



**COMMISSION FOR ECONOMIC COMMUNITY OF WEST AFRICA STATES
(ECOWAS)**

AND

WEST AFRICAN HEALTH ORGANIZATION (WAHO)

TERMS OF REFERENCE OF SERVICES REQUEST

Position:	Project Manager
Status:	Consultant
Location:	ECOWAS Commission Abuja, Nigeria
Project Title:	Development of Pharmaceutical Industry in ECOWAS Region
Project ID:	P-Z1-BZ0-012
Grant No. :	2100155041318
Type of Contract:	International
Post Level:	Managerial
Duration of Contract:	Fixed Term Contract for 2 years.

1.0 Background

The Economic Community of West African States (ECOWAS) was established via the Treaty of Lagos in May 1975. ECOWAS is a regional organization for West Africa headquartered in Abuja, Nigeria, with 15 member countries including: Benin, Burkina Faso, Cape Verde, Cote D'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

The region, with an estimated population of about 365 million, has similarities of disease burden. In general, all the countries have a huge burden of malaria, HIV/AIDS, Tuberculosis, neglected tropical diseases and other newly emerging diseases such as Ebola and COVID-19. Combined with these communicable and non-communicable diseases are poverty and malnutrition, which also impact on the types of medicines required in the region.

All the 15 countries in the ECOWAS region source most of their medicines from south East Asia especially India and China. To create more value for their shareholders, research and development (R&D) multinational pharmaceutical companies in developed countries are forming partnerships with pharmaceutical manufacturers in Asia. This has made Asian pharmaceutical manufacturers to focus on exporting to the developed markets for better value creation instead of Africa. If this trend continues, the security of pharmaceutical supplies to Africa cannot be guaranteed and this would equally affect the West Africa region thereby leading to the collapse of our health systems, exacerbate public health challenges and stifle industrial and economic developments in ECOWAS.

Situation Analysis of the ECOWAS Pharmaceutical Sector

Within the concept of the ECOWAS Regional Pharmaceutical Plan, the pharmaceutical sector and system comprises manufacturers, distributors, wholesalers, retail pharmacies, hospitals, and clinics, as well as the policies and the legislative frameworks that underpin the regulation and control of the manufacture, distribution, sale and use of pharmaceutical products. The manufacturers are either local or multinational firms. Some multinational firms have local manufacturing units, but most have only scientific and marketing offices. The multinational firms appoint distributors of their products, who in turn sell these products to wholesalers and retailers countrywide. The multinationals manufacture or distribute for sale branded products and compete in the market through innovation, research, and development. The local manufacturers may or may not have appointed distributors, but they rather sell their products directly to wholesalers, retailers, hospitals, and clinics and compete by selling low-priced generics. As in other regions of Sub-Saharan Africa, the ECOWAS pharmaceutical sector is characterized by net imports of pharmaceuticals, largely from India and China.

Challenges to Building Local Manufacturing

In ECOWAS region, the pharmaceutical industry is faced with challenges. Estimates value the global antiretroviral drug market at about US\$ 18 billion. Generic-accessible emerging economies, including Africa, make up less than 5% of the market, totaling about US\$ 850 million in 2010. Given the low health budgets of African governments and the dire need for antiretroviral

drugs, African countries pay far lower prices for their antiretroviral drugs than do developed markets. Although West Africa has a small pharmaceutical manufacturing base today, truly addressing supply security will require upgrading capacity and capabilities to move to world-class levels of quality and cost.

The health of the people of its member states is of great interest to the ECOWAS Commission and WAHO. The production of quality, safe and standardized pharmaceutical products is in the public interest in the region. ECOWAS/WAHO is assuming ownership in ensuring that the region's pharmaceutical industry is well regulated, certified to produce and supply standard and safe medicines in accordance with good manufacturing practices. The ECOWAS Commission and the West Africa Health Organization will be leading and coordinating the implementation of this project.

2.0 Project Objectives and Context

The overall objective of the project is to strengthen the pharmaceutical sector to boost local production of quality and efficacious pharmaceutical products in the ECOWAS region to meet the healthcare delivery services and needs of the people.

The project aims to address the fragile and weak institutional and regulatory frameworks of the pharmaceutical industry by strengthening them. It also aims to address the fragile health ecosystem in ECOWAS, particularly curbing the production and sale of counterfeit drugs and medicines through strengthening and capacitating the regional institutions and building resilience.

The project is aligned with the African Development Bank's TYS and High 5s, particularly the Industrialize Africa Strategy, Integrate Africa Strategy, Improve the Quality of Life of African People and the recent Bank's Strategy for the Development of Local Pharmaceutical Industries in Africa. It also aligns with the AU-NEPAD Pharmaceutical Manufacturing Plan for Africa (PMPA) and the ECOWAS Regional Pharmaceutical Plan.

The Bank's intervention will build on on-going initiatives by other development partners in support of the pharmaceutical industry in the region.

However, the ECOWAS Commission and its regional institutions require support to strengthen and build their capacities for robust monitoring, regulating and ensuring that the industry produce safe and standard medicines.

The health ecosystem of the ECOWAS region has always attracted interest by development partners like UNIDO, GIZ and others. Supporting the regional pharmaceutical institutions will create opportunities for more development partners as well as manufacturing companies to further invest in the industry.

The Bank's intervention in this project will certainly add value to ECOWAS Commission and WAHO by strengthening their capacities to coordinate, monitor and regulate the pharmaceutical industry in the region.

3.0 Duties and Responsibilities

Under the supervisory role of the Director of Industry of ECOWAS Commission and working closely with the responsible WAHO Principal Programme Officer based in Bobo-Dioulasso, Burkina Faso, the Project Manager/Coordinator based in ECOWAS Commission will be responsible for managing the implementation of the AfDB support project on development of the pharmaceutical industry in ECOWAS region.

The Project Manager/Coordinator to be recruited will oversee all activities within the project portfolio, supported by WAHO Principal Programme Officer responsible for the pharmaceutical sector development. The Project Manager/Coordinator will guide ECOWAS/WAHO to facilitate harmonization of activities with relevant stakeholders to maximize results. Equally, he/she shall take a holistic view of the project across the ECOWAS region and ensure project development, management, monitoring and evaluation.

The Project Manager/Coordinator shall perform among others, the following functions:

- a. **Programme Management – Financial, Administrative and Human Resources:**
 - Lead the project team in both substantive and operational issues, ensuring optimization of human and financial resources and nurturing a culture of results with highest performance standards;
 - Undertake day-to-day management of the project, including effective project implementation and document progress made towards the achievement of outputs;
 - Manage the project budget and facilitate budget approvals and revision processes as per AfDB protocol agreement (policies and procedures);
 - Ensure appropriate recording of financial reports and progress reports as required by AfDB donor reporting systems; and
 - Ensure that AfDB/ECOWAS rules and regulations concerning finance, procurement and human resources are adhered to.

- b. **Programme Planning, Implementation, Monitoring and Evaluation:**
 - Develop where desirable strategic papers concerning the project planning and implementation (e.g. policy papers, concept notes, etc.);
 - Provide strategic advice, direction and direct technical input to the Project supervisor;
 - Ensure that project monitoring and evaluation are undertaken from time to time;
 - Guide the development of the project's communication strategy in close collaboration with relevant partners;
 - Ensure gender mainstreaming throughout the project outputs;
 - Ensure the involvement of relevant stakeholders in the project implementation so that the process is inclusive, participatory and transparent;
 - Ensure effective coordination of the project implementation among implementing partners (ECOWAS/WAHO) and member state's institutions and the private sector;

- Take steps to ensure the sustainability of the project intervention by promoting leadership and ownership of the project implementation by relevant stakeholders and through capacity building;
- Promote timeliness and quality of the outputs as well as prompt preparation of reports on achievements and challenges faced within the project; and
- Ensure compliance with donor's agreements.

c. Advocacy, Partnership and Resource Mobilization:

- Establish and maintain partnerships with stakeholders (Member States Government Agencies, Private Sector, NGOs and CBOs);
- Facilitate knowledge building and knowledge sharing leveraging on the project outcomes;
- Promote advocacy for the benefits and outcomes of the project; and
- Perform other duties as assigned by Project Coordinator.

4.0 Outputs

- Successful management and delivery of the project outputs as per the signed AfDB/ECOWAS Protocol Agreement and ECOWAS/WAHO Subsidiary Agreement (Project Document and agreed results and resources framework);
- Timely submission of quality progress reports to the AfDB/ECOWAS as stated in the Protocol Agreement;
- Effective partnerships built with public and private sector entities for successful implementation of the project; and
- Lessons learnt, success stories recorded, best practices adopted and durable solutions documented are shared to inform wider policies and strategy development to support the development of the pharmaceutical industries in the ECOWAS region.

5.0 Competencies

Corporate Competencies:

- Demonstrate integrity by modeling the ECOWAS-WAHO/AfDB values and ethical standards;
- Promote the vision, mission and strategic goals of ECOWAS-WAHO/AfDB;
- Handle all matters fairly with equity.

Functional Competencies:

- Promote knowledge management in ECOWAS and learning environment in the office through leadership and personal example;
- Actively work towards continuing personal learning and development and apply new skills;
- Ability to lead strategic planning, results-based management reporting;

- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects and mobilize resources;
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery;
- Ability to interact across a wide spectrum of people, as well as at the meeting table within managerial and government offices;
- Build strong relationships with clients, focus on impact and result for client and respond positively to feedback;
- Demonstrate good oral and written communication skills;
- Maturity and confidence in dealing with partners and member states and institutions.

6.0 Required Skills and Experience

Education:

- Advanced University Degree (minimum masters) in Development Studies, Technology Management, Management or related fields. Ph.D will be an added advantage.

Experience:

- Minimum of 15 years of professional working experience in industrial development, including at least 10 years of experience at the regional (ECOWAS) level. Part of the experience must be at the field involving project/programme management in the industrial sector as well as multi-partner coordination project/programme;
- Demonstrated ability to assess, supervise and co-ordinate technical work in the industrial sector;
- Experience in project and team management;
- Experience in result-based management;
- Familiarity with ECOWAS/WAHO/AfDB rules and procedures would be an advantage.

Language Requirements:

- Ability to communicate effectively in any of the three official languages of ECOWAS, English, French and Portuguese.

7.0 Nature of Appointment:

This is a Managerial position under AfDB support project on development of the pharmaceutical industry in ECOWAS region for a two year period.