Data & modelling (2 votes); Translation & access (2 votes); Negotiation skills (1 vote)
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Appendix C: Mentimeter results on 2026 priority

This appendix documents open-ended Mentimeter responses focused on PATNA's future role and member priorities for 2026. Unlike Appendix D, these questions were qualitative and exploratory, aimed at shaping strategic direction rather than analysing past decisions.

Methodological note

- Mentimeter QR scans: 18
- Responses per question: 11–13
- Response rate: 61–72%

Summary Table

Table 4: Summary of mentimeter Polls on PATNA's future role and member priorities for 2026

Poll Question	Scans	Responses	Response Rate	Key Results (from Polls)
1. What PATNA activities or programmes would you like members to lead in 2026?	18	11	61%	capacity building; technical research; coordination; capacity; workshops; research and capacity dev; regional coordination; building; mentorship; podcasting; capacity development; continue capacity building; policy and frameworks awa; help prepare continental; comprehensive impact asse; impact assessment of NZF; capacity initiatives; lead the study on net zero; conferences submit result; presentation of the outcome
2. From your perspective, what should PATNA prioritise in 2026 to best support African engagement at the IMO?	18	13	72%	information sharing; provide more data; policy advice; coordination; research; policy briefings; NZF capacity building; encourage regional engage; regional coordination; awareness; research data; negotiation skills dev; coordination workshops; help strengthen continent; ZNZ research; among members; policy and frameworks; closing knowledge gap; engage o consolidate posit; economic modelling; technical support; capacity; regional cooperation and; provide policy to government; comprehensive impact assessment
3. What skills, knowledge, or support do you need most to participate confidently in IMO processes?	18	11	61%	diplomacy; negotiation; negotiations skills; negotiation skills; negotiations skill; diplomatic; communication; communication skills; research skills; research outcome communication; data analysis; technical; technical support; technical knowledge; technical research stills; understanding tech info; impact assessment; policy development skills; access to imo meetings; access to imo meetings; imo submission timelines; legal sponsorships; financial support; ZNZ fuel production capacity
4. What evidence, tools, or resources would help you contribute more	18	11	61%	data; research reports; capacity; research; skills; reporting; legal information; completed reports; technical; coordination and cooperate; modelling tools;

effectively to PATNA's work?				knowledge; peer-2-peer learning; communication platforms; conference facilitation; analytics; technical knowledge; capacity building; more workshops and seminar; access to research lit; timely invitations; dashboard; research modelling skills; data on shipping; sources of research
5. What would make PATNA more engaging, inclusive, or enjoyable for members?	18	13	72%	meetings; interactions; members annual retreat; physical meeting; peer to peer mentoring; frequent workshops; weekly cohort meetings; frequent webinars; regular engagement; more townhall meetings; extensive engagements; technical training; coaching and mentoring; regular social events; social events; workshop; legal research; communication; publication of reports; technical knowledge sharing; research; tasks and assignments; regular member meetings; funds mobilization capacity; away days