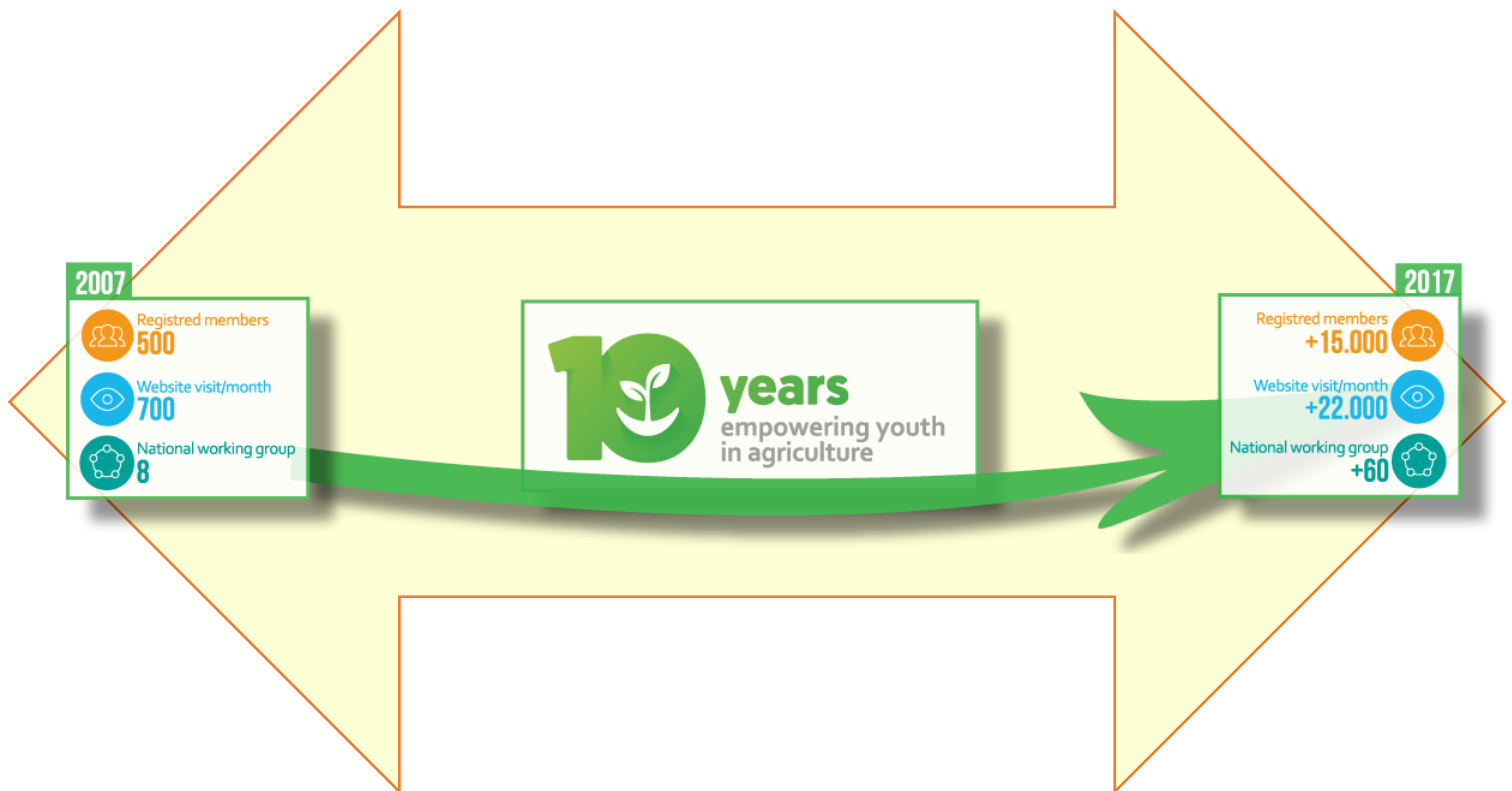




Young Professionals' for Agricultural Development (YPARD)

External review 2017 - looking forward by looking back



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Eline Minneboo & Gabriela Quiroga

Royal Tropical Institute (KIT)

P.O. Box 95001 1090 HA Amsterdam, the Netherlands

<http://www.kit.nl>

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Eline Minneboo

Gabriela Quiroga

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Abbreviations and acronyms

ARD	Agricultural Research for Development
APAARI	Asia-Pacific Association of Agricultural Research Institutions
CAADP	Comprehensive Africa Agriculture Development Programme
CAAS	Chinese Academy of Agricultural Sciences
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
CULS	Czech University of Life Sciences
EFARD	European Forum on Agricultural Research and Development
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FARA	Forum for Agricultural Research in Africa
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario
GCU	Global Coordination Unit
GFAR	Global Forum on Agricultural Research
GLF	Global Landscapes Forum
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
KIT	Royal Tropical Institute (Koninklijk Instituut voor de Tropen)
M&E	Monitoring and evaluation
PAEPARD	Platform for an Africa-Europe Partnership for Agricultural Research for Development
SAG	Senior Advisory Group
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
YALI	Young African Leaders Initiative
YARD	Young Ambassadors for Rural Development
YPs	Young Professionals
YPARD	Young Professionals for Agricultural Development

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1. Executive summary

In the spring of 2017, Young Professionals for Agricultural Development (YPARD) commissioned the Royal Tropical Institute (KIT) to re-examine and report on YPARD's overall evolutions and performance and to provide recommendations regarding priorities for future actions.

YPARD is an online network run by youth, and to support youth in the field of agricultural development. The network was launched in 2006 and has since grown substantially, with 15,000 members now registered globally, 45,000 Facebook page followers and 66 national representatives. Adequate management and organization is therefore required to respond to the expectations of all those members worldwide. The network is supported by a Global Coordination Unit (GCU) in Rome, regional coordinators in different continents and national representatives spread around the world. A steering committee is required to review financial activities, annual planning and strategic decisions and advisory group provide their advice and input upon request from the GCU.

A mixed method was used to review the network, including an analysis of primary and secondary data, (Skype) interviews with experts, and an online survey to ask the members of the network for their feedback, and a face to face meeting with the GCU in Rome. The data provides valuable insights, some new and some in line with previous reviews.

The review was structured around key questions that correspond to the objectives of the network. Some of the main findings are:

- **Knowledge exchange** within and outside of YPARD is supported by a very proactive use of online media; the website, social media channels and the newsletter are particularly important tools for knowledge exchange on a regular basis. Members find knowledge exchange useful and explicitly noted the importance of sharing relevant and inspirational success stories in agriculture. This relates to one of the YPARD objectives on **dissemination of a positive view of agriculture**. YPARD supports this by sharing a lot of knowledge and information and supporting interactions among members online and offline.
- **Opportunities** are very much valued by registered (and non-registered) YPARD members, however the number of opportunities is currently not sufficient to benefit all members.
- YPARD is contributing to **policy debates** to a certain extent. The interviewed experts addressed the challenge of making and measuring impact in this area. A question that may be worth exploring further could be: Is YPARD able to have a voice on behalf of such a diverse group of members?
- YPARD is very **well-known** by relevant research organizations. The majority of YPARD's registered members are working in the area of research (including universities). **Connections** between relevant stakeholders in this group are easily made. Connections to other groups, i.e. farmer organizations, are less common signifying areas of unexplored potential.
- YPARD's growth is a **challenge** for network management in regards to maintaining the quality of information and knowledge, and providing sufficient support to its members. However, positive **side effects** are also associated with the network's growth. Improved agricultural practices are copied by elders who are inspired by YPARD members in their villages.



Some of the main recommendations include:

1. Content agenda:
 - a. Support the member driven approach
 - b. Consult the membership to define priorities for policy dialogue
 - c. Diversity versus focus
2. Knowledge exchange:
 - a. Continue to disseminate positive messages about agriculture
 - b. Uncover and search for opportunities for all members
3. Functioning:
 - a. Favour decentralized actions
 - b. Explore contextual needs
 - c. Improve the multi stakeholder nature
 - d. Diversify the funding sources

The study shows the success of YPARD as a network and the potential for future growth. However, strategic decisions in future will be important to guide the network through the next decade. Unleashing the full potential of funding, making the platform (website) more interactive, and ensuring members are responsible for the network's direction by making greater use of the advisory group and steering committee, will be key in this next phase. Networks flourish through the inputs of their members who should be put in the driver's seat to take ownership of the network.



2. Introduction

Young Professionals for Agricultural Development (YPARD) is an international multi-stakeholders network- founded in New Delhi, India, on 8th November 2006 - targeting and managed by young professionals to support agricultural development. The YPARD Charter in defining the scope, rules and roles to function, states that the rationale for such a network was motivated by the need to create the next generation of agricultural leaders, thinkers, and entrepreneurs and address critical development issues and to create greater access to resources for young food system leaders. It also 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 (YPARD Charter, 2014).

The network celebrated its 10th anniversary in 2016. To date the network is supported by 15,000 registered members globally, 45,000 Facebook page followers and 66 national representatives. The mission of YPARD is “to serve as a global collective platform through which young professionals can realize their full potential and contribute proactively towards innovative agricultural development”. The mission is supported by four objectives as mentioned on the YPARD website:

1. Facilitate exchange of information and knowledge among young professionals across disciplines, professions, age and regions;
2. Broaden opportunities for young professionals (YPs) to contribute to strategic agricultural research for development (ARD) policy debate;
3. To promote agriculture among young people;
4. Facilitate access to resources and capacity building opportunities;

And two additional objectives as mentioned in their Business Plan 2014-2018:

5. Diversified funding sources secured;
6. Strong management supporting the platform.

Strengthening and growth of an international network like YPARD brings along challenges: how do you guarantee effectiveness, i.e. regarding its organizational structure and objectives, and how is efficiency kept without losing the speed of growth and momentum with partners and members? Moreover, what would be the way forward? A four yearly external review is carried out to re-examine and report on YPARD’s overall evolutions and performance and to provide recommendations as regards to priorities for future actions. In 2017, the review was commissioned by YPARD to KIT, the Royal Tropical Institute, the Netherlands. The review, conducted between April and July 2017, will inform the development of the next strategic plan and will be used as a tool for fundraising. The review is conducted by two advisors of KIT, Eline Minneboo and Gabriela Quiroga¹.

¹ Eline Minneboo & Gabriela Quiroga work both in the Sustainable Economic and Gender Unit at KIT
<https://www.kit.nl/sed/staff/>



In the next pages, the methodology is explained, followed by findings from the research, concluding with actionable recommendations that YPARD can implement in order to continue strengthening their actions.

3. Methodology

The review used a qualitative led mixed-method approach in order to ensure research validity, reliability and rigor. The theoretical framework provided guidance to the research team and in combination with the different methods used, allowed the primary qualitative data to be analyzed, and the main conclusions and recommendations to be drawn.

3.1. Theoretical framework

What is a Network? “A network is a conduit for information; it can be as simple as two tin cans tied together with a string or as complicated as the Internet” (Sawhney and Parikh, 2001:80, in C. Hill, 2002).

According to Chrisol (1998), an important feature of networks is their attachment to a common purpose. Another aspect of networks is the “loose coupling of members” (Chrisol, 1998), meaning network participation is voluntary (Mitchell and Shortell, 2000; Weiner et al, 2000), members belong to diverse organizations, and they are usually geographically distant or dispersed. Networks are horizontal rather than vertical organizations with no member being superior nor subordinate to another (Mitchell and Shortell, 2000; Weiner *et al.*, 2000). Chrisol (1998) notes that the voluntary, horizontal ties of networks are controlled and regulated by network members. For Chisholm, networks do not have a centralized source of power and are, by nature, decentralized organizations. Alter and Hage (1993) also stress the non-hierarchical nature of networks. In addition, Alter and Hage provide what they call the ‘normative characteristics’ of networks, considering them to be cognitive structures in which there is a division of labour. Cognitive suggests ‘knowing’ or ‘knowledge’ and Alter and Hage describe networks as learning organizations that are self-aware and can generate or discover knowledge about themselves through communication and continuous evaluation of performances. A division of labour ensures that each member organization is valuable to the other network members, and helps to create interdependence (Hill, 2002). Knowledge management and supporting learning regarding performances across networks is of great importance.

According to Plucknett and Smith (1984) successful research networks are grounded on seven main principles:

1. Clearly defined problem and a realistic research agenda;
2. A problem that is widely shared and in which there is strong self-interest involved;
3. Willingness on the part of participants to commit resources, such as personnel and facilities;
4. Possibility for outside funding to facilitate the birth of the proposed network and to ensure its functioning for the first few years;
5. Sufficient scientific caliber of the participants to ensure that contributions will be made;
6. Strong and efficient leaders who have the confidence of the participants.



These features described by different researchers provide a comprehensive understanding of a network. They also provide guidance to seven key questions posed by YPARD which take into account YPARD's objectives and align with the concepts of Chrishol, Plucknett and Smith.

The key questions are:

1. Does the platform provide a significant contribution to knowledge exchange among YPs and does it broaden their opportunities? Are platform members satisfied with it?
2. What have been important/decisive contributions to the strategic agricultural policy debates?
3. Does the platform encourage the dissemination of a positive view of agriculture among its members and is this spread beyond the network?
4. Is this platform known by YPs, relevant research and development organizations and networks? How is it connected? And what are the areas for potential improvement?
5. Have any unexpected side effects of the platform been observed?
6. Which factors are the most effective and what potential improvement/optimization does the evaluation team see with regard to functioning and effectiveness?
7. What does the review team see as the biggest weaknesses of the network and how might these be addressed? What are considered the strengths of the network and how might these be amplified?

3.2. Methods

In looking back at the last four years of YPARD's operations from 2014-2017 (the terms of reference for this external review can be consulted in Annex 1), different methods were used to answer the seven key questions above. These included:

- A desk review whereby the KIT team had access to background documents i.e. the Charter 2014, previous external reviews from 2009 and 2013, internal evaluations, annual reports, YPARD Business Plan 2014-2018 and YPARD's Member Surveys 2016 and 2017;
- A 2-day in person meeting with the Global Coordination Unit (GCU) in Rome where we also met with senior staff of the Global Forum on Agricultural Research (GFAR) secretariat;
- Expert consultation meetings (through semi-structured interview guidelines) with YPARD stakeholders through Skype or in person if logistics allowed (see Annex 2 for the full list of stakeholders interviewed). A list of potential informants was provided by YPARD and the research team selected a sample of these assuring gender, regional and language coverage;
- An online survey for YPARD's members, making use of SurveyMonkey software. The survey was shared through YPARD's website and social media platforms. The survey questions can be found in Annex 3. The response rate was 262 out of the almost 15,000 members.
- A mail out to members who have left the network, inquiring why they unsubscribed from the network, was accompanied with a short list of questions.

Limitations of data collection

Overall, three main limitations were identified:

1. The online survey distributed by KIT was only available in English. The YPARD 2017 Member Survey was also only available in English. This may have influenced the response rate and



limited the geographical coverage of the data. In future, making surveys available in other working languages (i.e. French and Spanish) may positively influence the response rate.

- Given the size of the network, the response rate for the survey was slightly limited (262 out of 15,000 members). The results do not represent the whole network, but give a fair indication of trends within the frame of this review. Further generalization would not be possible without further research and member coverage.
- The e-mails to those who have left the network were mostly unanswered, creating potential for further analysis to understand members' motivation to unsubscribe from the network.

4. YPARD background information

YPARD operates as a network and the global coordination unit is hosted by GFAR. The main governance bodies of the network are: its constituency (members: YPs and supporting members), the steering committee (SC), regional coordinators, country representatives, local representatives, GCU and an advisory group. YPARD's SC is composed of five to nine members (at the moment, six persons are appointed), and is accountable to members and donors for any action or decision making. Currently, there are three regional coordinators covering Africa, Asia-Pacific and Europe. These regional coordinators have close contact with the country representatives in their region. There are over 66 country representatives. Each regional hosting institution provides between 20-25% paid time of a regional coordinator, as well as in kind support by providing office space and office facilities. YPARD regional coordination units are supported by regional hosting organizations (the International Center for Tropical Agriculture (CIAT) in LAC, the Chinese Academy of Agricultural Science in Asia and Pacific, the Forum for Agricultural Research in Africa, and the Czech University of Life Sciences Prague in Europe). The largest funding for the network is currently sourced from the Swiss Agency for Development and Cooperation (SDC). YPARD receives additional, smaller amounts of funding from other donors, including the MasterCard Foundation. YPARD's GCU (including the Director and Communications Manager) is located within the Food and Agriculture Organization of the United Nations (FAO) headquarters in Rome, Italy. The advisory group is composed of 11 senior members who mostly have been involved with YPARD from the start, and are occasionally called upon to provide advice to the Director.

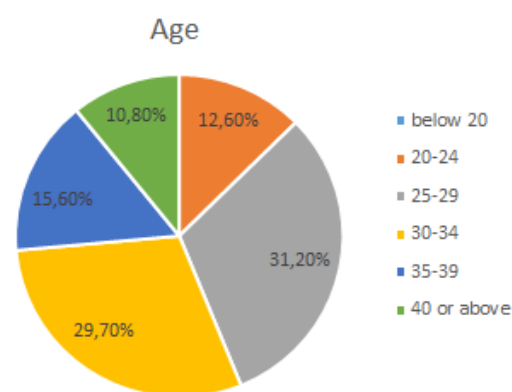


Figure 1: Age (YPARD Member Survey 2017)

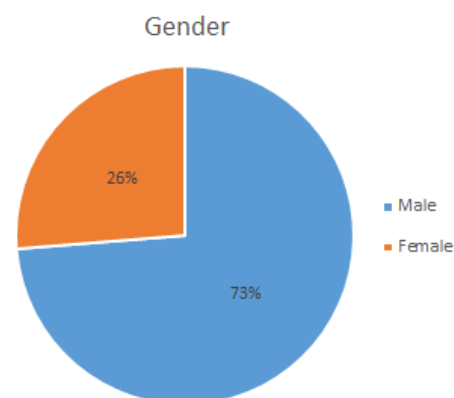


Figure 2: Gender (YPARD Member Survey 2017)

At the end of December 2016, YPARD counted 14,224 registered members (registration through the website) (WebComms M&E, 2016). This shows the continuous increase in membership since the last review in 2013 that reported 6,640 registered members (Annual Report, 2016). However, the regional

representation of the members varies greatly according to continents: Africa 49%; Asia 26%; Europe 13%; Latin America and the Caribbean 5%; others 7% (WebComms M&E, 2016).

Figure 1 shows that most members (31.2%) are aged between 25-29 years old, followed by 30-34 years (29.7%) (YPARD Member Survey, 2017). The network follows an age limit for youth – up to 40 years old. At 40, members are automatically categorized as supporting members. Figure 2 shows that most members are male (73%), whilst a significantly lower proportion are female members (26%) (YPARD Member Survey, 2017). Most YPARD members have a professional background and are employed at research institutes or at universities (45%) (Figure 3).

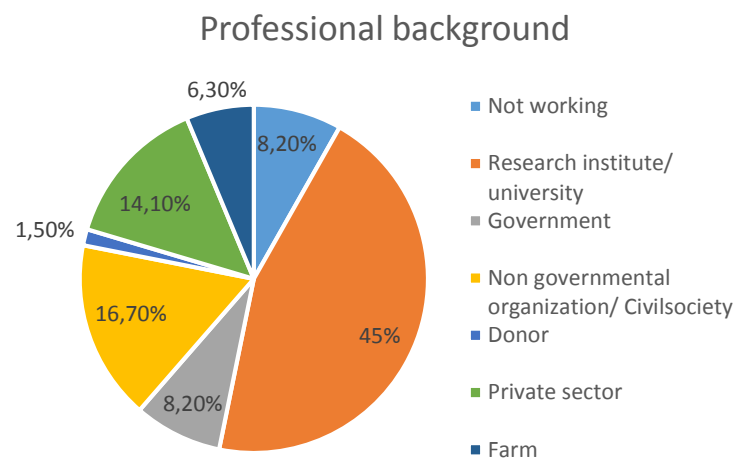


Figure 3: Professional Background (YPARD Member Survey 2017)

5. Findings and analysis

The findings are presented in the following pages, on the basis of the key questions and features of a network.

5.1. Knowledge exchange

The first main question to be answered referred to the network’s contribution to knowledge exchange among YPs and their satisfaction with the network broadening opportunities for them. ‘Opportunity’ was found to be a broad term and in most cases, not explicitly defined by YPARD. However, when opportunities were specific, they referred to: capacity development, participation in events, funding and job opportunities.

Information and knowledge exchange

YPARD is an online platform that serves its members in information and knowledge exchange through the website, newsletters, bulletins, Facebook page and Facebook groups, YouTube, Twitter, Google + and the LinkedIn page and group. For the accuracy of analysis, we made a distinction between knowledge and information. The terms are often used interchangeably but, there are some key differences and since networks are structured around knowledge exchange, it was beneficial to make a clear distinction. Information represents the organized data about someone or something obtained through various sources such as newspapers, the internet, television, discussions, etc. Knowledge refers to the awareness or understanding on a subject acquired from education or experience of a person. Processed information becomes knowledge (<http://keydifferences.com/difference-between-information-and-knowledge.html>).

All communication to disseminate information and knowledge is organized by the Communications Manager at the GCU in Rome. A team of volunteers support these activities and hold weekly (online) meetings to discuss past and upcoming weekly communication agenda. Information and knowledge



is shared on a daily basis and depending on the target group, the posts are adjusted. For example, the Facebook page and groups are more informal in tone of voice and content than the website.

The general management of information was observed by the reviewers to be functional. Relevant information for the network is acquired from one or more sources, distributed through diverse tools and made accessible to members. The ample majority of interviewees value the information that circulates through the network, some even claiming that information exchange is one of the main reasons YPs join YPARD – as soon as they get to know it. Most of the information shared is available in English. Since the previous review a serious effort has been made to provide a considerable amount of information in French. However, the fact that overall, most of the information shared is available only in English sets boundaries to the communicational exchange among the YPARD constituency. This factor has very likely led to network growth in some continents over others. Also, maintaining the quality of information with so many layers of coordination (i.e. regional and national) was challenging, particularly in relation to the availability, capacity and (almost) continuous flow of interns.

In reference to knowledge exchange – an essential aspect that brings the network together for some interviewees’ – this mainly happens through capacity development and mentorship (not only in reference to the program, but also youth among each other within the network). This help YPs to be more critical, articulate and thorough when they share knowledge.

Information dissemination tools

Most of the interviewees showed appreciation for the different tools that YPARD uses in order to boost information and knowledge exchange. These included the website, social media, newsletter, webinars, and face-to-face meetings. According to the ‘WebComms M&E 2016’ study, 11,376 members (79.9%) subscribe to the newsletter. This shows an increase as compared to 2015, where 77% of the members were subscribed.

The majority of YPARD members indicate that they value the website (figure 4); the newsletter and social media channels are valued similar among members (YPARD Members Survey, 2017). Some key stakeholders indicated they do not find the website very interactive and that they would welcome improvements to make the exchange of information and knowledge more collaborative.

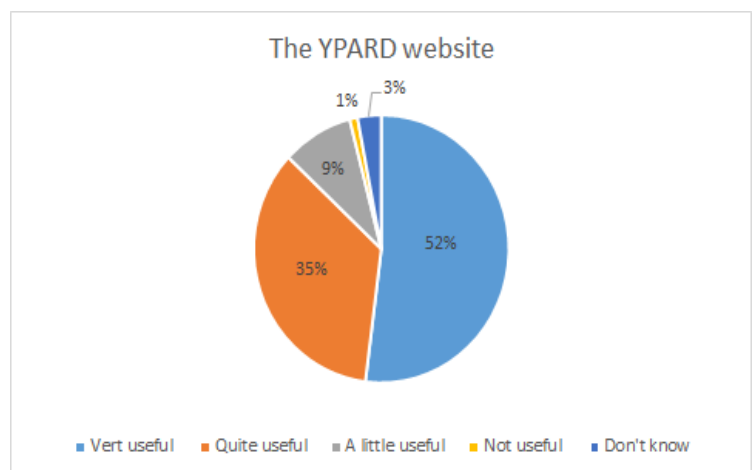


Figure 4: The YPARD Website (WebComms M&E 2016 study)

Broadening opportunities

YPARD asked its members in the 2017 member Survey about their perceptions regarding opportunities (capacity development, participation to an event, funding, jobs) promoted by YPARD. Out of the 101 responses, 55,40% (2017) indicated to have benefitted from an opportunity promoted by YPARD, against a total of 44,60% (2017) indicated not to have benefitted in any way (figure 6).



A 32.6% increase in members benefitting from opportunities promoted by YPARD has been observed in 2017 when compared with the Member Survey conducted in 2016 (figure 5), when only 22,80% benefitted from an opportunity.

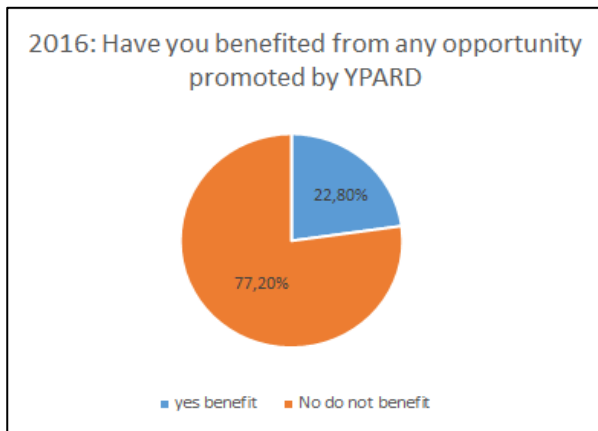


Figure 5: Opportunities 2016 (YPARD Member Survey 2017)

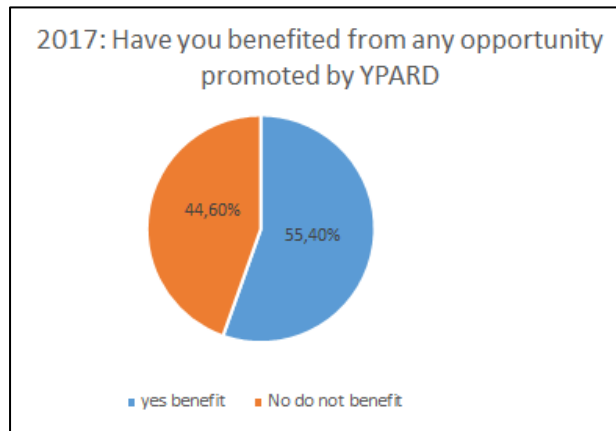


Figure 6: Opportunities 2016 (YPARD Member Survey 2017)

Despite the increase, those who have not yet benefitted from opportunities remain subject of attention. According to YPARD’s 2016 Logframe with monitoring and evaluation (M&E) indicators, opportunities posted on the website are continuously increasing. A parallel increase in the number of registered YPARD members can be witnessed (table 1).

From 2013 to 2016, both the number of opportunities and registered members have more or less doubled. However, the number of opportunities are insufficient for the number of registered YPARD members. This can partly explain the limited number of members that have benefitted from opportunities, there are simply not enough opportunities for everyone.

Month, year	No. opportunities posted on the YPARD website	No. of registered YPARD members	% of opportunities covering no. of registered members
December 2013	521	6.640	7.85%
2014	654	no information available	
December 2015	979	no information available	
2016	1.061	12.500	8.49%

Table 1: YPARD opportunities and members, (YPARD’s 2016 Logframe with M&E indicators); (Annual Plan 2016).

Usefulness of jobs and opportunities advertised

The large majority of those who answered the survey indicated that they find the funding and job opportunities advertised through YPARD valuable. Only 3% indicated to find the opportunities advertised not useful, (see figure 7) (YPARD Members Survey, 2017).



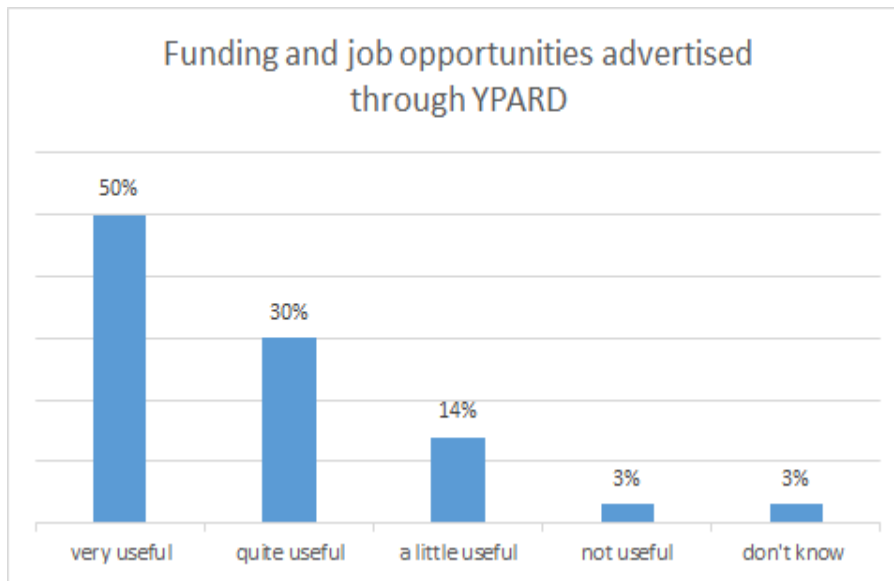


Figure 7: Usefulness opportunities and funding advertised (YPARD Member Survey 2017)

'YPARD Members Survey 2017' also asked its members if they participated in an event organized or co-organized by YPARD either at national, regional or global level. Since events fall under 'opportunities', it is worth taking a closer look at this data. Out of 125 responses, 47% indicated to have participated in an event, while 53% indicated not to have participated in an event.

Compared with 'YPARD Members Survey 2016' an increase in the opportunity to participate in events has been observed in 2017, as only 23% indicated to have participated in an event in 2016. Some of the key informants pointed out that YPARD connects YPs to a very wide network in ARD. For those who got to know and (eventually) participated in the mentorship program, they valued it as an opportunity and a very powerful tool.

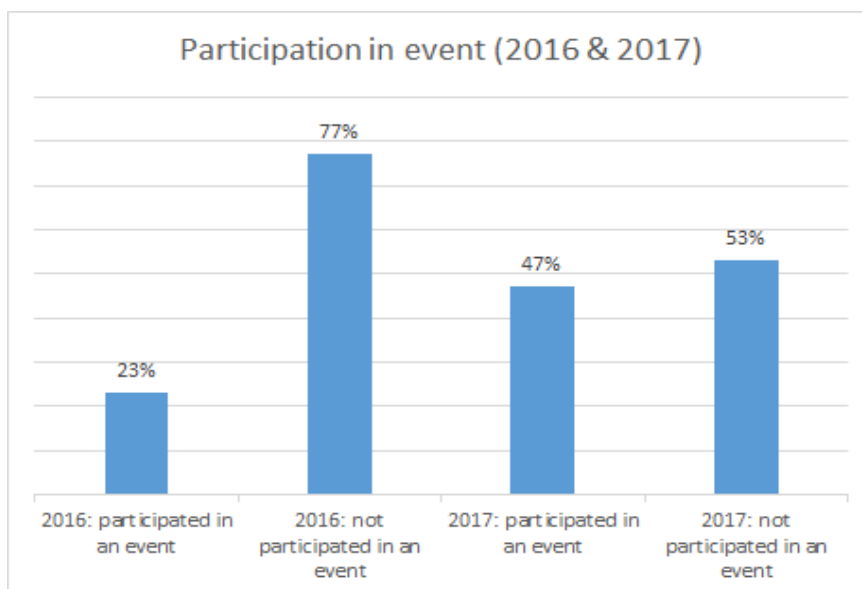


Figure 8: Participation in an event (YPARD Member Survey 2016 & 2017)



To summarize, in general YPARD provides a significant contribution in terms of the information and knowledge exchange among YPs. Survey respondents and various interviewed stakeholders agree that the diverse tools used by YPARD boost these exchanges, and that social media in particular plays an important role in the dissemination of information. However, this has diverse contextual relevance per region and is very likely impacted by a capacity to communicate in English. Knowledge exchange is mostly supported through the mentoring program and posts about success stories that address the knowledge members have gained, and how they have put it into practice.

It can be concluded that to a certain extent, YPARD is broadening opportunities for YPs. The data shows an increase in the number of opportunities available to all and an increase in those benefitting from participating in an event. Survey respondents and Skype interviewees expressed to find the opportunities useful, with interviewees also providing examples. Nevertheless, the type and quality of opportunities remain quite broad and have not been analyzed in depth in terms of, for example, who is benefitting, how, and under what conditions. Additionally, the amount of opportunities does not seem to be sufficient for the number of members.

5.2. Policy debates

This section addresses the second research question in relation to important/decisive contributions to strategic agricultural policy debates. YPARD was founded during a policy debate in 2006, whereby the presence of youth in such debates was considered as necessary to fully explore the potential of youth in agriculture. Instead of talking about them, 'let them talk' was one of the main drivers to constitute the network. The role of YP's in policy debates can be subdivided in two levels: 1) participation in high level meetings, and 2) contribution in those high level meetings.

Involvement and participation

Participation in policy debates is subdivided by YPARD at different levels, namely local, national, regional and global. YPARD members participate in policy dialogues organized by GFAR, FAO, the International Fund for Agricultural Development and the Global Landscapes Forum platforms that relate to global agricultural policy issues. At the national and regional levels, striking documented examples – that were also mentioned by interviewees – show the contribution and participation of YPARD in these policy debates. The 2016 Annual Report showcases an ample variety of strategic YPARD discussions, for example, participation in the Comprehensive Africa Agriculture Development Programme's Partners Platform's youth session, the Asian Development Bank's youth agenda and in the Vijverberg sessions: Youth-inclusiveness in agricultural transformation in the Netherlands. Selected YPARD members are taking advisory positions in SCs of the European Forum on Agricultural Research and Development, Forum for the Americas on Agricultural Research and Technological Development and GFAR (Annual report 2015/2016). Overall, youth involvement in these strategic discussions has been quantitatively expanding in a significant way. As presented in the previous section, members tend to value the possibility of participating in such diverse events as significant and positive opportunities offered by the network.



Contribution

Members of YPARD are expected to contribute to strategic ARD policy debates (as stated by one of the network objectives). As highlighted above, the possibility to participate in events is expanding, however, there are still challenges in terms of making sound contributions to ARD policy interventions.

Some interviewees questioned the exact definition and scope of ‘policy’, and felt that a common definition should be shared and agreed upon by members in order to have the chance to clearly contribute to it. One interviewee highlighted that to be fully engaged in ARD policy dialogue can take years and well defined indicators are needed to show how this engagement in policy dialogue evolves through time. Others pointed out the challenge of YPARD to have one voice with a common opinion. One interviewee explained that one of YPARD’s main strengths is its diversity in membership and geographical scope and thus to reach a common voice may undermine this. A few others said that a common voice should be discouraged since this would weaken the network and the national level is the most genuine arena to strongly engage with policy dialogue.

Some stakeholders expressed disappointment that YPs were not sufficiently critical or challenging of the ARD system. Some YPs themselves mentioned a lack of required knowledge and capabilities to strongly contribute to policy debates. Other YPs pointed out the lack of policy papers, advocacy and campaigning activities about the importance of agriculture. Some YPs commented that the strategic potential (i.e. through networking) of YPARD’s base in the FAO building in Rome has not been fully explored. It was also stressed by most key stakeholders that influencing policy debates is time consuming, and impact cannot easily be measured. Some stakeholders considered YPARD to be doing very well in policy dialogue at the global level but at the national level, there continued to be challenges – particularly because YPs are not invited to policy debates.

“(...) we should be able to pitch YPARD in a very concrete way”

(Source: KIT interviews, 2017)

Considering previous reviews (2009 and 2013), the opportunities for YPs to participate in events has increased along with their contributions to debates. However, very little is known about the content and quality of these contributions, the heterogeneity showed for further impact, or of the encouragement of activities and programs that will actually support YPs in the sector. YPARD members’ contribution to strategic ARD policy debates is assessed in different ways. Additionally, the contributions seems to be exposed to a diversity of (internal and external) expectations in terms of the extent to which YPs should be contributing to policy debates. Overall it seems that more can be done. However, the extent to which members consider this as a priority area needs to be further unraveled, assessed and discussed.

“being a member of YPARD brings me hope”

“the future of rural youths does not only lie in cities”

(Source: KIT interviews, 2017)

5.3. Positive view of agriculture

Does the platform encourage the dissemination of a positive view of agriculture among its members and is this spread beyond the network? This key question closely relates to YPARD’s third objective: To promote agriculture among young people.



In their 'Annual Survey 2017', YPARD asked its members if they think YPARD is contributing to a positive image of agriculture. The responses are shown below in figure 9. The scoring ranges from 'Not at all' to 'Yes, a lot' using a 5-point Likert scale² (no specific labels were given for the three steps in between). The YPARD members who answered the survey tended to support the objective that YPARD is contributing to a positive image of agriculture. This positive trend has also been observed in 2015 and 2016 with data demonstrating that around 93%-96% of members think YPARD contributes to a positive image of agriculture (YPARD Logframe, 2016).

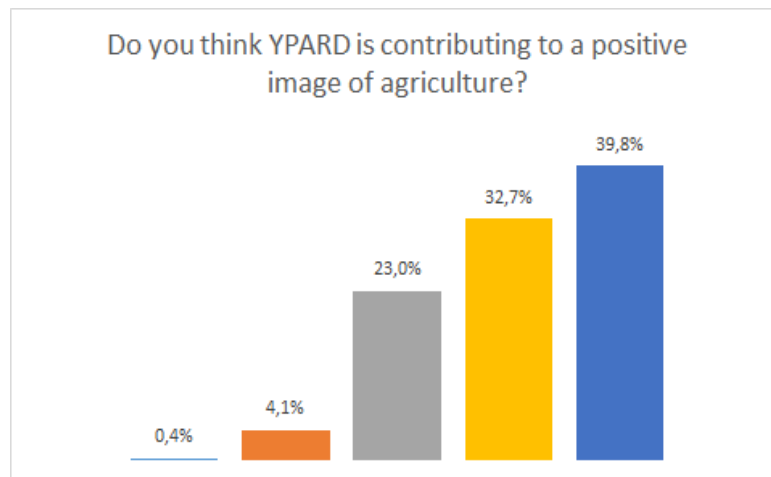


Figure 9: Positive image of agriculture (YPARD Member Survey 2017)

During interviews with key stakeholders various positive examples were shared. A positive view of agriculture seems to be being disseminated within the network and among its members. One interviewee pointed out that when reading the informative narrative of some members' blogs, you can actually see what they have learned and how they are applying their knowledge. Some key stakeholders also mentioned appreciation for the interesting perspectives that YPs can bring to exchanges. However, a few stakeholders highlighted the fact that a stronger linkage with young farmers could be developed.

Most respondents to the 'KIT Survey 2017' indicated that YPARD contributes to a positive image of agriculture through information sharing. Sharing of best practices and success stories of young people were explicitly mentioned and highly valued. Members explain that these stories motivate others. Sharing information about new ideas and technologies was also mentioned as a way to contribute to a positive image of agriculture.

² The Likert scale is one of the most widely used approach to scaling responses in survey research (Allen, Elaine; Seaman, Christopher A., 2007, Likert Scales and Data Analyses, Milwaukee 40.7: 64-65.)



Showcasing success stories on the website is part of YPARD’s strategy to promote agriculture among young people. Members explicitly indicated in the ‘KIT Survey 2017’ that showcasing success stories is a way to support a positive view of agriculture, this demonstrates the success of YPARD towards its objective.

Overall, the survey and the interviews indicate that YPARD is contributing to a positive image of agriculture. Despite efforts through the mentorship program to link and connect with young farmers, more efforts can be invested in this aspect. This sharing of experiences is also contributing towards the exchange of knowledge. Sharing lessons and best practices enables YPs to turn this information into knowledge. Here again the division between information and knowledge becomes clearly visible.

YPARD stimulates a positive view of agriculture among its members:

“... by disseminating new ideas and technology all over the world related to agriculture and engaging youth on working upon new ideas”.

“... by sharing information about agriculture, best practices and success stories of young people which motivates others”.

(Source: KIT Survey, 2017)

5.4. Scope and potential

This section addresses key questions: Is the platform known by YPs, relevant research and development organizations and networks? How it is connected?

YPs

YPARD has been growing substantially in its membership since its constitution in 2006. The four most favourable ways for YPs to hear about YPARD are: 1) Social media; 2) Word of mouth through friends/contacts; 3) Google; 4) Through YPARD representatives/team members (WebComms M&E, 2016). Once connected through the website, members (and even supporting-members) stay connected through various means of communications as indicated in figure 10.

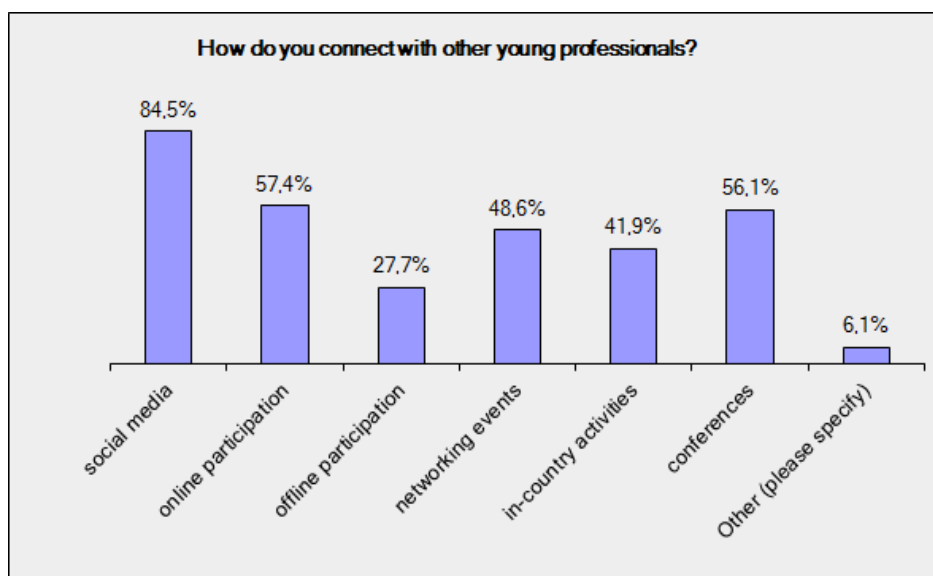


Figure 10: Connectivity (KIT Survey 2017)



For marketing purposes it is valuable to know how new members are getting connected to YPARD. Most connections run through social media and this information gives YPARD the chance to elaborate on their online strategy to increase its scope. In order to understand the scope and potential of YPARD even better, they should also look at the competition of the network. Understanding the competition, allows a network, or any organization, to have a better view of the scope and market potential of the network and to determine the strategy based upon this information. Additionally, for a network to grow, but also to reach out to donors, it is important to know its complementarity with respect to competitors. As part of the survey, members were asked to indicate if they are also members of similar networks. Some 40% of YPARD members who answered the KIT survey indicated to also being a member of other similar networks (KIT Survey 2017). The networks listed by the members varied greatly in content and geographic location (many members mentioned to be members of national networks), with almost no indication of other youth-focused competitive networks to YPARD. Only PAEPARD³ and YALI⁴ were mentioned several times (KIT Survey 2017).

Of the members who answered the KIT survey, 82% indicated to have recommended YPARD to other YPs (KIT Survey, 2017). Most of them recommended YPARD to others because of the opportunities provided. Some explicitly mentioned the funding, jobs and conferences as key features to recommend the network to others. The networking aspect was mentioned as a good means of reaching out to other like-minded people, as well as a main feature they would highlight about YPARD (KIT survey, 2017).

“Developing your professional network! (...). Also knowing what other young professionals are able to do at their level and on their context to promote agriculture somewhere in the planet :-). YPARD let us know that we are not alone! and that there are different ways to support our engagement.”

(Source: KIT Survey, 2017)

Interviews with key informants evidenced the high level of education of most YPs connecting through YPARD. This aspect cannot be generalized. However, it tends to indicate that despite efforts to reduce the common misconception of YPARD as a network of young researchers and further emphasize its multi-stakeholder nature (including changing the name of the network in 2013), the research aspect continues to stand out strongly.

Network outreach

The scope and potential of YPARD is comprehensive. Those members who participated in the survey have on average 1,114 friends in Facebook, 363 followers on Twitter and 440 connections on LinkedIn (KIT Survey, 2017). YPARD’s own social media coverage includes:

- Twitter: 16,319 followers in 2016
- YPARD Facebook page: 8,372 likes in 2016
- YPARD Facebook group: 15,700 members in 2016

³ The main objective of the Platform for an Africa-Europe Partnership for Agricultural Research for Development (PAEPARD) is to facilitate multi-stakeholder partnerships between Africa and Europe in the field of ARD with a view to contributing to the achievement of the Millennium Development Goals (<http://paepard.org/wakka.php?wiki=HomePage>).

⁴ The Young African Leaders Initiative (YALI) is a signature effort to invest in the next generation of African leaders. YALI offers a fellowship, an online community, and a place to go for regional leadership training (<https://yali.state.gov/>).



- LinkedIn group: 8,019 members in 2016
- LinkedIn page: 627 followers in 2016
- Google+: 673 followers
- Pinterest: 2871 followers
- YPARD national chapters: 47 chapters have Facebook groups in local languages and the total numbers in these Facebook groups add up to 31,871
(Source: WebComms M&E, 2016)

The full scope and potential of the extended network outreach can be evidenced by combining both members' networks outreach and that of YPARD (taking into account that not all members are active members, and that followers, friends and connections are not all interested in YPARD feeds). The graphic below gives an overall impression of the (potential) size of the online network. Having access to such a large network in a specific niche is very valuable and powerful leverage, i.e. for commercial means by those interested in consumer behavior.

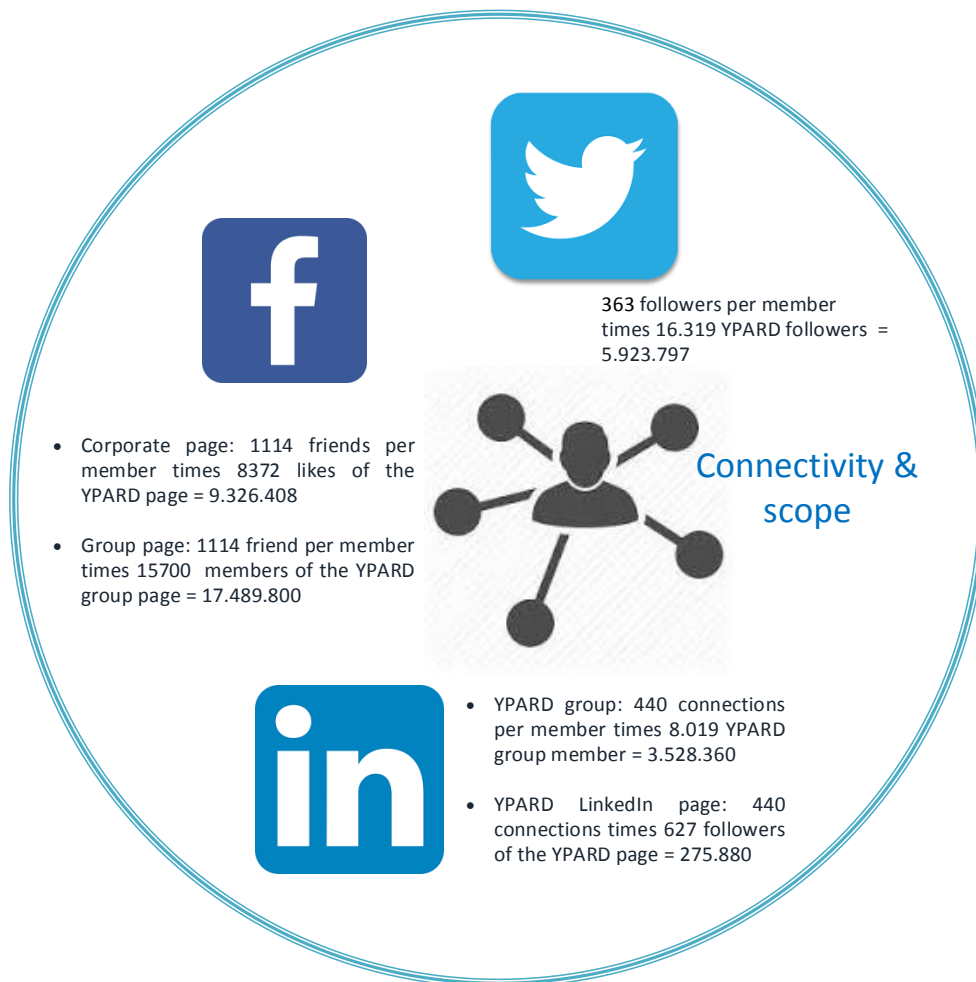


Figure 11: Connectivity and scope of YPARD

Partnerships

Almost all key stakeholders interviewed indicated that YPARD is, in one way or another, connected to many other research and development organizations, some as hosting institutions. In many cases, YPARD itself actively looks for and reaches out to strategic partners that align with the vision of YPARD



and can contribute to its objectives. The Consultative Group on International Agricultural Research, FAO, GFAR, and some of the regional ARD fora (i.e. the Asia-Pacific Association of Agricultural Research Institutions) were among the most relevant partnerships mentioned by interviewees. In general, YPARD’s network is mostly connected to agricultural research centers and universities. This can be explained by the fact that just under half of members (45%) work within these settings (figure 11).

One key stakeholder claimed to value the partnership efforts of YPARD in Africa and Europe, where actions seem to be stronger. However, some interviewees mentioned that such efforts need to be duplicated in Asia and Latin America if YPARD is hoping to grow its membership in these continents. Others appreciated hosting by FAO as strategic, since it has improved the visibility of the network. But some others were less enthusiastic due to the limited networking efforts by YPARD with others through FAO. Partnerships with national governments are among the most valued partnerships as considered by interviewees whose area of domain is the national level. Some expressed that working with governments is very difficult and that YPARD as a brand helps a great deal when starting a collaboration between YPARD and the government.

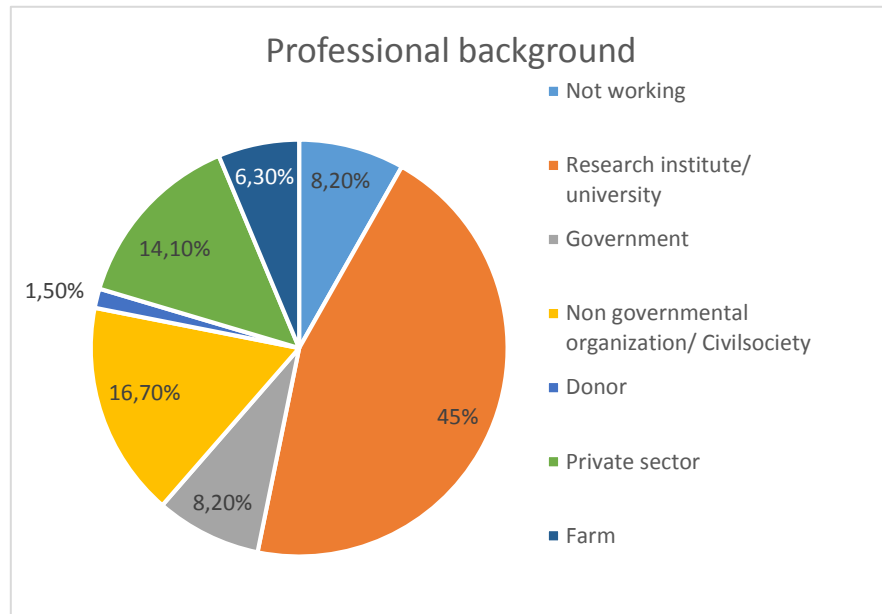


Figure 12: Professional background (YPARD Member Survey 2017)

YPARD not only actively reaches out to others, but is also approached by other organizations for partnering opportunities. For example in Kenya, both the International Food Policy Research Institute and also the Government of Kenya approached YPARD to participate in a study after witnessing the mentoring program activities in Kenya. The Government valued YPARD as a key partner to bring youth voices to current policy debates at the national level.

The multi stakeholder nature of YPARD seeks to bring stakeholders together to participate in the dialogue, decision making and implementation of solutions to the most common challenges for youth in ARD. Therefore, building partnerships is an important aspect for this network. Overall, the mentioned partnerships show the visibility of the network as a brand. However, the inclusion of a broader diversity of stakeholders continues to be untapped. In China for example, a close link has been created with a large farmers’ network, but this potential is not fully explored in other areas in the world. Also the interregional linkages have not been analyzed in detail and the interviews showed that some regional coordinators work more closely together than others. How can these linkages be supported to benefit all?

Overall the scope and potential of YPARD can reach out to big numbers. Past reviews show a clear tendency of growth. Some of the interviewees said that the network is becoming too large which puts the capacity to focus into measurable and meaningful impact at stake. Others clearly stated that the network should continue to grow and reach out as many YPs as possible, particularly in those continents (i.e. Latin America) where connections have been less sustained and more *ad-hoc*.

5.5. Side effects

YPARD's increase in members and country representatives shows the need for the network's existence. Notwithstanding, growth also brings along side effects, both positive and negative.

Quality

The growth of the network in member numbers is not supported by a growth in support staff to maintain the network and to offer services to all members. The imbalance in the ratio of members and support staff also impacts upon the quality of services provided by the network. The increase in information and knowledge being shared in different languages is time demanding for the limited number of staff. More interns and national representatives are appointed, but providing the necessary support and coaching and ensuring work is completed to certain standards is challenging for the limited staff at the GCU. The limited staff relates to funding challenges, which is further discussed in the recommendations section.

Source of inspiration

YPARD's on the ground activities are showing some meaningful examples of good agricultural practices being adopted by family members and neighbors of YPARD members. Esther, a participant of the mentorship program in Kenya received support to develop a vegetable garden. Initially, the family members were reluctant to be supportive. Luckily the mentor pushed to continue with the plan and when the harvesting was completed and a profit was realized, the mentee family and neighbors were impressed and decided to take up and learn from this practice. This spillover effect of youth in agriculture towards peers and other people, including elders, shows a positive side effect in contributing to change in the sector.

In some other occasions, youth started activities after being inspired by examples of YPARD as showcased online. These youth managed their own fundraising actions and showed willingness to make a change – even without funding. The increase of volunteer national representatives willing to contribute to the network also shows its positive peer pressure effect on youth.

5.6. Functioning and effectiveness

The potential for improvement and optimization with regard to functioning and effectiveness of YPARD was part of the exchange with key stakeholders consulted during the review. Functioning refers to the particular methods employed by YPARD to fulfill its purpose, while effectiveness is normally understood as the degree to which something is successful in producing a desired result. Among others, the governance structure, hosting arrangements and funding resources were discussed with interviewees.



YPARD's governance structure includes an SC and advisory group. Some interviewees agreed with the fact that to a certain extent, the potential of these two governance bodies have not been fully explored. Both are only occasionally requested for advice through e-mail and online meetings, which also makes it difficult to be kept accountable for their role. One interviewee said it was difficult to engage via these exchanges. Most stakeholders proposed to have at least a yearly face-to-face meeting to make better use of the two groups and their knowledge. The GCU acknowledged this, and explains that financial restrictions make it difficult for the groups to meet on a yearly basis. For some members, the purpose and value of the two governing bodies were unclear. Others were unaware how these bodies interact with each other (despite the 2014 Charter making a good attempt to explain the different functions of each).

YPARD's organizational functioning is challenged by the hosting arrangements and its administrative dependence on inter-governmental organizations. While FAO does not take overhead costs from transactions, the administrative process according FAO's standards is considered a burden that drains a lot of energy, is time consuming and slows down activities. YPARD not having a legal status also influences the opportunities for country offices to partner in projects. Country representatives are limited in receiving funding from headquarters, but opportunities to find their own resources are restricted because of the organization's entity. The GCU explained that some chapters have managed to register themselves within the country as a not for profit entity. Few others are also in the process of registration. When consulting other networks, interviewees said that becoming an independent and registered structure would automatically mean an increase in operational costs. The GCU explains that besides costs, the bureaucracy differs per country and restricts the model to be used in all chapters.

The management of expectations constitutes another aspect influencing YPARD's functioning, particularly at national levels. Some interviewees reported that at the national level youth can have very big dreams and voice different needs and demands. However, this enthusiasm needs to be balanced with real opportunities, time investment and the capacity of the network to provide certain services and funding – a difficult equation to solve. One interviewee said that activities were much more focused in the past but now, with more than 15,000 members, it is rather a challenge to cope with the varying demands when there are no priorities or fundraising strategies in place. The GCU may need to reinforce effective communication to share existing priorities and fundraising strategies.

The different levels of commitment among members influences the functioning of the platform. Some work per contract (i.e. the GCU and some regional coordinators), but most country representatives are volunteers. The willingness of volunteers to contribute has been found to be very high, however, volunteers have their own responsibilities and jobs, so are constrained by time limitations.

Many interviewed stakeholders mentioned the relevance of financial means for the support of YPARD activities. If more funding were available, more impact could be made. Diversification of income streams was mentioned as relevant because when working with a limited number of donors, the



complacency and risk of upward accountability⁵ increases. This could undermine the network as an independent and member-owned movement.

Overall, the functioning of the network remains on path to fulfill its purposes, however there are areas that deserve attention. An effectiveness measurement exceeds the scope of this review. To test the degree to which YPARD is being successful in producing the desired result may require further research at the regional and national level.

6. Weaknesses and strengths of the network

What are the biggest weaknesses of the network and how might these be addressed? What are the strengths of the network and how might these be amplified? The figure below shows the features of a network and the scoring of YPARD (five being the highest) based upon the survey and interviews.

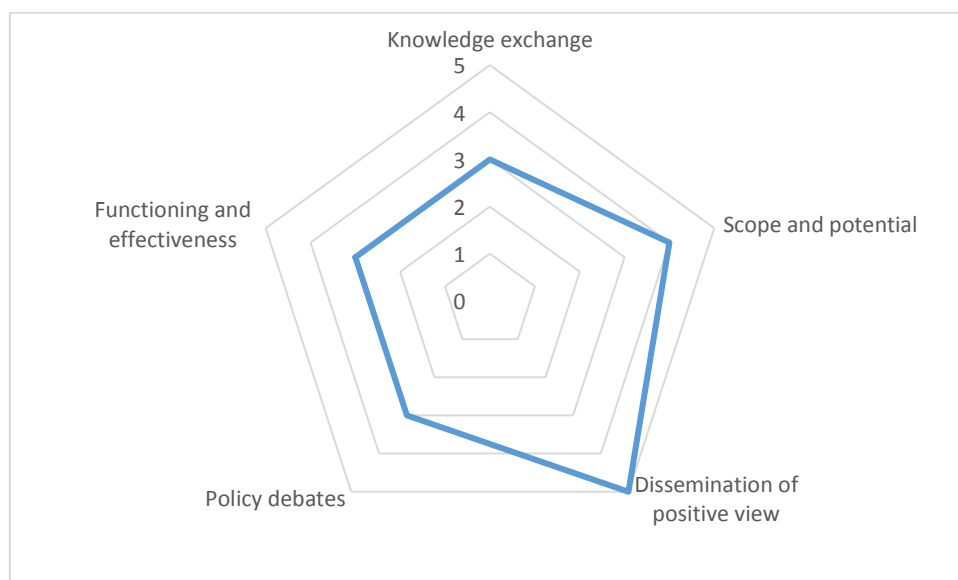


Figure 13: Features of YPARD plotted in a spider web graph

Knowledge exchange

YPARD provides a significant contribution in terms of information and knowledge exchange among YPs. However, this has diverse contextual relevance per region and country and is very likely impacted by a capacity to communicate in English. The fact that most of the information and knowledge shared is available only in English sets boundaries to the communicational exchange among the YPARD constituency. This factor has very likely led to network growth in some continents over others. Also, maintaining quality of the information with so many layers of coordination (i.e. regional and national) has been challenging, particularly in relation to the availability, capacity and (almost) continuous flow of interns.

⁵ When tempted to focus on “upward accountability” to powerful stakeholders (e.g., donors or regulators) and to give less attention to “downward” or “inward” accountability to less powerful stakeholders (e.g., clients or staff).



Capturing impact is another challenge. There are so many stories to capture, and some stakeholders feel that not all impact is captured and documented, i.e. how do you make sure all stories at grassroots' level are documented? The success story of Esther and her family as mentioned before is included in the Annual Report 2016. The story was captured by coincidence during a field visit and shows that there is possibly so much untapped information left in the field. However the challenge of how to capture more of such examples remains and is related to the difficulty of measuring impact. How do you make sure that all direct and indirect influences of YPARD are being captured to contribute towards the impact?

To a certain extent, YPARD broadens opportunities for YPs. However, the type and quality of the offered opportunities remain quite broad and have not been analyzed in depth in terms of who is benefitting, how are they benefitting, under which conditions, etc. Additionally, the amount of opportunities does not seem to be sufficient for the number of members.

Policy debates

Overall, youth involvement in strategic discussions has been quantitatively expanding significantly. YPARD members tend to value the possibility of participating in diverse events as positive opportunities offered by the network. YPARD members' contribution to strategic ARD policy debates is assessed differently. Additionally, it seems to be exposed to a diversity of (internal and external) expectations in terms of the extent to which YPs should be contributing to policy debates. Overall it seems that more can be done to increase YPs involvement in policy debates. However, the extent to which members consider this as a priority area needs to be further unraveled, assessed and discussed.

Positive view of agriculture

Overall, the survey and the interviews indicate that YPARD is contributing to a positive image of agriculture. If one takes into account that the network is in its first 10 years, the work done in terms of disseminating a positive view of agriculture is impressive. Despite efforts through the mentorship program to link and connect with young farmers, more efforts can be invested in this aspect.

Scope and potential

The diversity of members joining this network seems to be very relevant and powerful in the current setting of global affairs regarding agriculture, for example the Sustainable Development Goals and the Paris climate agreement and this aspect should continue to be encouraged when taking further steps in relation to the policy dialogue. Also, the examples of elders following agricultural best practices as demonstrated by youth, showcase the impact of the network on youth.

Overall, the scope and potential of YPARD can reach big numbers. Past reviews show a clear tendency of membership growth. Some interviewees said that the network is becoming too large which puts the capacity to focus on measurable and meaningful impacts at stake. Others clearly stated that the network should continue to grow and reach out to as much YPs as possible.

The multi stakeholder nature of YPARD seeks to bring stakeholders together to participate in the dialogue, decision making, and implementation of solutions to the most common challenges for youth in ARD. Therefore, building partnerships is an important aspect of this network. Partnerships with national governments are among the most valued by interviewees. Overall, the partnerships



mentioned show the visibility of the network as a brand. However, the inclusion of a broader diversity of stakeholders continues to be untapped.

Functioning and effectiveness

Overall the functioning of the network remains on path to fulfill its purposes, however there are areas that deserve attention. An effectiveness measurement of YPARD exceeds the scope of this review, and to test the degree to which YPARD is being successful in producing the desired results may require further research at the regional and national levels.

In terms of YPARD's hosting, stakeholder's responses varied a lot from welcoming a move from FAO, to further exploring the strategic potential of the base at FAO. There seems to be agreement that becoming a formalized and independent structure is currently unfeasible financially. For some, moving back to a university environment could clearly bring more opportunities (i.e. less administrative burden and benefitting from presence of students and staff); others pointed out that the structure should stay as it is and continue to be hosted at FAO for the strategic location, but that the content agenda should be completely decentralized. For this to be realized, more funding would be required at the regional and country levels.

7. Recommendations

7.1. Content agenda

Support the member driven approach

YPARD demonstrates a strong presence as a self-organized community of young people. Continued development as an autonomous movement revolves around the fact that members are in the driving seat. What members need, want and prioritize should be the starting point. This goes further than the mere exchange of information and knowledge. Proper consultation activities with the members need to be organized in order to attend to this recommendation.

Consult membership and define priorities for policy dialogue

Members being in the driving seat is particularly important for policy dialogue. The whole network can be excelled in its policy role and voice. Overall, the review made clear that more can be done. However, the extent to which members consider this as a priority area needs to be further unraveled, assessed and discussed. Is it possible to have a voice at global level? If so, how? Or rather strengthen voices at the regional level? Is there any space on certain topics to engage for common action? What can be expected (for whom, where and when) by participating in the policy dialogue? All these questions need to be addressed in a participatory-manner with the constituencies.

Diversity versus focus

The diversity of members seems to be very relevant and powerful in the current global affairs regarding agricultural development and should continue to be encouraged. However, with a small team of support staff, the diverse needs of 15,000 members cannot all be met. The broad range of members also makes deciding where to focus attention, a challenge. The risk of continuing to grow whilst sustaining a certain focus of the network and the ability to respond to members' needs, is



already of concern. Expectations among members regarding this point are also broad and vary from those who consider that the network should continue to grow, to those who think the network is becoming too large and puts its capacity to focus on measurable and meaningful impacts at stake. Should the network continue to grow worldwide? If so, how? Or rather, should it favour growth where the network has been more needed? These questions may be part of future discussions.

7.2. Knowledge exchange

Continue to disseminate a positive image of agriculture

In its first 10 years, the network has impressively contributed to and disseminated a positive image of agriculture not only among young people, but also key stakeholders. The showcase of success stories should continue. The mentorship program enabled a two ways approach: both the mentor and the mentee can learn and this can trigger many innovative ideas. This type of program should be further disseminated and if possible expanded to other regions and to a larger number of YPs. YPARD could explore opportunities to upscale the different types of mentorship programs.

Uncover and search for opportunities to all

To a certain extent, YPARD has broadened opportunities for YPs. However, the type and quality of the opportunities offered remain quite broad and have not analyzed in depth in terms of who is benefitting, how, under which conditions, etc. Additionally, the amount of opportunities does not seem to be sufficient for the number of members. YPARD could explore more areas of opportunity, i.e. webinars and a more interactive environment for their own website. The opportunities and mentoring program contribute to knowledge exchange. This is valued by YPARD's members and is a focus area to further invest in.

7.3. Functioning

There is potential to make more use of the knowledge and networking support of some of the governance bodies, such as the advisory group and SC. The governance bodies of the network should promote an open discussion about the hosting aspect linked to what members' value most in a strategic way. This discussion should be linked to the defined actions and priorities.

Favour decentralized actions

To a certain extent, a more decentralized perspective could favour strengthening of the structures in regions, as well as bring to the fore their contextual needs, organization and culture which could build much more on their own creativity and member ownership. Is it really the case that communication in other languages would contribute to members' ownership? This has to be further explored as well as the assumption that broadening language communication could increase membership (i.e. in Latin America).

Explore contextual needs

Despite the significant contribution of YPARD in terms of the information exchange among YPs worldwide, the contextual relevance per region and country should be further explored. The regional coordinators and national representatives should be playing a role in exploring, consulting and defining priorities in a participatory manner with members.



Improve the multi stakeholder nature

The inclusion of a broader diversity of stakeholders continues to be untapped. YPARD could map the current stakeholders and strategically define others globally, regional and nationally to be further engaged in future. This will not only broaden the dialogue and decision-making, but also the implementation of solutions to the most common challenges for youth in ARD. The network could be further vitalized by encouraging members and stakeholders to work and learn together. More success stories that point to positive results while working with others, i.e. with farmer organizations, should be shared.

Diversify the funding sources

Finding donors who are willing to fund a network is challenging, though not impossible, but requires time and energy. The diversification of income streams would help manage complacency and the risk of upward accountability. When having the opportunity to hire, YPARD could appoint staff with strong business development skills.



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YPARD (2016) Members Survey

YPARD (2016) Annual report 2016

YPARD (2016) Logframe 2016

YPARD (2014) Business Plan 2014-2018



Annex 1: Terms of Reference

Terms of Reference External Review of Young Professionals for Agricultural Development

The mission of Young Professionals for Agricultural Development (YPARD) is to serve as a global platform through which young professionals can express their ideas and realize their full potential towards a dynamic agricultural research for development. It facilitates the exchange of information and knowledge among young professionals across disciplines, professions, age and regions; broadens opportunities for young professionals to contribute to strategic agricultural policy debates at global, regional, national and local level; promotes agriculture among young people and facilitates access to resources and capacity building opportunities.

Objectives of the review

The objective of the review is to examine evolutions in YPARD, and provide suggestions for where further efforts should be concentrated. The review will inform the development of the next strategic plan and used as a tool for fundraising.

The key questions are:

1. Does the platform provide a significant contribution to the knowledge exchange among young professionals, does it broaden opportunities? Are platform members satisfied with it?
2. Which are important/decisive contributions to strategic agricultural policy debates?
3. Does the platform encourage the dissemination of a positive view of agriculture among its members and is this spread beyond the network?
4. What potential for improvement/optimization does the evaluation team see with regard to functioning and effectiveness? Which factors are the most effective ones?
5. Is this platform known by young professionals? By relevant research and development organizations and networks? How it is connected? And Where are potentials for improvement
6. Which unexpected side effects of the creation of the platform can be observed?
7. What does the review team see as the biggest weaknesses of the network and how might these be addressed? What does the review team see as the strongest impacts of the network and how might these be amplified?

Organizational structure

Steering committee (SC): provide direction in the development and oversee the implementation of YPARD strategies, programs and activities in coordination with the YPARD Global Coordination Unit.

Global coordination unit (GCU): plans and executes the activities of YPARD at the global level and works with regional coordinators for regional activities.

Regional coordinators: 4 individuals based in Africa, Asia, Europe and LAC, respectively, who develop regional plans in consultation with national representatives and the Global Coordination Unit.

National representatives: promote and implement YPARD activities in their country in consultation with the regional coordinators and in some cases, the global coordination unit.

Members: contribute online, on the ground and receive information from YPARD.



Hosting institutions: provide in-kind support to YPARD global and regional activities (as well as some national) by providing office space, a legal entity from which to operate and in some cases, a regional coordinator.

Methodology

The review will be based on

- Desk study of most relevant documents: YPARD Annual Reports, Annual member surveys, the 2014-2018 Business Plan, the Charter, mentoring reports and financial reports. The documents will be made available by the director to the consultants.
- Either a skype call or a visit to the GCU in Rome for a planning meeting (based on location and timing), interview with the director, the communications manager.
- Skype discussions with select steering committee members.
- Skype discussions and/or email exchange with the regional coordinators
- Skype discussions and/or email exchange with some national representatives and members
- Skype discussions and/or email exchanges with partners and key organisations in the agricultural development community.

Deliverables

The report should consist of no more than 10 pages (excluding Annexes) and contain:

1. Summary of the final conclusions and recommendations
2. Methodology
3. Findings
4. Analysis and conclusions
5. Recommendations
6. Annexes

The findings of the final review shall be summarized in a report in English. This report should be finalised no later than June 19th, 2017 and shall be provided to the Steering Committee for approval.

Application Process

Preference will be given to review teams composed of a senior and junior consultant who may apply individually or as a team. The duration of the review is expected at 25 days and suggested at 10 days for the senior consultant and 15 days for the junior consultant.

The consultants should ideally have experience in carrying out evaluations and be familiar with the agricultural development environment and the role of networks and youth organisations.

The expressions of interest will include a 1-2 page proposal that includes capacities to undertake the work. Additionally the consultants will indicate they agree or provide suggested edits to the Terms of Reference, daily rates and CVs. These will be submitted to the Global Coordination Unit (GCU) at info@ypard.net, with a copy made to Courtney.Paisley@ypard.net. The GCU will share completed applications with the Steering Committee who will make the selection of the candidates.

Deadline for applications is February 23, 2017



Annex 2: Key informants interviewed

Name	Organization	Function
Courtney Paisley	YPARD GCU	Director
Emmie Wachira	YPARD GCU	Communications Manager
Mark Holderness	GFAR	Executive Secretary
Thomas Price	GFAR	Senior Officer
Oluwabunmi Ajilore	GFAR	Foresight official
Kofi Acquaye	YPARD	YPARD Africa Networking Lead
Bi Jieying	YPARD	Asia-Pacific Coordinator
Libuska Valesova	YPARD	Europe Coordinator
Michelle Kovacevic	YPARD	Mentoring coordinator
Emmanuel Ngore	YPARD	Country representative Kenya
Dinesh Panday	YPARD	Country representative Nepal
Germaine Gbete	YPARD	Country representative Togo
Ingrid Flink	KIT	Country Representative the Netherlands
Nidhi Nagabhatla	UNU INWEH	Steering Committee (Chair)
Sithembile Mwamakamba	FANRPAN	Steering Committee
Emmanuel Nzeyimana	DOT Opportunity Trust	Steering Committee (vice-chair)
Michel Evequoz / Marlene	SDC	Donor
Melle Leenstra & Daniela Schoorl	DGIS	Donor
Mike Taylor	ILC	ARD
Annette van Andel	AgriProFocus	ARD
Lohento Ken	CTA	Advisory Group
Wim Andriessse	Independent consultant (formerly Wageningen)	Advisory Group
Pape Samba	Global Youth Innovation Network	Advisory Group / ARD
Froukje Kruijssen	KIT	Advisory Group

Annex 3: Online survey for YPARD members

YPARD commissioned a research team from the Royal Tropical Institute (KIT) in The Netherlands, to review and examine evolutions in the global network. To do so, KIT is conducting a survey that builds upon the 2016 members' survey (which was disseminated in January 2017).

We appreciate if you could help us by answering these questions. It will only take 10 minutes time. The information is anonymous, but feel free to leave your contact details if you wish to exchange further ideas with the KIT team.

General question

- Age



- Gender
- Nationality
- Country currently based in
- Profession
- Registered member of YPARD [yes/no]

Content YPARD

1. How does YPARD stimulate a positive view of agriculture among its members? [open]
2. How does YPARD challenge you in your thinking about agriculture? [open]
3. Has YPARD helped you to increase your professional network?
 - a. If not, how could YPARD help you to do so? [open]
4. Do you have a story to share on your own promotion of youth engagement in agricultural development? [open]
5. Do you recommend YPARD to other young professionals? [yes/no]
 - a. If you do so, what are the main features/benefits you would highlight about YPARD? [open]

Functioning YPARD

6. By being a YPARD member, do you feel part of a bigger agricultural development community? [scale]
7. How do you connect with other young professionals? (social media, online participation, offline participation, networking events, in-country activities, conferences, other) [multiple answers possible]
8. Are you a member of other similar youth networks? [yes / no]
 - a. If yes, which ones?
9. How many followers/friends do you have in Facebook?
10. How many followers do you have in Linked-In?
11. How many followers do you have in Twitter?
12. Do you feel your voice is heard within the YPARD organizational structure? Why/why not
13. What are the weaknesses of the network? [open question]
 - a. What solutions do you suggest? [open question]

If you are interested to share more ideas with us, can you provide your email address so we can contact you?

