

AgriCord

**OneForAll International Coordination of Support to Farmers' Organizations
Programme**

Mid-term Review of the OneForAll Initiative (Subcomponent 2.1)

Draft Report

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AgriCord
Mid-term Review of the OneForAll Initiative

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List of Acronyms

AA	Agri-agency
AFDI	Agriculteurs Français et Développement International
AsiaDHRRA	Asian Partnership for the Development of Human Resources in Rural Asia
ASPRODEB	<i>Association Sénégalaise pour la Promotion du Développement à la Base</i>
AWPB	Annual Work Plan and Budget
CSA	<i>Collectif Stratégies Alimentaires</i>
DGIS	Directoraat-Generaal voor International Samenwerking
EU	European Union
FFD	Finnish agri-agency for Food and Forest Development
FFP	Farmers Fighting Poverty
FO	Farmers' Organization
KM	Knowledge Management
M&E	Monitoring and Evaluation
MTR	Mid-term Review
PC	Project Committee
SO	Specific Objective
UPA DI	<i>Union des producteurs agricoles - Développement international</i>
WFP	World Food Program

Executive Summary and Recommendations

This report presents the mid-term review of One4All, which was launched in July 2013 for a period of 4 years (2013-2017) and contributes to the Farmers Fighting Poverty (FFP) framework initiative. The expected outcomes of One4All are: (1) greater agri-agency (AA) specialisation and delegation of shared functions among a network of AAs for greater aid-effectiveness and efficiency; (2) enhanced service delivery of AAs to farmers’ organizations (FOs). The expected outputs of the OneForAll Initiative were defined as 23 multiannual tasks, implemented by eight agri-agencies (Afdi, Agriterra, AsiaDHRRA, Asprodeb, CSA, FFD, TRIAS and UPADI) and the AgriCord Secretariat.

One4All has an innovative design, based on a bottom-up approach. One4All as a whole and its building blocks are highly relevant. The focus of One4All until mid-term was on production of a multitude of knowledge products. The challenge for the next year will be to realize the expected outcomes. These realized outputs (knowledge products) are yet insufficiently translated in the expected outcomes (services, networks, AA specialization). Network governance, in terms of joint governance and planning of One4All, is insufficiently included in the original design of One4All. The catalyst to ensure the change would probably be the AgriCord Secretariat with guidance provided by the Project Committee.

The table below summarizes recommendations.

Recommendation
1. Agree on a development path to translate this multitude of knowledge products in a limited number of services
2. Agree on the core services that can be developed using all the knowledge products (outputs) that were developed;
3. Encourage working in clusters of AAs to develop joint services
4. Brainstorm on governance of One4All and agree on a catalyst to facilitate this process.
5. Attention should be given to the cross-cutting issues, adopted by AgriCord.

Mid-term Review of the OneForAll Initiative

I. Introduction

1. The objective of this assignment is to undertake the mid-term review (MTR) of the OneForAll Initiative (One4All). The review will look specifically at: (a) the relevance and performance of the individual tasks or expected outputs; (b) the overall performance of One4All; (c) the efficiency of One4All, including process quality, monitoring framework and coordination mechanism. In addition, the MTR will provide guidance for the second phase of One4All and beyond. The review is mainly based on the programme and task proposals, progress reports, Annual Work Plans and Budgets (AWPB), on comments from the Project Committee (PC), AgriCord Secretariat and the involved agri-agencies (AAs).

II. Background

2. One4All was designed as Subcomponent 2.1¹ of the “OneForAll International Coordination of Support to Farmers’ Organizations” programme. This programme was launched by AgriCord in July 2013 for 4 years (2013-2017) and is contributing to its Farmers Fighting Poverty (FFP) framework initiative². The expected outcomes of One4All were: (i) greater agri-agency (AA) specialisation and delegation of shared functions among a network of AAs for greater aid-effectiveness and efficiency; (ii) enhanced service delivery of AAs to farmers’ organizations (FOs). These outcomes would mainly be achieved through sharing knowledge and delegating tasks within the network.

3. The expected outputs of One4All were defined in 2012 as 16 thematic tasks³. These thematic tasks/outputs would contribute to achieving the 5 Specific Objectives (SO) of AgriCord, defined in its logical framework, namely:

- i. advocating for a stronger role of FOs in developing countries,
- ii. mobilizing technical and financial resources for FOs,
- iii. promoting joint learning and pooling of experiences between agri-agencies,
- iv. joint planning, implementation, monitoring and evaluation, and
- v. promoting the presence of agri-agencies and FOs in international fora.

4. Subcomponent 2.1 (One4All) is financed by the Dutch DGIS⁴ for 2.9 million Euro over 2013-2017 (750,000 Euro per annum) on a total DGIS⁵ contribution of 16.0 million Euro for the entire programme. Ten (10) million Euro is allocated to Component 1, which supports economic initiatives and institutional strengthening of FOs, and 3.1 million Euro to Subcomponent 2.2.

5. During the period July to December 2013, the detailed design of One4All was undertaken, using a participative approach and marked by intense discussion among AAs on the content of One4All. To implement One4All, 23 multi-annual tasks were identified of which 21 were contracted in the second half of 2013 and January 2014 with eight agri-agencies (Afdi, Agriterra, AsiaDHRRA, Asprodeb, CSA, FFD, TRIAS and UPADI), while 2 tasks (tasks 6 and 15) are being implemented by the AgriCord Secretariat.

6. Tasks 1 to 6 (except 5a) aim at providing services to FOs. Tasks 7 to 10 and 5a focus on knowledge management in the core work areas of AgriCord. Tasks 11 to 16 provide network functions.

¹ Component 2: “Strengthening the Cooperation between Agri-agencies and their Farmers’ Constituencies”

² FFP was launched by AgriCord in 2007 as framework initiative.

³ 15 tasks have been identified in 2012; a 16th task was identified in 2013.

⁴ Directoraat-Generaal voor Internationale Samenwerking (DGIS)

⁵ The DGIS grant approval dates from June 2013.

III. Relevance and Internal Coherence of One4All

7. **One4All is relevant within the framework of Farmers Fighting Poverty (FFP).** One4All aims at enhancing a network of AAs and their effectiveness in delivering services to FOs. This is a sound sustainability and exit strategy of the overall Programme, and is coherent with the long term vision of AgriCord and its AAs. In addition, this institutional capacity building enhances the effectiveness of economic and institutional support to FOs and AAs. One4All also allows AAs to enhance their position in public programs and to replace traditional NGOs where AAs were traditionally almost absent.

8. **The intervention logic and internal coherence of One4All require streamlining in order to make a clear link between the knowledge products (outputs) that are being developed and the expected outcomes in terms of service delivery and networks.** The portfolio of 23 tasks consists of a multitude of small activities and a few larger ones, all relevant but without prioritization or ranking as first-level outputs (basic knowledge products) and second-level outputs (specialized services, networks or tools). AWPB 2014 mentions for example that at least 100 knowledge products or first-level outputs (case studies, reports, tools, proposals, concept papers, documented experiences, training modules, workshops, etc..) would be developed and made available to other AAs, FOs and stakeholders. However, no reference is made how this will translate in delivery of specialized services and networks⁶. The underlying problem is that the selection of activities is based on a broad consensus among AAs but insufficiently linked to a streamlined strategic planning by the network – thus there is no basis for such prioritization currently or clarity of who should do it. In addition, the performance of One4All is difficult to monitor because most reports refer to delivery of basic knowledge products, none to outcomes in terms of services, capacity to deliver and networks.

9. **One4All is mainly based on a supply-driven capitalization of knowledge. Demand for and future utilisation of knowledge products is insufficiently demonstrated in most tasks.** The large majority of 23 tasks are strongly biased towards the supply of knowledge products, with limited involvement of other AAs in this selection and development process. Often, no indication is provided of effective demand or future utilization of these knowledge products by the stakeholders. In order to enhance aid-effectiveness, it would be useful (a) to agree at network level on a shortlist of core knowledge products and services to be developed or finetuned; (b) to work more systematically on service delivery with clusters of partners (see: task 8 or 10b), using a clear development path.

10. **The One4All concept is based on knowledge management (KM), yet no joint KM approach or strategy has been adopted or is being developed by the partner AAs. One4All misses the strategy to translate basic knowledge products in services.** Several KM tools are being developed, as for example the role of agro-info net (task 12), external communication (task 15), communication in knowledge management (tasks 7, 8, 9, 10) but these are hardly interlinked or linked to the other tasks.

IV. Relevance and Performance of the Tasks / Outputs

Contribution to SO 1: “To lobby and advocate for stronger roles of FO in developing countries”.

11. Task 1a⁷ provides seed money for FOs to mobilize public funds and to position themselves in public development programs. The task was successful in 2013 and 2014, with the preparation of 10 grant proposals and 2 concept notes, while the integration of FOs was facilitated in several investment programs. Task 1b⁸ (currently on hold) promotes market linkages with FO involvement.

⁶ In a logical framework, an outcome refers to impact or result at the level of a specific objective or component, while an output refers, at a lower level, to a specific activity.

⁷ Task 1a (AsiaDHRRA). Facilitate FO involvement in development programs, implemented by government, multilateral and bilateral agencies, NGOs and other third parties.

⁸ Task 1b (UPA DI). Facilitate FO interaction with other actors in food chains, including government. AWPB 2015 not available.

The approach is rather academic and overlaps with the knowledge management profile of task 10a. Concrete market linkages should be identified to sharpen the provision of services. Task 1c⁹ aims at facilitating lobbying and advocacy with multilateral and bilateral development agencies (EU, WFP, IFAD, etc.). Task 1c was implemented in 2013 and 2014 according to schedule. Task 2&3¹⁰ work on the visibility and role of AAs as facilitators of dialogue between FOs. Participation to high-level meetings is currently financed, which is essential for visibility. However, in order to have an optimal added value, this should be combined with the elaboration of strong position papers and a shared vision of the involved AAs. Overall, the above tasks contribute to achieving SO1, but the strategic vision should be strengthened in order to make the step from output to outcome. The joint setting of agendas with partner AAs should be improved to enhance networking. In addition, monitoring refers predominantly to output & activity level, with limited reference to outcome.

Contribution to SO 2: “To manage technical and financial resources for FO in developing countries”

12. Tasks 4a¹¹ & 4b¹² support the diversification of funding of Farmers Fighting Poverty (FFP) through the promotion of partnerships and cooperation with selected donors in West Africa and Asia. At mid-term, limited concrete results have been demonstrated yet in the progress reports, although the activities are relevant. To a certain degree, a partial overlap exists with tasks 1a, 1c, 2&3.

13. Task 5b¹³ aims enhancing, replicating and internationalizing AgriPool, a pool of expertise. A highly relevant initiative, although the network dimension and participation of partner AAs should be enhanced. Overall, the contribution of these tasks to SO2 should be demonstrated in the progress reports. Relevant outcome indicators are still to be developed, and the link to outcomes sharpened.

Contribution to SO 3: “To promote joint learning and pooling of experiences between AA”

14. Tasks 5a¹⁴, 7¹⁵, 8¹⁶, 9¹⁷, 10a¹⁸, 10b¹⁹ are knowledge management tasks, aligned to the core work areas 1, 2, 3 and 4 of AgriCord, with the objective of systematising, improving and sharing approaches and tools supporting AAs and FOs. These tasks should lead to making existing and useful tools of an AA accessible for its pairs to use if they choose so. Task 5a aims at valuing the specificity of FO-to-FO approaches, which should enhance the position of AAs and FOs in public development programs. Task 7, focused on organizational strengthening, is well-structured to capitalize knowledge within the AA, but had no mechanism for exchange among network partners. Task 7 was not continued after 2014. Task 8 has a well-structured and jointly validated approach to exchange tools and knowledge, involving other partners in the process. Tasks 9 and 10b have a similar approach.

15. Overall, progress was made with respect to contribution to SO3, although not quantified. However, the outcomes of these tasks should be more streamlined, beyond the identification and description of some case studies, and translated into services. Progress was made in 2014 with the inventory of case studies, but past work by AAs and FOs should be better valued, and the added value of new activities demonstrated. Furthermore, only tasks 8, 9 and 10b have integrated the participation of other partners in their approach to share knowledge. This is a good approach.

⁹ Task 1c (CSA). Facilitate FO lobbying and advocacy with multilateral and bilateral development institutions.

¹⁰ Task 2&3 (Afdi). Coordinate and promote the role of AAs as facilitators of dialogue between FOs.

¹¹ Task 4a (AsiaDHRRA). Mobilize new regional/global resources for strengthening FOs, based upon FFP, Asia.

¹² Task 4b (Asprodeb). Mobilize new regional/global resources for strengthening FOs, Africa.

¹³ Task 5b (Agriterra). Co-ordinate and promote FO-to-FO exchanges via AgriPool.

¹⁴ Task 5a (Afdi). Manage knowledge on FO-to-FO approaches.

¹⁵ Task 7 (Trias): Manage knowledge for work area 1 and 2 organizational strengthening and institutional development.

¹⁶ Task 8 (Afdi). Manage knowledge for work area 3 lobbying and advocacy.

¹⁷ Task 9 (FFD). Manage knowledge for work area 4 cooperative initiatives.

¹⁸ Task 10a (UPA DI). Manage knowledge for work area 4 collective marketing. AWPB 2015 is not available.

¹⁹ Task 10b (Trias) Manage knowledge for work area 4 financial services for farmers.

Contribution to SO 4: “To develop and implement planning, monitoring and evaluation”

16. Tasks 11 to 14, aiming at developing and consolidating standard functions of the network, are grouped under SO4. Overall, the contribution of One4All to SO4 is good and on schedule.

17. Task 11²⁰ supports the operations and management of the Project Committee (PC), which allows quality assurance of project proposals in AgriCord and increasing the credibility of the network. Implementation of task 11 is on schedule. The PC should have attention for the vision of One4All in order to go beyond delivery of basic knowledge products. Task 12²¹ supports Agriterra to develop *Agro-info.net* for project management, monitoring and evaluation purposes. It would be important to ensure joint setting of the agenda and effective validation and sharing of results (bilateral contacts, trainings, ...) so that they really become operational for all agri-agencies.

18. Task 13a²², 13b²³ & 13c²⁴ promote the coordination between agri-agencies in selected countries in respectively Asia, East and West-Africa. Good progress was made in 2013 and 2014. A task 13d for Agri-agency coordination in the Great Lakes region of Africa was added in 2015. Also at this level, strategic planning in terms of networks and specialized services could take place. At the moment, these task focus on FFP as a whole, while neglecting their potential contribution to One4All.

19. Task 14²⁵ “manage knowledge on M&E” by Agriterra has the ambition to play a crucial role in monitoring and evaluation and the development of relevant tools. The task is highly relevant; effectiveness could be enhanced through: (a) the joint setting of an agenda; (b) the development of an FO-driven tool instead of donor-driven tool; (c) the identification of SMART output and outcome indicators. Outcome indicators would refer to the gaps in One4All, namely specialized services, capacity to deliver, and networks.

Contribution to SO 5: “to facilitate the presence of agri-agencies and visibility of FOs in the international fora on development cooperation”.

20. Task 15²⁶ is implemented by the AgriCord Secretariat and focuses on external and joint communication by AAs. The task is highly relevant as function of a network. Task 16²⁷ has mainly an “ad hoc” character that contributes to the visibility. This work could contribute to a critical self-assessment of One4All.

V. Performance of One4All

21. This section assesses the overall performance of One4All, namely to see if One4All is at mid-term on its way to realize the Outcomes that were defined at design stage.

Realization of Outcome 1: “Greater agri-agency (AA) specialisation and delegation of shared functions among a network of AAs for greater aid-effectiveness and efficiency”

22. Delegation of shared functions among the network for greater aid-effectiveness and efficiency was identified as core outcome of the programme. Some joint services and network functions were included in design through tasks 11 to 16, for example AgriPool, Agro-info.net, monitoring & evaluation, operations of the PC and AgriCord Secretariat. Limited progress is however made with respect to joint setting of priorities, working as clusters of AAs, or developing network functions in a systematic and structured way. The catalyst to accelerate the emergence of network

²⁰ Task 11 (Trias). Manage the Project Committee.

²¹ Task 12 (Agriterra). Manage and develop Agro-info.net.

²² Task 13a (AsiaDHRRA). Promote coordination between AAs working in the same region – Asia.

²³ Task 13b (Trias). Promote coordination between AAs working in the same region – Uganda.

²⁴ Task 13c (Asprodeb). Promote coordination between AAs working in the same region – West-Africa.

²⁵ Task 14 (Agriterra). Manage knowledge on M&E.

²⁶ Task 15 (Secretariat) Support FOs for their external communication and joint communication by AAs.

²⁷ Task 16 (Agriterra). Manage knowledge on the development axiom of AAs, the relevance of support to FOs.

functions seems to be missing in the design of One4All. Intensified collaboration of AAs will certainly be an indirect result on One4All, as implementation of the 23 tasks obliges stakeholders to plan and work together. The network approach, in terms of involving partner AAs in the implementation of a task (e.g. Task 8 & 10b) is not systemized. Only a few tasks are being implemented by clusters of AAs. The network functions might insufficiently be an outcome of tasks 1 to 10.

Realization of Outcome 2: “Enhanced service delivery of AAs to farmers’ organizations (FOs)”

23. Progress was made with respect to achieving the outcomes of One4All, in particular in the field of knowledge management. However, at mid-term, the multitude of outputs has not yet been translated into services for FOs.

VI. Efficiency of Implementation Arrangements

Phasing of Implementation

24. The phasing of implementation is quite straightforward and good. Most tasks were designed in 2013 and started early 2014. The Annual Work Plans and Budgets (AWPB) for 2014 have been implemented according to schedule. The multi-annual tasks will be further developed in 2015 and consolidated as standard functions within the network of AAs. Beyond 2015, the objective is to ensure the sustainability and continuity of the tasks and the consolidation of the network within the overall umbrella of AgriCord.

Approach of the One4All Initiative

25. The approach of One4All is essentially bottom-up with proposals emerging from and designed by participating agri-agencies (AA). The proposals of these AAs, on the basis of preceding internal discussions, were scored by the Project Committee (PC) according to their added value and contribution to the overall development effectiveness and efficiency of the network. After the scoring, the AgriCord Secretariat established instructions for the finalisation of each task as well as starting budgets for their implementation. The tasks are multi-annual but are managed through AWPBs approved by the AgriCord Board and Secretariat, after guidance from the PC. The approved AWPB are translated into one-year contracts between AgriCord and the agri-agency employing the ‘task manager’ of each task.

26. The Project Committee (PC) undertook an efficient selection of tasks in terms of relevance and coherence, but selection and implementation remain essentially supply driven. The strength of the One4All approach for planning is its bottom-up character which leads to very strong ownership of participating AAs. A weakness of the procedure is the suboptimal effectiveness in terms of prioritizing specific services in line with common interests. **The challenge for the PC will be to provide the required guidance to develop networks and specialized services on the basis of this multitude of knowledge products that were generated.**

27. The AgriCord Secretariat coordinated the planning process and preparation of AWPB. The Secretariat provides the framework for the network’s internal discussion and creates tools for the planning process, including templates for the drafting of the task concept notes, and guidelines for the PC for the evaluation of the task proposals. In addition, the Secretariat does orient the content of the tasks sometimes. Nevertheless, the coordinating role can only be enhanced if the Secretariat is mandated by its members. **By limiting the role of the Secretariat strictly to coordination, a certain vacuum of decision taking exists with respect to piloting One4All and really mainstreaming the vision that allows evolving from outputs (knowledge products) to outcomes (networks, specialized functions).**

Quality of the Monitoring Framework

28. **A monitoring framework was put in place, but no operational indicators and targets were defined for the outcomes of One4All.** The “AgriCord One4All DGIS Monitoring Protocol”, adopted by

AgriCord in March 2014, defines the monitoring and evaluation tools, responsibilities and calendar for reporting. Progress on increased efficiency and effectiveness of the One4All network is monitored through AWPBs and progress reports of the tasks carried out by the agri-agencies. Each individual task defined its annual and long-term targets specific to its area of activity and outputs. For joint management of the initiative, all involved partners should agree on outcome targets.

29. **The monitoring and evaluation (M&E) system faces challenges to identify SMART indicators to monitor progress of the tasks.** Overall, the intervention logic and relation between specific objectives, work areas, outputs, deliverables, tasks and performance indicators is complex (or described in a rather complex way in the initial design). Comments by the PC on the proposed tasks often refer to the need for SMART²⁸ indicators, which can capture the progress realized. Additional efforts are required to make the M&E system of the initiative fully operational. Task 14 should contribute to this challenge.

Disbursements

30. The disbursements are on schedule.

VII. Sustainability, Exit Strategy and Gender Issues

31. **One4All should have the ambition to address cross-cutting issues such as gender equality and awareness of environmental sustainability in the current tasks.** The 3 cross-cutting concerns of the “One4All International Coordination of Support to Farmers’ Organizations Programme” are: (a) gender equality; (b) financial management; (c) environmental sustainability. These issues are currently not addressed in the AWPBs of the Tasks, which are the basis of sub-component 2.1 of the programme. The idea of introducing separate task (s) for the knowledge management of, or development of tools for promoting these concerns has come up in several occasions, but was never materialized.

32. **Financial management capacity in relation to good governance is a key success factor** for sustainability of FOs and their apex organizations. Enhanced institutional capacity of AAs and FOs will result in enhanced financial management capacity. This aspect is sufficiently integrated.

33. **Exit Strategy.** As said in the section on relevance, the institutional support to AAs and FOs is sufficiently integrated in the design and is considered as an exit strategy.

²⁸ SMART: Specific, Measurable, Assignable, Relevant, Time-related.

Annex 1: Overview of Relevance and Performance of Tasks

	Agri-Agency	Task	Progress, Relevance and Performance
(1a)	AsiaDHRRA	Facilitate FO involvement in development programmes, implemented by government, multilateral or bilateral agencies, NGOs, or other third parties.	<ul style="list-style-type: none"> - Very relevant, as FOs are positioned as active stakeholders in public programs. - Good progress realized in 2013 and 2014.
(1b)	UPA DI	Facilitate FO interaction with other actors in food chains, including government	<ul style="list-style-type: none"> - Task is on hold. No AWPB for 2014 & 2015 available.
(1c)	CSA	Facilitate FO lobbying and advocacy with multilateral and bilateral development institutions	<ul style="list-style-type: none"> - Progress realized in terms of visibility. - Additional work on position papers and shared vision of AAs required. - Outcome indicators required.
(2) & (3)	Afdi	Coordinate and promote the role of agri-agencies as facilitators of dialogue between FOs	<ul style="list-style-type: none"> - Participation to high-level meetings should be combined with the elaboration of position papers of AAs and shared vision
(4a)	AsiaDHRRA	Asia - mobilise new (decentralised) national/regional/global resources for strengthening farmers' organisations, based upon FFP, further diversification of funding	<ul style="list-style-type: none"> - At mid-term, limited concrete results have been demonstrated in progress reports - Link to outcomes should be enhanced. - Relevant outcome indicators required
(4b)	ASPRODEB	West Africa - mobilise new (decentralised) national/regional/global resources for strengthening farmers' organisations, based upon FFP, further diversification of funding	<ul style="list-style-type: none"> - At mid-term, limited concrete results have been demonstrated in progress reports - Link to outcomes should be enhanced. - Relevant outcome indicators required
(5a)	Afdi	Manage knowledge on FO-to-FO approaches	<ul style="list-style-type: none"> - Progress with the inventory of some case studies. More attention of existing studies - Link with delivery of specialized services should be enhanced.
(5b)	Agriterra	Co-ordinate and promote FO-to-FO exchanges via AgriPool	<ul style="list-style-type: none"> - Stronger integration of network dimension required. Participation of partner AAs should be enhanced.
(7)	Trias	manage knowledge for work area 1 and 2 organisational strengthening and institutional development	<ul style="list-style-type: none"> - Task not carried forward after 2014
(8)	Afdi	Manage knowledge for work area 3 lobbying and advocacy	<ul style="list-style-type: none"> - Well-structured approach with participation of partner AAs
(9)	FFD	Manage knowledge for work area 4 cooperative initiatives	<ul style="list-style-type: none"> - Good approach, learning from task 8 might be useful.
(10a)	UPA DI	Manage knowledge for work area 4 <i>mise en marché collective</i>	<ul style="list-style-type: none"> - On hold
(10b)	Trias	Manage knowledge for work area 4 financial services for farmers	<ul style="list-style-type: none"> - Good approach, learning from task 8 might be useful.
(11)	Trias	Manage the Project Committee	<ul style="list-style-type: none"> - Implementation is on schedule. - More attention for realization of outcomes.

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	Agri-Agency	Task	Progress, Relevance and Performance
(12)	Agriterra	Manage and develop agro-info.net for project management, monitoring and evaluation purposes	
(13a)	AsiaDHRRA	Asia - promote coordination between agri-agencies working in the same country/region or with the same farmers' organisation(s)	
(13b)	Trias	East Africa - promote coordination between agri-agencies working in the same country/region or with the same farmers' organisation(s)	<ul style="list-style-type: none"> - Strategic planning in terms of networks and specialized services could take place at this level. - No operational outcome indicators available. - Contribution to outcomes not clear. - Link with other tasks not clear.
(13c)	ASPRODEB	West Africa - promote coordination between agri-agencies working in the same country/region or with the same farmers' organisation(s)	<ul style="list-style-type: none"> - Strategic planning in terms of networks and specialized services could take place at this level. - No operational outcome indicators available. - Contribution to outcomes not clear. - Link with other tasks not clear.
(13d)		Great Lakes - promote coordination between agri-agencies working in the same country/region or with the same farmers' organisation(s)	<ul style="list-style-type: none"> - Strategic planning in terms of networks and specialized services could take place at this level. - No operational outcome indicators available. - Contribution to outcomes not clear. - Link with other tasks not clear.
(14)	Agriterra	Manage knowledge on M&E	<ul style="list-style-type: none"> - Effectiveness could be enhanced through: (a) the joint setting of an agenda; (b) the development of an FO-driven tool instead of donor-driven tool; (c) the identification of SMART output and outcome indicators.
(15)	AgriCord Secretariat	Support farmers' organisations for their external communication, and joint communication by agri-agencies	<ul style="list-style-type: none"> - Relevant task. - More attention for realization of outcomes.
(16)	Agriterra	Manage knowledge on the development axioma of AAs, the relevance of the support to farmers' organisations	<ul style="list-style-type: none"> - Ad hoc task that improves visibility. Added value in the programme might be limited.