



YPARD STRATEGIC PLAN
2018 - 2021

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List of Acronyms

ARD	Agricultural Research for Development
CAAS	Chinese Academy of Agricultural Sciences
CR	Country Representatives
CULS	Czech University of Life Sciences
EFARD	European Forum for Agricultural Research for Development
FARA	Forum for Agricultural Research in Africa
FTE	Full time equivalent
FAO	Food and Agriculture Organization of the United Nations
GCU	Global Coordination Unit
GFAR	Global Forum on Agricultural Research and Innovation
IFAD	International Fund for Agricultural Development
KIT	Royal Tropical Institute, the Netherlands (Koninklijk Instituut voor de Tropen)
M&E	Monitoring and evaluation
MOU	Memorandum of Understanding
SC	Steering Committee
RC	Regional Coordinator
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goals
YPARD	Young Professionals for Agricultural Development

Introduction



The document is a result of a collaborative effort by the YPARD community in mapping the strategic directions YPARD will undertake in the period 2018 -2021. It describes the strategy formulation process which commenced in the spring of 2017 and aimed at understanding the current food systems in relation to the young people and unveiling the opportunities and challenges that affect and influence the YPARD network. The result of this process is a set of aims and objectives that will continue to define the success of the YPARD network now and beyond!

Building on lessons learned from YPARD’s operations in the past 11 years, the 2018-2021 strategic plan captures the network’s vision and priorities for the next four years. It details the work we will undertake to achieve our shared aims and objectives over the next five years, and reflects our collective vision for the future.

YPARD aspires to continue its model of a decentralized movement constituting of young professionals, senior professionals, partners, country chapters and advisors all working together for the achievement of the network aims.

YPARD is an international movement by Young Professionals FOR Young Professionals for Agricultural Development. YPARD operates as a network; it is not a formalized institution. This global on-line and off-line communication and discussion platform is meant to enable YPs all over the world to realize their full potential and contribute towards innovative agricultural development.

Strategic Plan, The YPARD way....

Now more than ever, the world needs young people proactively contributing to innovative, environmentally and economically sustainable food systems. The world needs fresh ideas, renewed knowledge and partnerships across disciplines, geographies and generations. The next generation of farmers, researchers, entrepreneurs, scientists, industrialists and extension workers are best placed to develop ideas, restore knowledge and catalyze cross-disciplinary partnerships.

This is the basis upon which the new YPARD strategy formulation process lies. With the network **Business Plan 2014- 2018** coming to a close, in the spring of 2017 an external review was held to examine the overall evolutions and performance of the network and to provide recommendations regarding priorities for future actions. A **couple of recommendations** were suggested and formed the baseline for YPARD's next move.

YPARD being a network whose ownership lies with the members, the GCU (Global Coordination Unit) believed an open process would lead to a more effective strategy that would articulate the issues and aspirations of the network members. Internalizing diversity at YPARD, through an open, participatory and collective process, at the end of 2017, YPARD launched **a call for YPARD Visionaries** to attend the YPARD strategic planning meeting at CULS (Czech University of Life Sciences) Prague from March 5th -9th 2018. **Eight network members were competitively selected** from a list of 38 applicants and they joined the YPARD SDC (Swiss Development Cooperation) focal point person, the SC (Steering Committee), the GCU, the RC (Regional Coordinators) and other partners for a four-day intensive strategic planning and fundraising session.

Groupwork Institute facilitated the strategy discussions and at the end of the week, the workshop participants identified four sets of aims for YPARD to focus on in the coming years. This set included two strategic aims; **to be a key influencer in the strategic direction of youth engagement in sustainable food systems**; and **enable young people in agriculture shape sustainable food systems**. And two support aims; to ensure **long term sustainability of YPARD**; and be an **innovative and supportive global team**. In the course of the next three months, the GCU held consultations with the SC, the advisory group and the network members to help refine the strategy. The process lasted eight months and this document is the culmination of the effort by the YPARD community on where YPARD should focus its efforts on for the period 2018-2021.

We built a renewed strategic framework to respond accordingly to the new challenges and opportunities faced by the young professionals in agriculture, we all are glad to make part of this important process for the most beloved organization for the youth in the ag sector.~ Daniela Rivas

Background

YPARD was launched in 2006 to serve as a medium for young professionals in agricultural development to voice their views, exchange perspectives and develop themselves into better agricultural development professionals. Since inception, the network has since grown substantially, with more than 15,000 members now registered globally and with 71 country representatives.

Currently, the GCU is hosted by GFAR (the Global Forum on Agricultural Research and Innovation) at the FAO (Food and Agriculture Organization of the United Nations) headquarters in Rome Italy while the regional coordination units are supported by regional hosting organizations as thus;

- YPARD Asia and Pacific is hosted by CAAS (the Chinese Academy of Agricultural Sciences) in Beijing, China.
- YPARD Africa is hosted by FARA (Forum for Agricultural Research in Africa) in Accra, Ghana.
- YPARD Europe is hosted by CULS (Czech University of Life Sciences) in Prague, Czech Republic.

The GCU currently employs 2 FTE (Full time equivalent) staff while 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.

The main governance bodies of the network are the constituency (members: YPs and supporting members), the SC (Steering Committee), the RC (regional coordinators), CR (country representatives), LR (local representatives), GCU and an advisory group.

The 2017 External Review

Every two years, YPARD conducts an external review to re-examine and report on YPARD's overall evolutions and performance as well as provide recommendations as regards priorities for future actions. In the spring of 2017, YPARD engaged the Royal Tropical Institute (Koninklijk Instituut voor de Tropen) KIT to help reexamine the next strategic direction of YPARD.

Employing a mixed method 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, the reviewers noted that YPARD had continuously had amazing successes as highlighted in the key findings from the review as thus;

- ❖ 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.
- ❖ 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.
- ❖ YPARD is contributing to policy debates to a certain extent. The interviewed experts addressed the challenge of making and measuring impact in this area.
- ❖ 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.

However, the review identified some challenges on the network such as the governance operations, scope of activities, and the growth of the network *Vis a Vis* the support staff in need of supporting these operations as well as quality control for such a large network. These challenges formed the baseline for the following set of recommendations on where YPARD should focus its effort in the next coming years;

Content agenda

- ❖ YPARD should continue to **support the member driven approach**, given the movement revolves around the fact that members are in the driving seat. What members need, want and prioritize should be the starting point and this should extend further than the mere exchange of information and knowledge.
- ❖ Additionally, YPARD should **consult membership and define priorities for policy dialogue**. Members being in the driving seat is particularly important for policy dialogue and the whole network can be excelled in its policy role and voice. 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.
- ❖ 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.

Knowledge exchange

- ❖ YPARD should continue to **disseminate a positive image of agriculture** through the various means it employs. More emphasis specifically on the showcase of success stories and the mentorship program that enabled a two ways approach: both the mentor and the mentee can learn and this can trigger many innovative ideas. Recommendations to further disseminate these programs and if possible expanded to other regions and to a larger number of YPs.
- ❖ Additionally, YPARD should **uncover and broaden opportunities** for YPs as the current 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.

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.
- ❖ 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.
- ❖ Additionally, 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.
- ❖ 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 **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.

Revised Vision, Mission and Values

In order to turn these findings into actions and keeping up with the evolving nature of the network, YPARD has sought to diversify from focusing solely on agriculture to food systems. Additionally, the network has revised its vision, mission, strategic aims and objectives and incorporated a set of values as thus;

Vision

A food secure world without poverty where young people are enabled to fully contribute

Mission

Enabled and empowered young agricultural leaders shaping sustainable food systems.

Values

YPARD is a network whose foundation is built on a set of core values helping the members reach their full potential. At YPARD we believe in;

- ❖ **Teamwork:** We create and nurture opportunities to unleash the potential of working together well
- ❖ **Respect:** We celebrate and harness diverse opinions, ideas and perspectives
- ❖ **Sharing:** We openly share what we have, recognizing it benefits us all
- ❖ **Love:** We care and support each other and the planet

Strategic Aims and Objectives



Aim 1: To ensure long term sustainability of YPARD

To ensure a robust and financially independent network, YPARD will employ three key **objectives** in its course of achieving this aim;

- By end of 2018, ensure that YPARD has a clear business model geared towards the achievement of the strategic plan objectives
- By the end of 2021, YPARD is funded by at least three donors with a long-term commitment.
- By the end of 2021, YPARD has stronger regional and national chapters raising 50% of their operational funds

The **above three key objectives** will be realized through these **four sets of actions**;

Membership fee: YPARD will develop a strategy with a clear action plan aimed at establishing a membership fee for which members will potentially contribute in sustaining the operations of the network.

Global fundraising strategy: In a bid to diversify its funding sources, YPARD will develop a global fundraising strategy mapping donors and other funding sources that would be relevant to the YPARD activities. Among other things, the strategy will continuously identify relevant call for proposals that YPARD could submit its projects to and well as develop a donors' database that is updated on a regular basis.

Review on potential and existing marketable products and services: In the course of its existence, YPARD has built a brand name when it comes to engaging young professionals in the ARD (Agricultural Research for Development). Within the framework of the strategic plan, YPARD will develop a business model identifying YPARD's Marketable products/services, develop a costing criteria for each marketable product and identify potential clients for each.

Develop a crowdfunding guide: This guide, developed in partnership with a crowdfunding platform will support national chapters in running their own crowdfunding campaigns and will include training elements on how to successfully run crowdfunding campaigns.



Aim 2. To be a key influencer in the strategic direction of youth engagement in sustainable food systems

Through this aim, YPARD will strive to maintain its recognition as the key youth-in-food-systems organization influencing policies and activities related to young people and food systems. In doing so, YPARD will employ these **four key objectives**;

- Be a key partner in providing inputs on the design of Youth strategies and Curricula reforms

- By the end of 2018, ensure that YPARD has a dynamic and influential advisory group with clearly defined roles, contributing to YPARD’s mission and enabling new funding sources
- More focused engagement of YPARD in youth policy events
- Promote youth engagement in sustainable food systems

The **above four key objectives** will be realized through these **five sets of actions**;

Develop task forces: YPARD will capitalize on the member’s expertise by developing a set of taskforces on youth strategies, curriculum reform, foresight, among others. The task forces will in turn develop their own action plans inclusive of the possible and interesting events and well as perform a partnership mapping with related organizations on a regular basis. In addition, the task force teams will work to ensure the publishing of at least one policy brief each year.

Renewed Advisory group: YPARD will strive to assess, review and revamp the Advisory group’s role and mission. The revamped advisory group is anticipated to give input into the Global fundraising strategy as well as play an influential role for YPARD in helping it link with donors.

Position papers: In creating an edge on the young people and the food systems space, YPARD will publish, on an annual basis, two position papers with clear messages on emerging trends related to young people and food systems at global, regional or national levels.

Participation in food systems related events: YPARD will identify select events for which visibility and impact will be maximized to ensure youth engagement. At a global level, YPARD will strive to bring its experiences to one annual food systems related event while advocating for the network’s members to participate in certain events be it at the regional or national level.

Communicating Impact: Given its success in promoting positive experiences in agriculture, YPARD will continue playing its role of a key leader in communicating on youth and sustainable food systems. This will be done through sharing of success stories on the YPARD’s website and developing and engaging in youth in agriculture campaigns throughout the year.



Aim 3. To enable young people in agriculture shape sustainable food systems

Through this aim, YPARD will reinforce regional and national chapters and in turn enable the YPARD members’ access resources and capacity building opportunities. To do so, YPARD will employ **three sets of objectives**;

- ❖ By the end of 2018, train selected Regional Coordinators and CR to run their own mentoring programs
- ❖ By the end of 2020, equip Regional Coordinators and CR with the skills, knowledge and support to be youth leaders in their communities
- ❖ By the end of 2020, revamp the website to better deliver services to members in the four YPARD languages

The **above three objectives** will be realized through these **five sets of actions**;

YPARD mentoring programs: Given the success of the previous pilot mentoring programs, YPARD will aim to scale up the mentorship programs to the local chapters as well as launch a webinar series to share experiences among the CRs.

Hosting guidelines: In consultation with the national chapters, YPARD will develop guidelines on how to support Country and Regional Chapters in finding enabling hosting Institutions as well as how to register the country chapters as legal constituencies respecting YPARD's global structure.

Reinforce Country Representatives leadership development: YPARD will strive to continuously enhance the leadership skills of the country representatives through workshops on identified issues the likes of proposal writing and experience sharing among the national chapters through webinars.

Performance Reviews: On an annual basis YPARD will review and assess the services of the website and members' expectations on the delivered services. Included in this action point is a satisfaction survey conducted on the services of the website and members' expectations on the delivered services.

Tracer studies: In the 11 years of its existence, YPARD has helped shape the career paths of many young professionals. Through the tracer studies on the network members, YPARD will illustrate the network's impact from a select cohort of members that have benefitted from it since inception to date.



Aim 4. To be an innovative and supportive global team

Through this aim, YPARD will strive to be a dynamic organization facilitating a collaborative environment and delivering high quality services to its members. To achieve this, YPARD will employ **four key objectives;**

- By the end of 2020, improve the capacity for all members of YPARD to collaborate externally
- By end of 2019, explore improved collaboration across the YPARD units (GCU, SC, regional coordination units and national chapters) by redefining the key roles and responsibilities
- More effective collaboration and exchange between national chapters and regional coordination units with five incidences of knowledge sharing or collaboration per year
- Further develop community building among GCU, regional units and country representatives

The **above four objectives** will be realized through these **seven sets of actions**

Costing criteria guidelines: YPARD will develop guidelines on how to collaborate with external partners with clear costing guidelines for each of the marketable products.

Review YPARD governance structure: Being a member driven network, YPARD will review the governance structure to ensure member's roles are well defined. This will be done by revising the charter and including the CR voices into the network's decision making process.

Institutional knowledge management system: YPARD will strive to develop and maintain a knowledge management system that allows data and information to be easily accessible to all.

Develop regular face to face meetings: Despite budgetary limitations, YPARD will strive to develop regular face-to-face and online meetings. Each RU will identify an event of interest for several CR where they might be attending and propose a side event. Additionally, the GCU will convene a monthly meeting among GCU, regional units and country representatives that will support regional and national activities and shape further learning opportunities

Assessment of the network's wellness: YPARD will contract the services of an expert to review the network wellness and provide recommendations for strong and continuous functioning of the network.

Network analysis: With more than 15,000 registered members, YPARD will conduct a network analysis to help cluster the members' by their areas of expertise for ease of communication.

Benchmarking Study: In a bid to keep up with the evolving nature of networks, YPARD will conduct a benchmarking study of other similar networks to assess what works and what doesn't while aiming for regular collaborations with some of the identified networks.

YPARD Logframe for the 2018-2021 Strategic Plan

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
<p>Impact (Vision)</p> <p>A food secure world without poverty where young people are enabled to fully contribute</p>		Young professionals contributing to sustainable food systems	Well informed and trained young professionals who provide dynamic inputs into food systems	27-dec-2019	Global and country statistics
<p>Outcome (Mission)</p> <p>Enabled and empowered young agricultural leaders shaping sustainable food systems</p>	<p>Funding resources are secured and available for the next period 2018-2020</p> <p>Working hosting arrangements for GCU and regional chapter providing an enabling working environment</p> <p>Human resources management guaranties an efficient handover for each key position on the network</p>	<p>Young people enrolment in Food systems related courses.</p> <p>Youth engagement in policy discussions</p>	<p>5% Increase in young people selecting a career in food systems as a professional field of study</p> <p>5% Increase on the numbers of young professionals expressing their views in policy discussion documents</p>	27-dec-2019	<p>Agricultural annual enrolment figures in select Universities.</p> <p>Documentation of visible youth inputs in conferences and meetings.</p> <p>Policy discussion documents in agricultural development</p>

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Output 1: YPARD is a financially independent and robust organization	Donors willing to support youth led networks Stronger regional and national chapters are able to raise 50% of their operational funds	New donors	By the end of 2020, YPARD is funded by at least three donors with a long-term commitment	30-dec-2020	GCU accountability
Activity 1.1: Membership fee		Strategy in place	A strategy in place for the implementation of the “membership fee” with a clear action plan	01-feb-2019	GCU records
		Funds collected	Funds from membership fee collected	28-jun-2019	GCU accountability

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 1.2: Global fundraising strategy		Fundraising action plan	Fundraising action plan in place	01-feb-2019	GCU records
		Proposal Submission	YPARD network as a global project submitted to relevant call for proposals (2 submissions/year)	27-dec-2019	GCU records
		Donors database	Donors database that is updated on a regular basis (Tailored data base done by end of 2018)	28-dec-2018	GCU records
Activity 1.3: YPARD's Marketable products/services		Marketable products	Costing criteria developed for each marketable product	28-dec-2018	GCU records
		Clients identified	Potential clients identified (A database developed and updated on a needs basis)	28-dec-2018	CGU records
		Business model	Business model in place	01-feb-2019	GCU records

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 1.4: Crowdfunding strategy		Crowdfunding strategy	Crowdfunding strategy developed	01-feb-2019	GCU records
		Crowdfunding Training done	Training on how to run crowdfunding campaigns done (1 per year, to be adjusted upon demand)	28-feb-2019	GCU records
		Partnership in place with a crowdfunding platform	Partnership in place with a crowdfunding platform (1 established before the training)	01-feb-2019	GCU records
Output 2: YPARD is recognized as the key youth-in-food-systems organization influencing policies and activities related to young people and food systems	Well established partnerships in place. Young professionals motivated to take part in international debates Administration and bureaucracy don't cause delays	Renewed Advisory Group	By the end of 2018, ensure that YPARD has a dynamic and influential advisory group with clearly defined roles, contributing to YPARD's mission and enabling new funding sources	01-feb-2019	YPARD Charter

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 2.1 Task force in place		Task force teams	Each Task force develops and puts in place its own action plan (2 Task force established per year)	31-dec-2020	GCU documentation
		Policy briefs	One Policy brief released annually by each Task force	31-dec-2020	YPARD website
		Partnership map	Partnership mapping done by each Task force	31-dec-2020	GCU documentation
		Event planning	Event planning done by each Task force	31-dec-2020	YPARD website
Activity 2.2: Revamped Advisory Group		Road map	Road map for the renewed Advisory group developed (done by the end of 2018)	01-feb-2019	GCU documentation
		Global fundraising strategy targeted	The renewed Advisory group gives input to the Global fundraising strategy (by the end of 2018, online meeting done with the new Advisory group)	01-feb-2019	GCU meeting records
Activity 2.3: Position papers		Position papers	Position papers released on YPARD's website (1 annually)	28-jun-2019	YPARD website

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 2.4: Events on youth policy engagement		Invitations to food system events	YPARD receives 1 invitation annually to attend to food systems related events.	27-dec-2019	GCU records
		Participation to food systems events	Network's members participate to 5 food systems related events annually	27-dec-2019	GCU records
Activity 2.5: Communications		Success stories developed and shared	12 success stories developed and shared annually on YPARD's website.	27-dec-2019	YPARD's website
		Positive youth in agriculture campaign	1 positive youth in agriculture campaign per year	27-dec-2019	YPARD's website

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Output 3: Reinforced regional and National Chapters enabling YPARD members access resources and capacity building opportunities	Well-equipped GCU Hosting arrangements with Regional chapters providing an enabling working environment Members motivated to support the network dynamics at the national level	Regional and national chapter enabled	20 % By the end of 2020, equip 20% Regional Coordinators and CR with the skills, knowledge and support to be youth leaders in their communities	28-jun-2019	GCU records
Activity 3.1: Mentoring		Webinar series	Webinar series done to share experiences among CR on how to run a mentoring program and presenting the toolkit (1 per year, to be adjusted upon demand)	28-feb-2019	GCU records
		New mentoring coordinator	Recruit a new mentoring coordinator with revised TORs	28-dec-2018	GCU records
Activity 3.2: Hosting Institution / Legal constituency		Country chapters constituency	50% CR have their own strategy shared with regional units and GCU regarding establishing legal constituencies	01-feb-2019	GCU records

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 3.3: CR empowering		Webinar series	Webinar series done to share experiences among CR on how successful national chapters developed (1 per year, to be adjusted upon demand)	28-feb-2019	GCU records
		Workshop writing skills	Workshop organized with key donors on writing proposals skills (1 per year, to be adjusted upon demand)	28-jun-2019	GCU records

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 3.4: Delivered services and website		Satisfaction survey	A satisfaction survey conducted about services of the website and members' expectations on the delivered services	28-dec-2018	GCU records
		Website revamp	A website revamping implementation plan develop (ToRs done to the development of the new website, contacts done with web developers to get different competitive proposals)	27-dec-2019	YPARD website
Activity 3.5: Tracer studies		Methodology	Methodology developed for the Tracer study.	28-dec-2018	GCU records
		Sampling	Identification of the network members to be interviewed	28-dec-2018	GCU records
		Results	Results of the Tracer study profiled on YPARD's website	28-jun-2019	YPARD website

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Output 4: YPARD is a dynamic organization facilitating a collaborative environment and high quality services to its members	Well-equipped GCU, Regional coordinators and country representatives motivated and well equipped.	Effective collaboration	More effective collaboration and exchange between national chapters and regional coordination units with five incidences of knowledge sharing or collaboration per year	28-jun-2019	Regional chapters records
	Hosting arrangements for GCU and Regional chapters provide an enabling working environment. The GCU, SC and Advisory working together on YPARD governance reform. Members motivated to take part on the dynamic	Improved Global collaboration	By end of 2019, improved collaboration across YPARD units (GCU, SC, regional coordination units and national chapters) by redefining the key roles and responsibilities	27-dec-2019	Annual report
Activity 4.1: Guidelines: external collaborations + marketable products		Collaboration guidelines developed	Collaboration guidelines developed	28-dec-2018	Regional chapter records
		Costing criteria	Costing criteria developed for each marketable product	28-dec-2018	GCU records

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 4.2: Charter review		Inputs to the revised charter	Meetings held to get SC, Advisory and CR input on the new version of the Charter	28-dec-2018	GCU records
		Revised Charter	Revised Charter in place	28-feb-2019	GCU records
Activity 4.3: Management System		Methodology for Institutional knowledge management system	Meetings to get the methodology developed by the GCU to get YPARD's quality Institutional knowledge management system done	28-dec-2018	GCU records
		Institutional knowledge management system	Institutional knowledge management system in place	28-feb-2019	GCU records

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 4.4: Reinforce community building		Regional events done	Each Regional unit identifies an event of interest for several CR where they might be attending and proposes a side event	28-jun-2019	Regional chapters records
		Global online monthly meeting	Monitoring once a year that GCU convenes a monthly meeting among GCU, regional units and country representatives that will support regional and national activities and shape further learning opportunities	28-dec-2018	GCU records
Activity 4.5: Network's wellness		Networks wellness report	Assessment of the network's wellness done and recommendations put in place	28-dec-2018	GCU records, Annual report

RESULTS CHAIN	ASSUMPTIONS	INDICATOR	TARGET	NEXT MILESTONE	MEANS OF VERIFICATION
Activity 4.6: Cluster expertise		"Task force" teams developed	A list of "Task force" teams developed	28-dec-2018	GCU records Annual report
		Task force launching	An induction meeting held by the GCU to introduce the "Task force" team to the network members	28-feb-2019	Annual report
Activity 4.7: Benchmarking Networks		Sampling	A list of networks to be studied developed	28-dec-2018	GCU records
		Benchmarking analysis done	Lessons learnt from the benchmarking analysis inspiring fundraising strategy and legal constituency for CR.	01-feb-2019	Annual report
		Benchmarking shared among the network	Meeting organized for sharing results of the benchmarking analysis	28-feb-2019	GCU records

Workplan

Activity	2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Aim 1: To ensure long term sustainability of YPARD																
Membership fee																
Global fundraising strategy																
Review on potential and existing marketable products and services																
Develop a crowdfunding guide																
Aim 2. To be a key influencer in the strategic direction of youth engagement in sustainable food systems																
Develop task forces																
Renewed Advisory group																
Position papers																
Participation in food systems related events																

Communicating Impact																	
Aim 3. To enable young people in agriculture shape sustainable food systems																	
Scaling up YPARD mentoring programs																	
Hosting guidelines																	
Reinforce Country Representatives leadership development																	
Performance Reviews																	
Tracer studies																	
Aim 4. To be an innovative and supportive global team																	
Costing criteria guidelines																	
Review YPARD governance structure																	
Institutional knowledge management system																	
Develop regular face to face meetings																	

Assessment of the network's wellness																
Network analysis																
Benchmarking Study																



YPARD Global Coordination Unit

Hosted by the GFAR Secretariat

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