

YPARD Business Plan 2014 – 2018



YPARD Global coordination unit

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List of Abbreviations

CAAS	Chinese Academy of Agricultural Sciences
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Centre for Tropical Agriculture
CRP	CGIAR Research Program
EFARD	European Forum for Agricultural Research for Development
FARA	Forum for Agricultural Research in Africa
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario
GCU	Global Coordination Unit
FTE	Full Time Equivalent
HAFL	Bern University of Applied Sciences - School of Agricultural, Forest and Food Sciences
MOU	Memorandum of Understanding
NR	National Representative
RC	Regional Coordinator
SC	Steering Committee
YPARD	Young Professionals for Agricultural Development
YPs	Young Professionals
YUNGA	Youth and United Nations Global Alliance

Background

With an expected population of 9 billion by 2050 and declining interest of youth worldwide to remain in rural areas and take up agriculture, who will feed this growing population? Youth make up about one fifth of the population of developing and emerging economies, which is expected to increase significantly in both Sub-Saharan and North Africa and the Middle East. While unemployment of adults in the least developed countries has hovered around 4% for the past decade, unemployment among youth has consistently exceeded 10%¹. The number of young people of working age is increasing while this same group faces unemployment rates well above those of their older counterparts. The discontent of youth was felt in the Arab spring and many fear the potential 'youth bomb' simmering. However, the lack of young people keen to enter into the agricultural development sector and the potential for new and innovative approaches could pose one solution, if managed correctly.

Agriculture has an image problem. There is a persistent perception of agriculture as an outdated field with minimal financial returns. However, as young people are exposed to new and alternative ways of engaging with agriculture, new positive career choices are becoming possible.

Young Professionals still require support to become key players in the agricultural development sector. Traditional agricultural development tends to involve a top-down approach, limiting the amount of youth input. Yet young professionals have a lot to offer. They are the future leaders of the sector, have fresh ideas, a strong grasp of emerging trends and are up for the challenge of trying new approaches. If we want greater innovation in the sector, insight from today's youth is needed. Young people must be instrumental in creating their own future.

While the agricultural development community is aware of the importance of engaging with and retaining youth in the sector, there remain few targeted programs, age-disaggregated data and significant financial commitment. YPARD is the key to mobilising this interest among organisations, advocating for youth targeting in programs, bringing the key issues to the light and galvanising support for more youth initiatives.

History of YPARD, vision and mission

YPARD was launched in 2006 to serve as a medium for Young Professionals (YPs) in agricultural development to voice their views, exchange perspectives and develop themselves into better agricultural development professionals. In 2014 YPARD officially launched its new name, from the Young Professionals Platform for Agricultural Research for Development to Young Professionals for Agricultural Development to reflect its multi-stakeholder nature and move away from the perception that it is a network for young researchers only.

The rationale to create YPARD was motivated by the need for creating the next generation of agricultural leaders, thinkers, and entrepreneurs, address critical development issues and to create greater access to resources for young food system leaders. It strives to overcome the challenges of increasing lack of interest in agriculture, insufficient participation of young professionals in dialogues addressing critical development issues, and inadequate access to resources to address these problems. The founders of YPARD are convinced that a responsible agriculture, able to

¹ ILO (2011) Growth, Employment and Decent Work in the Least Developed Countries report. Fourth UN Conference on Least Developed Countries (LDCs). Istanbul, 9-13 May 2011.



meet global needs without depleting its resources, can only become a reality if young professionals are actively engaged in shaping the sector's future.

YPARD's vision is sustainably improved livelihoods worldwide where young professionals are proactively contributing to innovative agricultural development. Its mission is to serve as the collective global platform enabling young professionals to realize their full potential and contribute towards innovative agricultural development

The four primary objectives of YPARD are:

1. Opportunities for young professionals to contribute to strategic policy debates in agricultural development created
2. Agriculture promotes among young people
3. Young Professionals connected across disciplines, professions, age, and regions and exchange of information and knowledge facilitated
4. Access to resource and capacity building opportunities facilitated

And the two supporting objectives are:

1. Diversified funding sources secured
2. Strong management supporting the platform

It is governed by a Steering Committee of YPs in agricultural development. Hosting organisations include:

- Global Coordination Unit is hosted by the Global Forum for Agricultural Research (GFAR) in Rome, Italy.
- YPARD Asia is hosted by the Chinese Academy of Agricultural Sciences (CAAS) in Beijing, China
- YPARD Africa is hosted by FARA, Forum for Agricultural Research in Accra, Ghana;
- YPARD LAC is hosted by CIAT, International Center for Tropical Agriculture in Cali, Colombia
- YPARD Europe is hosted by HAFL, School of Agricultural, Forest and Food Sciences, in Bern, Switzerland

The Global Coordination Unit employs a dedicated team of two and each regional hosting institution provides between 20-25% of the time of a regional coordinator as well as the institutional structure.

Some successes of YPARD

To date, YPARD has demonstrated considerable success in engaging youth at all levels as well as raising awareness of youth focused issues in agricultural development. It has become a leading organisation for stronger engagement of youth in agricultural development.

The role of youth in ARD Events: There is an increasing acceptance of youth events at ARD meetings and conferences, although the importance placed on youth interventions and their prominence is highly variable. YPARD's role in GCARD2, the African Agricultural Science Week, Science Forums and the Global Landscape Forum has made youth involvement sought after in conferences and events. The Social Media Team in these events have been a big success.

Agricultural curriculum Release of a study on ‘Working towards a generation of new professionals in ARD’, with the skills and competencies needed by young people in ARD, as voiced by young professionals.

Youth in advisory positions

- YPARD representative elected to the steering committee of EFARD
- YPARD representative elected to the executive council of FORAGRO
- YPARD representative elected to the steering committee of GFAR

Contributing to organizational youth strategies: YPARD [partnership](#) with the CGIAR’s Drylands Systems Research program, for better inclusion of young people in the program, at all levels

The network: 7200 registered members (as of February 2014), which is a 400% increase since 2010 and 41 country representatives, which is a 700% increase since 2010.

External review

An external review supported by SDC was completed at the end of 2013. The review indicated an overall positive performance of YPARD since the previous external review in 2009 and made several recommendations.

The overarching recommendation of the review for YPARD’s future activity is: to develop and apply a content-driven approach. The 2014-2018 period will focus on moving towards a content driven agenda, facilitating the development of topic specific activities and ensuring that regional and national content is represented.

The set of secondary recommendations made by the review includes:

- Develop the mentoring program and secure funding for its implementation
- Continuing with the active social media team and strategy
- Diversify funding sources
- Reinforcement of the Global Coordination Unit through one additional full time position
- Strengthen and/or renegotiate regional hosting arrangements, where possible
- Standardization of management and organizational structures

In order to better reflect its drive towards a multi-stakeholder platform, YPARD is also going through a rebranding process to better position it among global stakeholders.

The conclusions and recommendations made by the report indicate that YPARD needs to supplement its current budget in order to be able to support its continuous and powerful growth and shift towards a content driven agenda. The 2013 external review process provided an insightful overview of YPARD ‘s progress and helped determine new strategic orientations towards enhancing support to young professionals for agricultural development.

The outputs of the external review provided a base for discussions and decisions in the strategic planning meeting, setting the basis for this medium term plan.

Medium Term Plan

In January 2014 a strategic planning meeting was held with key YPARD individuals and partners to plan the way forward for YPARD. The objective of the strategic planning meeting was to incorporate the outcomes from the 2013 external review and inputs from stakeholders to plan for YPARD's next phase (2014 – 2018). The outcomes of the workshop included a medium term plan, with logframe and indicators.

The activities according to the outputs are outlined in greater detail below

Output 1: Promote agriculture among young people

Role models through multi-media: Stories of young role models are designed to provide positive images, experiences and inspirations of youth active in agricultural development. They can also provide an indication of the potential career opportunities available for young people in the field.

The use of multi-media to promote agriculture must reach out to both urban and rural youth. These stories will include written word, videos, local radio and television interviews with successful young people. Local media will play a strong role in this and YPs who are featured will be encouraged to share their story in their local media. A guide will provide some helpful tips on how to do so.

Speaking to secondary school students about the agricultural sector: Many in secondary school have not yet chosen their career paths and may have heard little of professional opportunities in the agricultural development sector. This will function similar to 'career day' where young professionals will explain their jobs to students and may be organised in conjunction with notable days within that country.

Involving a broader stakeholder base: YPARD is keen to reach out to YPs in related sectors and beyond through non-traditional partners. Contributing the agricultural perspective through cooperation with other youth networks will create more awareness of the agricultural sector among young professionals. YPARD will collaborate with YUNGA, for example, to provide the input of young professionals on agriculture badges for the girl guides and boy scouts. Young professionals from the YPARD network will be well placed to provide information relevant to young people within their respective countries.

Curriculum reform: The voices of recently graduated and employed youth who can provide input on those skills and capacities that are most valuable and were lacking in their education are vital in the curriculum reform discussion. YPARD will aim to bring its stakeholder group to provide input so that agricultural education meets the needs of the sector and thus, the needs of YPs.

Increase age-disaggregated data: A study on youth aspirations, livelihoods, and entrance points into the value chain is proposed in collaboration with the Drylands CRP. This CRP has placed youth high on the agenda, and YPARD has contributed to the development of this youth strategy. These studies will provide a sound basis for advocating on behalf of the real opinions and aspirations of young people and provide age-disaggregated baseline data on which programmes can be developed targeting needs of youth in agriculture.

Special events: Innovative special events are proposed to 'lighten' the mood and make agriculture fun. YPARD will encourage its members to come up with entertaining low cost ideas to bring young people together and celebrate the agricultural development sector.



Foresight: Young people are central to foresight activities, as it is they who will be developing the future they want. YPARD will engage with the Global Foresight Academy on the coaching of a Foresight YPARD ambassador and engage interested YPARD members in foresight.

Advocate for youth focused funding: Funding is often listed as a major constraint for young professionals in the sector. YPARD will advocate for more youth targeted funding among donors and partners including through the global donor platform for rural development.

Gender representation: YPARD is committed to increasing opportunities for women and bringing more young women into the agricultural development sector. It will seek to increase the percentage of female members in the network and strive for equal representation of young men and women in the events that it organises as well as participates in. YPARD is also part of the GAP – Gender in Agriculture Partnership, linking with partners for ways to strengthen the role of young women in agricultural development.

Output 2: Inter-institutional linkages between YPs and policymakers

Training opportunities in policy advocacy: YPARD will seek to partner with a policy focused organisation to provide YPs opportunities to learn about policy advocacy, to be able to more effectively influence policy and mobilise other youth to provide their input.

Policy training guide: This guide will provide information to YPs on different avenues that can be used to provide input into policy discussions. While this is a very country specific topic, general guidelines will be provided and national representatives will be tasked with adding country specific information.

Support the setting of new policy agendas: Those youth who attend the trainings as well as other active youth in specific policy areas will be matched together to create thematic working groups to address policy issues. Policy briefs with strong youth input will be created to provide a youth perspective on policy development.

Best practices in policy: A competition will be held to collect examples of best practices on youth engagement in influencing policy development will be collected to provide ideas and avenues on which to move forward and become more progressive.

Best practices within the CGIAR: Some CGIAR centres have developed a progressive stance on youth engagement while others are lagging behind. YPARD will create a series on best practices in the CGIAR on engaging youth to provide ideas and motivation for centres to further develop their youth approaches.

Participation in agricultural development events: YPARD will focus on two or three key ARD events each year where YPARD can produce impact through young professionals providing input to a key sessions and bringing youth issues into the plenary. YPARD will discuss with the organisers to advocate for more space for young people to speak and funding for young individuals. This input helps to shape the development agenda, thereby positively reinforcing the value of youth inclusion into decision making in agricultural development. Furthermore, youth who feel their ideas and opinions have contributed to the decision planning are more likely to take ownership of future activities.

Youth representatives in management committees: Youth providing experience and advice at management level is important to ensure that youth engagement is taken seriously and that YPs play an important role in the integration

of youth focused work within organisations. YPARD has successfully advocated for youth in steering and executive committees of agricultural development organisations and will continue to do so.

Output 3: YPs connected and info-and knowledge exchange facilitated

Improvement of website and services: The website plays an important role in reaching out to YPARD members and communications. Improvements to the website and services include:

- Generating more information in English, French and Spanish
- Develop YPARD Website in Chinese
- Optimise the website so it can be found more easily in web searches
- Develop a funding sources site as a reference for YPs seeking funding sources for participation in ARD events
- Increasing the quality of submitted blog posts through coaching
- Auditing and reviewing the website
- Boost YPARD news publication at all levels by generating more content by the YPARD team
- Continued promotion of youth in social media to share information and opportunities among young people within different stakeholder groups.
- Coordinate social media activities among global, regional and national groups
- Manage and respond to information requests in a timely manner to maintain enthusiasm
- YPARD brand standardization across regions and countries

Organize regional and national level events to promote networking among members: Surveys of the YPARD network identified networking as one of the top areas in which YPs required support. These events bring young people together to discuss the challenges facing YPs, plan the way forward for YPARD in-country and discuss specific, content focused topics and how YPs can work together to address them.

Increase membership and awareness of YPARD among YPs: In countries where YPARD is relatively new awareness raising events are held to introduce YPs to the network and gauge interest around certain topics. These events serve to mobilise young people to work together and address common concerns.

Inter-institutional linkages: Reaching out to a different array of organisations is important to keep YPARD in synch with new developments and advocate for stronger youth engagement within other institutions.

YPARD Promotional video: A high quality promotional video which can be shared at awareness raising events or presentations will provide a visual explanation on what YPARD is and what it does.

Community of practice: a CoP for youth engagement in agricultural development will enable organisations active in ARD to share best practices, information on their activities and strategise together on comprehensive approaches for tackling youth unemployment, making agriculture an attractive sector for youth and working to create substantive opportunities for youth in the value chain. This group would also support the development of youth strategies within institutions and can be consulted to provide feedback on youth integration into programmes.

YPARD global meeting While YPARD has been very active in maintaining online communications and is keen to reduce costs through online events, it also recognises the value of face to face interaction. A global meeting will enable representatives to learn from the experiences of other representatives and develop a stronger global

community. This will be an opportunity for many to meet who have worked together for years but never met face to face.

Output 4: Access to resources and capacity building opportunities facilitated

Mentoring programme: The mentoring programme is a core component of YPARD's next phase. YPARD will use its database and wide range of contacts to identify potential mentors and mentees. A pilot will begin in 2 countries, focusing on young women in agribusiness and entrepreneurship.

The programme will support and guide young professionals in the development of their careers in agricultural development, provide them insight into new and emerging opportunities, boost confidence levels and skill development. It will also focus on a two-way skills development, where YPs also offer support in areas where they are strong (eg. Social media, etc), creating awareness among senior professionals about the value of young professionals and providing new ideas and insights, enriching the work of the senior professionals.

YPARD has also been an active member of the agrivivo project which is under development, which can serve to connect YPs to senior professionals

Identify capacity development needs and partner with institutions to tailor their programmes: Country representatives are tasked with identifying the strongest capacity development needs among young professionals. YPARD then informs capacity development organisations so that they can tailor their programs to meet these expressed needs.

YPARD is recognised as the youth network within the Tropical Agriculture Platform, a global capacity development initiative and expresses the voice and opinion of YPs to contribute to the capacity development agenda.

Develop guidelines related to engaging youth in agriculture: While the interest in engaging with YPs is increasing, many continue to be at a loss at how to target youth in programming. The experience of active members of YPARD will be harnessed and experiences shared on how best to engage with young people in agricultural development.

Capacity development of national representatives: National representatives are tasked with mobilising the youth in their countries, providing youth leadership, developing a plan of action in collaboration with their working groups and fundraising for activities. As such, many require additional capacity development in these fields. Investment in these individuals will benefit the development of youth in agriculture activities within the country.

Agricultural entrepreneurship trainings: In a survey that YPARD conducted, many members stated that they were very interested in learning more about entrepreneurship in agricultural development. YPARD has discussed with other interested organisations on potential partnerships in this area. This may also link to the mentorship program, if entrepreneurship training is considered a valuable component for the mentee.

Diversification of funding

This is a key component to the sustainability of the network and its activities. Tenets of this strategy include:

- Develop stronger content driven proposals to appeal to a wider range of donors
- Further develop YPARD's name among the donor community and networking with targeted donors
- Hire a part-time fundraising officer (2 days per week)

- Develop a plan for a crowdfunding platform for youth-led projects in agriculture
- Submit YPARD business plan to Business Schools to obtain feedback and new ideas

Demonstrate current contributions to YPARD: The commitment provided by five hosting institutions demonstrates that many institutions already believe in investing in YPARD. This information will be more prominently displayed and communicated to potential donors.

Explore fee-paying YPARD services: Some YPARD members have expressed a willingness to pay for some services. YPARD will explore whether members could be charged for using certain services or whether a fee paying 'premium' membership could be considered. Such a system would enhance the sustainability of the network.

Donor mapping: Mapping donor interests and matching them to YPARD objectives will provide the basis for the fundraising strategy and targeted donor networking.

Strong management supporting the platform

Review of management structure of YPARD: A comprehensive review will examine the management structure of YPARD to make it more effective. It will include an internal review of existing management structures and roles and responsibilities at all levels with an annual review and revision. This will also help to determine where additional capacity is required and at what level.

Develop and put in place a performance review system: The review system will be implemented for all levels – the Steering Committee, Global Coordination Unit, Regional Coordinators and National Representatives. It will include a two-level review, where individuals will be reviewed by those that manage them and those they manage as well.

Review and renegotiation of hosting arrangements: While some hosting arrangements are working very well, some are not meeting the needs of national representatives and members for that region. These arrangements will be reviewed, and where possible, renegotiated to increase regional capacity.

Expansion of management structures to new regions: New regions that are targeted for expansion include increasing the capacity for Africa by having one French speaking West and Central Africa coordinator and one East and Southern Africa coordinator. Another new region that requires support includes North Africa and the Middle East. Furthermore YPARD is seeking funds for full-time Africa (entire continent) and Asia coordinator positions as the demands on these regions cannot be met by current part-time commitments.

Monitoring and evaluation: This will be strengthened, with indicators identified at all levels and more stringent reporting for members who undertake activities. This will become more formalised and institutionalised.

Tracing surveys of former YPARD members: Tracing the stories of a selected number of YPARD members will be undertaken to determine what impact, if any, YPARD had on their development. This is one M&E tool to measure what type of changes YPARD is making in the lives of YPs.

Link national YPARD reps with partners for collaboration: Where feasible, global and regional staff will provide links and contacts with relevant partners for the development of and implementation of projects.

Annual planning and approval system :The strategy outlined here is global in scope, with built-in flexibility for regional and national groups to identify where they can best contribute. While there was significant input from these groups in developing the strategy, different contexts mean that activities will not be the same in all countries and regions and must have strong management to ensure that they still adequately contribute to the objectives. Regional and national (which feed into regional) must be in line with the overall strategic plan and include indicators for monitoring.

Annual satisfaction survey: This is key for measuring YPARD's ability to meet the demands of its members.

Key challenges

1. Coordinating a large group of people with different backgrounds, ideas and languages
2. Relying on hosting commitments
3. Relying on volunteers and unpaid individuals to undertake activities in a professional manner and follow up on these activities for monitoring purposes
4. Diverse interests of members but also youth in general as they are a disparate group and not united around a single core objective
5. Persuading institutions to take a serious approach to engaging with youth in agriculture
6. The very large topic that YPARD is looking to tackle with numerous facets and partners to be considered and involved
7. Few full-time coordination staff to coordinate a wide range of activities across a large number of regional coordinators, national representatives and members across different countries, cultures and languages

Way forward

YPARD is aware that it has an ambitious plan with many activities, which will need to be carefully managed. While YPARD has operated on a relatively small budget relative to its accomplishments, it has demonstrated that committed youth can make an exceptional impact when motivated. In addition, it has managed to successfully persuade organizations to invest in youth related activities, and will continue to do so. YPARD would like to thank the commitment of many of our members for that as well as supporting organizations such as our hosting institutions and other friends.

This plan intends to bring the movement forward, challenge the current status quo and ensure a truly sustainable agricultural development where young professionals play a key role.

YPARD Logframe for the 2014 -2018 strategy

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
Impact (Overall Goal)	Impact Indicators	
Sustainably improved livelihoods worldwide where young professionals are proactively contributing towards innovative agricultural development.	Sustainable agricultural development with a strong proportion of well-informed and trained YPs who provide dynamic input	A number of new ideas emerging from Young Professionals Institutional changes to reflect the importance of Young Professionals (YPs)
Outcomes	Outcome Indicators	
1. Improved perception of young people on agriculture.	5% increase in young people selecting food and agriculture as a field of study 5% increase in food and agricultural messages in online and traditional media	Agricultural annual enrolment figures in selected Universities Selected media sources monitored and reported trends in the YPARD web and communications report
2.Young people contribute to strategic policy debates in agricultural development.	Youth are recognised as an important stakeholder group for consultation and inclusion in discussions Reference to youth as stakeholders or evidence of increased numbers of YPs expressing their views in policy discussion documents	Visible youth input in conference and meeting documentation Policy discussion documents in agricultural development

Hierarchy of objectives Strategy of Intervention		Key Indicators	Data Sources Means of Verification
3. Enabled young professionals reach their full potential in agricultural development.		50% of YPARD members in 2018 feel they have good access to better information and capacity development opportunities	YPARD member satisfaction survey
4. YPARD is a sustainable platform.		80% achievement of all annual plans	Annual report
Outputs (per outcome)		Output Indicators	
For outcome1: Improved perception of young people on agriculture			
Output 1	Promote agriculture among young people.	<p>Increase of YPARD and youth messages</p> <p>A diversity of external sources highlighting YPARD and youth in agriculture messages</p> <p>Youth taking part in curricula reform discussions, contributing to it meeting youth needs</p> <p>More age disaggregated data available in the agricultural development sector.</p>	<p>Annual report</p> <p>Web and Communications report</p> <p>Study reports published by YPARD</p> <p>Blogs on curriculum discussions</p> <p>Partner studies</p>
For outcome 2: Young people contribute to strategic policy debates in agricultural development			

Hierarchy of objectives Strategy of Intervention		Key Indicators	Data Sources Means of Verification
Output 2	Opportunities for young people to contribute to strategic policy debates in agricultural development created.	3 organisations work with YPARD annually to have youth engagement in their event 2 organisations make a special funding provision for YPs annually to attend an event and provide input	Annual report Emails outlining joint partnership Conference reports
For outcome 3 Enabled young professionals to reach their full potential in agricultural development.			
Output 3	Young Professionals connected and information and knowledge exchange facilitated.	Website and social media channels further developed and widely used 20% more members say they have benefitted from networking events since 2013	YPARD web and communications report Google analytics and social media monitoring tools YPARD member satisfaction survey External reviews
Output 4	Access to resources and capacity building opportunities facilitated.	70% of members are happy with the level of capacity development opportunities listed through YPARD 20% increase from 2014 in resources in 2018 for national activities	YPARD member satisfaction survey Annual report Annual budget
For outcome 4 YPARD is a sustainable platform			

Hierarchy of objectives Strategy of Intervention		Key Indicators	Data Sources Means of Verification
Output 5	Diversified funding sources secured.	5 funding sources secured for 2014-2018 activities No single donor provides more than 50% of the budget	Annual Report Annual Budget
Output 6	Strong management supporting the platform	80% achievement of all annual plans	YPARD member satisfaction survey Annual report
Lists of Activities:			
Output 1: Promote agriculture among young people			
1.1 Use of multi-media to promote agriculture		Contribute to at least 5 television, radio, or web programs with activities or interviews with successful YPs annually. (general or farm specific)	Annual report Television recordings Audio recordings
1.1.1 Develop high quality videos by YPs for YPs in agricultural development		2 high quality video/films produced and promoted by 2017	Videos posted on YouTube and the YPARD website
1.2 Develop success stories of young role models and youth insights in agricultural development		7 stories on young role models in food and agricultural development developed annually	YPARD 'Showcase' on the website

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
1.2.1 Make a 'special call' for success stories in relation to themes or special events	3 success stories annually on a theme based on a call for contribution	YPARD 'showcase' on the website
1.3 Widely publish success stories in different media to attract young people	At least 2 stories shared annually by partners (WFO, Paepard, Ardyis, egfar, GYIN, etc.)	Partner websites
1.3.1 Develop or adapt a 'how to' booklet for reaching out to local media for those featured	1 booklet developed or adapted and shared with those YPs profiled by end 2015	Booklet available on YPARD website
1.3.2 Encourage those profiled to disseminate their stories and share contacts, where possible	15 stories shared in local media by end 2018	Documented evidence of stories (clippings, scans, videos)
1.4 Inform secondary students about the agricultural sector (N)	10 secondary schools visited annually by successful YPs to present their experience in the food and agricultural sector (Using key events like world food day, where relevant)	Reports written by national representatives with photos Blogs on website
1.4.1 Quality control of content of presentations done by national representatives	National representative reviews all presentations for quality	High quality presentations summarised on website

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
1.5 Reach out to non-traditional partners to diversify stakeholder base	Information and at least 2 activities reaching diverse potential members, through 2 non traditional partners annually	Annual report YPARD website Non-traditional partners' website
1.6 Contribute to agricultural curriculum reform discussion	At least 1 partnership built with a university to work together by 2016	Annual report
1.6.1 Mobilise YPs to provide feedback on university curriculum reform	Quality input provided by YPs for at least one educational institution by 2017	Annual report Blog on curriculum reform
1.7 Study on youth aspirations and opportunities for youth in the agricultural value chain for the Drylands CRP	1 study report finalised by end of 2015	Report posted in YPARD e-library
1.7.1 External consultant recruited by GCU	Qualified individual takes the lead on designing and implementing youth focused research in the Drylands CRP	Consultancy contract
1.7.2 Coordination of report with partners	Report includes input from GCU, SC and ICARDA	Report is cited in the CRP work strategy as a basis for youth programming
1.7.3 Wide dissemination of the report to partners and stakeholders	Report is shared widely	Links to report on partners' and stakeholder websites
1.9 Hold special events to attract and generate attention in agriculture	4 special events are held annually to attract interest in youth and agriculture	Annual report Blog posts of events

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
1.10 Engage with the Global Foresight Academy on foresight activities	Coaching of one foresight YPARD ambassador and engage at least 20 interested YPARD members in foresight by 2018	Global Foresight website Blogs on ypard.net
1.11 Advocate for youth focused funding in agricultural development (more scholarships, fellowships, internships, etc)	More funded youth opportunities available and opportunities posted on www.ypard.net	Web and communications report Postings on YPARD's content management system
1.11.1 Discuss with donors on the need for more youth focused opportunities	Discussions and/or presentations on the issue	Minutes of the global donor platform theme discussions
1.12 Inform the development of youth strategies and activities in partner institutions	At least one organisation engages in discussions with YPARD annually on the development of a youth strategy	Organisational youth strategies Acknowledgment in partnering with YPARD Annual report
1.13 Strong gender representation in membership and activities as a cross-cutting theme to attract more young women to the sector	Female representation in membership increases from 30% to 38% by 2018 Young women participating in agricultural development activities through YPARD is 40%	Membership statistics in web and communications report Event reports
Output 2: Create inter-institutional linkages between YPs and policymakers.		
2.1 Facilitate training opportunities in policy advocacy and analysis for young professionals in	50 YPs trained and 20 actively contributing to policy debates and decision-making by end of 2018	Workshop report Blog contributions on website

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
partnership		
2.2 Develop a policy training guide for YPs	3 Policy guides available in English, French, Chinese by end of 2018 250 hits of the guide online	Policy guide on website Web and communications report Google analytics Annual report
2.3 Support the setting of new policy agendas with strong youth involvement	At least 1 policy agenda designed, recognizing YPARD input by 2018	Policy agenda report acknowledgement
2.3.1 Make links with relevant organisations to engage in policy activities from the beginning	At least 3 organisations visited at each level by end of 2017	Annual report
2.3.2 Collaborative partnership agreements signed with policy makers eg. AU, EP national governments, APEG.	At least one partnership agreement signed by 2018	Signed agreements Annual report
2.4 Produce youth policy reports from working groups discussions	4 policy reports by YPs in agricultural policy areas by 2018 Policy reports shared at four key events	Policy briefs available on website Conference or meeting reports referring to policy briefs

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
2.4.1 Create topic specific policy working groups	2 groups created with at least 5 active people in each by 2016	Annual report
2.5 Identify and promote good practices of youth involvement in policy processes	10 good practices collected and published by 2017	YPARD website Annual report
2.5.1 Create a competition for youth policy success stories and publish results	20 competition entrants and 3 success stories published by 2016	Website Social media channels
2.5.2 Best practices of youth engagement within the CGIAR	Booklet developed incorporating the best practices among CGIAR centres and CRPs by end 2015	Ypard website CGIAR website
2.6 Identify thematic policy priorities of YPARD for the next 4 years.	Undertake a consultative process with the YPARD network to identify policy priorities by end 2014	Online discussion Annual report
2.7 YPs participate in strategic policy events at local, national, regional and global levels.	2 events annually where youth input is recognised	Minutes of events Annual report
2.8 Youth representatives sitting on steering and advisory committees of institutions in agricultural development	At least 1 additional YPARD member sitting on the steering and advisory committees of an agricultural development institution by 2018	Official invitation letter Annual report
Output 3: YPs connected and information and knowledge exchange facilitated		
3.1. Technically facilitate the submission of info by	Gather feedback from users and auditors on the “user-	Website assessment by the external audit

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
YPs for the website	friendliness” of the website	
3.1.1 Provide guidelines and trainings to members on how to post info to the website	A new page of the site is designed to provide guidance (FAQs, a video, screenshots) increasing the number of posts submitted directly by YPs by 20%	Website page Web and comms report Google analytics
3.1.2 Provide tips and tricks to write good blog posts and edit submitted blog posts	A multilingual section is created on the website that lists tips and tricks to write and edit blog posts, increasing quality and reducing editing time by 20%	Annual Report Website
3.2 Commission search engine optimization for website to increase YPARD website visibility and traffic	Engine optimization site report is created 40% increase of the traffic on the website from search engines	Engine optimization report Web and communications report, with input from google analytics
3.3 Improvement of website and services	70% satisfaction rating by YPARD members on website and services by end 2017	Member satisfaction survey
3.3.1 Maintain and improve service and delivery of the newsletter and funding	50% increase of subscribers to the mailing list by end of 2016 90% of the mailing list members receive the newsletters by	Website database

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
news bulletin	end of 2016	Web and communications report
3.3.2 Further development of members' database through a featured page.	Visibility and access to the members' database and key numbers is improved through a featured page	Website
3.3.3 Commission audit of the website for improvement	Report of external audit Strong recommendations are put into a plan of implementation	Audit report Implementation plan
3.3.2 Boost YPARD news publication at all levels by generating more content by the YPARD team	20% more original YPARD news content elaborated at all levels by end 2017	Web and communications report
3.3.3 More information posted on the website through volunteers from different regions (eng/spa/fre/chi...)	1-2 volunteers are identified in each YPARD region and a system to effectively coordinate their work is implemented	Web and communications report
3.3.4 Solicit more original content in languages other than English	Increase by 10-15 % in original multilingual content by 2018	Web and communications report
3.3.5 Consider potential for a messaging service on the YPARD platform	Obtain recommendations from web development experts	Internal documentation

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
3.4 Manage and respond to information requests on info@ypard.net	A breakdown of request types sent to YPARD	Annual report
3.5 Coordinate communications and social media activities at global, regional and national levels	<p>Regional representatives and at least 30% of national reps trained in social media</p> <p>Guidelines elaborated</p> <p>Social media accounts created and populated</p>	<p>Guidelines</p> <p>Web and communications report</p> <p>Social media accounts</p>
3.6 Organize regional and national networking events, targeting specific content areas	<p>Increase of number of member registration on www.ypard.net</p> <p>Increased visits on the website in the days following the event from that location</p> <p>Blogs summarizing the areas of communication and way</p>	<p>Strategy and work plans</p> <p>Blogs on the website</p> <p>Annual report</p> <p>Website database</p> <p>Web and communications report with input from</p>

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
	forward	google analytics
3.7 Consolidate membership statistics	Lists of members provided by national representatives who have no internet access or interest in an online presence	Excel sheets of offline members
3.8 Increase membership and awareness of YPARD among YPs	Regional coordinators and national reps design promotional strategies to increase membership	Promotional strategies Web and comms document Website content management system
3.9 YPARD brand standardization	Common branding and adherence to guidelines at global, regional and national levels by end 2015	Brand standardization document Materials produced at all levels
3.10 Produce a YPARD promotional video	Video is developed that explains what YPARD is and what it does by end 2016	Video available on the YPARD website
3.11 Develop a community of practice to share experiences and plan for comprehensive youth in agriculture programmes	At least five organisations meet to discuss youth in agriculture every three months	Meeting minutes Annual report
3.12 YPARD global meeting where representatives from around the world exchange experiences and	35 representatives attend, contribute and follow up on a	Meeting report

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
learn how to be better youth leaders	global meeting in 2017	Blogs on website Annual report
Output 4: Access to resources and capacity building opportunities facilitated		
4.1 Implement mentoring programme	Functional mentoring programme in place by end of 2015 Mentoring coordinator recruited by early 2015	Mentoring reports Annual report Contract of mentoring coordinator
4.1.1 Identification of mentors/mentees	At least 10 mentors and mentees identified in agricultural development by end of 2015 and 50 by 2018	Contracts of mentoring relationships
4.1.2 Set up of the online mentoring platform	Online mentoring platform operational by 2015	Website
4.1.3 Recruit mentors	Database of mentors established by end of 2015	Mentoring report
4.3.4 Matching of mentors and mentees	At least 10 mentors and mentees are matched by the end of 2015 and 50 by 2018	Mentoring agreements Mentoring report
4.3.5 Mentors/mentees relationship	Mentoring agreements which demonstrate continued	Mentoring agreements

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
facilitated	relationships	
4.3.6 Follow up and M&E on relationships	60% satisfaction of the mentors/mentees enrolled with testimonials on usefulness of the programme	M&E report of the mentoring programme Satisfaction survey of mentors/mentees
4.4 Follow-up on agrivivo project on connecting YPs to senior professionals	Engagement of YPs with senior professionals in Agrivivo	Agrivivo website Annual report
4.5 Track and share relevant info with members and partners on trainings	At least 10 postings per month related to capacity development are provided via YPARD	Website Web and Comms report
4.6 Identifying capacity development needs of young professionals to inform capacity development strategies	At least 5 issues/themes identified in three countries by end of 2015	Annual report
4.6.1 Partner with capacity development institutions to tailor their programmes towards the needs of YPs	At least 2 capacity development institutions tailor their capacity development strategies to the expressed needs of YPs by end 2018	Annual report
4.6.2 Represent the voice of youth in the Tropical Agriculture Platform (TAP)	YPARD recognised as providing the youth voice to global, regional and national capacity development strategies	TAP website Meeting minutes
4.6.3 Facilitate trainings with partners on	At least one training facilitated on a relevant subject annually	Annual report

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
expressed needs of YPs	at national level	Workshop report
4.7 Develop partnerships to produce guidelines on engaging with young professionals in agricultural development	Guidelines and best practices are collected and shared broadly by end 2017	Guidelines
4.8 YPARD national representatives receive capacity development to strengthen their role as youth leaders	25% of YPARD representatives receive formal training by end 2017 40% of YPARD representatives feel they have developed their capacity by being a YPARD representative by end 2017	Annual report Blogs on website Member satisfaction
4.9 Development of agricultural entrepreneurship trainings	2 entrepreneurship trainings are facilitated for YPs in agriculture with a partner by end 2018	Training report Annual report
Output 5: Diversified funding sources secured		
5.1 Networking with targeted donors	Relationships developed with at least 3 donors at each level by end 2015	Internal documentation
5.2 Demonstrate financial contributions to YPARD	All hard and in-kind funding sources documented on an annual basis	Annual budget
5.2.1 Clarify financial contributions of hosting arrangements	Develop new agreements and MOUs where needed	MOUs with explicit funding indications

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
5.3 Develop the business plan	Business plan with projected working financial capital developed by first quarter of 2014	Business plan
5.3.1 Develop concept notes for targeted donors based on business plan	Concept notes are developed by end 2014 and regularly thereafter	Concept notes
5.4 Explore fee-paying YPARD services	Develop a proposal for fee paying YPARD services for consideration by end of 2016	Proposal document
5.5 Mapping of potential donors & their interest with YPARD	Mapping study of donors completed to YPARD interests and 80% of identified matches contacted by end 2015	Mapping document of matching interests with potential donors
5.6 Part time fundraiser employed to help diversify funding sources	Part time fundraiser recruited by end 2014	Fundraiser contract
5.7 Submit YPARD business plan to Business Schools	Revised business plan of YPARD with additional insight by 2015	Revised business plan
5.8 Explore crowdsourcing platforms for youth led agricultural projects	Analysis and cost benefit is established by end 2015	Analysis paper

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
Output 6: Strong management supporting the platform		
6.1 Review of management structure of YPARD	90% of all management staff feel their roles are clear by end of 2014	Performance appraisals Review report
6.1.1 Internal review or revision of existing management structures at all levels (including staff recruitment)	Review of management structures and hosting and roles and responsibilities completed by end of 2014	Review report
6.1.2 Review and revision of roles and responsibilities at all levels and annual review	Review of management structures and hosting and roles and responsibilities completed by end of 2014	Review report
6.2 Recruit new members of staff at global and regional level	New full time staff <ul style="list-style-type: none"> • in GCU by end 2014 • in Africa by end 2015 • in Asia by end 2016 	Staff contracts Annual report
6.3 Develop and put in place a performance review system (SC, GCU, RC and NR)	90% of YPARD managers (global, regional and national) have annual plans and personal performance reviews by 2018	Document describing performance review system Annual documentation of individual performance appraisals

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
6.4 Review and renegotiation of hosting arrangements	<p>3 revised agreements signed (Asia, Africa and LAC)</p> <p>75% of regional reps demonstrate improved performance by end of 2015</p> <p>Noted improvement of communication between regional and national levels</p>	<p>Signed MOU documents</p> <p>Performance score in performance review of regional coordinators</p> <p>Satisfaction survey among national representatives</p>
6.5 Expansion of management structures in new regions and countries	<p>New regional hosting agreement put into place for West and Central Africa by end of 2015</p> <p>New regional hosting agreement put into place for Middle East and North Africa by end of 2015</p>	Signed MOU documents
6.6 Up-to-date YPARD strategic plan	Strategic plan completed by end of first quarter of 2014	Strategic plan document
6.6.1 Formalise and implement a comprehensive monitoring and evaluation strategy for activities at all levels	<p>M&E indicators identified</p> <p>Reporting mechanisms identified</p>	<p>Monitoring and evaluation indicators</p> <p>Annual report</p> <p>Strategic Plan</p>
6.6.2 Establish national and/or local plans	All four regional plans developed with input from national	Strategic Plan

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification
in line with the overall strategic plan and incorporated into regional plans	level	Regional plans
6.7 Link national YPARD reps with partners for collaboration, where feasible	At least 30% of nat. reps put in contact with key national institutions by end 2016 At least 1 national representative is linked to a donor annually	Annual report National level proposals
6.8 Tracing surveys of former YPARD members	Implementing a tracer survey by end of 2016 to determine the value of YPARD to former members as part of M&E efforts	Tracer survey
6.9 Develop annual planning and approval system for global, regional and national levels	Comprehensive and cohesive plan developed at all levels, annually approved by the Steering Committee	Annual plans
6.10 Develop and implement annual satisfaction survey among management structures and YPARD members	Survey implemented annually	Satisfaction survey results

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Develop a community of practice																				
YPARD global meeting																				
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Submit business plan to business schools																				
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Output 6: Strong management supporting the platform																				

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