

TASHAROC Programme

Terms of reference to support implementation of a Regional Development Company (Société de Développement Régional) to manage existing wholesale fruit and vegetable markets (WFVM) for the Regional Council of Tangier-Tétouan-Al Hoceïma

Background

TASHAROC is a two-year project based in Tangier and is funded by the UK Foreign & Commonwealth Office to support the Tangier-Tétouan-Al Hoceïma (TTAH) Regional Council in the regionalisation process. As part of the programme to support the Regional Council, TASHAROC will provide capacity building and technical assistance across a range of areas in support of the Regional Council's mandate.

Regional Council (RC)

The RC is an elected local body governed by public law and is, according to Organic Law 111-14, in charge of various development areas in the region. The RC of the TTAH region is one of the 12 regional councils of Morocco that constitute the first administrative division in the framework of advanced regionalisation.

AREP

The Regional Agency for the Execution of Projects (AREP) is a new agency set up in 2017, whose mandate is to take over the role of central agencies in funding regional development projects. It is designed as the executive arm of the regional councils to deliver the PDR projects.

Plan de Développement Régional (PDR)

The RC must develop and implement a six-year PDR which includes a diagnostic of regional development priorities and must conform to national policies and strategies. The PDR was finalised and approved by the RC on 25 April 2017, and it lists 45 individual projects. These 45 projects are graphically presented in the PDR as falling into the following technical areas: Increasing the Attractiveness of the Region, Economic Competitiveness, Social Development and Valorisation of Tangible & Intangible Assets.

Mission and Scope of work

TASHAROC is supporting the RC and AREP in conducting several options assessment studies for some projects of the PDR to ensure that their design fits the real needs of citizens. One of these projects is related to the management of wholesale fruit and vegetable markets (WFVM). In this regard, the RC, AREP and their partners (such as communes, provincial councils, etc.) are looking for new models of governance and financial schemes to improve the efficiency of these markets and ensure coordination and convergence of their strategy, activities, and funding. Thus, among other potential models, the RC, AREP and their partners intend to establish a Regional Development Company (RDC) to manage all existing WFVM in the region. The capital of this company¹ will be funded by the RC, relevant public administrations, institutions at the regional level, and other stakeholders. The RDC will oversee and manage all existing and future WFVM in the region and run them to achieve performance, efficiency, accountability, profitability, and added value for the customers.

¹ This company will have a special legal status called "Société de développement régional", which is a type of corporation that the RC can create or participate in through its capital, according to the new regionalisation organic law 111.14.

Thus, TASHAROC is seeking a consultant to provide technical assistance for the creation of the RDC and the piloting of its new management model. Working closely with AREP and the RC, this consultant will be expected to:

- Develop a mapping of existing WFVM in the region, their governance model, sales revenue, area of distribution, and their challenges;
- Develop a governance model for the RDC including its legal form, financial model, and the role of each stakeholder in its decision-making processes;
- Propose an organigramme for the RDC and requirements in terms of qualifications/competencies and experience of the staff;
- Develop a business plan for the RDC for five years including its action plan, main resources, costs, and profit-making activities;
- Determine the nature and duration of subsidies to be provided to the company during its first years of existence;
- Develop business cases for three pilot WFVM that the company will manage (estimation of investment, profitability, duration of the pilot phase etc.); and
- Define, in details, the contribution of the RC and other stakeholders to the capital of the RDC.

Deliverables

The consultant will be expected to work closely with the RC and relevant consultants to support this process. This support will be monitored through the following deliverables, which the consultant will be expected to submit to a high quality, according to the format and deadline set out below.

Deliverable	Format	Level of effort	Deadline
1. Methodological approach: produce a document presenting the methodological approach of the assignment. This document should include explanation of the work and the sequencing of the deliverables.	PPT	2	10/10/2019
2. Mapping of existing WFVM in the region: Produce a document that includes the governance model, sales revenue, area of distribution, and the challenges faced by existing WFVM in the region.	Word	12	20/10/2019
3. A governance model for the Regional Development Company. Propose a detailed document that includes: <ul style="list-style-type: none"> • The legal form of the company, its mission and objectives • The governance and financial model • The stakeholders and the nature of their roles and contribution • The capital of the company and the shares of each stakeholder 	Word	2	15/11/2019
4. A proposition on the human resources and financial needs of the company: Develop detailed estimations about: <ul style="list-style-type: none"> • Human resources in terms of positions, competencies, and experience required 	Word	4	30/11/2019

<ul style="list-style-type: none"> Financial resources need of the company for both investment and operations 			
<p>5. A business plan for five years. Develop a document that includes:</p> <ul style="list-style-type: none"> Business cases for three WFVM to be managed by the company (estimation of investment, profitability, duration of the pilot experience etc.) A detailed five-year budget forecast for the company including investments and operations cost, any recommended subsidies and their duration (sustainability plan), detailed action plan, and main resources. 	Word	15	15/12/2019

Level of effort and reporting

Up to 35 days are available for this assignment. The assignment will begin with a kick-off meeting with the opportunity to clarify any points. The consultant will report to the RC Lead within the TASHAROC project, with regular contact at each stage of the assignment to discuss progress, any challenges or questions. At each stage of the assignment the consultant should present the previous outcomes and the upcoming action plan to RC and AREP for approval before moving forward.

The number of days provided does not include any additional time required to amend deliverables outside of the agreed timeframe beyond that reasonably expected.

Profile Requirements

- Master's degree in management, economics or related subject preferred. Other degrees combined with relevant work experience will be considered
 - Minimum of five years' experience in delivering similar assignments in Morocco essential, and familiarity with the new public structures such as 'sociétés de développement local (SDL) and sociétés de développement régional (SDR)' preferably in Morocco
 - Demonstrable understanding of public sector organisations in Morocco essential
 - Demonstrable experience of coordinating workshops and facilitating others for successful outcomes essential
 - Good knowledge of the TTAH region preferred
 - Excellent analytical skills, good team working skills, and an engaging and participatory manner essential
- Please note that for this assignment, fluency in French and Arabic is essential.

Closing date for all applicants

04 October 2019 at midnight

To apply

Please send your application to TasharocProcurement@dai.com