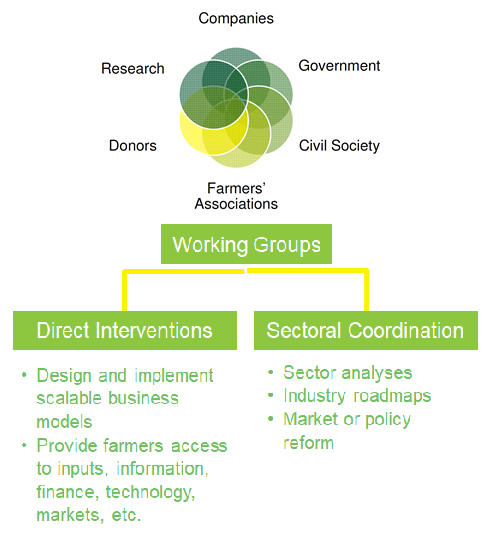
# **Terms of Reference for Task Forces**

2018

**Definition, Role and Purpose**

Task Forces (TFs) are a voluntary grouping of organizations who are significant players in a particular value chain or sector with an interest in transforming a sector or value chain through collective action. The role of the TF is to identify the biggest challenges or chokepoints in the sector and devise collective and collaborative interventions to address these challenges, including through pooling resources for pilot projects, policy dialogues or awareness raising.



**Composition**

The TF should aim to be as diverse as possible, including a wide range of actors from the for-profit and non-profit sectors, as well as representatives from the government agency or department and corresponding farmer group most relevant to the sector or issue.

Ideally, corporate members should include upstream (inputs suppliers) and downstream (buyers) actors and incorporate local firms as well as multinationals.

At a minimum, a TF should consist of at least 5-member organizations, and should be actively looking to recruit new members for better coverage and representation.

**Roles and Responsibilities**

1. Task Force Leadership
2. Consists of:

* Public Sector Co-Chair: A representative from the relevant MARD or other government department/ agency involved in the subject matter pertaining to the Task Force
* Private Sector Co-Chair: A corporate or non-profit entity with a substantive market presence or role in the sector relevant to the Task Force
* Secretary (if needed): A corporate or non-profit entity with a substantive market presence or role in the sector relevant to the Task Force

1. Roles- both Co-Chairs:

* Convening and chairing the Task Force
* Oversight of progress towards the Task Force strategy: to ensure it is achieving its objective to address major chokepoints in the value chain or sector in a sustainable and inclusive manner;
* Monitoring the impact and effectiveness of the Task Force: annual assessments using the Task Force Scorecard or other KPIs
* Identifying new members and opportunities for the Task Force to increase its impact and scale

*Public Sector TF Co-Chair:*

* Share information about government policy, strategies, programmes
* Ensure alignment between TF’s strategy and activities and government priorities
* Outreach to potential partners, particular commodity/ farmer associations and local companies

*Private Sector TF Co-Chair:*

* Identification of important actors in the value chain and other potential partners/ members
* Ensuring senior-level engagement from Private Sector in the Task Force

1. Obligations

* The Co-Chairs and Secretary are expected to provide 0.2 FTE from their respective organizations to coordinate Task Force activities with the Secretariat

1. Coordinator (also known as a Secretary): to handle the secretariat/administrative functions of event organization and planning, logistics, operations and finance, M&E and linkage with other Grow Asia network thematic areas of work and expertise.

*Obligations:*

Grow Asia/ PSAV Secretariat can provide a staff as facilitator, or this could be filled by another organization whose primary work is in the sector.

1. Facilitator: a neutral party to facilitate and moderate the TF agenda and work plan formulation.

The role of the facilitator is most needed in the formative stages of the Task Force.

*Obligations:*

Grow Asia/ PSAV Secretariat will provide a staff as facilitator or help co-fund (along with the TF members) a consultant in the initial stages of Work Plan development. Following this phase, if facilitation services continue to be required, the TF members will either assign a member or co-fund a consultant on an on-going basis.

**Objectives and Activities (Work Plan):**

The role of the TF is to devise responses to collectively address the biggest challenges to productivity and sustainability in the value chain or sector. Examples of previous interventions are building capacity of producers or buyers (through aggregation or training), projects to pilot new approaches, sharing information and policy dialogue to advise government on best practices from other countries.

**Reporting and Deliverables:**

The TF is expected to deliver 2 reports:

1. the annual Work Plan, outlining the objectives (linked to the challenges of the sector), strategies (interventions) and activities (including budget and fundraising plan). The Work Plan will be presented at the General Meeting
2. An end-of-year report assessing the progress made towards the Work Plan and the lessons learned.

The TF’s performance will be periodically assessed with the objective of identifying needs and opportunities for improvement. The evaluation will consist of:

1. Self-assessment by the members (survey)
2. External assessment by PSAV Secretariat and Grow Asia country managers according to criteria set out in the [Task Force Scorecard](https://www.dropbox.com/s/qv21t9zwd3hmx14/Working%20Group%20SC_032818.xlsx?dl=0).