

Joint Operational Plan 2021 -2025

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1. List of Abbreviations

AGRIDEA	The Centre for Agricultural Advisory and Extension Services
AIS	Agricultural Innovation Systems
AKIS	Agricultural Knowledge and Innovation Systems
CC	Communication Coordinator
ES	Executive Secretary
GCU	Global Coordination Unit
CR	Country Representatives
GA	General Assembly
GFRAS	Global Forum for Rural Advisory Services
IFAD	International Fund for Agricultural Development
FAO	Food and Agriculture Organization of the United Nations
FiBL	Research Institute of Organic Agriculture
KM	Knowledge Management
LMP	Last-Mile Project
LR	Local Representatives
MEL	Monitoring, Evaluation, and Learning
NELK	New Extensionist Learning Kit
OP	Operational Plan
PM	Programme Manager
RAS	Rural Advisory Services
RDA	Korean Rural Development Administration
RC	Regional Coordinators
SC	Steering Committee

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SDC	Swiss Development Cooperation
SDGs	Sustainable Development Goals
SFS	Sustainable Food Systems
YPARD	Young Professionals for Agricultural Development

2. Preface

The current global food system is under ever-growing pressure. Increasing strains on water and land use, loss of biodiversity, accelerating changing climate, rapidly spreading pests and diseases have made farmers' lives increasingly insecure and challenging. Increasing investment in agriculture-related research resulting in development of environmental-friendly practices, new breeds and agronomic technologies, does not sufficiently translate into increased productivity, waste management and sustainability. Challenging both farmers' livelihood and global food security. This is due to the challenge that 70% of all agriculture-related research never reach the end-user. The missing link is not so much 'lack of technologies' as it is the 'lack of ability to get knowledge technologies to the users in a useful and affordable format'. Increased investment in innovations in extension and rural advisory services seems to be an appropriate answer to the challenges agriculture and food systems are facing.

In the first half of the 21st century, mankind must produce enough safe and nutritious food in a sustainable way to sustain a population which is expected to rise to 9 billion in 30 years. In pursuing this goal we also must address the SDG's. Enhancing knowledge transfer throughout the agri-food system will be key. But new approaches and solutions are desperately needed, GFRAS is uniquely positioned as the global network on extension and rural advisory services.

Today, around 85% of youth live in developing countries, places where agriculture is still the backbone of the economy, the largest employer and the main source of income for a majority of poor people. The picture is changing, rapid urbanisation leads to a decline in the rural population, especially with young people moving to cities in order to seek jobs and better livelihood opportunities. Inability to find these in the urban slums often leads to a second migration-wave towards more prosperous countries. Those who stay in the rural areas face a variety of hurdles: lack of skills to move beyond basic production, underemployment, unattractive working conditions, unattractive living conditions and lack of access to credit prevent them from improving their livelihood. There are few prospects and opportunities even for resourceful, creative and innovative young people to find long-term and sustainable solutions.

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While most young people in a developing country desire to find occupation outside farming, there are still significant numbers of highly dedicated young people that need support in their pursue for an agriculture-based livelihood. For most people farming equals poverty, hard work and backward living. But it does not have to be that way: urban agriculture, horticulture, intensive livestock rearing, high-value cropping, on-farm processing and value addition are some of the avenues that can lead to a prosperous life based on agriculture. YPARD is helping young professionals that still believe in the importance and prosperity of agriculture, one of a different nature than their parents' and grandparents' generation practices. Boosting sustainable agriculture through the principles of family-based agri-business is an important step to engage youth in the food sector. Addressing agricultures carbon footprint is a bare necessity if we are to limit greenhouse gas emission. Agriculture and climate interact in a circular system, agriculture practices affect the climate which again affect agriculture practices. The way we design our agriculture systems determines if this effects are positive or negative. Agriculture knowledge and information systems (AKIS) are key to overcome the existing food system challenges and dilemmas: enhance agricultural productivity without further degradation the environment or aggravating the climate change, boost rural economies while ensuring access to affordable healthy food for urban poor, create attractive alternatives to migration by ensure food security through family farming and rural employment.

The challenges are almost overwhelming and call for new approaches and strategies. To expand their capacity and expertise, the two networks Global Forum for Rural Advisory Services (GFRAS) and Young Professionals for Agricultural Development (YPARD) have decided to combine efforts in their operations at the global level. While both organizations will continue to serve their constituencies - respectively extensionists in rural advisory services (RAS), and young professionals in all areas of agriculture - they strongly believe combining efforts at the global level will enhance their ability to address global food security issues and work towards the SDGs.

This is a deliberate strategic move for both networks that seek to build a critical mass of capacity at global level to facilitate and support efforts and regional and national level. A logical and direct result of the decision is this joint Operational Plan (OP). The process of developing this document and the affiliated budget has facilitated the creation of a shared vision where synergies are optimised without compromising the uniqueness of any of the networks. In order to fulfil their respective mandates, individual activities will continue to be carried out, but with cross-learning and support. This OP makes it clear where the organisations enhance their work together, and where they remain separate entities.

GFRAS will capitalize on YPARD's youth-related focus, experience, and legitimacy, and ensure that it is well-taken into consideration in RAS. With its vast network of young professionals around the world, the various GFRAS networks get valuable additional resources to draw on,

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and further expand their commitments towards more sustainable and future-oriented food systems. YPARD will benefit from GFRAS' more formalised structures and profound experience in handling large projects, but also by gaining access to new spheres of conversation in agriculture, as well as a stronger donor and mentoring portfolio that is expected to translate into professionalised fundraising.

While robust and ambitious, this joint operational plan remains flexible and encompasses a variety of proposed activities within four shared focus areas (advocacy, knowledge management, professionalisation and network management). Activities within the four focus areas are designed to provide guidance but also allow flexibility in the various regions and countries to implement activities specific to their respective demands and context. The expectation is that by joining forces and approaching agriculture development radically different, the two networks will be able to find relevant partners all over the globe and in all segments of society. This operational plan is deliberately changing focus from traditional overseas development aid donors to governments, private sector and civil society. The objective with this OP is not to resource the global secretariat, but to develop a business model that enables the networks to have a global secretariat with the resources required to respond to their need for support as well as to facilitate the institutional and behavioural changes needed in the global community to reach the SDGs.

3. Learning from the Past and Positioning for the Future

Learning from the past

Over the past five years, GFRAS as a global network has undertaken numerous activities and initiatives in order to further its agenda in providing leadership in pluralistic and demand-driven RAS for sustainable agricultural development. As confirmed by the independent external assessment of the Operational Plan 2016-2020, GFRAS has increasingly been capable of providing a global voice for RAS and raised its profile as a vital component of the agriculture knowledge and innovation system (AKIS). Through a participatory bottom-up process GFRAS developed the New Extension Learning Kit (NELK) and has been rolling it out via training and curriculum development for universities and vocational training in agriculture around the globe. GFRAS constituency has with this initiative made an important contribution to professionalisation in RAS. GFRAS also generated and shared a considerable number of knowledge products including training materials, good practices notes, issue papers, and a compendium on policy dialogue, all of these has been developed with vital inputs and verification from rural advisors operating in the field.

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In fostering pluralistic and demand-driven RAS, GFRAS faced several challenges among which the most important are very restricted funds going into evolving extension systems, inability to find scalable cost-efficient and effective RAS models as well as inadequate capacity to secure rigid assessment of achievements. Despite being a member-based network, GFRAS acquired very little funds through its members, meaning it has to secure funding through other channels. GFRAS was established in 2010 following the 2008 food prices crisis when agriculture gained renewed importance on the international development agenda. Since its inception core-funding by development partners has been a major source of financing. Priorities of the development partners, however, have shifted over time and agriculture no longer figured highly on the international agenda in past years. Moreover, most development partners are reluctant to provide core funding as they are challenged with a growing demand for clear and fast impact at field level. GFRAS has started to actively engage in other endeavours to secure funding such as the implementation of projects on request of donors. This funding model also pose challenges as donors increasingly demand co-funding which is hard to provide for the GFRAS networks implementing the project. During the next 5 years, GFRAS will rigorously pursue a diversified funding base for its core budget, including service provision and product development for partners, royalties and membership fees.

YPARD has experienced funding shortages over the last years and is, therefore, looking at avenues for sustainable funding. Over the next 5 years, GFRAS and YPARD aim to achieve sustainable funding by joining forces in developing a sound fund mobilisation strategy, reaching out to new partners and strengthening capacities within the entire networks for fund mobilisation.

The findings of an external review of YPARD in 2017 indicated YPARD is well known in the sector, and highlighted key successes such as a robust knowledge exchange within and outside of YPARD, supported by a very proactive use of online media; an increased impact on disseminating positive views of agriculture and a valuable contribution to policy debates. However, the review identified some challenges of the network such as insufficient governance, the scope of activities that are too broad, and the large growth of the network in relation to the available support staff and current quality control system.

Building on the findings of this review and the lessons learned from YPARD's operations in the past 14 years, YPARD aspires to strengthen 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 by enhancing fund mobilization, increasing its visibility as a youth-in-food systems network, strengthen the capacities of regional and national chapters to support the members and enhanced interaction and collaboration between the units at different levels.

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The external assessment of GFRAS concludes in general terms, that affiliated members, as well as partners, acknowledge the role GFRAS has played and the results it has achieved in fostering pluralistic demand-driven RAS. Systematic assessment of achievements and a robust body of evidence is not available, however. Over the past 5 years, GFRAS has undertaken occasional studies and inquiries to assess its achievements; it also made efforts to develop a system for monitoring, evaluation and learning which unfortunately has not been rolled out systematically. As a result, it is difficult to demonstrate the importance of RAS in agricultural development and the role of GFRAS in this respect. It also deprives GFRAS of learning opportunities and management advice. YPARD has an effective system of reporting the deliverables of its activities; it encounters, however, similar challenges regarding the assessment of the effects of these activities and the achievement of its objectives. Over the next 5 years, GFRAS and YPARD will invest in setting up and running an effective and simplified monitoring, evaluation and learning system (MEL) to assess impact of their activities and provide evidence of the effect on the role that RAS and Youth play in agricultural development.

Positioning for the future

The context in which GFRAS and YPARD are operating is changing and both organisations have shaped this joint Operational Plan to respond to these developments. As a response to the increased importance of youth engagement in agriculture both GFRAS and YPARD will capitalise on the new opportunities through involvement of youth in policy dialogue, capacity strengthening of young people and generating and sharing knowledge and advice about effective youth involvement. Young people want to see action on the climate change agenda, they want to have a more environmentally friendly agriculture and they want to see more equity in the world. The momentum and drive YPARD constituency represent coupled with the experience present in the GFRAS constituency is believed to create new opportunities and synergies that will enable the network to enhance their impact.

Both organisations will pursue opportunities provided by the progressive digitalisation in agriculture in terms of creating innovative opportunities for youth engagement and employment, facilitating the exchange of information and knowledge and building the capacities of RAS providers to hook up with digitalisation. The 2020 COVID19 pandemic actualised the need for developing digital RAS systems globally.

YPARD and GFRAS will also respond to trends that jeopardise agricultural production such as conventional practices that negatively affect the ecosystem, the manifold effects of climate change that put food supply and farmer income at risk and the seasonal exit of men for migrant work, leaving women with a heavy burden of ensuring food security and household income.

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For all the above, GFRAS and YPARD will revise their current partnerships and build a two-pronged partnership strategy. This strategy is aiming at establishing a notable position in the Agricultural Innovation System (AIS)¹ with stronger links to institutions that lead innovation initiatives. It is also seeking to work with partners of the private and public sectors that are capable and willing to cover the costs of products generated and services provided by the networks. In view of the global nature of several of the trends and challenges mentioned above, GFRAS will reposition itself more explicitly as a global network and actively target networks and partners in the economically advanced regions like Europe, Northern America and Australia. To support this drive YPARD will mobilize its strong network on these continents. Advanced family farming's role in securing the Sustainable Development Goals is vital as their knowledge on intensive production of healthy and nutritious food, as well as on environment-friendly production systems is crucial for achieving the Agenda 2030. This will broaden the knowledge base and allow for the exchange of experiences and synergies.

The joint secretariat of YPARD and GFRAS will be established at the Research Institute on Organic Agriculture (FiBL) in Frick, Switzerland. FiBL will beside providing administrative support also bring a strong culture of interdisciplinary system approaches to agriculture to the table. Something that GFRAS can benefit from, the same accounts for the ideas of sustainable farming which is also appealing to many of YPARDs members. FiBL has a quite significant international project portfolio which is expected to benefit from the proximity of YPARD and GFRAS.

The strategic areas of both GFRAS and YPARD as expressed in their respective strategic documents are considered relevant for the next period and will be maintained, be it with some adjustments in the approaches and actions undertaken. With regards to advocacy and policy dialogue, experiences and lessons of the past five years revealed that GFRAS need to produce a business case for the investments in RAS and for the continued existence of GFRAS. This will simultaneously facilitate fund mobilisation for its operations. Building on the IFAD supported initiative of strengthening RAS delivery at the last mile GFRAS will further invest in efforts to establish functional networks of RAS stakeholders at national level that serve as a focal point for policy dialogue and as a one-stop-shop for agricultural services. Capitalising on the achievements of the NELK for the professionalization of RAS providers, GFRAS will develop additional packages for building the capacity for demand-driven RAS delivery. Additionally, it will harness the capacities of the network in establishing partnerships, in particular those between public and private actors. Regarding knowledge management, GFRAS will progressively focus on sharing and exchange of knowledge produced within the networks or by its partners. In this sense, it will propagate the use of ICT tools.

¹ Often referred to as Agricultural Knowledge and Information System (AKIS)

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The aim of YPARD's work on advocacy and policy dialogue is to continue to be a key influencer in the strategic direction of youth engagement in sustainable food systems. In so doing, YPARD will maintain its recognition as a key youth-in-food-systems organization influencing policies and activities related to young people and food systems value chain. For professionalization, YPARD will leverage its experience in developing and promoting youth-centric capacity development strategies and programs, like [the mentorship toolkit](#) and pilot projects to advance access to capacity building resources and opportunities for the network. This includes reinforcing the potentials of regional hubs and national chapters run their own skills development initiatives. A central knowledge management strategy in YPARD for the coming years is rejuvenation of the website's information and communications activities and functionalities such as a robust membership database. This will facilitate strong community interaction and engagement in the network.

4. Strategic Plan

Introduction

GFRAS is a global network that contributes to impact at the farmer and value chain level with the objective of facilitating sustainable development to achieve the SDGs. GFRAS implement its global strategy through its global network of regional and sub-regional Rural Advisory Service (RAS) networks with support and facilitation from its global secretariat based in Switzerland. GFRAS activities and actions are very much focused on the RAS providers need for knowledge, request for capacity building and aspiration for helping the farming communities. GFRAS measures its success on its ability to produce impact at the national level, in most countries through a Country Fora that coordinates and supports RAS providers at the local level.

The guiding principles that define the foundation of GFRAS and its operations are:

1. Demand-driven and accountability: GFRAS promotes advisory services that are driven by and accountable to the clientele of rural advisory services.
2. Pluralism and partnership: Working with a wide range of actors in the innovation system strengthens the forum through synergies and creates efficacy and joint ownership. GFRAS also facilitates harmonization and coordination to synergize work from various actors.
3. Evidence-based approaches: GFRAS focuses on evidence-based, measures and

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approaches.

4. Subsidiarity: Processes and initiatives are led by relevant RAS actors and Country Fora with support from regional and subsequently global level, when needed.
5. Transparency: GFRAS is governed and its activities implemented in a transparent and inclusive way, respecting the opinions and approaches of all actors involved. All created information is shared and in the public domain.
6. Alignment: GFRAS' work is based on strategies aligned to wider efforts among international development institutions and their policies and programs.
7. Monitoring, evaluation, and learning: Enhanced learning is a core element of GFRAS, and it has a monitoring and evaluation framework for this purpose. It also works towards and promotes better monitoring, evaluation, and learning within all activities related to advisory services.

YPARD was launched in 2006 to serve as a medium for young professionals in agricultural development to connect, exchange perspectives, voice their views and develop themselves into better agricultural development professionals. *YPARD is an international movement by Young Professionals FOR Young Professionals for Agricultural Development.* The rationale to establish YPARD was motivated by the need for creating 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 posits that a responsible agriculture, able to meet global needs without depleting its resources, can only become a reality if young professionals are actively engaged in shaping the sector's future. 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 scope, rules and roles of YPARD are defined by [the YPARD Charter](#). Since inception, the network has since grown substantially, with more than 26,000 members now registered globally and with 72 country representatives.

The guiding principles that define the foundation of YPARD and its operations are:

1. Teamwork: YPARD creates and nurtures opportunities to unleash the potential of working together well.
2. Respect: YPARD celebrates and harnesses diverse opinions, ideas and perspectives.
3. Sharing: YPARD openly shares what they have, recognizing it benefits everyone.

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4. Love: YPARD cares and supports each other and the planet.

Vision and Mission Statements

This OP is built on a common vision and mission for both GFRAS and YPARD given that both global networks work towards advancing agri-food systems that ensure sustainable livelihoods through supporting specific actors. More specifically, YPARD and GFRAS seek to ensure that young people and rural advisory services respectively, fully contribute towards innovative agri-food systems. The joint mission is to enable and empower specific actors in contributing to the envisaged sustainable agri-food systems. In this respect, YPARD targets young agricultural leaders whereas GFRAS picks out actors related to demand-driven RAS delivery. Through our collaboration, we will utilize network and institutional synergies to work on the empowerment of and the enabling environment for these envisaged actors.

Strategic Planning Processes

Given that both GFRAS and YPARD are global networks, the strategic framework that guides the overall direction and this joint operational plan was developed through participatory consultative processes.

GFRAS conducted some consultation in 2015 to set the direction for GFRAS until 2025. This operational plan represents the second five years plan under the current strategic framework. Similarly, through a consultation process in 2020, YPARD identified that the aims, objectives and visions outlined in the [strategic plan for 2018-2021](#) remain relevant and should be pursued towards 2025.

GFRAS secretariat called for contributions from the regional networks in terms of potential activities within the strategic framework of the organization. The feedbacks were re-organized thematically under the four strategic fields. In a similar fashion, the key actions and activities outlined in the YPARD strategic plan were also re-organized under the four strategic fields for coherence and to achieve a unifying framework for the OP.

These four strategic fields are:

- Advocacy: Advocating support for an enabling policy environment and appropriate investment in RAS and young professional's contributions to sustainable food systems
- Professionalisation: Professionalisation of RAS and enhanced access to capacity

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development opportunities for YPs

- Knowledge management: Facilitation and enhancement of effective and continuous knowledge generation and exchange
- Network management: Building functional and financially sustainable networks

5. Risks and Risk Management

The enthusiasm of many affiliated members of both networks has resulted in this ambitious Operational Plan. Although we consider that the targeted achievements are realistic, we are fully aware that internal forces, as well as external factors, may jeopardize the successful implementation of this plan. The table below presents what we see as major risks and measures to be taken for mitigation.

<i>Risk</i>	<i>Importance of risk (1-4)</i>	<i>Probability of risk (1-4)</i>	<i>Mitigation measures</i>
Constituency of one or both networks feels that the intended safeguard of independence is not sufficiently secure or accepted.	2	2	<ul style="list-style-type: none">● Transparency in decision making and fund allocation.● Frequent interaction between the respective governance bodies.
RAS no longer top priority of stakeholders in the agricultural sector	4	1	<ul style="list-style-type: none">● Revisit the targeting of stakeholders to provide services to enhance communication about the vital importance of RAS for development of the agricultural sector

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GFRAS and YPARD have insufficient success in fund mobilisation (< 10 M)	3	2	<ul style="list-style-type: none"> ● Strengthen capacities of networks to mobilise funds. ● Prioritise activities in OP to be funded ● Conduct a mid-term assessment of fund mobilisation opportunities and achievements and adapt OP accordingly.
Networks (GFRAS, YPARD) are not motivated to increase their voluntary contribution to carry out the activities in the OP	3	2	<ul style="list-style-type: none"> ● Support in each of the networks the capacities for strategic management to ensure collaborative work, and effective use of scarce resources ● Identifying and communicating the values of getting involved
Conflicting interests within the network	2	2	<ul style="list-style-type: none"> ● Assessment to what degree involvement in network activities give purpose and meaning to members and partners ● Use of participatory approaches to identifying focus areas of operation ● Open to adapting processes and actions to the interest of the community
Achieving successful collaboration between YPARD and GFRAS	4	1	<ul style="list-style-type: none"> ● Robust discussions including face 2 face meetings are held to critically assess pros and cons and associated mitigation strategies. ● Involving both network in building the collaboration ● Both networks are encouraged to explore collaboration at other levels

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			<ul style="list-style-type: none"> Promoting synergies while recognising peculiarities that exists in each organization
<p>Potential change in priorities of global funding mechanisms</p> <p>(e.g. COVID-19 and its effect on RAS/fundraising for our OP)</p>	4	3	<ul style="list-style-type: none"> Focus on developing and advocating for digitalization to reduce physical exposure in the field The budget is viewed as an adaptable one and will be reviewed to cater for new realities (e.g. IFAD LMP) To ensure capacity to leverage additional fund, funding to secure secretariat staffing is earmarked

Note: 1 - 4 signals from lowest to highest

6. Activity Plan

Finally, guided by the joint vision and mission, building on the assets of both organisation, and responding to future trends and challenges, key activities for the next five-year period have been identified and assessed. Through a consultative process, GFRAS and YPARD requested their constituencies to submit planned activities and priority areas for the upcoming years. These submissions were placed according to one of the four strategic fields and further grouped into different activity clusters (outputs) according to their focus and objectives; these clusters represent the outputs for monitoring the achievements of the Operational Plan. The way the specific activities suggested by the constituencies have been grouped into each cluster is presented in the annexe.

The plan below presents the various activity clusters, organised according to the key strategic fields of GFRAS and YPARD, articulated as to how they support the overall goals of both organisations. This structure also allows for the networks and country fora/chapters to add to

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add new activities to the clusters throughout the years, as their plans are adapted and more funding becomes available.

Strategic Field 1: Advocacy

Aim: Increased recognition of RAS and of the role of Youth in policies and investments

Activity clusters:

- Networks are known to and partnership activities with strategic and financial partners are developed
 - ❖ Identifying and engaging with (new) partners to address issues of common interest and strengthening its position as first point of contact for RAS/Youth engagement. Enhancing efforts to diversify funding sources and awareness geared towards extension and youth initiatives.
- Policy makers and financial partners are informed about the relevance of RAS and youth engagement in the agricultural sector
 - ❖ Collaborative efforts (i.e. policy engagement at national, regional and global level, economic assessment studies, ambassador programmes) to promote the value of extension and youth engagement alongside political, financial, and social spheres.
- Networks of GFRAS & YPARD are actively engaged in policy formulation
 - ❖ Engaging and contributing to the development and enhancement of extension and youth-related policies, with the aim to increase impact and the achievement of GFRAS and YPARD goals.
- Networks have the capacities for policy dialogue and advocacy
 - ❖ Building capacities and providing frameworks, guidelines, and opportunities to engage in platforms to promote youth and extension.

Strategic Field 2: Professionalisation

Aim: Strengthened RAS and Youth performances in agri-food systems

Activity clusters:

- RAS providers and Young Professionals have access to capacity building opportunities

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- ❖ Continue to promote trainings and hold webinars on professionalisation initiatives (esp. NELK and youth engagement), promote, and diversify methods of capacity building (webinars, mentorship, exchange programmes).
- Decision makers in agricultural policies and development programmes (national, regional) recognise the importance of competent RAS providers and Young Professionals
 - ❖ Emphasize need for professionalization, provide evidence of the importance of professionalization and as well as recommendations for professionalization systems.
- Capacity building initiatives established for RAS and Youth engagement stakeholders (border partners of RAS providers and Young Professionals) based on existing training programmes (NELK, Youth strategy)
 - ❖ Developing new training packages (NELK modules on new topics, NELK for RAS managers, Youth strategies for organisation development).
- Professional quality of RAS delivery assured
 - ❖ Support national governments in setting standards and regulation of RAS operation and in certifying RAS providers

Strategic Field 3: Knowledge generation and sharing

Aim: Enhanced Learning in both RAS and Youth Engagement

Activity clusters:

- Knowledge for practitioners produced and shared through various channels
 - ❖ Continuing to promote knowledge management and communication initiatives to exchange knowledge and information across networks and amongst their constituencies, strengthening and systematising efforts at the global and local levels.
- Knowledge about relevance of RAS and Youth in contemporary issues and future trends in agriculture is produced and shared
 - ❖ Systematically generate knowledge products to consolidate and promote GFRAS and YPARD roles in society.
- Guidance for effective Knowledge Management established and shared among the networks

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- ❖ Hold consultations on efficiency of employed methods, develop best practice manuals, continue to review and provide systemic recommendations based on global and local demands.
- Establish/Strengthen the role of networks in A(K)IS knowledge sharing
 - ❖ Engaging in discussions related to AKIS, demonstrating its efficiency through published materials, and promoting the system through the networks.
- Facilitate knowledge peer exchange
 - ❖ Enhancing and promoting opportunities for knowledge sharing amongst the networks and their members, promoting in-depth exchanges.

Strategic Field 4: Network Management

Aim: Enhanced networks structure, skills and capacities

Activity clusters:

- Networks have an appropriate set-up
 - ❖ Mapping skills offers amongst constituency, producing guidelines and promoting engagement of working groups and advisory groups.
 - ❖ Strategizing on overall network engagement and management, as well as with partner and hosting institutions.
 - ❖ Developing a comprehensive strategy for establishment and strengthening of country chapters/fora in order to further decentralise activities and ensure that all countries have a voice and a strong engagement in global discussions.
- Programme achievements are assessed and lessons learnt are drawn
 - ❖ Developing M&E systems and assessing network engagement and performance in order to better respond to needs and produce evidence on results.
- Networks have increased knowledge and skills
 - ❖ Enhancing efforts for overall capacity building at all levels, in order to increase skills at the network levels, according to needs identified.
- Networks have increased/secured financial and human resources
 - ❖ Developing global and regional strategies for funding of the networks and their activities, exploring alternative funding sources, developing volunteering programmes.

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7. Budget

Below is the budget envisioned for the period 2021 - 2025 where this Operational Plan is in effect (table 1). The budget reflects a strategic move towards diversifying the funding source of both GFRAS and YPARD to make their financial situation more robust. In this regard, the requested CHF 5 million from SDC is of vital importance. The additional 15 million Swiss Francs listed in this budget to be mobilised by the entire networks of GFRAS and YPARD will only be possible to leverage if SDC is willing to provide the financial stability required to run the global secretariat. The cost of running the global joint secretariat of GFRAS and YPARD is CHF 1 million a year of which 75 % is salaries (table 2). This gives a total cost of CHF 5 million in the five-year period of the OP. Out of the CHF 5 million to run the secretariat 3.0 M will be allocated from the SDC support. This is to ensure that sufficient funds are available for staffing the secretariat. It is also in recognition that most of the funding provided by development partners for projects have to include a co-funding of up to 20 %, which means that without core funds it is not possible to afford implementing projects on behalf of the donor agencies. Which is why GFRAS and YPARD in the next Operational Plan aim at leveraging about CHF 5 million USD from other sources than the traditional development partners with the private sector and governments being the most important new groups of business partners.

Meeting the ambitious goal of mobilising CHF 20 million as well as finding a business model that can secure the operation of the global joint secretariat without relying so heavily on SDC remains the two biggest challenges within this operational plan.

Table 1. Draft budget Operational Plan 2021-2025 for GFRAS and YPARD (CHF million)

Partner	Total funding	Global secretariat (core funding)	Activities			
			Network management	Advocacy	Professionalisation	Knowledge generation and sharing
Secured funding						
IFAD LMP	1,70	0,50		0,40	0,40	0,40

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<i>Expected funding</i>						
<i>SDC</i>	5,00	3,00		0,70	0,50	0,80
<i>IFAD - LMP Youth</i>	3,50	0,50			2,50	0,50
<i>RDA (via FAO)</i>	0,60	0,10		0,10	0,20	0,20
<i>Planned funding</i>						
<i>Donor projects</i>	2,80	0,60	0,60	0,30	0,80	0,50
<i>Foundation projects</i>	2,00	0,30	0,50	0,20	0,50	0,50
<i>Private sector</i>	2,00	0,20	0,10	0,20	1,00	0,50
<i>Governments</i>	1,00	0,20		0,10	0,50	0,20
<i>Paid services</i>	0,50	0,10			0,30	0,10
<i>Volunteer work</i>	0,40		0,40			
<i>Crowd funding</i>	0,30		0,30			
<i>Membership fees</i>	0,20		0,20			
Total	20,00	5,50	2,10	2,00	6,70	3,70
<i>Total non-SDC</i>	15,00	2,50	2,10	1,30	6,20	2,90

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Some comments to table 1:

Donor projects can be competitive calls for proposals or agreements with donors. The group includes both bilateral and multilateral donors. Collaboration with the private sector and governments as well as paid services and crowdfunding are all new business areas that need to be developed at global, regional and local levels.

As illustrated in the budget it is expected that professionalisation is the strategic field where funds from non-SDC partners easiest can be mobilized, followed by knowledge generation and advocacy. Resources for networking are most likely to be possible to mobilise for YPARD as this is one of their core services and competences.

Table 2. Draft budget for running the global joint secretariat of YPARD and GFRAS (2021 -2025)

<i>Item</i>	<i>Description</i>	<i>Costs (CHF)</i>	<i>Comments</i>
<i>Staff</i>	<i>GFRAS ES</i>	<i>850,000</i>	
	<i>YPARD Director</i>	<i>700,000</i>	
	<i>Programme Manager</i>	<i>600,000</i>	<i>80% workload</i>
	<i>Communication Coordinator</i>	<i>650,000</i>	
	<i>Network coordinator</i>	<i>650,000</i>	
	<i>Accountant</i>	<i>600,000</i>	
	<i>Sub total</i>		<i>3,800000</i>

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<i>Governance</i>	<i>Face to face meetings: YPARD Steering Committee, GFRAS Board and General Assembly</i>	<i>300,000</i>	<i>40,000 per year for GFRAS due to big GA 20,000 per year for YPARD</i>
<i>Monitoring</i>	<i>Technical support, meetings,</i>	<i>550,000</i>	
<i>Evaluation</i>	<i>Consultancies, meetings</i>	<i>200,000</i>	
<i>Hosting costs</i>	<i>Administration, financial management, legal matters</i>	<i>400,000</i>	
<i>Total</i>		<i>5,500,000</i>	

Some comments to table 2:

Additional funds leveraged during the course of the Operational Plan are earmarked for regional and national activities. The global secretariat will only hire additional staff if required and provided financing is secured.

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8. Implementation arrangements

GFRAS-YPARD Collaboration

Setting off the collaboration between GFRAS and YPARD, the implementation of the OP requires arrangements that are explained below. In essence, the secretariat will manage rolling out the OP with oversight of the governing bodies of both networks. To this end YPARD and GFRAS will operate with a joint global secretariat, whereas networks at regional and national of both organisations will operate separately. Having acquired a legal status as association, GFRAS will officially host YPARD who up to now has no legal status as an organisation.

Role and Responsibility of the Joint Global Secretariat

The main function of the joint global secretariat of GFRAS and YPARD is to provide leadership, guidance, facilitation and brokering for their respective networks. It is to take over where the jurisdiction and capacity of the regional networks and hubs ends and assist them in leveraging important agendas to the global level. This role includes capturing the innovations, experience and ideas from the regional and national levels, processing these through aggregation, conceptualisation or further development and thereafter disseminate them back to the entire network.

The secretariat responds to the demands and interests of its respective constituencies and at the same time functions as an information centre, relaying news to and sharing information among the network members. It identifies and engages with new strategic partners and designs and accompanies initiatives for new products and services. For programmes jointly carried by several regional and national networks, the joint global secretariat assures management towards key partners and funders. With regard to the focus of the OP on sustainability, the joint secretariat has a central role in the mobilisation of funds and diversification of its sources. It leads the dialogue with the potential financial partner (development agencies, foundations, private sector) with support from well-connected and influential network members; assists working groups in formulating partnership programmes and developing concept notes for competitive calls, develops and tests out new modalities (e.g.: crowdfunding) and supports capacity building in partnership building, fundraising and competitive proposal writing throughout the network.

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Staffing of the Joint Secretariat

While GFRAS and YPARD will remain two separate networks at regional and national level and towards external parties, it will operate the global secretariat as one united team. Each member of the team will have specific assignments, but no one will be entirely assigned to YPARD or GFRAS duties. In compliance with the YPARD rule of age threshold, the staff members predominantly working with YPARD related activities will be under 40 years of age.

Within the joint secretariat the following positions are held:

1. **Executive Secretary (ES)** is the head of the joint secretariat and has the financial authority. The ES is responsible for implementing the Operational Plan and assures compliance to the strategic direction set by the YPARD Steering community and the GFRAS Board. The ES and the governing bodies of both organisations jointly assure financing for the Operational Plan by establishing fundraising modalities and reaching out to financial partners. With regard to the management of the joint secretariat, the ES coordinates work and acts as the face of the network towards third parties, secures a conducive working environment for the staff and a healthy and sustainable financing of the secretariat operations.
2. **Director of YPARD** will continue to be the external title of the main responsible for the YPARD agenda (must adhere to YPARD age rules). The person will be responsible to the YPARD Steering Committee and the ES. The internal title of this position will be Manager of Youth Programme. The main function is to lead the entire youth agenda covering both YPARD activities and the youth component of GFRAS activities. The person acts as the face of the YPARD network and GFRAS youth portfolio towards third parties. The person will also be mainly responsible for the fundraising related to YPARD which will happen in close collaboration with the YPARD steering committee and the ES.
3. **Programme Manager (PM)** is responsible for the programme portfolio and overseeing implementation of projects where the secretariat is the lead executing partner, including project finances in collaboration with the accountant and under the responsibility of the ES. The PM is a key resource in developing new projects and in responding to competitive calls for proposals.
4. **Communication Coordinator (CC)** works for both YPARD and GFRAS (must adhere to YPARD age rules). The Communication Coordinator is responsible for rolling out and ensuring adherence to the communication strategy of the two networks and manages the communication at global level including keeping the website and the social media platforms updated as well as profiling the networks towards third party.
5. **Network Coordinator (NC)** is responsible for the overall network engagement (must adhere to YPARD age rules). This includes coordinating GFRAS-YPARD youth global

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DGroup, updating the contents and delegating responsibilities for discussions; implement media outreach and capacity development webinar series. The NM assists the CC in implementing the communication strategy with focus on the constituency. The NC has an important role in ensuring that ideas and demands from the networks are brought to the attention of the secretariat and that information from the secretariat reaches the constituency in a useful and timely manner.

6. **Accountant** (part-time) assists the entire secretariat in all financial matters and works closely with the PM on project related financing and with the ES on secretariat related finances. GFRAS Association will most likely engage an accounting firm to run the service to have some liability security of the accounting.

Staffing the office with five professionals and a (part-time) support staff reflects the staffing level in previous years when GFRAS and YPARD were operating separately. YPARD has in the past operated with two full time staff and at times a part time intern/assistant. GFRAS has operated with three professionals and an intern during peak times. A part time accountant is required now that GFRAS Association has the final responsibility for financial management, a charge previously handled by the host institution AGRIDEA.

The proposed staffing enables the joint secretariat to operate within the budget envelope of secured funding from IFAD and SDC for the entire period of this Operational Plan (2021 - 2025). Having the secretariat funded is a prerequisite for leveraging additional funds for activities at regional and national level. Initially earmarking the funds from SDC to run the secretariat is a deliberate strategy to secure staff employment and to honour the cash flow buffer requirement of the host institution. Of course, as stipulated in the budget in chapter 6, YPARD and GFRAS expect to leverage significant funds additional to the secured fund.

Hosting

The joint global secretariat of GFRAS and YPARD is expected to be hosted at Research Institute of Organic Agriculture (FiBL) in Frick, Switzerland. GFRAS Association will be the employer of the secretariat staff while FiBL will provide all the administrative services, such as payment of salaries, work and travel insurances, reporting to Swiss authorities, accounting, travel booking. FiBL will also provide GFRAS Association with a cash flow buffer to secure that the secretariat is operational.

GFRAS Association will pay an annual hosting fee for above services as a lump sum. The fee with a secretariat of 5 - 6 people is set at CHF 70,000 annually and will be adjusted when and if the number of staff in the global joint secretariat of YPARD and GFRAS changes.

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9. Monitoring and Evaluation

Results Framework

The Monitoring and evaluation process of the Operational Plan is designed on the basis of a Results Framework (Table 3 below) which reflects the cause and effect relationship between the results envisaged or needed for achieving the objectives of the Plan. Key element in this framework is that better and more responsive advisory services and engaged youth for innovation in sustainable food systems (Development Objective) will lead to the improved livelihood for family-based agro-entrepreneurs.

Table 3: Results Framework Operational Plan 2021-2025

Level	Expected achievement	Indicator focused on CF strengthening (LMP)
Impact	Activities contribute to improved livelihoods of family-based agro-entrepreneurs involved in sustainable food systems	<ul style="list-style-type: none"> • Increased household income • Enhanced sustainability of agro-enterprise
Development Objective	RAS providers and Young Professionals contribute to sustainable food systems through innovation and enhanced young professional's engagement	<ul style="list-style-type: none"> • # Family farmers and food system actors reached by RAS providers that effectively apply advised technologies (esp. women and youth) in selected number of countries; • % increase in young people enrolling in/ selecting a career in SFS and expressing their views in policy discussion platforms.
Outcome 1	Increased recognition of RAS and Youth in policies (and investments) related to agriculture (strategic field "Advocacy")	<ul style="list-style-type: none"> • Number of agricultural policies that promote pluralistic demand-driven RAS, and (women and) youth engagement passed/being implemented in xx selected countries per region; • Visible trend in government and private investment in RAS and youth engagement in xx selected countries

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Outcome 2	Strengthened performance of target groups in contributing to sustainable food systems (strategic field "Professionalisation")	<ul style="list-style-type: none"> • Number of CF where xx% of the affiliated RAS providers and young professionals specifically target family farmers as their collaborators and increase the number of topics relevant to family farming (esp. for women and youth)
Outcome 3	Enhanced learning about RAS and Youth engagement (strategic field "Knowledge generation and exchange")	<ul style="list-style-type: none"> • Number of CF where xx% of affiliated RAS providers and young professionals use the knowledge network as a key source for accessing and sharing/trading in knowledge services
Outcome 4	Networks are functional and financially sustainable	<ul style="list-style-type: none"> • Number of national networks with 50% of their expenses covered by own fund raising activities; • Number of national networks (CF) with maturity score of 3

Monitoring Processes

The monitoring activities of the Operational Plan 2021-2025 will include an assessment of all achievements (Development Objective, Outcomes, Outputs) at the start and at the end of the Plan through a Baseline assessment in 2021 and an End-line assessment in 2025. Each year the achievements of the Outputs will be monitored in a regular annual monitoring effort. Since the activities of the Operational Plan are not directly dealing with family agro-entrepreneurs and activities are relatively thinly spread over a large number of countries, no systematic assessment of the Goal will be undertaken. When and where possible case studies illustrating impact at the level of family agro-entrepreneurs could be conducted.

The networks at national and (sub-)regional level are key actors for gathering data, either through self-assessments, collection of information in operational documents or by holding surveys among affiliated members. The (sub-)regional networks will support the national networks to undertake monitoring activities and provide assistance. They also will aggregate the data of the various CF into data sets at regional level. At the same time, they oversee that the monitoring process is carried out according to the time and methods set and ensure quality

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of the data collected. At global level, the joint secretariat will have a similar role in undertaking the M&E process for global activities and by supporting the (sub-)regional networks in undertaking the M&E process, overseeing this process and aggregating these data and reporting to the GFRAS constituency and partners.

In a specific M&E Plan (to be developed) the indicators to be measured, the methods and frequency of data collection as well as the roles and tasks of the various actors in undertaking monitoring activities will be specified.

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Annexe 1: Outputs² and activities per Strategic Field

Output	Deliverables	GFRAS Secretariat	YPARD Secretariat	Joint intervention	Regional Networks (GFRAS, YPARD)
Advocacy					
Networks are known to and partnership activities with strategic and financial partners developed	Promote the use and value of extension by agencies and organizations (APEN)				X
	Increased recognition for RAS by donors, international agencies, development finance institutions involved in agricultural and rural development (APIRAS)				X
	Continued engagement and delivery of RAS message to leadership within various agencies (CAEPNet)				X
	APEN champions programme (APEN)				X
	Volunteers performing duties assigned (CAEPNet)				X
	Assessment of how European Innovation Partnership can inspire GFRAS (EUFRAS)	X			X
	GFRAS advocates and plays a key role in organizing first High Level Global Policy Dialogue on Strengthening Multi-stakeholder partnerships (CAC-FRAS)	X			X
	Investigate partnerships with peak industry bodies and research institutions (APEN)				X
	Develop strategic partnerships/collaborations (CAEPNet)	X			X
	CF becomes the main point of contact for anything related to RAS at the country level (RELASER)				X
Policy makers and financial partners are informed about	Development of a strong value proposition for increased RAS investment	X			

² Outputs refer to the activity clusters presented in Chapter 6

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the relevance of RAS and youth engagement in the agricultural sector					
	Recommendations to African Union on how to invest in extension and RAS with attention to youth and private sector (AFAAS)				x
	Joint global recommendations for future extension and RAS (DLEC-AFAAS)				x
	Engage with policy actors in the region to strengthen RAS contribution for achieving SDGs (APIRAS)				x
	Develop extension & RAS Ambassador Programme (incl production of information package)	x			
	Visioning on long-term trends for Youth and RAS/Youth in RAS			x	
	Produce Position Papers			x	
	Develop of task forces/revitalize GFRAS Youth Working Group			x	
	Create an alignment mechanism with the largest global/regional institutions to work on strategic themes so extension contributes to the rural development vision (RELASER)	x			x
	Concept of "Enabling Environment for RAS" is developed in the context of AKIS and AIS and advocated for enhancing the integrity at AKIS and AIS levels (CAC-FRAS)				x
	RAS is recognized as a AKIS actors' broker towards achievement of SDGs related to Agri-Food Systems, Rural Development, Environment, etc. (CAC-FRAS)				x
	Concept of "Enabling Environment for RAS" is revisited, globally discussed, and updated according to the current and emerging local challenges (CAC-FRAS)				x
	Components of Enabling Environment for RAS are developed through global broad advocacy (CAC-FRAS)				x
Commission of three independent studies on the economic impact of RAS/Youth engagement			x		

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Networks are actively engaged in policy formulation	Global, regional networks and CF are contributing to extension policies (RELASER)				X
	Global, regional networks and CF are contributing to the development and enhancement of extension policies, making them more consistent and inclusive to policies towards achievement of SDGs related to Agri-Food Systems, RDE, etc. (CAC-FRAS)				X
	"RAS policy-makers" concept is developed and promoted broadly and globally (CAC-FRAS)				X
	Enhanced engagement in national policy processes & enforcement	X			
	Participation in food-systems related events & partner relationships			X	
	Organising policy dialogue at GFRAS Annual Meeting	X			X
Network have the capacities for policy dialogue and advocacy	Framework, guidelines and documented experiences on advocacy for networks are available (AFAAS)	X			X
	Build capacities of RAS providers on advocacy (AFAAS)				X

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Output	Deliverables	GFRAS Secretariat	YPARD Secretariat	Joint intervention	Regional Networks (GFRAS, YPARD)
Professionalisation					
RAS providers and Young Professionals have access to capacity building opportunities	Focus on professionalization at upcoming GFRAS meetings (AFAAS)				X
	Professional development (CAEPNet)				X
	Country Representation empowerment & Leadership development		X		
	Seek to partner with organizations to deliver professional opportunities (APEN)				X
	Introduce NELK to YPARD constituency			X	
	Hold webinar trainings (CAEPNet)				X
	Build capacities by YPARD of RAS actors to integrate youth in their programmes			X	
	Hold training experiences knowledge exchanges (EUFRAS)	X			X
	Support people to participate in professional conferences and events (AFAAS)				X
	Exchange of expert knowledge for further education of advisors (EUFRAS)	X			X
	Adapting NELK to local contexts	X			
	Global, regional networks and CF, jointly with national and regional institutions, develop and implement training programs based on competences for a significant number of extensionists (RELASER)				X
	Initiatives to strengthen employability of youth in agricultural sector (LMP-Y)			X	
	Expanded mentoring program (APEN)				X
	YPARD mentorship program			X	

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	GFRAS in tandem with networks develop general standards of achievement for Extension Officer of Excellence Awardees recognized at GAM (CAEPNet)	x			x
	Global exchange program for advisors (EUFRAS)	x			x
	Explore how to make ERASMUS+ global			x	x
Capacity building initiatives established for RAS and Youth engagement stakeholders (border partners of RAS providers and Young Professionals) based on NELK	Develop a NELK for policy-makers	x			
	Continue/develop NELK modules for "hot topics"	x			
	Develop NELK 2.0 "Management NELK"	x			
	Development or adoption of NELK training modules (CAEPNet)				x
	Exploring CECRA-NELK synergies (EUFRAS)	x			x
	Integrate NELK in Curriculum (ATVET/Universities)	x			
	Develop capacities of EAS at the organizational level (APIRAS)				x
	Advise organizations on Youth strategies		x		
Decision makers in agricultural policies and development programmes (national, regional) recognise the importance of competent RAS providers and Young Professionals	Tackle policy issues around RAS professionalisation (AFAAS)				x
	Hold global consultations on professionalization (CAC-FRAS)				x
	Elaboration of a position paper highlighting the current situation and the need of a professional extension system (RELASER)				x
	Provide evidence that shows the importance of the professionalization of extension (RELASER)				x
	Stakeholders recognize the importance of professionalizing RAS (APIRAS)				x
	Review and provide systemic recommendations for professionalization at the country level based on the countries' current situation and the need for extension professionals (CAC-FRAS)				x
	Global and gradual action plan developed and implemented for setting the RAS professionalization system at sub-regional and country levels (CAC-FRAS)				x
	Country fora have supported national government to implement standards, regulations, registration for RAS (AFAAS)				x

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Professional quality of RAS delivery assured	Accreditation/certification agencies at the country level recognize and apply the guidelines on professionalization (APIRAS)				x
	Extension policies compiled on standards of excellence for RAS professionals (CAEPNet)	x			x
	strengthen/support establishment of RAS professional organisations (AFAAS)				x
	Training programs and extensionists professionalization has an impact in better labour conditions, in using innovative extension mechanisms and in the work of the extensionist as a facilitator of territorial innovation processes (RELASER)				x

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Output	Deliverables	GFRAS Secretariat	YPARD Secretariat	Joint intervention	Regional Networks (GFRAS, YPARD)
Knowledge generation and sharing					
Knowledge for practitioners produced and shared through various channels	Networks invest in knowledge management (CAEPNet)				X
	Institutional knowledge management system		X		
	Organization and individuals recognize RN/SRN as source of new knowledge on RAS (APIRAS)				X
	Training activities (APEN)				X
	CF emerge as one-stop-shop for knowledge on RAS at the country level (APIRAS)				X
	Strengthen communication at the country level (APIRAS)				X
	Content submission by membership (CAEPNet)				X
	Communication activities for members (APEN)				X
	Enhance the visibility of RAS at the global level, especially the contribution of GFRAS (APIRAS)	X			X
	Relevant knowledge inventoried and widely (re-)shared (AFAAS)				X
	GFRAS/Networks develop journal for publication of work done by extension researchers and practitioners (CAEPNet)				X
	Production of best practice videos (EUFRAS)			X	X
	Collection of best practice examples from various GFRAS networks (EUFRAS)	X			X
Knowledge about relevance of RAS and Youth in contemporary issues and future trends in agriculture is	Position GFRAS as a thought leader in RAS, as a facilitator of global think-tank initiatives on RAS (APIRAS)	X			X

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produced and shared	Strengthen knowledge management (APIRAS)	x			x
	Knowledge management process delivers position documents in strategic themes, that are elaborated and represent a large number of institutions (RELASER)				x
	Strengthen KM at different levels (AFAAS)	x			x
	GFRAS, RN and CF have solid/participative products of KM on extension to share, and discuss with several stakeholders, institutions and organizations (RELASER)	x			x
	Monitor AFAAS environment and (internal) progress regarding KM (Observatory) (AFAAS)				x
	Develop and publish GIPS	x			
	Development of Extension Emergency Concept	x			
Guidance for effective KM established and shared among the networks	GFRAS and RN have a conceptual and theoretical framework related to KM (RELASER)	x			x
	Experience capitalization methodology is applied throughout activities (CAC-FRAS)	x			x
	AFAAS KM strategy updated (AFAAS)				x
	GFRAS, RN and CF develop capacities to strengthen KM (RELASER)	x			x
	Revised communications strategy			x	
	Training and monitoring of KM system use by AFAAS network (AFAAS)				x
Establish/Strengthen the role of networks in A(K)IS knowledge sharing	GFRAS designates sessions to share current innovations and strategies used to spread them (CAEPNet)	x			x
	GFRAS and RN demonstrate in a practical and pragmatic process, an AIS which is occurring and working for the benefit of a specific situation (CAEPNet)	x			x

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	Support synthesis, dialogue and strategic partnerships with other AIS organisations to foster multi-channel communications and knowledge to action (K2A) approaches that enhance the ability of AEAS providers to engage with actor communities and with issues of regional and continental relevance to inform policy reform (AFAAS)	x				x
	GFRAS and CF are present in discussions on AIS taking place in the region (CAEPNet)					x
	Development of Extension Emergency Concept	x				
Facilitate knowledge peer exchange	Select the biannual APEN conference location through a EOI process and support the Conference Committee (APEN)					x
	Hold annual face-to-face meetings (CAEPNet)					x
	Hold regular face-to-face meetings		x			
	Organise activities for networks to know each other better (EUFRAS)	x				
	Organize cross-visits with North American networks (EUFRAS)	x				x
	Bring in global perspective at EUFRAS/IALB conferences post-2020 in Latvia (EUFRAS)	x				x

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Output	Deliverables	GFRAS Secretariat	YPARD Secretariat	Joint intervention	Regional Networks (GFRAS, YPARD)
Network management					
Networks have an appropriate set-up	Network analysis & clustering		x		
	Review & implementing governance structure		x		
	Renewed advisory group		x		
	Collaboration with host (FiBL)			x	
	Strategize on network engagement			x	
	Develop a comprehensive strategy for CF establishment	x			
	Establishment of country fora (CAEPNet)				x
	Regional & country hosting guidelines & management		x		
Programme achievements are assessed and lessons learnt are drawn	Assessment of network wellness		x		
	Develop M&E system to generate business figures about GFRAS & its effects	x			
	Tracer studies		x		
	Performance reviews		x		
	Benchmark analysis		x		
Networks have increased knowledge and skills	Message development and delivery (CAEPNet)				x
	Capacity building of networks for fundraising and business opportunities			x	
	Ministers, senior policy makers and extension managers recognise the role of RAS and are willing to engage better with RAS community, the CF, and appreciate their roles (AFAAS)				x
	Identification of actors that have more capacities, interest, and opportunities for advocacy and development of a plan for capacity strengthening (RELASER)				x
	Enhance proposal writing skills at all levels			x	

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	Develop a PPP toolbox	x			
	GFRAS members trained in policy advocacy (AFAAS)				x
	Skills development for communication & relationship building			x	
	Develop a strategy on working groups (funding, feeding, interactions, products)			x	
Networks have increased/secured financial and human resources	Global fundraising strategy		x		
	Develop and implement business model	x			
	Review potential, existing marketable products & services		x		
	Costing criteria guidelines		x		
	Alternative funding and crowdfunding sources	x			
	RAS volunteer opportunities for academics, extensionists, other professionals and students (CAEPNet)	x			x
	Create crowdfunding guide		x		
	Review membership fee		x		
	Maintain good governance and broaden financial base (APEN)				x
	RN/SRN recognized for their contribution in shaping/influencing RAS policies in the region (APIRAS)				x
Engage academic institutions and other agencies (CAEPNet)	x			x	