



Pan-African Network for Economic Analysis of Policies (PANAP)

Operational Manual

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List of Abbreviations

AAAE - African Association of Agricultural Economists

AERC - African Economic Research Consortium

AFD - Agence Française de Développement

AfCFTA - African Continental Free Trade Area

AfDB - African Development Bank

AGRA - Alliance for a Green Revolution in Africa

AGRINATURA - European Alliance on Agricultural Knowledge for Development

AFAAS - African Forum for Agricultural Advisory Services

AFAERE - African Association of Environmental and Resource Economists

APC - Processing Article Charges

AU - African Union

AUC - African Union Commission

BMGF - Bill & Melinda Gates Foundation

CEA-FIRST - Consortium Europe Africa on Research and Innovation for Food Systems Transformation

CGIAR - Consortium of International Agricultural Research Centers

CSA - Coordination and Support Actions

CV - Curriculum Vitae

DEC - Dissemination, Exploitation, and Communication

DG INTPA - Directorate-General for International Partnerships

DG-AGRI - Directorate-General for Agriculture and Rural Development

DG TRADE - Directorate-General for Trade

DREA - Department of Rural Economy and Agriculture

EAAE - European Association of Agricultural Economists

EAERE - European Association of Environmental and Resource Economists

EC - European Commission

ECDPM - European Centre for Development Policy Management

ENABEL - Belgian Development Agency

EU - European Union

FAO - Food and Agricultural Organization of the United Nations

FANRPAN - Food, Agriculture, and Natural Resources Policy Analysis Network

FARA - Forum for Agricultural Research in Africa

FNSSA - Food and Nutrition Security for Sustainable Agriculture

GA - General Assembly

GTAP - Global Trade Analysis Project

HLPD - High-Level Policy Dialogue

IDRC - International Development Research Centre

IFAD - International Fund for Agricultural Development

IRC - International Research Consortium

JRC - Joint Research Centre

KPI - Key Performance Indicator

M&E - Monitoring and Evaluation

NEPAD - New Partnership for Africa's Development

NGOs - Non-Governmental Organizations

PANAP - Pan-African Network for Economic Analysis of Policies

PEP - Partnership for Economic Policy

R&I - Research and Innovation

RECs - Regional Economic Communities

RUFORUM - Regional Universities Forum for Capacity Building in Agriculture

SC - Steering Committee

SDG - Sustainable Development Goal

STI - Science, Technology, and Innovation

StEPPFoS - Strengthening Evidence-Based Policy Practice for Sustainable Food Systems under the EU-AU Partnership

TC - Technical Committee

UN - United Nations

UNECA - United Nations Economic Commission for Africa

WP - Work Package

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Foreword

The Pan-African Network for Economic Analysis of Policies (PANAP) operates as a network which validates the strong partnership between Africa and Europe in providing the needed policy support for the enhancement of Food and Nutrition Security and Sustainable Agriculture (FNSSA) across the two continents. The network is an output of the activities outlined in the Action Agenda of the Political Declaration of the 3rd AU-EU Agriculture Ministerial Conference held in Rome on 21st of June 2019 (EC Decision C (2019) 4277).


This document has been developed after extensive consultation among research institutions, the private sector, network of farmers' organizations, and policy institutions across Africa and Europe through the Horizon Europe StEPPFoS Project. This landmark document outlines the operationalization of the Network to ensure the realization of its outcomes and the reasons for its existence. The successful operationalization of this document to guide the actions of the Network would provide the needed pathways to promote food security and nutrition, resilience to climate change, and to promote sustainable agriculture across the continents.

As we continue to navigate the complexities of coherent policy formulation and implementation across Africa, it has become clear that a coordinated and inclusive approach is necessary to achieve this goal. This Network provides the leverage for policy institutions to collaborate and partner with each other for actions and strategies to provide the needed policy support for enhanced food security and nutrition in Africa. We wish to take this opportunity to urge policy-making institutions, research institutions, NGOs, institutions of higher learning and relevant institutions to join the Network and to explore its opportunities to support the development of coherent policies across the African continent. We wish to assure members of the Network that the AU and the EU are committed to supporting this Network with the resources needed to build on its achievements and further support new initiatives such as agroecology, food systems transformation, soil health, and climate change resilience.

We are confident that the PANAP Network will catalyse transformative change, driving progress towards more desirable policy-coherent processes and policy support towards sustainable agriculture, climate resilience, and improved livelihoods on the African continent. I urge all stakeholders to collaborate to ensure a vibrant network in pursuit of our shared goal of improved food security and nutrition.

We are thrilled to see PANAP becoming operational and growing geographically and technically in the near future. We believe PANAP, in close collaboration with other relevant AU-EU supported networks such as the International Research Consortium (IRC), could play a very important role in boosting the FNSSA partnership for the successful implementation of the shared EU-AU agenda and achieving the green transition in Europe and Africa.


Signed by:



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Mr. Moses Vilakati

Commissioner of the Agriculture,
Rural Development, Blue Economy,
and Sustainable Environment
(ARBE) of the AUC



Alessandra Zampieri

Director, Sustainable Resources at
EC-JRC



Dr. Aggrey Agumya
Executive Director-FARA

Introduction


The Pan-African Network for Economic Analysis of Policies (PANAP) operates as a network of African academic and research institutions that collaborate, under the aegis of the African Union Commission (AUC) and European Union (EU), in prioritizing and conducting research on economic analysis of policies concerning Africa’s agri-food system and its sustainability. PANAP is one of the concrete activities in the Action Agenda of the Political Declaration of the 3rd AU-EU Agriculture Ministerial Conference held in Rome on 21st of June 2019 (EC Decision C (2019) 4277).


The aim of PANAP is to strengthen the capacity of African researchers and academics to evaluate policy effects and measures on food systems with a special focus on rural areas and related farming-food sectors. An important objective of PANAP is to strengthen the liaison between researchers/scientists and policy makers in Africa, including relevant regional and continental African institutions e.g., the AUC and regional economic communities (RECs) and their relevant technical agencies such as the Forum for Agricultural Research in Africa (FARA) and Sub-regional agricultural research organizations. PANAP seeks to sustainably enhance food and nutrition security in alignment with the Malabo Declaration Commitment 3 on ending hunger in Africa by 2025 and SDG 1 (eradication of poverty) and 2 (ending hunger) by 2030.


To support the operationalization of PANAP, a guidance document is needed to manage the operations of the Network to ensure the achievement of its objectives. To initiate the





process of the guiding document, five internal working groups were set up to facilitate the crafting of the working document of PANAP, including:

- 

PANAP Governance and Coordination.
- 

Funding and Sustainability Plan for PANAP.
- 

PANAP Membership Criteria and Network Expansion Strategy.
- 

PANAP DEC (Dissemination, Exploitation, and Communication) of Knowledge Products.
- 

PANAP Theory of Change and Impact Pathways.

The development of the various sections of the document has been done with full participation of the consortium partners of the Horizon Europe Project, which seeks to operationalise activities of PANAP. The development process involved a schedule of sharing the draft versions of the document at work package seven bimonthly meetings to receive inputs from prospective other consortium partners.



1.1 Contribution of PANAP to Long-term Impact

PANAP is meant to contribute to long-term impact on Food and Nutrition Security for Sustainable Agriculture (FNSSA), which is one of the priority areas of both the European Union and the African Union. FNSSA is a top priority in the ‘Green Transition’ in Europe and Africa. However, there is inadequate policy support for evidence-based policy making on the African continent to provide the needed evidence to improve decision-making processes in the African food and nutrition ecosystem. PANAP covers research in the fields of sustainable agriculture and nutrition, and food security in Africa to empower relevant African institutions in the domain of Economic Analysis of Agricultural and Food Security-related Policies in line with the African Union Commission and European Commission policy agenda.

Specifically, the emphasis of PANAP is on the impact analysis of agri-food policies, including inputs

subsidy (fertilizers and seeds), production subsidy, market price support, cash transfers, public-good investments (irrigation, roads, capital), public expenditure (rural education, rural health), fiscal policies, international trade policies among others, using micro and economy-wide economic models. Rigorous and independent quantitative analysis of potential effects (benefits and drawbacks) of agri-food policies, before and after their implementation, contributes to identifying and prioritising the most relevant policies, and ultimately to improving sustainable development at the micro, sectoral, macro, and global levels. The goal of PANAP is also to help identify the most relevant policies to foster the transition towards sustainable food systems. This is particularly relevant in the context of Africa, where economic, social, demographic (including economically driven migrations), environmental and climate change pressures have been increasing steadily and are likely to intensify.

1.2. Strategic Statements of PANAP

1.2.1 Vision Statement



PANAP articulates the following vision:

A continental network of policymakers, researchers, and stakeholders working together to drive policy innovation and actions to advance equitable, sustainable, and resilient food systems in Africa.

1.2.2 Mission Statement



The mission statement of PANAP is:

To advance food and nutrition security and sustainability through collaborative policy research, policy analysis, and policy advocacy while bridging the gap between policy, research, and practice on the African continent.

1.2.3 Value Proposition



PANAP offers a unique platform for stakeholders to connect, build capacity, share knowledge, and drive evidence-based policy solutions for food and nutrition security and sustainability. PANAP fosters a collaborative environment that informs, influences, and shapes the future of sustainable food systems in Africa.

Key Benefits of PANAP Include:



Capacity Building: PANAP enhances skills and knowledge of tools for effective policy development and analysis.



Collaborative Platform: Engage with policy makers, researchers, the private sector, financial institutions, funders, and other stakeholders.



Evidence-based Policies: Inform decision making with reliable data and robust research recommendations.



Advocacy and Influence: Shape policy agenda and drive change on the continent.



Expert Insight: Receive updated information on latest research work and reports.



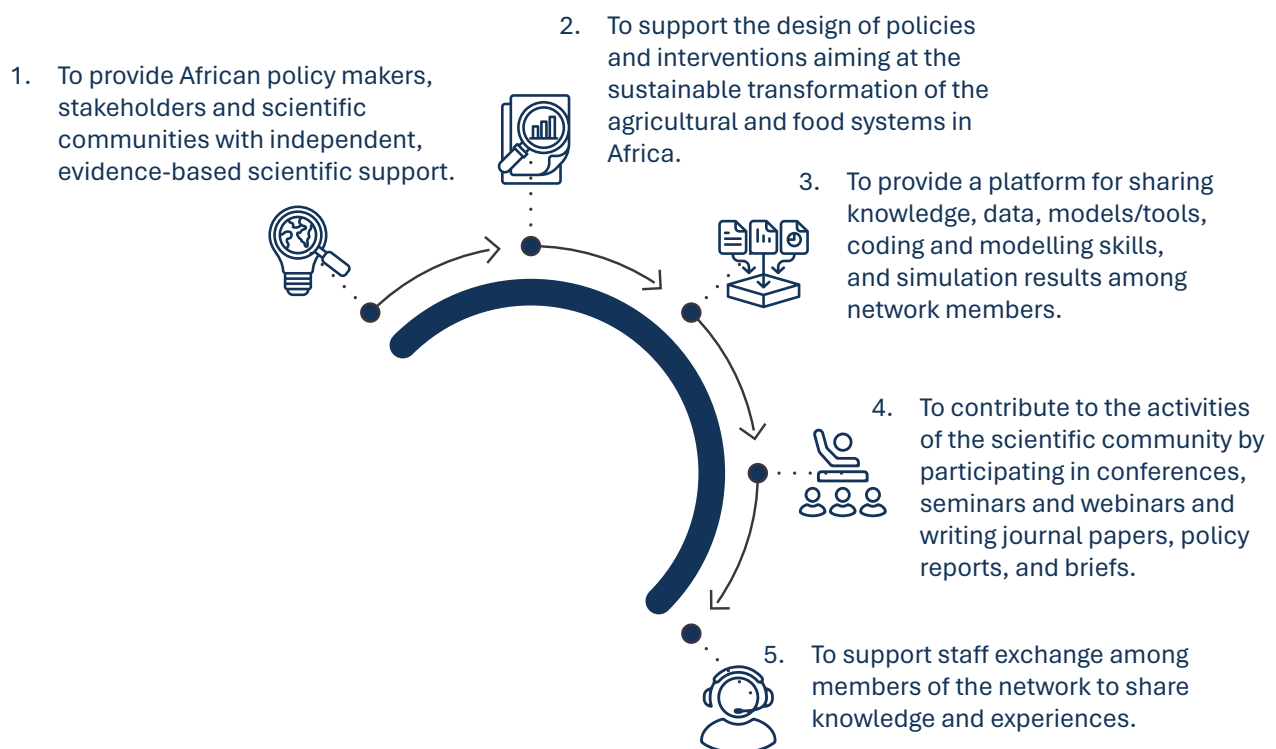
Enhanced Communication: Establish improved communication in the AU-EU science-policy interface and easy partnering with institutions across Africa and Europe.



1.3 PANAP Objectives and Network Expected Outcomes

The primary goal of PANAP is to strengthen the capacity of African researchers and academics in applying data and tools to evaluate policy impacts with particular emphasis on rural areas and related food sectors. A key objective of PANAP is to strengthen the relations between researchers, scientists and policy makers in Africa.

The Network is expected to achieve the following objectives:



To achieve these objectives, PANAP will build on the experiences of Policy Impact Analysis by the Joint Research Centre (JRC) of the European Commission in coordination with DG INTPA and EU Delegations in African Union member states. The Network will intensively engage in sharing knowledge with researchers, statistics producers, and analysts in public institutions around policy impact analysis as applied to agriculture and food sectors. South-south exchanges and cross-fertilization with existing initiatives is one of the strategies deployed by PANAP to achieve its objectives. PANAP will also be engaged in supporting the collaboration between European and African research institutions.

PANAP

Governance and Coordination

An effective governance structure of the Network is needed to ensure accountability, transparency, and strategic direction towards the objectives of the Network. It will further promote and maintain trust among the stakeholders of the Network. This is important especially as the Network is made up of diverse institutions with diverse backgrounds, institutional culture, and various levels of expectations.

PANAP shall be governed by a Steering Committee as the highest decision-making body of the Network and shall be supported by a Secretariat. The Steering Committee shall serve for a term of two years. The inaugural steering committee shall be co-led by representatives of the AU and EU Commissions, that is, a representative of the AUC's Department of Rural Economy and Agriculture (DREA) and a representative of the JRC who shall serve for the first two years of the Committee. The composition of the Committee's leadership in subsequent terms shall be decided by the inaugural steering committee.



2.1 Composition of the Steering Committee

The composition of the Steering Committee shall be as follows: The final composition of the Steering Committee shall be determined at the inaugural steering committee meeting of the network.

- One (1) representative of FARA, Co-chairperson
- One (1) representative of JRC, Co-chairperson
- Three (3) representatives of ordinary member institutions, equitably spread across geography. Gender considerations are encouraged.
- Two (2) representatives of the organizations performing Secretariat roles (FARA and JRC-Saville)
- One (1) Representative of EC as an ex-officio member
- One (1) Representative of AUC as an ex-officio member



2.2 Functions of the Steering Committee

The steering committee shall serve as the highest decision-making body of the Network and shall oversee the affairs of the Network. In this regard, it performs the following functions:

- a. Provide overall guidance regarding the strategic orientation of the network (including priorities) and its programme.
- b. Review and approve the network’s strategies, business plans, workplans and budgets; and monitor and guide their implementation.
- c. Approve the terms of reference of the network and the regulations governing the functioning of the secretariat.
- d. Appoint committees and panels as and when necessary.
- e. Consider and accept or reject applications for membership.
- f. Appoint new members of the Steering Committee (the steering committee will be self-regenerating)
- g. Foster collaboration among network members
- h. Address obstacles to the Network’s successful delivery, adoption, and use.
- i. Provide guidance to maintain the focus of the Network on the agreed scope, outcomes, and benefits.
- j. Monitor and manage the factors outside the Network’s control that are critical to its success.
- k. Discuss fundraising and resource management.
- l. Review and approve the workplan and budget of the network.
- m. Foster collaboration with other networks and institutions
- n. Represent and disseminate the network findings in relevant fora.



2.3 Meetings of the Steering Committee

The steering committee shall sit quarterly. The meeting(s) shall be devoted to reviewing the progress made in the preceding year and to planning for the following year. The meeting shall further be used to discuss and approve membership applications by prospective members.

The Steering Committee shall establish and adopt rules and regulations for the conduct of its meetings. The meeting(s) may be physical or virtual.



2.4 Tenure of Steering Committee Members

Members of the Steering Committee that are not ex-officio shall hold office for two years. However, to ensure continuity and preserve institutional memory, 50% of non-ex-officio members of the inaugural Steering Committee shall serve for three years.



2.5 Management of the PANAP Network

To streamline its management functions, PANAP shall have a Secretariat, which will, however, be lean. The Secretariat functions will be jointly performed by the JRC and FARA. These functions include:

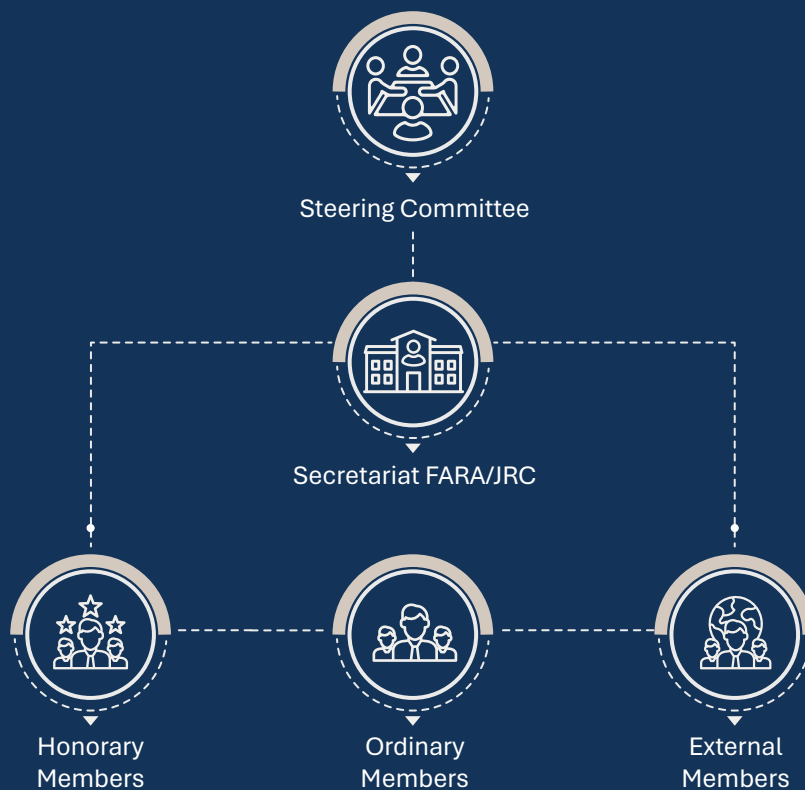
- Coordinating the preparation, implementation, and monitoring of the network’s work programme.
- Coordinating actions aimed at harnessing synergy and strengthening the coherence of the work performed by the ordinary members, e.g., sharing of knowledge, ideas, and data, facilitate mobility of competencies, hosting the network’s website and coordinating multi-country syntheses.
- Organizing Steering Committee meetings
- Coordinating the implementation of Steering Committee decisions
- Providing additional administrative support to the Steering Committee, including management of membership applications, the register, and fees; develop draft rules and procedures for the functioning of the network.
- Organizing network-wide technical meetings and advocacy meetings to disseminate the network’s results and influence policies
- Supporting the mobilization of resources for the network’s activities
- Commissioning network-wide studies
- Expanding the network to include all countries in Africa
- Communicating the achievements of PANAP and enhancing the network’s visibility



2.6 General Meeting of the PANAP Members

The general meeting of members shall be a technical forum and not a governance body. It will be an annual meeting where PANAP members shall meet to discuss achievements and research developments, and to share skills on models and tools developed by the PANAP members. Each year the Steering Committee will identify one or more research topic(s) that shall form the theme of the general meeting, in line with the policy analysis needs and in consultation with network representatives.

The Steering Committee will decide date and the location of the General Meeting (that could also be virtual or hybrid) and will communicate to Network members four (4) months before the meeting dates.







2.7 Sub-Group Meetings

Groups of network members may convene meetings to address topics that require their collective attention. These so-called Sub-group meetings will be organized at locations and on dates that will be agreed upon by the subgroup members.



2.8 Collaboration among Members

PANAP shall foster collaboration among its members. The forms of collaboration shall include:

- Exchange of researchers and senior management staff.
- Exchange of data and knowledge products.
- Regular organization of events, e.g., roundtables, workshops, scientific seminars, sub-group meetings.
- Joint research projects (their preparation, implementation, and monitoring).
- Joint publications.

JRC and FARA staff will facilitate research and capacity development of ordinary members in the following: data collection and processing, development and maintenance of state-of-the-art economic simulation models, and statistical data analysis to perform ex-ante and ex-post policy assessment in support of the policy making process.

Ordinary members will proactively share their findings, contribute to PANAP sub-group and annual general meetings and deliverables, discuss new topics for analysis, and contribute to relevant impact assessments in cooperation with JRC.

Ordinary members will actively engage in supporting the exchange and knowledge sharing among members, disseminate the results of the network, and conduct advocacy for their use; recommend the network to potential members and enhance the network's visibility in relevant African fora.



2.9 Deliverables

The network will generate the following deliverables:

- Improved capacity by the relevant African institutions to conduct ex-ante and ex-post impact analysis of agri-food policies.
- New tools for ex-ante impact analysis of agri-food policies
- Policy recommendations based on simulation modelling and associated tools developed and used by PANAP members.
- Publications on the research conducted by network members.
- Proceedings of the annual general meeting of members
- Technical reports and proceedings of sub-group meetings. These reports will be collated into a biennial PANAP publication series.
- Policy papers and research briefs. This guidance note could be distributed at the Ministerial Conference. It should be written for decision-makers to highlight key results and practical solutions. The aim is to facilitate the appropriation of research results.

PANAP achievements will be reported to the AU-EU Agriculture Ministerial Conference. The next conference will take place in 2023.



2.10 PANAP Coordination (Secretariat) and Functions

This Secretariat will be led by FARA under the oversight of the SC.

The responsibilities of the Secretariat are as follows:

- Serve as the secretariat of the GA and the SC
- Preparing all the documentation for all GA and SC meetings and coordinating the implementation of Steering Committee decisions
- Facilitate the administrative management of the TC on all its activities.
- Facilitate the financial and technical management of GA SC and the TC
- Lead the strategic and business plan of PANAP and ensure its recommendation by the SC to be approved by the GA.
- Establish appropriate procedures to run the secretariat to the benefit of its members.
- Follow up on compliance with commitments in terms of project funding until their complete accomplishment.
- Facilitate all M&E visits, mid-term evaluation, supervision, and final evaluation of projects or technical activities of the TC.
- Collect and disseminate information on the selected multi-stakeholder ARD partners within the PANAP community and from all partners.
- Facilitate contacts and exchange between partners.
- Identify links with potential donors for attracting additional funding to run the secretariat for sustainability.
- Prepare all reports on management activities for the TC/ SC and GA.
- Facilitate meetings and capacity building among PANAP members.
- Facilitate TC and PSC meetings.
- Facilitate annual work plan and budget meetings (from the PANAP charter document)
- Provide additional administrative support to the Steering Committee including management of membership applications, the register, and fees
- Host the network's website
- Commission network-wide studies
- Communicate the achievements of PANAP and enhancing the network's visibility



PANAP Membership Criteria and Network Expansion Strategy



3.1 Categories of Membership

A

Institutional Members: PANAP members shall be institutions/organizations that are actively involved in agricultural policy, research, and implementation. They can be Universities, research institutions, non-governmental organizations (NGOs), government bodies, and private sector entities.

B

Individual Members: Individuals such as professionals, researchers, policymakers, practitioners with expertise in agriculture and rural development as individual members of PANAP. Other professionals, researchers, policymakers, and practitioners with expertise in agriculture and rural development can apply for membership.

C

Affiliate Members: These are organizations or individuals that support PANAP's goals but are not directly involved in agriculture.

D

Honorary Members These are distinguished individuals or organizations recognized for significant contributions to agricultural development in Africa.



3.2 Procedures for Becoming a Member of PANAP

To join the Pan-African Network for Agricultural Policy (PANAP), future members should follow the process indicated below, which is designed to ensure alignment with the network's mission and objectives. Steps to apply for membership:

Step 1: Submit an Expression of Interest

The candidate member needs to prepare and send a formal Expression of Interest that includes the following details:

- The institution's or individual's name and location.
- Contact details (email, phone number, and address).
- The desired membership category.
- A brief overview of the involvement or interest in agricultural policy and development.
- Provide the support documents that demonstrate eligibility:
 - a. *For Institutions:* Institutional profile, registration certificate (if applicable), and details of relevant agricultural activities or programs.
 - b. *For Individuals:* A curriculum vitae (CV) or resume highlighting qualifications, professional experience, and relevant contributions.
 - c. *For Affiliates:* A summary of projects, partnerships, or initiatives aligned with PANAP's mission.

The expression of interest can be submitted via email to the PANAP's secretariat or through the online application form on the PANAP website.

Step 2: Application Review

The application will be reviewed by the PANAP Coordination Unit to ensure alignment with PANAP's values and goals. The review process may take at most 30 days from the day of application.

Step 3: Approval and Confirmation

Once approved, a formal Membership Confirmation Letter will be provided, including the membership benefits and responsibilities.



3.3 Benefits and Responsibilities of PANAP Members

a. Benefits of Membership

- Connect with a diverse community of professionals, institutions, and policymakers in agriculture across Africa.
- Access to cutting-edge research, policy briefs, training programs, and funding opportunities.
- Participate in joint projects, conferences, and knowledge-sharing initiatives to address agricultural challenges.
- Benefit from tailored training sessions, mentorship programs, and technical support for proposal writing and resource mobilization.
- Showcase your contributions to agriculture through PANAP’s communication channels and events.

b. Responsibilities of Members

1. Participate actively in PANAP activities (e.g., events, research, and policy dialogues).
2. Contribute to collective learning and knowledge sharing through (e.g., Sharing insights, expertise, and data).
3. Promote PANAP’s mission and represent the network positively,
4. Uphold sustainability, inclusivity, and ethical practices in all activities aligned with PANAP’s goals.
5. Fulfill all the other obligations of PANAP as defined in the membership letter that supports the network’s operations.



3.4 PANAP Strategy for Expansion

PANAP aims to grow its membership base, enhance its impact, and remain a sustainable force for agricultural transformation in Africa. This will be achieved through:

- a. Proactive engagement and collaboration with key stakeholders such as the African Union, regional economic communities, and international organizations to expand reach and strengthen credibility.
- b. Proactively engage institutions, professionals, and policymakers in underrepresented regions and sectors through regional events, partnerships, and campaigns.
- c. Contribute to capacity building of its members, including exclusive training programs, research grants, and co-branding opportunities for new members.
- d. Use of social media, newsletters, and online platforms to enhance visibility and attract members across the continent and beyond.
- e. Provide an award to honor outstanding contributions of its members in agricultural policy, inspiring new members to join.
- f. Develop a mixed funding model that ensures financial stability

Funding and Sustainability Plan for PANAP



4.0 Funding Strategies for PANAP

The Pan-African Network for Economic Analysis of Policies (PANAP) aims to bring together academic, research and institutional partners that develop research on the economics and policy of sustainable food system transformations in Africa. Besides, it is expected to further and deepen the AU-EU long-term research and innovation partnership in the areas of Food and Nutrition Security and Sustainable Agriculture (FNSSA). As a Pan-African institution with the aim of fostering an intercontinental partnership and cooperation to address one of the critical development issues in Africa, i.e., food and nutrition security, PANAP needs sustainable and adequate funding to effectively deliver its goals. In addition to accessing direct funds, PANAP will explore options to raise funds jointly with other stakeholders. To this end, the PANAP Secretariat needs to identify key partners and forge ways to collaborate and raise funds jointly.



4.1 Funding Objectives of PANAP

The objective is to enable PANAP to deliver its mission effectively. These include capacity-building activities for ex-ante and ex-post economic methods of analyzing agri-food system policies, building, developing, and enhancing knowledge sharing platforms, acquiring needed software and data, and fostering science-policy communications and interlinkages. Thus, it will help to:

Bridge the gap between policymakers and researchers through well supported initiatives.	B	E	Ensure sufficient funding to support high-quality collaborative research.
Develop a sustainable funding model to maintain long-term research activities.	D	S	Strengthen the capacity of African researchers to evaluate policy impacts.



4.2 Funding Needs of PANAP

PANAP’s funding needs can be classified under five categories which are essential to set up and maintain a functional, effective and decision-making Research Network over the long term. It must cover the following categories:

Operational costs: Network coordination, research management and administration.

Research costs: fieldwork, software and data collection and analysis.

Capacity building: training workshops and seminar organisation, and study trips and exchanges for young researchers.

Communication and dissemination: maintenance of website and social network channels, production of policy briefs, reports, books and outreach materials to influence policymaking.

Engagement activities: liaison activity with relevant stakeholders like AU and EU commissions, Regional economic Communities, and governments etc.

As such, PANAP needs funding to cover capital expenditures (e.g., office facilities, computers, software, access to hard copy and soft copy materials, etc.) and operating expenses (e.g., web development and maintenance, license renewals) for official activities. It also needs funds for organizing workshops, training schools, and dissemination activities (e.g., side events at AUC, HLPDs, publications), and facilitating staff exchange.

Funding Requirements: The funding requirements can be broadly divided into the core PANAP activities. They can be estimated per period per activity.

Funding Priorities: The funding priorities will be aligned with the objectives of PANAP, which is supporting evidence-based Food Systems Transformation in Africa. Since evidence generation involves data gathering, processing, economic models and tools, and science-policy communication, the PANAP funding priorities could be geared towards strengthening capacities of data science, economic modeling, and science-policy communications and supporting the procurement of hardware and software tools and knowledge sharing mechanisms across stakeholders.

Funding Sources: PANAP fund sources could include African continental organizations (e.g., AUC, NEPAD, AfCFTA), African governments, international organizations (e.g., European Commission, World Bank, IFAD, FAO and other UN agencies), international cooperations (e.g., GIZ-Germany, AFD-France, IDRC-Canada, DFID-UK, ENABEL-Belgium), international research organizations and networks (e.g., AGRINATURA, CGIAR, PEP), international NGOs (e.g., Bill & Melinda Gates Foundation), and African universities and research institutions. PANAP can also collaborate and direct the opportunities arising within related projects (e.g., StEPPFoS and CEA-FIRST, IRC, etc.) as complementary sources of funding for the next three years.

Funding Approach: The fundraising approach could be direct (i.e., PANAP develops proposals and secures funding, which can be used to perform its activities or distributed to member institutions required for a specific assignment). It could also be joint fundraising with partners with similar missions, goals, and mandates. It could also consider the Joint Programming Initiative (JPI) approach, in which a selected research consortium will be funded by their home countries (funding through their home countries).



4.3 Fundraising Strategies:

PANAP could generate funding by actively engaging with continental and intercontinental Research & Innovations Actions (R&I), Coordination and Support Actions (CSA). It can also pursue a sponsoring and co-sponsoring approach, e.g., the Government of the Netherlands sponsoring HLPD, the Government of South Africa sponsoring or co-sponsoring Annual PANAP Conference, AGRA co-sponsoring a PANAP side event, and so on.

Funding Partnerships: The funding partners could be national, continental, international, state and non-state, governmental and non-governmental, academic, research and think tanks, advocacy groups. See Table 1 below..

Funding Strategy Reviews

Table 1: Costs items and potential sources/partner of funding (for illustrative purpose only)

No.	Activity	Category	Priority	Potential Partners/ Fundors
1	Secretariat	<ul style="list-style-type: none"> Administration Maintenance Operations Capital expenses 	High	<ul style="list-style-type: none"> FARA AUC EC A portion of a Project Overheads in a consortium
2	Annual Research Conference on African Food Systems Transformations (AfFST)	<ul style="list-style-type: none"> Research Networking Dissemination 	High	<ul style="list-style-type: none"> AAE AFAERE CGIAR AKADEMIYA2063 PEP
3	Summer/Autumn School on research data, tools, and methods for African Food Systems Transformations (AfFST)	<ul style="list-style-type: none"> Capacity Building for Early Career Researchers 		<ul style="list-style-type: none"> AAE AFAERE RUFORUM IFPRI PEP AGRINATURA
4	Publications (reports, books, journal articles) focused on African Food Systems Transformations (AfFST)	<ul style="list-style-type: none"> Dissemination Science-policy communications 		<ul style="list-style-type: none"> CGIAR AKADEMIYA2063 EC-JRC
5	Staff exchanges	<ul style="list-style-type: none"> Networking Knowledge sharing 		<ul style="list-style-type: none"> AKADEMIYA206 EC-JRC AAE AFAERE AERC AGRINATURA

Funding Review

The funding strategy needs to be systematically reviewed. For this purpose, we need to:

- Conduct periodic reviews for funding strategies to ensure alignment with PANAP’s goals and changes in funding environment;
- Adapt and optimise the fundraising approaches based on feedback and performance analysis;
- Introduce an annual funding strategy evaluation process to identify gaps, successes and areas for improvement.



4.4 The PANAP Sustainability Strategy

AAs a network PANAP’s success also depends on its strategies to gear towards collective actions among stakeholders of African food systems transformations.

Short-term sustainability strategies: In the short term, this needs productive collaboration and partnerships among academics and stakeholders both within and across disciplines and sectors (Akridge & Hertel, 2024). PANAP’s short-term sustainability strategies should therefore focus on building partnerships with key actors in African food systems. The partnerships can be used to raise funds and/or to share costs and burdens/tasks to achieve PANAP’s goals. PANAP can then leverage these partnerships to make itself, its work, and its member organizations more visible in the research and policy of Africa’s food systems landscape. The core funding to implement these short-term strategies could come from the African Union Commission (AUC), the European Commission (EC), and other multilateral stakeholders relevant to the African food systems.

Long-term sustainability strategies: In the long term, however, PANAP should also develop mechanisms for internal funding or implicit or explicit cost-sharing mechanisms. One notable example could be the organization of annual conferences (with participation fees), training schools (with participation fees), and data generation and sharing (with reasonable prices) following the examples of GTAP (Akridge & Hertel, 2024), membership fees as professional association do, and if it owns, a journal Article Processing Charges (APC). The membership should give a privilege for access to data, publications, and workshops. An additional funding source could be secured from the African Union Commission (AUC) by proving itself as an important source of information and knowledge for African Food Systems and their sustainable transformations.

The following stakeholders and proposed partnership could be helpful.

Table 2: Important organizations that the PANAP network could establish interlinks (for illustrative purpose only)

No.	Organization	Address	Type	Potential Contacts	Type of Partnership	Especially, for:	Flagships
1	African Association of Agricultural Economists (AAAE). https://aaae-africa.org/	Nairobi, Kenya.	Professional Association		Conferences, Workshops, Training Schools	Long-term	<ul style="list-style-type: none"> African Conference of Agricultural Economists African Journal of Agricultural and Resource Economics (AfJARE)
2	African Association of Environmental and Resource Economists (AFAERE). https://afaere.org/	Cape Town, South Africa	Professional Association		Conferences, Workshops, Training Schools	Long-term	<ul style="list-style-type: none"> Biannual Conference of the African Association of Environmental and Resource Economists (AFAERE) Summer/Winter Schools with Environment for Development Initiative (EFD)
3	European Association of Environmental and Resource Economists (EAERE). https://www.eaere.org/	Venice, Italy	Professional Association		Conferences, Workshops, Knowledge Exchange	Long-term	<ul style="list-style-type: none"> Annual Conferences Winter/Summer Schools Environmental and Resource Economics (ERE) Review of Environmental Economics and Policy (REEP)
4	The European Association of Agricultural Economists (EAAE). https://eaae.org/	Wageningen, The Netherlands	Professional Association		Conferences, Workshops, Knowledge Exchange	Long-term	<ul style="list-style-type: none"> Annual Conference European Review of Agricultural Economics (ERAE) Q Open Euro Choices
5	AKADEMIYA2063. https://akademiy2063.org/	Kigali, Rwanda.	Think Tank		Data, Science-policy dialogue, Reports, Conferences,	Long-term	<ul style="list-style-type: none"> Data/Africa Agriculture Watch (AAGWa)

No.	Organization	Address	Type	Potential Contacts	Type of Partnership	Especially, for:	Flagships
					Workshops, Training Schools, Fund raising		<ul style="list-style-type: none"> Modeling/The African Growth and Development Policy (AGRODEP) Modeling Consortium Dissemination/The Regional Strategic Analysis and Knowledge Support System (ReSAKSS) Science-Policy: Malabo Montpellier Panel (MMP) Annual Conference Annual Reports Working Paper Series
6	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). https://www.giz.de/en/html/index.html	Bonn, Germany.	Donor		Funding for Science-policy dialogue, Reports, Conferences	Short-term	<ul style="list-style-type: none"> Academy for International Cooperation Programme/Rural Development & Agriculture Programme/Climate Change, Environment, and Management of Natural Resources
7	Bill & Melinda Gates Foundation. https://www.gatesfoundation.org/	Washington, USA.	Donor		Funding for Science-policy dialogue, Reports	Short-term	<ul style="list-style-type: none"> Agricultural Development Enabling Country Systems
8	European Centre for Development Policy Management (ECDPM). https://ecdpm.org/	Brussel, Belgium.	Think Tank		Science-policy dialogue, Reports	Long-term	<ul style="list-style-type: none"> AU-EU relations Sustainable Food Systems

No.	Organization	Address	Type	Potential Contacts	Type of Partnership	Especially, for:	Flagships
9	The European Alliance on Agricultural Knowledge for Development (AGRINATURA) https://agrinatura-eu.eu/	Paris, France,	Network		Conferences, Workshops, Knowledge Exchange	Long-term	<ul style="list-style-type: none"> • FNNSA project database • Annual Conference on Tropical and Subtropical Agricultural and Natural Resource Management (TROPENTAG)
10	New Partnership for Africa's Development (NEPAD). https://www.nepad.org/	Midrand, South Africa.	Continental organization		Conferences, Science-policy dialogue, Reports	Long-term	<ul style="list-style-type: none"> • Rural Resources and Food Systems • African Biosafety Network of Expertise (ABNE) • AUDA-NEPAD Annual Report
11	African Union Commission (AUC). https://au.int/en/arbe	Addis Ababa, Ethiopia.	Continental organization		Science-policy dialogue, Reports	Long-term	<ul style="list-style-type: none"> • Agriculture, Rural Development, Blue Economy, and Sustainable Environment (ARBE) • Comprehensive Africa Agriculture Development Programme (CAADP) • High level Food Security and Nutrition Conference
12	European Commission (EC). https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/joint-research-centre_en	Brussels, Belgium.	Continental organization		Funding for R & I, Capacity Building, Knowledge Exchange	Long-term	<ul style="list-style-type: none"> • RC- Economics of Food Systems • Partnership on Food and Nutrition Security and Sustainable Agriculture (FNSSA)

13	Food and Agricultural Organization of the United Nations (FAO). https://www.fao.org/home/en/	Rome, Italy.	International Organizations	Funding/co-funding/sponsoring/co-sponsoring research data, science-policy dialogue, Reports	<ul style="list-style-type: none"> • FAOSTAT • Monitoring and Analysing Food and Agricultural Policies (MAFAP) • Report: The State of Food Security and Nutrition in the World
14	United Nations Economic Commission for Africa (ECA). https://www.uneca.org/	Addis Ababa, Ethiopia.	International Organization	Funding/co-funding/sponsoring/co-sponsoring research data, science-policy dialogue, Reports	<ul style="list-style-type: none"> • African Economic Conference • African Annual Statistical Year Book • African Institute for Economic Development (I DEP) • Climate Change, Food Security and Natural Resource Division (CFND)
15	Consultative Group for International Agricultural Research (CGIAR). https://www.cgiar.org/	Multiple locations.	International Think Tank	Funding/co-funding/sponsoring/co-sponsoring research data, science-policy dialogue, reports, Economic modeling	<ul style="list-style-type: none"> • International Food Policy Research Institute (IFPRI) - CGE model • International Livestock Research Institute (ILRI) • The Alliance of Biodiversity International and CIAT • International Maize and Wheat Improvement Center (CIMMYT) • International Institute of Tropical Agriculture (IITA) • The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS)

No.	Organization	Address	Type	Potential Contacts	Type of Partnership	Especially, for:	Flagships
16	The World Bank (WB). https://www.worldbank.org/en/home	Washington, USA.	Multilateral Development Organization.		Funding/co-funding/sponsoring/co-sponsoring research data, science-policy dialogue, Reports		<ul style="list-style-type: none"> World Development Indicators
17	African Development Bank (AfDB). https://www.afdb.org/en	Abidjan, Côte d'Ivoire.	Multilateral Development Organization.		Funding/co-funding/sponsoring/co-sponsoring research data, science-policy dialogue, Reports		<ul style="list-style-type: none"> African Economic Outlook Report African Economic Conference The African Development Institute AfDB Statistics Pocketbook Feed Africa
18	Global Trade Analysis Project (GTAP). https://www.gtap.agecon.purdue.edu/	West Lafayette, Indiana, USA.	Research Network		Funding/co-funding/sponsoring/co-sponsoring research data, conferences, capacity building in economic modeling	Long-term	<ul style="list-style-type: none"> GTAP Economic Model GTAP-U (Modeling Courses) GTAP Database
19	African Continental Free Trade Agreement (AfCFTA). https://au-afcfta.org/	Accra, Ghana.	Continental Organization.		Funding/co-funding/sponsoring/co-sponsoring research data, conferences, science-policy in the areas of Agricultural and Food Trade		<ul style="list-style-type: none"> AfCFTA e-Tariff Book
20	The Alliance for a Green Revolution in Africa (AGRA). https://agra.org/	Nairobi, Kenya.	Think Tank		Funding/co-funding/sponsoring/co-sponsoring research data, conferences, science-policy		<ul style="list-style-type: none"> Africa Food Systems Forum Centre for African Leaders in Agriculture The Hub For Agricultural Policy Action (HAPA) Initiative

21	Food and Agricultural Organization of the United Nations (FAO): https://www.fao.org/home/en/	Kampala, Uganda.	Academic Network	Funding/co-funding/sponsoring/co-sponsoring research data, conferences, capacity building activities, and curriculum development	<ul style="list-style-type: none"> • Annual Meetings • The African Journal of Rural Development (AFJRD) • Regional E-Learning Platform • Thematic Reports
22	United Nations Economics Commission for Africa (ECA): https://www.uneca.org/	Nairobi, Kenya.	Professional Association	Funding/co-funding/sponsoring/co-sponsoring research data, modeling, conferences	<ul style="list-style-type: none"> • Collaborative PhD Programme (CPP) in Economics • Collaborative Masters in Agricultural and Applied Economics (CMAAE) • Biannual Research Workshop and Conference • Visiting Scholars Programmes • Senior Policy Forums • Regional Policy Forums
23	Consultative Group for International Agricultural Research (CGIAR): https://www.cgiar.org/	Nairobi, Kenya.	Research Network	Funding/co-funding/sponsoring/co-sponsoring research data, modeling, conferences	<ul style="list-style-type: none"> • PEP CGE models • Microsimulations • PEP annual conferences
24	The World Bank (WB): https://www.worldbank.org/en/home	Ottawa, Canada	International Cooperation	Funding/co-funding/sponsoring/co-sponsoring research data, modeling, conferences	<ul style="list-style-type: none"> • Climate-Resilient Food Systems • Sustainable Inclusive Economies
25	African Export-Import Bank (Afreximbank): https://www.afreximbank.com/		Bank	Funding/co-funding/sponsoring/co-sponsoring research data, modeling, journal articles (e.g., special issues)	<ul style="list-style-type: none"> • Research & Knowledge • Journal of African Trade (JAT): https://www.editorialmanager.com/joat/default2.aspx

Notes: Flagships could be units, activities, services, or products of a respective organization that could serve as an entry for PANAP for partnership.

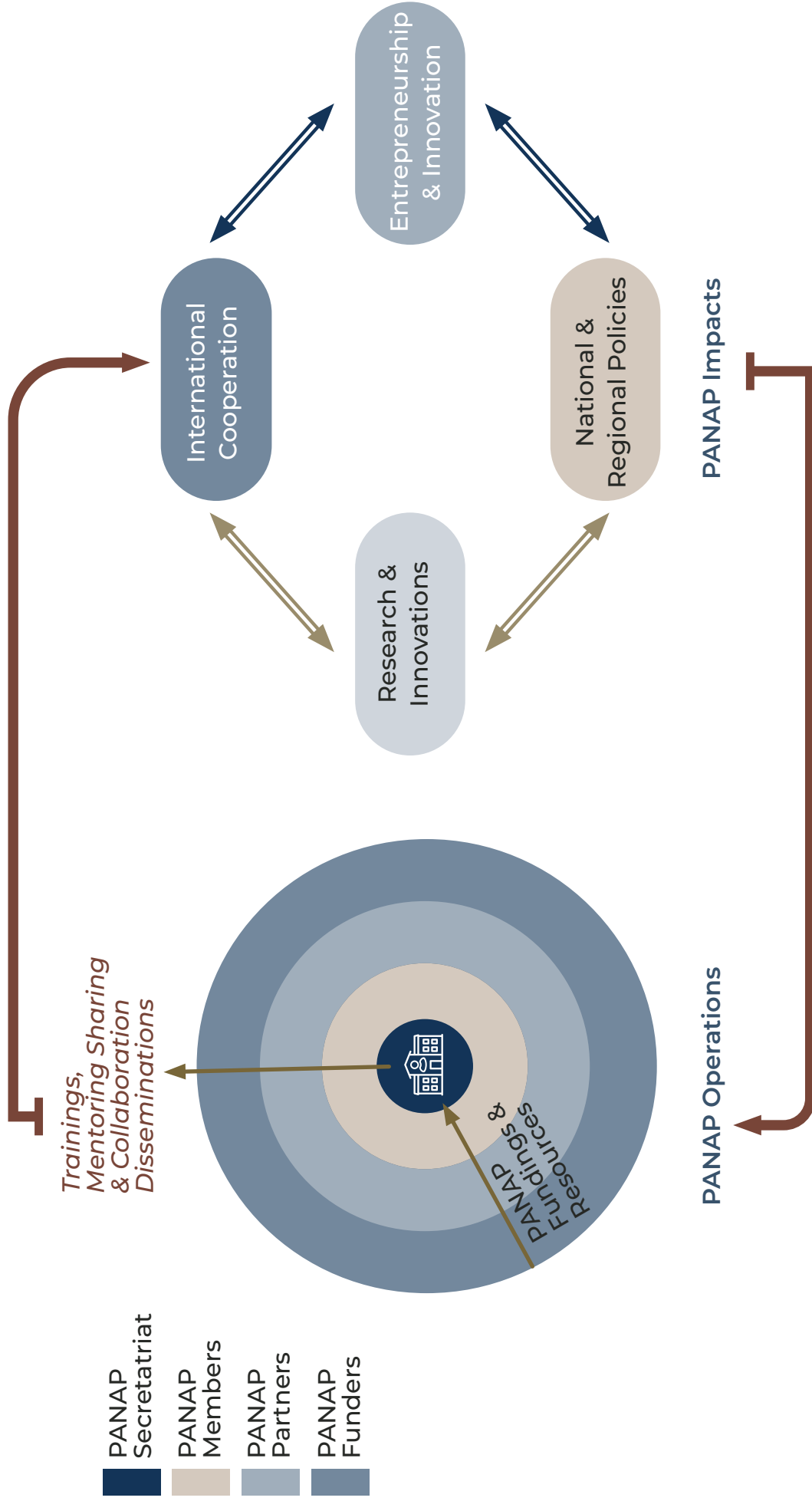


Figure 1: PANAP's Resources, Operations and Impact

PANAP will draw funding and resources from its funders, partners, and members to support its initiatives. At the center of these efforts will be the PANAP secretariat, which will coordinate a range of activities. PANAP will conduct training and mentoring sessions focused on data, modeling, and communications. It will foster sharing and collaboration in areas such as data, coding, skills, and research. Additionally, PANAP will organize dissemination events, including conferences, dialogues, side-events, and publications. These activities are expected to inform and influence research and innovation, contribute to the development of national and regional policies, and promote international cooperation among others.

Context Rationale of the PANAP Dissemination, Exploitation, and Communication (DEC)

Communication, dissemination, and exploitation activities are key to ensuring the Pan-African Network for Economic Analysis of Policies (PANAP) liaison between researchers/scientists and policy makers in Africa, including relevant regional and continental African institutions. For example, the AUC and regional economic communities (RECs) and their relevant technical agencies, such as the Forum for Agricultural Research in Africa (FARA) and Sub-regional agricultural research organizations. This will further contribute to achieving the specific PANAP objectives (detailed in the PANAP Terms of Reference). This document is the first of a series of reports that will be prepared/updated annually; it is, therefore, an important reference to provide status and updates on the DEC efforts. The PANAP DEC Plan will guide the activities and serve as a basis for regular PANAP DEC monitoring. The plan will be revised and updated as approved by the steering committee of the Network. The plan describes the PANAP DEC objectives, fosters dialogue with the PANAP target audience and interaction with relevant networks.

The general approach for achieving the PANAP DEC Plan aims to increase communication and dissemination activities as results progress and initiate exploitation activities at a later stage. In the first phase, efforts will be geared towards raising awareness and visibility of the PANAP network, as well as identifying the target audience relevant to the PANAP DEC activities. This phase will lay the foundation for the next phase, concerning the consolidation of the PANAP network, its alliance with other networks, the active engagement with its target audience, and the promotion of its knowledge outcomes.





5.1 PANAP DEC General Objectives

The overall communication objective is to inform and raise awareness among internal and external audiences on the PANAP network, promoting its activities and outcomes to increase its expansion and impact.

Dissemination overall objective: To make the PANAP outcomes available to potentially interested users and stakeholders and engage them through the availability of collaborative tools proposed in this plan.

Exploitation overall objective: to ensure that PANAP outcomes are accessed and used by the PANAP members and external stakeholders, ensuring the impacts of the PANAP network and activities in the long term.



5.2 Proposed PANAP DEC Practices

PANAP DEC activities will preferably start with the needs and motivations of the target audience to engage, for impactful engagement. All the partners will be involved in the preparation of PANAP DEC materials.

For dissemination and communication of activities intended to transmit the network developments and results to external audiences, that is, to public or specific sectors and administrations, the following roles are envisaged.

Communication team – A committee will be constituted by the steering committee to perform the communication functions of the network.

ROLES: Resolve any conflict at the external or internal level; Evaluation of communication and dissemination opportunities; Communication tools management (activation, update and diffusion); Internal audits for quality assurance. The Communication team will ensure the PANAP DEC plan implementation; detect communication and dissemination opportunities; monitor dissemination and communication actions; Report dissemination and communication activities.

The following sequential steps are envisaged

- i. A specific member will be responsible for the design and development (alone or with the collaboration of other partners) of communication and dissemination material in line with the PANAP DEC plan and the project agreed impacts
- ii. The draft material is circulated to the Consortium members, to give them the opportunity to contribute and object to the publication of confidential data, if their work is included. Comments would be sent to the publishing partner within the period of 5 days.
- iii. The author(s) should restructure the draft paper
- iv. In case of conflict, a communication team together with the steering committee will take the final decision.
- v. For certain communication and dissemination materials which can be considered relevant (journal articles, conference papers, press releases, public reports, policy briefs), a peer-reviewed procedure should be completed before publishing.
- vi. Based on the target audience and dimension of the material, it may be of relevance to translate it into the local project language to have a higher impact.
- vii. Finally, a notification of release and registration will be sent to the communication team with justification of the respective communication activity, in line with the PANAP DEC plan and the project agreed impacts.
- viii. The publication and choice of channel of the dissemination material will be the responsibility of the

partner(s) which developed the communication material(s)

- ix. The participation in exhibitions/events through a stand and the presentation of demos of the project results should also be the subject of prior agreement of the whole project Consortium.



5.3 Identification of Target Groups and Sub-groups

To maximise the impact of communication, dissemination and exploitation activities, this step will help to structure the right messages and select the right channels for DEC activities.

Anticipated target groups and sub-groups are detailed in the table below.

Table 3: Target audience categories and sub-categories

	Target sub-groups (who)	Role(why is it relevant)	Potential interest in the project (what are their benefits)
Governmental/ intergovernmental	Policy-making bodies at continental level, e.g., AUC and NEPAD; UN-ECA, African Development Bank. Members of the AU-EU HLPD Bureau	Implement the agri-food policies; Support the EU-AU Partnership and	Use of PANAP's analytical work, namely economic policy analysis with focus on policy impact analysis, on agriculture and food security Receive support for governance processes of the agri-food policies' implementation; Broaden stakeholders' engagement in the AU-EU Partnership; Increase HLPD knowledgebase and identification of strategic topics for the Partnership
	RECs, regional development banks, and national level e.g., relevant ministerial departments and agencies. Officials of intergovernmental organisations (AU, EU, AfDB etc)	Designing agri-food policies, regulate funding, provide incentives	Become aware of agri-food policy recommendations for policies at national and regional level; strengthen alliances and networks; capacity building; enhanced SPI interface
	Funding agencies (DG-INTPA, DG-AGRI and DG TRADE and other EU Member states agencies), cooperation agencies, Development agencies	Defining, Financing or managing agri-food programmes carried out at national or regional level, managing research agendas and funding schemes; coordinating networks Responsible for research agenda setting Pivots in R&I alliance forming research funding	Improve effectiveness of funding and research; benefit from policy alignment Strengthen coordination of sub-regional research agendas in R&I; Become aware of the available knowledge and technologies, acquire knowledge on scaling-up approaches

	Target sub-groups (who)	Role(why is it relevant)	Potential interest in the project (what are their benefits)
Governmental/ intergovernmental	Sub-regional organisations; technical agencies of governmental/ ministerial bodies e.g., FARA , and the apex body for agricultural economists.		
	National Governments, Ministries, and Agencies	Implement the national agri-food policies;	Use of PANAP's analytical work, namely economic policy analysis with focus on policy impact analysis, on agriculture and food security Receive support for governance processes of the agri-food policies' implementation;
R&I value chain agents	Research organizations, Universities	Research priority setting, allocate funding, promote demand driven research	Access networks and alliances, develop joint scientific agendas for improving access to funds, identify research gaps
	Innovation actors (Entrepreneurs, incubators, Innovation brokers, start-ups)	Actors of the agri-food value chain from production to marketing, facilitate marketing of research outputs, facilitate transfer of technology, invest in research outputs and bring innovations to the market, Steer demand driven research	Benefit from PANAP alliances and science- based recommendations to develop business plans for increased effectiveness and sustainability of the food value chain
	Extension services	Disseminate research results to end-users of PANAP outcomes	Improved knowledge and skills; capacity building; knowledge transfer

	Target sub-groups (who)	Role(why is it relevant)	Potential interest in the project (what are their benefits)
PANAP outcomes end-users	Scientific community: Economic modelers, policy impact analysts in the field of food systems, Food systems and nutrition researchers; rural development researchers. Food systems and nutrition researchers; rural development researchers. Regional and international scientific communities and associations (European, African and international association of agricultural economists, environmental economists)	Use scientific results, promote focused discussion, create critical mass, replicate and upscale technologies and governance mechanisms	Become involved in collaborative research and coordinated research programming; improved quality of information and communication on FNSSA
	Civil society organisations (farmers, consumers, traders, NGOs -non- governmental organization- grassroots organisations; other networks members)	Steer demand driven research, implementing actors of PANAP outcomes, advocate for PANAP	Information on PANAP outcomes



5.4 Communication, Dissemination and Exploitation Channels and Tools

The following channels and tools are suggested:

- 1. Website of StePPFoS:** The online platform is a central tool for collaboration between the consortium and the PANAP members. It is also a landing page for everyone who searches for information or wants to get engaged with the PANAP network. It will be an easy to access entry point for all target groups. It will have a wealth of information on the PANAP, including a FAQ section, a member’s space for the PANAP and a protected working area for the StePPFoS consortium.
- 2. Social Media Plan:** This implies the development of communication channels in social media sites (e.g., LinkedIn, X, Bluesky, Instagram, YouTube, ResearchGate) hosted by FARA. The StePPFoS social media strategy will be planned and monitored actively by (a) analysing the target groups, (b) identifying social networks, and (c) developing a content strategy linked to an events calendar. All partners will actively participate in the social media strategy. The hashtags #StePPFoS and #PANAP will be used to harvest reach of content shared. The needs and interests of the target audience and PANAP will be identified through e-surveys. This will be monitored by FARA, and update provided to all members of the Network.



5.5 Social Media Guidelines

To ensure expected impacts, content posted on social media pages should ideally conform to the following guidelines:

- **Simplicity:** The principle of effective dissemination is to use the best possible words, in the best possible order. Posts that use simple, unambiguous language are much more likely to be engaged with.
- **Bias:** Everyone has unconscious biases. These can become apparent in the language we use when we engage on social media. It is worthwhile making use of gender-neutral pronouns where appropriate (e.g. 'their' instead of 'his' when the gender of the subject is unknown), and not assuming someone's gender, nationality, religion etc. from their posts or avatar.
- **Brevity:** For example, X limits its users to only 280 characters per post but that shouldn't be seen as a target. All the posts across the project social channels should be as short as possible, without removing essential information.
- **Enticing:** The aim of composing a post is to engage with stakeholders. To entice stakeholders and draw them into engaging with the content (e.g. by clicking on links, expanding details of the post, following the account, initiating a conversation, etc.) the content of the posts needs to be catchy/topical enough. Another important aspect is to give priority to what needs to be promoted at times, depending on the project developments.
- **Media:** Posts with relevant images receive significantly more re-postings than those that do not have images. Videos and animated GIFs also improve engagement. The Consortium partners can be contacted about royalty-free stock images, and the social media channels' bank of media free to use should be explored.
- **Connectivity:** There are many other organisations, initiatives and activities that align with the StePPFoS project's aims. To use social media effectively, it is necessary to connect with these other accounts, e.g. by tagging the account in media images in posts, and by following and engaging with other key accounts. Additional search of social media accounts of the selected initiatives can be performed.
- **Hashtags:** Using hashtags on social media channels is an excellent way to boost engagement, as it broadens the potential reach of each post. Global events should be researched in advance and the scheduled content of the post should be aligned with this. Besides the #StePPFoS and # PANAP hash tags, some more specific hashtags should be created for promoting specific PANAP activities. These need to be unique, short and intuitive in meaning.
- **Live metrics:** It is important to know the type of live analysis enabled on the social media channels to use: (a) Facebook Page Insights offer engagement-related metrics, such as post clicks, comments, views, post reach, and video views; (b) Instagram analysis includes: profile



visits; click-through rates to a landing page or website; clicks on call or email links; number of unique users that have seen your posts; number of impressions of your content; number of interactions with your content; analytics to track audience reach and impressions (Instagram stories and reels); (c) X Analytics offers basic insight: posts with the most engagement; impressions over the last 28 days; profile visits; follower growth; Ad campaign performance, and conversion tracking; and (d) LinkedIn offers built-in analytics for business pages: page visits; number of followers; engagement metrics such as clicks, comments, and shares. One of the more unique aspects of analytics on LinkedIn is the content suggestions. The platform will recommend types of content to create to increase engagement. This can be very useful information to include in a social media report..

- **Scheduling:** The active accounts on X provide 80% of the content – the key to successful engagement on this platform is the provision of regular engaging content. There are many tools for managing social media platforms that can be used to effectively manage content posting,

even when the people responsible for managing the social media accounts are not physically present at work. Additionally, such social media management tools can be used to monitor engagement statistics

- **Impact:** Each month, a member of the Communication team should record the engagement statistics for the PANAP account including number of posts, number of followers, number of impressions, profile visits, mentions, in addition to individual stats for each post sent. Geographic distribution of followers may also prove to be a useful metric. Analysis of these data can help inform when the best times of day are to post content to the account's followers
- **Tone:** There is a balance to be struck between being informative and authoritative and being approachable and 'human'. The tone used on social media can have a big impact on how the audience engages with the channel. A good rule of thumb is to aim for conversational and informative. Emojis can be an effective way to humanise otherwise dry content. It is often advisable to say 'we' and 'our' instead of 'me' and 'my' when posting on behalf of a team.

In addition to these guidelines, Consortium members posting on behalf of PANAP social media account are advised to comply with their institution's social media guidelines.



5.6 PANAP Online Community

Workshops, round tables, dialogues - encouraging the participation of stakeholders (identified and potential) and end users in project events becomes an effective way to engage them and strengthen communication. PANAP envisages a number of activities for engaging stakeholders at different levels (specific events/seminars, seminars, round tables, dialogues, workshops, webinars). Ideally, all partners will also participate in such events to enhance dissemination of the project results. During these events, partners will circulate project material (e.g. brochures, leaflets etc.) to participants. Social media, reports and photos will support dissemination of such activities.

Dissemination through the networks - Dissemination will also happen within the PANAP network. The StEPPFoS consortium itself is composed of a variety of networks (e.g., FARA, AFAAS, Agrinatura, ACU, RUFORUM, FANRPAN, LifeWatch ERIC) and as such could also be described as a network of networks. The network structure will be used for dissemination

to one's own members. There is also an opportunity to reach non-PANAP members (e.g., PhD students and research institutions) through the capacity building activities of WP2.

Newsletter – PANAP newsletter developed by JRC and hosted on the platform "Data Modelling platform of resource economics" and disseminated quarterly. The newsletter informs about the project's progress addressed to the key stakeholders and the PANAP community, with focus on current JRC activities. In addition to a recap of the publications and online actions that took place in the previous months, it will be possible to find resources, links and in-depth information, as well as selected multimedia and social media contents (best videos, best tweets, best discussion/thread on the project channels). The content will be tailored depending on: (a) the responses received through the feedback questionnaire included in it: (b) the top priorities within the project, at the time of dissemination.

The newsletter can be openly accessed here:

<https://datam.jrc.ec.europa.eu/datam/area/PANAP#section-NEWSLETTERS>

Information about joining the network can be found at

<https://datam.jrc.ec.europa.eu/datam/area/PANAP> or
<https://steppfos.faraafrica.org/>

The newsletter is being sent out to the PANAP community on a quarterly basis. New subscriptions are managed through Qlick.



Table 4: Communication and dissemination plan

The symbol “x” indicates the intensity of tool/channel usage in relation to the specific target audience.

Target group	Key messages	Potential communication needs	Website	Net-works	Engagement (dialogues, roundtables, workshops, seminars, online community, webinars)	Social media	Newsletter
Policy-making bodies at continental level, e.g., AUC and NEPAD; Members of the AU-EU HLPD Bureau	StePPFoS stands shoulder-to-shoulder with the policy makers and the HLPD Bureau, driving forward the collaboration between policy and science	Information on the PANAP and its outcomes and outputs	xx	xx	xxx	xx	x
RECs and national level e.g., relevant ministerial departments and agencies; Officials of intergovernmental organisations (AU, EU, AfDB etc)	CEA-FIRST introduces an innovative strategy to engage and rally stakeholders, enhancing policy making and sustained collaboration in agri-food domains	Information on the added value of PANAP network and its outcomes	xx	xx	xxx	xx	x
Funding agencies DG-INTPA, DG-AGRI and DG TRADE), cooperation agencies, Development agencies	StePPFoS improves the effectiveness of research and innovation programming for long-term collaboration in agri-food domains through the	Information on the PANAP outcomes, awareness raised on PANAP Alliance of donors, researchers and practitioners	xx	xx	xxx	xx	x

	adoption of a STI multi-stakeholder Platform for improved research agendas, knowledge and funding coordination								
Research organizations, Universities, Innovation actors (Entrepreneurs, incubators, Innovation brokers, start-ups)	StePPFoS promotes the development of joint R&I agendas, enhanced access to funds and improved knowledge exchange on PANAP foci	Information on the PANAP developments and on the mechanisms for developing joint scientific agendas.	xx	xx	xxx	xx		x	
Scientific community Extension services	StePPFoS will enhance the quality of information and of communication on PANAP activities by leveraging collaboration opportunities.	Information on the PANAP outcomes and the value of increased coordination of research and innovation agendas.	x	xx	x	xx		x	
Civil society organisations (farmers, consumers, NGOs -nongovernmental organization- grassroots organisations; other networks members)	StePPFoS will enhance the information flow and the communication on PANAP activities and outcomes.	Information on the PANAP network, its expected impacts	x	xx	x	xx			

Table 5: Key Performance Indicators (KPIs) for each DEC activity

Type of activity	KPI						Means of Verification
Project website	Number of visits/months	Country distribution (%)	Time spent	Number of downloads of document available	Observations		
Project social media channels	Number of posts /months	Number of followers (5000+ by the end of the project)	Number of clicks/ posts	Number of comments / posts	Number of clicks on links or videos /post	Profile visits (%)	Observations
Newsletter dissemination	Number of newsletters (18, by the end of the year)	Open rate (%)	Returned rate (%)	Unsubscribed contacts	Links clicked (which ones, time)	Link click rate	Observations A feedback questionnaire should be developed and included in the newsletter to help tailor the newsletter in terms of: frequency, types of contents, design, topics, accessibility, format, length, suggested general improvements
PANAP Workshops to support the policy impact 5,	Number of workshops (2 in person and 2 virtual, by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	Observations Annex 1 contains a model of informed consent (to be checked by

analysis, provided to up to 6 PANAP-member									rial, speaker skills, etc, and CEA-FIRST members evaluation - Annex 2	the ethical advisor)
Webinars on policy maker-researcher- interaction	Number of webinars (1+ by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	Participant satisfaction (general, duration, organization, material, speaker skills, etc). and CEA-FIRST members evaluation - Annex 2	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)		
Donor roundtable	Number of roundtables (1 by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	Participant satisfaction (general, duration, organization, material, speaker skills, etc). and CEA-FIRST members evaluation - Annex 2	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)		

Type of activity	KPI						Means of Verification
	Number of dialogues by the end of the project	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	
Policy dialogues							<p>Observations</p> <p>Some are already/ will be missed until we set up the infrastructure and have IRC members</p> <p>Annex 1 contains a model of informed consent (to be checked by the ethical advisor)</p>
On line policy workshops	Number of workshops by the end of the project	Number of attendees	Gender distribution (%)	Age distribution (%)	Country distribution (%)	Participant satisfaction (general, duration, organization, material, speaker skills, etc) and CEA-FIRST members evaluation - Annex 2	<p>Observations</p> <p>Annex 1 contains a model of informed consent (to be checked by the ethical advisor)</p>
							<p>Participant satisfaction (general, duration, organization, material, speaker skills, etc) and CEA-FIRST members evaluation - Annex 2</p>

	Number of workshops (1+ by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Country distribution (%)	Participant satisfaction (general, duration, organization, material, speaker skills, etc).and CEA-FIRST members evaluation - Annex 2	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)
Workshop on policy maker-researcher interaction							
Facilitated peer-to-peer seminars	Number of seminars (8 + by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)
Policy briefs	Number of policy briefs (10 by the end of the project)	Number of responses from the target audience	Country Distribution of respondents (%)	Respondents profile (in line with the targeted audience)	Observations		Participant satisfaction (general, duration, organization, material, speaker skills, etc). and CEA-FIRST members evaluation - Annex 2


Type of activity		KPI				Means of Verification
		Number of journal articles (2 by the end of the year)	Impact factor of the publications	Number of downloads	Observations	
Exchange opportunities for researchers and policy makers	Number of exchange opportunities (15+ by the end of the project)	Number of attendees				
Summer school	Number of summer schools (at least 1 by the end of the project)	Number of attendees			Participant satisfaction (general, duration, organization, material, trainer skills, etc) and CEAFIRST members evaluation - Annex 2	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)
Internships for students and policy practitioners	Number of internships (at least 20 by the end of the project)	Number of attendees				

HLPD side events and inputs into 2 FNSSA WGs	Number of HLPD side events (1 by the end of the project)	Number of attendees	Gender distribution (%)	Age distribution (%)	Attendees profile (in line with the targeted audience)	Country distribution (%)	Participant satisfaction (general, duration, organization, material, speaker skills, etc) and CEA-FIRST members evaluation - Annex 2	Observations Annex 1 contains a model of informed consent (to be checked by the ethical advisor)
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Annex 1: Consent Form

This annex contains the StEPPFoS project’s consent form, which may be sent along with invitations to engagement activities. The form ensures that participants have given their consent to the use of their personal information, photos, and other relevant data.

CONSENT FORM



Title of Engaging Activity: _____

Organizers Information

Full Name
Email
Phone Numbers
Work Address

Goal of the engaging activity

- ∅ I understand what is expected of me during this evaluation.
- ∅ I agree to receive a feedback questionnaire after this engaging activity, which I will voluntarily fill in.
- ∅ I or others can benefit from this engaging activity in the following ways: I can request the evaluation findings from the organizers. The results of the questionnaire may be used for organizations of further engaging activities.
- ∅ My participation offers a contribution to scientific research. I know that I will not receive any further reward or compensation for my participation.
- ∅ I understand that my participation to this study is voluntary. I have the right to stop participating at any time. I do not have to give a reason for this, and I know that it will not have any negative repercussions for me.
- ∅ In the context of the GDPR, the collected data will be processed under public interest as the legal basis. When you end your participation, the data that were already collected can still legally be included in the research and do not need to be deleted by [Name of organizer]
- ∅ I understand that in the context of this research data will be collected that are categorized

as particularly sensitive by the GDPR. I explicitly give my consent for these data to be collected in this research. This concerns the following data: Identifiable information (names & email addresses), Occupation and profession, personal details (age & gender).

- ∅ The results of this study can be used for scientific goals and may be published. My name will not be published. The confidentiality of the data will be protected in all stages of the research. The organizers will take the following measures to protect my privacy: compliance with the pseudonymisation procedures as described in the GDPR rules (page 33, article 4, 5).
- ∅ I understand what is expected of me during this evaluation.
- ∅ I agree to receive a feedback questionnaire after this engaging activity, which I will voluntarily fill in.
- ∅ I or others can benefit from this engaging activity in the following ways: I can request the evaluation findings from the organizers. The results of the questionnaire may be used for organizations of further engaging activities.
- ∅ My participation offers a contribution to scientific research. I know that I will not receive any further reward or compensation for my participation.
- ∅ I understand that my participation to this study is voluntary. I have the right to stop participating at any time. I do not have to give a reason for this, and I know that it will not have any negative repercussions for me.
- ∅ In the context of the GDPR, the collected data will be processed under public interest as the legal basis. When you end your participation, the data that were already collected can still legally be included in the research and do not need to be deleted by [Name of organizer]
- ∅ I understand that in the context of this research data will be collected that are categorized as particularly sensitive by the GDPR. I explicitly give my consent for these data to be collected in this research. This concerns the following data: Identifiable information (names & email addresses), Occupation and profession, personal details (age & gender).
- ∅ The results of this study can be used for scientific goals and may be published. My name will not be published. The confidentiality of the data will be protected in all stages of the research. The organizers will take the following measures to protect my privacy: compliance with the pseudonymisation procedures as described in the GDPR rules (page 33, article 4, 5).
- ∅ I would like to be informed about the results of this engaging activity: yes / no (please choose yes or no). The organizers may contact me for this purpose using the following e-mail address (please provide your email address if you chose yes)

For questions and for the execution of my rights (access to my data, rectification of the data, ...) after my participation I know that I can contact: [email of the CEA-FIRST ethical expert]

This engagement activity has been reviewed and approved by [name of our ethical expert]. In case of complaints or other concerns with regard to the ethical aspects of this research I can contact: [email of the CEA-FIRST ethical expert]

I have read and understood the information in this document, and I have received an answer to all my questions regarding this research. I give my consent to participate.

Date:

Name and signature of the participant

Name and signature of the organizer

2. How satisfied were you with the workshop/webinar/other engaging activity overall organization?
 1. Very satisfied
 2. Somewhat satisfied
 3. Neutral
 4. Somewhat dissatisfied
 5. Very dissatisfied
 6. Was the workshop/webinar/other engaging activity length appropriate?
 7. Too short
 8. Just right
 9. Too long

3. Did the workshop/webinar/other engaging activity meet your expectations?
 1. Exceeded expectations
 2. Met expectations (please specify which ones WERE met)

4. Did not meet expectations (please specify which ones were NOT met)

5. How useful was the content presented in the workshop/webinar/other engaging activity?
 1. Extremely useful
 2. Very useful
 3. Somewhat useful
 4. Not very useful
 5. Not at all useful

6. Was the content presented in a clear and understandable way?
 1. Very clear and understandable
 2. Somewhat clear and understandable
 3. Neutral
 4. Not very clear and understandable
 5. Not at all clear and understandable

7. How engaging were the facilitators?
 1. Extremely engaging
 2. Very engaging
 3. Somewhat engaging
 4. Not very engaging
 5. Not at all engaging

8. Was the pace of the workshop/webinar/other engaging activity appropriate?
 1. Too fast
 2. Just right
 3. Too slow

9. Were the activities useful?

- 1. Extremely useful
- 2. Very useful
- 3. Somewhat useful
- 4. Not very useful
- 5. Not at all useful

10. Were the provided materials and resources helpful?

- 1. Extremely useful
- 2. Very useful
- 3. Somewhat useful
- 4. Not very useful
- 5. Not at all useful

11. What did you like best /disliked most about the workshop/webinar/other engaging activity?

12. Do you have any other comments or suggestions?

Thank you for taking the time to complete this survey!
Your feedback is greatly appreciated !

A. Reflection questionnaire for engagement activities

(For StEPPFoS team members organizing engaging activities)

1. Have the objectives of the workshop/webinar/other engaging activity been achieved? If not, what were the limitations and how could they be overcome for future engagement activities?

2. In terms of the organization of the workshop/webinar/other, what were the weaknesses and how could they be prevented for future engagement activities?

3. Were the participants' number and relevance in line with the objectives of the workshop/webinar/other engaging activity? If not, how could this be overcome for future engaging activities?

4. How do you assess the participants' responsiveness (in plenary/in working groups/both)? Is there anything that could have been done to improve it?

5. Do you have any other comments or suggestions?



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