Deployment of IPv6 in African Countries

FIRST INTERIM STATUS REPORT

Reporting Period: September–December 2025

(Phase 1–3 Deliverables)

Report Date: 22 December 2025

Prepared by: Masterspace Solutions Ltd. (MSS)

Approved by: African Telecommunications Union (ATU)

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List of Acronyms

AFNOG	African Network Operators' Group
AFRALTI	African Advanced Level Telecommunications Institute
AFRINIC	African Network Information Centre
ATU	African Telecommunications Union
BGP	Border Gateway Protocol
DNS64	Domain Name System 64 (DNS synthesis for IPv6-only clients)
DS-Lite	Dual-Stack Lite
ICANN	Internet Corporation for Assigned Names and Numbers
ICT	Information and Communications Technology
IoT	Internet of Things
IP	Internet Protocol
IPv4	Internet Protocol version 4
IPv6	Internet Protocol version 6
IS-IS	Intermediate System to Intermediate System (routing protocol)
ISP / ISPs	Internet Service Provider(s)
ISOC	Internet Society
ITU	International Telecommunication Union
KPI / KPIs	Key Performance Indicator(s)
M&E	Monitoring and Evaluation
MNOs	Mobile Network Operators
MSS	Masterspace Solutions Ltd.
NAT	Network Address Translation
NAT64	Network Address Translation 64 (IPv6-to-IPv4 translation)
OSPFv3	Open Shortest Path First version 3

PESTEL	Political, Economic, Social, Technological, Environmental, Legal (analysis)
PMO	Project Management Office
RACI	Responsible, Accountable, Consulted, Informed (responsibility assignment)
SMEs	Subject Matter Experts
SWOT	Strengths, Weaknesses, Opportunities, Threats (analysis)

Executive Summary

This First Interim Status Report provides the African Telecommunications Union (ATU) and the wider project stakeholder community with a consolidated account of progress delivered during the reporting period September to December 2025. The reporting window covers completion of the Phase 1–3 deliverables, which are designed to establish project governance and management controls, create an evidence-based baseline of IPv6 adoption and readiness across Africa, strengthen stakeholder capacity through structured training, and provide harmonised policy recommendations to accelerate the transition from IPv4 to IPv6.

During the period under review, Milestones 1–4 were delivered and completed at 100%. The project is therefore assessed as on track and ready to transition to Phase 4 (Technical Assistance and Pilot Deployment Support). As phase 4 implementation activities commence, the project shifts to multi-stakeholder mobilisation and technical execution across diverse operating environments in Africa. This report also summarizes forward-looking risks and dependencies and sets out the immediate actions required to mobilise Phase 4, including confirmation of participating countries, operators and government agencies, preparation of technical assistance packages, and establishment of pilot execution and reporting arrangements.

Key contextual evidence from our situational analysis report indicates that IPv6 adoption in Africa remains comparatively low, with the report referencing an average of approximately 6.3% (IPv6 traffic to Google, October 2025) and significant regional disparities. The completed capacity-building project (24–28 November 2025) trained 52 experts from 26 ATU member states, and the policy recommendations deliverable emphasises an ecosystem model grounded in coordination, cooperation, and collaboration among governments, regulators, operators, and technical communities.

1. Project Overview

1.1 Project Context and Rationale

The consultancy for the Deployment of IPv6 in African Countries is a continent-wide project sponsored by ATU and supported through grant funding secured from the Internet Corporation for Assigned Names and Numbers (ICANN). The project is motivated by structural constraints in IPv4, including exhaustion of IPv4 address resources and the increasing reliance on translation workarounds such as NAT, which adds to cost and operational complexity on networks. IPv6 offers the scale and sustainability required to support Africa's ongoing digital expansion, including growth in mobile broadband adoption, cloud services, Internet of Things (IoT) use cases, and next-generation networks.

ATU's project is designed as a structured twenty-four-month intervention running from September 2025 to May 2027, implemented through six phases: (1) Inception and Situational Analysis, (2) Training and Capacity Building, (3) Policy and Regulatory Interventions, (4) Technical Assistance and Pilot Deployment Support, (5) Advocacy, Monitoring and Evaluation, and (6) Final Completion. This interim report covers the completion of Phases 1–3 deliverables and readiness to commence Phase 4.

1.2 Key Goals and Objectives

The overarching goal of the project is to accelerate IPv6 adoption across Africa by addressing three interrelated constraints namely:

i. Technical Capacity Gaps
ii. Fragmented or Under-developed Policy and Regulatory Frameworks, and
iii. Limited Awareness and Coordination across the stakeholder ecosystem.

The project's approach combines evidence generation, skills development, and policy enablement to create the conditions for sustained adoption and measurable deployment outcomes.

Within Phase 1, the situational analysis task is designed to establish an updated baseline of IPv6 adoption in Africa and benchmark it against global adoption, identify key enablers and barriers (using PESTEL and SWOT analyses), and recommend practical methods to overcome barriers and accelerate adoption. Across subsequent phases, these goals will be operationalized through capacity building, harmonised policy recommendations, hands-on pilots in five selected countries, and the development of monitoring and evaluation mechanisms to track adoption progress.

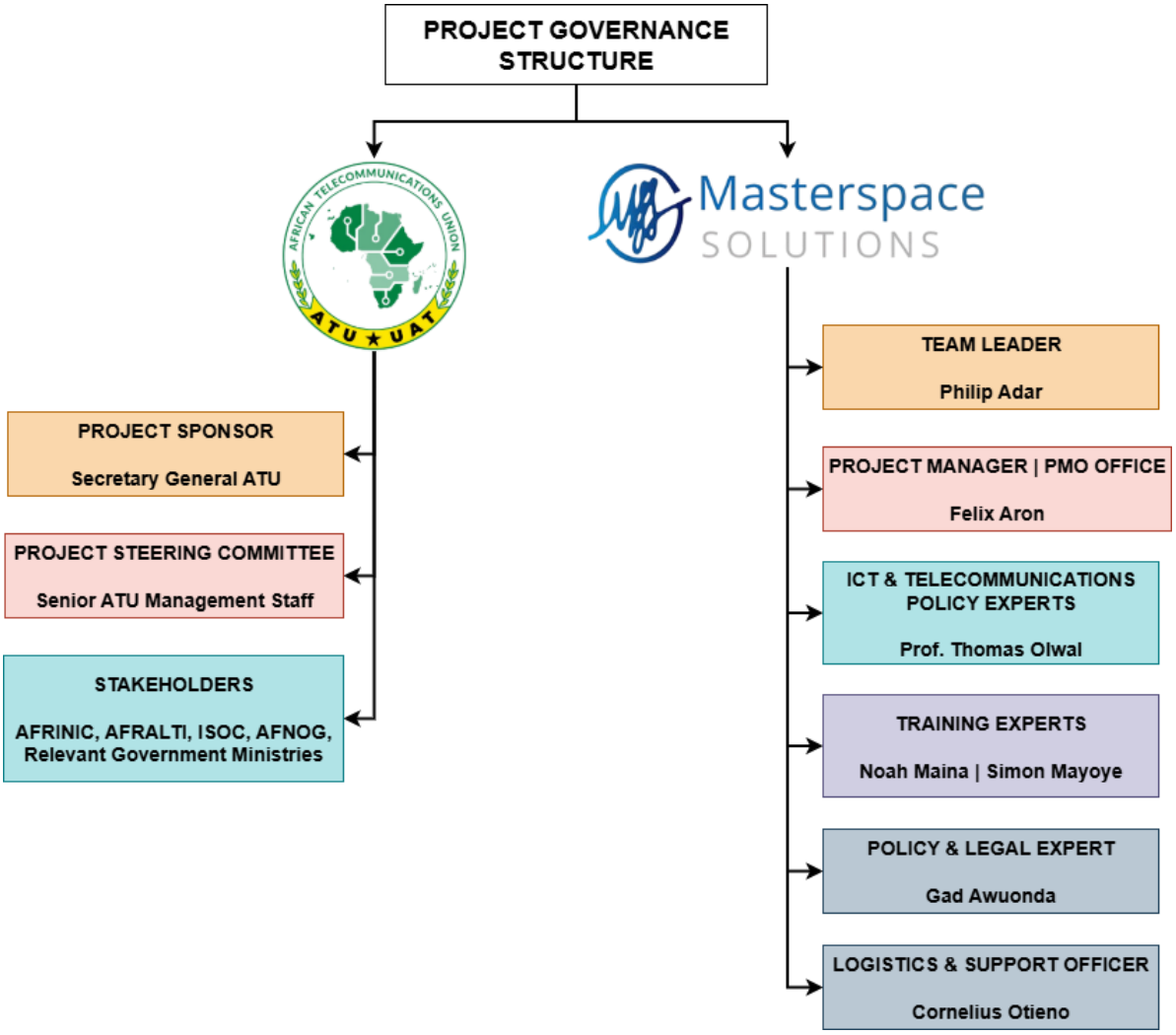
1.3 Scope of this Report

This report consolidates the status of Milestones 1–4 and provides a narrative account of the outputs produced, their completion status, and their implications for Phase 4 mobilisation. In addition, it summarizes the overall project governance structure, the stakeholder landscape and engagement approach, and the management controls established to support quality, change control, performance monitoring, and risk management.

2. Project Governance and Stakeholder Framework

2.1 Overall Governance Structure

To ensure effective delivery across multiple countries and stakeholder groups, the project operates under a defined governance and management structure. The governance model provides strategic direction, decision-making and oversight, and an escalation pathway for risks and issues. It also ensures that specialist technical and policy expertise is integrated into the program's outputs.



The governance structure comprises a Sponsor, a Steering Committee, the MSS Management Office (PMO), and specialist Subject Matter Experts (SMEs), supported by ATU counterpart staff and broader stakeholder participation as required by the project's phase activities.

2.1.1 Governance Roles and Accountabilities

Governance Entity	Composition / Lead	Primary Responsibilities
Sponsor	Secretary-General of ATU	Provides strategic direction; champions the project within ATU; ensures alignment with ATU goals; secures resources; removes high-level roadblocks.
Steering Committee	Senior management staff from ATU and key stakeholders (e.g., AFRINIC, ISOC, AFNOG, AFRALTI as needed)	Approves plans and (where applicable) budgets; monitors progress; provides guidance to PMO; meets monthly (or as needed) to review status and address critical issues.
MSS PMO Team	Led by the MSS Project Manager	Day-to-day execution; delivery of project outputs; coordination across stakeholders; adherence to timeline, quality, and reporting controls; maintains logs and evidence.
Subject Matter Experts (SMEs)	Policy, regulatory, IPv6 technical implementation and training experts (including partner organisations as required)	Provide specialist inputs; validate technical and policy approaches; support design and delivery of training, policy recommendations, and pilots; contribute to reviews.

2.2 Project Delivery Team (MSS PMO)

The project is executed by a dedicated team of experts from Masterspace Solutions Ltd. forming the MSS PMO. The PMO serves as the central coordinating unit for the engagement, with responsibilities spanning governance implementation, stakeholder communication, assurance, and overall administration. The team is led by the MSS Team Leader and supported by management, policy and legal expertise, technical training experts, research personnel, and logistics support.

The PMO functions established for this project include governance support, timely and accurate reporting to decision-making forums, skills development and transfer, independent assurance

and challenge, and coordination of resources and facilities required for workshops, training delivery, and future pilot deployments.

2.3 Stakeholder Landscape and Engagement Approach

Successful IPv6 transition requires coordinated action across a wide ecosystem of public and private stakeholders. The project's stakeholder engagement and communications strategy is therefore designed to raise awareness, build support among decision-makers, foster collaboration among key actors, and disseminate reliable information about project activities, progress, and results.

The stakeholder mapping adopted in our inception report categorizes stakeholders by their level of power and interest in the project. This enables targeted engagement strategies that align stakeholder needs with project objectives while maintaining efficient governance and communication overheads.

2.3.1 Stakeholder Matrix (Power vs. Interest)

Engagement Category	Stakeholder Groups	Consultancy Interpretation
Manage closely	Governments	Set policy, create mandates, and can remove regulatory barriers; active support is critical for scalable adoption.
Manage closely	Operators (ISPs, MNOs)	Control network infrastructure and are responsible for technical implementation; transition will not occur without operator action.
Manage closely	International organizations (ATU, AFRINIC)	Provide project ownership and technical partnership; central to governance and execution.
Manage closely	Industry associations	Represent operator interests and provide coordination channels; can advocate and influence policy outcomes.
Keep satisfied	Media	Shapes public and political narratives; requires consistent provision of accurate and positive messaging to support awareness.
Keep informed	Technical community	High interest due to skills needs and implementation role; key target for training and technical guidance.
Keep informed	Academia	Supports research and long-term capacity development; typically, lower influence on short-term deployment decisions.
Monitor	End users	Low direct influence on protocol choices but sensitive to service experience; monitor for negative impacts and adoption barriers.

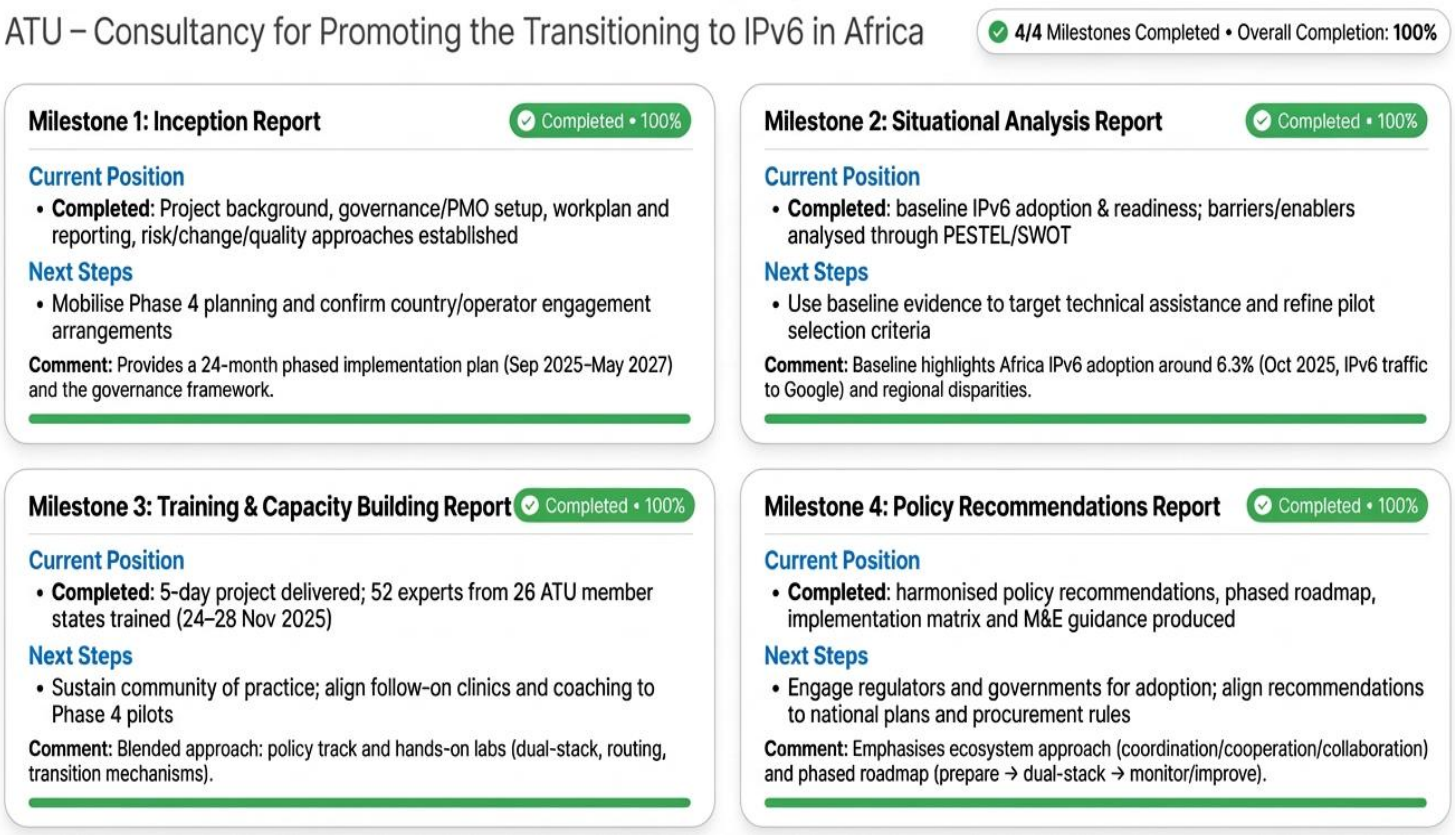
2.3.2 Core Stakeholders and Roles

The project defines specific roles for several core institutional stakeholders. ATU provides project leadership, introduces consultants to key stakeholders, reviews and approves deliverables, and supports overall financing and payments as applicable. MSS is responsible for overall delivery, including research and reporting outputs, training delivery, coordination across stakeholders, monitoring and evaluation, and future establishment of IPv6 testbeds and pilot deployments. Partner organisations including AFRINIC, ISOC, AFNOG and AFRALTI support delivery through technical materials and data, expert reviews, and (in AFRALTI's case) provision of training facilities for in-person delivery.

3. Progress Summary (Sep–Dec 2025)

All deliverables planned for Phases 1–3 were delivered within the reporting period and are assessed as complete. The project therefore enters Phase 4 with an established governance model, a baseline evidence based situational analysis report for targeting interventions, strengthened capacity among a first cohort of practitioners and decision-makers, and a harmonised policy blueprint to support adoption at national and institutional levels.

3.1 Consolidated Milestone Status



3.2 Schedule Outlook

The approved project workplan schedules Phase 4 (Technical Assistance and Pilot Deployment Support) for January to June 2026, followed by the Second Interim Report. Phase 5 (Advocacy, Collaboration, Monitoring and Evaluation) is planned for July 2026 to March 2027, leading to the

Third Interim Report, and Phase 6 (Final Completion) runs through to May 2027 with final completion reporting.

4. Progress by Milestone

4.1 Milestone 1 – Inception Report (Completed 100%)

The Inception Report established the project's operational foundation. It articulates the project rationale and objectives, confirms the delivery approach and workplan, and defines the governance and management controls required to coordinate delivery over the 24-month lifecycle. The deliverable also outlines assumptions required for effective delivery, including ATU provision of a dedicated counterpart team, monthly steering committee engagement, facilitation of introductions to stakeholders, and support to enable workshops, training facilities and shared repositories.

From a control's perspective, the Inception Report defines key management areas to be implemented by the MSS PMO, including stakeholder engagement and communications, financial management approach, quality management framework, change control arrangements, performance monitoring and reporting, and a structured risk management approach. These controls are intended to minimise delivery risk while ensuring that deliverables are complete, evidence-based, and aligned with ATU's strategic objectives.

4.2 Milestone 2 – Research and Situational Analysis Report (Completed 100%)

The situational analysis deliverable provides an evidence-based baseline of IPv6 adoption in Africa, using Google IPv6 adoption statistics as the primary measurement reference and augmenting analysis with additional sources where relevant. The report identifies that Africa's average IPv6 adoption was approximately 6.3% across 54 countries as of October 2025, compared to a global average of about 44% over the same period (IPv6 traffic to Google). The deliverable further highlights significant variance across regions, with Central Africa leading on average and Southern Africa lagging, reflecting diverse market structures, institutional readiness, infrastructure maturity, and investment profiles.

The report documents recurring adoption barriers including legacy infrastructure compatibility constraints, skills and training gaps, the operational overhead introduced by dual-stack environments, uneven vendor support, upgrade cost considerations, and governance and policy gaps. PESTEL and SWOT analyses are used to structure the interpretation of enabling and inhibiting factors, and the report concludes that there is no universal single intervention; rather, adoption requires coordinated action tailored to national contexts.

For Phase 4 mobilisation, this baseline provides the prioritisation logic for selecting pilot environments and tailoring technical assistance packages. It also provides a measurement reference for Phase 5 monitoring and evaluation, enabling progress to be tracked against an established starting position.

4.2.1 Baseline Regional Indicators

Region	Indicative Average IPv6 adoption	Notes
Central Africa	≈ 9.9% (Oct 2025)	Reported as leading Africa on average; includes high adoption in Congo (Brazzaville).
West Africa	≈ 7.0% (Oct 2025)	Reported as second on average, with higher adoption in countries such as Togo and Senegal.
North Africa	≈ 5.6% (Oct 2025)	Average influenced by higher adoption in Tunisia relative to regional peers.
East Africa	≈ 5.4% (Oct 2025)	Reported variance across countries; Starlink noted as contributing to higher rates in some contexts.
Southern Africa	≈ 4.6% (Oct 2025)	Reported as lowest regional average; adoption constrained by skills and perceived business incentives in some contexts.

4.3 Milestone 3 – Training and Capacity Building Report (Completed 100%)

The Training and Capacity Building phase delivered a five-day project conducted between 24 and 28 November 2025. The training successfully trained 52 experts from 26 ATU member states and was designed to bridge the critical knowledge gap that commonly inhibits practical IPv6 deployment across the continent. The project adopted a blended methodology that combined theoretical policy workshops for decision-makers with intensive, hands-on technical labs for

engineers, ensuring both governance and implementation communities were equipped to support national and operator-level transition efforts.

Figure 1: Group Photo With Workshop Participants at AFRALTI - Nairobi Kenya

The training curriculum addressed IPv6 policy development and roadmap design, IPv6 addressing and planning, routing protocols and operations in dual-stack environments (including IS-IS, OSPFv3 and BGP), and practical transition mechanisms such as NAT64/DNS64 and DS-Lite. The training approach also incorporated collaborative exercises to strengthen applied problem-solving and foster a pan-African environment for peer learning and coordination.

To support continuity beyond the training week, training materials, lab guides and configuration resources were made available through a dedicated GitHub repository and shared drive, supporting reuse and reinforcing the project's objective of creating a cohort of IPv6 champions and advocates capable of contributing to Phase 4 pilot deployments and broader adoption efforts.

Training materials: https://github.com/Bengo-Hub/networking-cheatsheet.git

Lab manuals: https://drive.google.com/drive/folders/1-1lZsx2JhJrnNHmwePhJumStlFjv8OA7

4.4 Milestone 4 – Policy Recommendations Report (Completed 100%)

The Policy Recommendations Report provides a harmonised framework intended to enable sustainable IPv6 transition across African countries. The report sets out policy objectives, guiding principles and a structured package of institutional, regulatory, capacity-building, infrastructure and financing measures that can be adapted to national contexts. The recommendations are explicitly grounded in multi-stakeholder participation and regional harmonisation, aligning national efforts with ATU, AFRINIC, ITU and regional initiatives.

Key recommended institutional measures include establishment of national IPv6 steering committees and appointment of national IPv6 coordinators, development of national transition plans with timelines and milestones, integration of IPv6 into national broadband and e-government strategies, and procurement rules that mandate IPv6 capability for government-funded ICT systems and services. Regulatory measures include requiring licensed ISPs, data centres and public institutions to support IPv6, introducing IPv6 readiness into licensing and spectrum allocation conditions, and encouraging interoperability through national ICT standards authorities.

The deliverable includes a phased roadmap (prepare → dual-stack implementation → continuous monitoring and improvement) supported by implementation guidance and monitoring and evaluation considerations. This provides the policy and governance blueprint required to reduce institutional bottlenecks during Phase 4 technical execution and to sustain momentum during Phase 5 advocacy and monitoring activities. The full details of these recommendations are outlined in the Main report as submitted.

5. Project Workplan Outlook

The project is structured into six phases over 24 months (September 2025 to May 2027). The Phase 1–3 deliverables have been completed and accepted within the first reporting window. The next period will prioritise Phase 4 mobilisation and execution, including technical assistance to selected operators and government agencies and the establishment of IPv6 testbeds and pilots in five selected countries.

5.1 Summary Schedule of Phases and Key Deliverables

Phase	Period	Focus	Key deliverables
Phase 1	Sep–Oct 2025	Inception, research and situational analysis	Inception Report; Research & Situational Analysis Report
Phase 2	Nov–Dec 2025	Training and capacity building	Training & Capacity Building Report
Phase 3	Sep–Dec 2025	Policy and regulatory interventions	Policy Recommendations Report
Interim	Dec 2025	Consolidated reporting	First Interim Status Report (this document)
Phase 4	Jan–Jun 2026	Technical assistance and pilot deployment support	Technical Assistance and Pilot Deployment Support Report; Second Interim Report
Phase 5	Jul 2026–Mar 2027	Advocacy, collaboration, monitoring and evaluation	Advocacy, Collaboration, Monitoring & Evaluation Report; Third Interim Report
Phase 6	Mar–May 2027	Final Completion	Final Report

6. Project Management Controls

6.1 Performance Monitoring and Reporting

The MSS PMO has established performance monitoring and reporting arrangements intended to provide clear, accurate and timely visibility of progress to the project's governance forums. Reporting is structured to support proactive management while minimising unnecessary administrative burden on delivery teams.

In line with the inception deliverable, weekly operational status reviews support day-to-day coordination between the MSS PMO and the ATU dedicated team, while monthly formal progress reporting supports Steering Committee oversight and exception management. Reporting content is expected to include progress against milestones and KPIs, proposed changes to scope or schedule, updates to risks and issues, actions and decisions required, and (in future phases) monitoring platform development progress and pilot outcomes.

6.2 Quality Management

Quality management for the project is designed to ensure that all deliverables and implementation outputs are produced to a consistently high standard and are fit for purpose. The quality framework includes definition of quality requirements, quality planning, quality assurance and quality control activities, and periodic quality reviews aligned to key milestones. These arrangements include documentation standards, advance agreement of acceptance criteria, systematic management of review comments, formal sign-off and baselining of approved deliverables, and maintenance of a quality log as an audit trail for decision-making and continuous improvement.

6.3 Change Control

Change control arrangements have been established to manage changes to scope, requirements, deliverables, intended benefits, schedule and cost. The inception deliverable recognises that changes may arise from factors such as expansion of pilot scope, shifts in policy priorities, delays in securing address resources, changes in monitoring platform requirements, or adjustments to

training and technical approaches based on stakeholder feedback. The PMO maintains change logs, undertakes triage and impact assessment, and escalates decisions to the appropriate governance forum in accordance with defined tolerances.

7. Issues, Risks and Dependencies

7.1 Current Issues

As at this reporting point, no outstanding delivery issues have been reported for Milestones 1–4. All Phase 1–3 deliverables have been completed and are positioned as inputs to Phase 4 execution planning and mobilisation.

7.2 Forward-looking Risks and Dependencies

Commencing Phase 4 introduces additional dependencies and risk exposure associated with multi-country mobilisation and hands-on technical execution. The project's risk management approach recognises stakeholder participation and communication risks, management risks including approvals and coordination, and technical readiness variance across candidate pilot countries and environments. These risks require proactive mitigation through early stakeholder alignment, clear acceptance and decision timelines, and readiness-driven pilot design.

7.2.1 Priority Risks for Phase 4 Mobilization

Risk	Description	Impact	Likelihood	Mitigation / Management Action
R1	Inadequate participation from key stakeholders (e.g., governments, regulators, ISPs/MNOs) during pilot mobilisation and execution.	High	High	Confirm focal points early; maintain structured engagement calendar; define minimum participation expectations linked to pilot milestones.
R2	Approval and coordination delays across multi-country governance structures affecting pilot start dates and deliverable acceptance timelines.	High	Medium	Time-box reviews; pre-agree acceptance criteria; define escalation paths through Steering Committee; maintain decision log.
R3	Technical readiness variance across candidate pilot countries and environments (legacy infrastructure, addressing resources, skills, tooling).	High	Medium	Conduct readiness assessments; tailor technical assistance packages; adopt "quick win" pilot architectures where feasible; ensure skills uplift is embedded in pilot execution.
R4	Resource constraints (personnel or budget) affecting ability to deliver pilot	High	Low	Maintain phased mobilisation plan; conduct resource allocation reviews; prioritise pilots using baseline and

	support across multiple environments in parallel.			readiness criteria; manage scope through change control.
R5	Misunderstanding or resistance to project objectives due to limited awareness of IPv6 benefits or perceived lack of incentives.	Medium	Medium	Implement targeted communications using benefit-oriented messaging; leverage partner channels (AFRINIC/ISOC/AFNOG); align policy levers and procurement mandates.

8. Next Reporting Period Plan – Phase 4 (Technical Assistance and Pilot Deployment Support)

8.1 Phase 4 Objectives and Approach

Phase 4 is designed to translate the evidence, policy enablement and capacity gains achieved in Phases 1–3 into measurable deployment outcomes through hands-on technical assistance and structured pilot implementations. The phase will support selected operators and government agencies to plan and implement IPv6 transition activities, establish IPv6 testbeds and pilots in five selected countries, and document outcomes and lessons learned for scaling and replication.

Phase 4 execution will be guided by readiness assessments and will leverage the training artefacts already developed, policy roadmap and governance structures established in earlier phases. The PMO will maintain strong alignment with ATU and partner organisations to ensure that technical interventions are consistent with policy recommendations and that implementation evidence can support Phase 5 monitoring and evaluation.

8.2 Immediate Mobilization Actions (Jan 2026 Readiness)

Immediate mobilisation actions required to initiate Phase 4 include confirmation of participating countries, operators and government agencies, agreement on pilot scope boundaries per participant, and establishment of operational working groups and technical focal points. In parallel, the PMO will prepare technical assistance packages comprising transition planning toolkits, reference architectures, configuration and security guidance, monitoring requirements, and evidence templates to enable consistent reporting across pilot sites.

8.3 Pilot Planning and Execution Considerations

Pilot planning will define success criteria spanning both technical and institutional dimensions. Technical success criteria will include demonstrable IPv6 enablement in controlled testbeds or network-only deployments, validated routing and addressing plans, and operational monitoring evidence. Institutional criteria will include demonstrated governance participation, completion

of readiness actions, and adoption of agreed transition roadmaps and policies where applicable. The PMO will also define a reporting rhythm and an evidence pack structure for each pilot to support the Second Interim Report and project assurance.

8.4 Decisions and Support Required from ATU

To maintain project momentum and minimize Phase 4 mobilisation risks, the following items require confirmation or support from ATU in line with the inception assumptions and governance model:

i. confirmation of the dedicated counterpart team and focal points,
ii. confirmation of Steering Committee cadence for Phase 4,
iii. facilitation of introductions and engagement with selected countries, operators and government agencies, and
iv. alignment on logistics including workshop and training facilities where in-person engagements are required.

9. Conclusion

The project remains on track as at December 2025. All deliverables planned for Phases 1–3 (Milestones 1–4) have been fully delivered and completed, establishing the governance foundation, baseline evidence, capacity uplift and policy blueprint required to proceed to hands-on implementation.

The next reporting period will focus on Phase 4 technical assistance and pilot deployment support, where delivery success will depend on timely mobilisation of stakeholders and readiness-based implementation across diverse operating environments.

The PMO recommends early confirmation of pilot participation and clear governance engagement arrangements to mitigate schedule risks. The project's established reporting, quality, change control and risk management controls provide an appropriate foundation for disciplined execution as the project transitions from enablement to implementation.

Annex A: Responsibility Matrix (Extract)

The inception deliverable includes a responsibility matrix outlining high-level accountability and consultation roles across key stakeholders for major workstreams. The extract below summarises the intended distribution of responsibilities for core project tasks.

Task	ATU Sponsor	Steering Committee	MSS PMO	ATU counterpart staff	Partners / stakeholders
Project planning & governance	A	C	R	I	I
Situational analysis & research	I	I	R	I	C
Developing policy recommendations	A	C	R	C	C
Curriculum & training development	I	I	R	C	C
Pilot deployments (5 countries)	A	C	R	C	C
Deliverable review & approval	R	I	A	C	I

Legend: R = Responsible; A = Accountable; C = Consulted; I = Informed

Annex B: Communications and Reporting Cadence (Summary)

The inception deliverable defines a structured communications and reporting cadence to ensure timely operational coordination and effective governance oversight. The summary below reflects the core reporting products and intended audiences.

Reporting product	**Objective**	**Method**	**Frequency**	**Audience**
Weekly status (operational)	Day-to-day coordination and progress visibility	team meeting review	Weekly	MSS PMO and ATU dedicated team
Monthly formal progress report	Provide progress, variance and exceptions for governance oversight	Formal written report	Monthly	ATU management; Steering Committee; ATU Project Manager
Weekly risks/issues review	Track risks and issues and agree mitigations	team meeting review	Weekly	MSS PMO and ATU dedicated team
Steering Committee review	Governance oversight, escalations and decisions	Steering Committee meeting	Monthly / as needed	Steering Committee
Formal deliverable submissions	Submit outputs for review and acceptance	Formal report submission	As per workplan	ATU review team; Steering Committee for approval

Annex C: Training and Group Photos


RWANDA


LESOTHO
DEMO. REP.
CONGO


TOGO
KENYA


SENEGAL
ZAMBIA


BENIN


ZIMBABWE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MALI


SENEGAL
ZAMBIA


NIGER


UGANDA


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