



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

<b>Project title:</b>	Formulating a Strategy for the development of a pharmaceutical hub in Panama	
<b>Project ID number</b>	180032	
<b>Starting date:</b>	May 2018	
<b>Duration:</b>	25 months	
<b>Project site:</b>	Panama City, Panama	
<b>Government Co-ordinating agency:</b>	Office of the Vice Minister of Multilateral Affairs and Cooperation, Ministry of Foreign Affairs	
<b>Host country counterparts:</b>	Ministry of Foreign Affairs, Ministry of Commerce and Industry, Ministry of Health	
<b>Executing Agency:</b>	United Nations Industrial Development Organization (UNIDO)	
<b>Project Inputs:</b>		
- TF Panama:	<b>USD</b>	<b>123,894</b>
- UNIDO	<b>USD</b>	<b>32,504</b>
- Support costs (13 % of donor's contribution):	<b>USD</b>	<b>16,106</b>
- Grand Total:	<b>USD</b>	<b>172,504</b>
<b>Brief description:</b>	<p>Panama is a significant centre of activity in pharmaceuticals in Central America, in that it is already home to 300 pharmaceutical companies distributing about 5,000 products domestically, and in the region. Global pharmaceutical companies are also already involved in manufacturing and R&amp;D activities in the country.</p> <p>The Government of Panama is interested in both widening and deepening activities in this sector, and develop Panama into a pharmaceutical hub for the region. It has hence requested UNIDO assistance towards pursuing a systematic approach to identify particular opportunity areas, and formulate a Strategy that would focus on such priority areas. This interventions's specific objective is to complete such an actionable Strategy. It seeks to do so through a) completing a feasibility report, based on a series of assessments of the present landscape of pharmaceutical activity, the existing regulatory regimen, relevant government policy/incentives, and niche opportunities, b) formulation of a Strategy, following more detailed investigation of issues related to the feasibilities identified, and c) a plan of action for implementation of the Strategy.</p> <p>This amended version of the original project document reflects the changes agreed between the Government of Panama and UNIDO for the project's revision that resulted from a re-scoping exercise undertaken in Q4/2019, detailed in a document entitled 'Request for Project Revision' dated 11 November 2019. The changes pertain to (1) a budget increase of USD 40,000 (equaling USD 35,398 plus USD 4,602 [=13%] support costs), and (2) an extension of the project completion date until 30 June 2020.</p>	

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## **A. CONTEXT**

### ***Background***

The domestic pharmaceutical market in Panama is showing healthy growth. At US\$ 160/year, Panama already has one of the highest levels of per capita spending on pharmaceuticals in Central America, and this is expected to rise further as Panama continues to advance in implementing universal health coverage. In addition, the MesoAmerican Project is serving to boost public health investments; Panama is benefiting from participation in the MesoAmerican Public Health System (SMSP) Project and the US\$ 142 million MesoAmerican Health Initiative. As a result, overall expenditure in health is expected to increase from US\$ 4.82 billion in 2017 to US\$ 6.75 billion in 2021. In parallel, the local market for pharmaceuticals is expected to go up from US\$ 748 million in 2017 to US\$ 930 million in 2021, and thereafter to US\$ 1.1 billion in 2024. That represents a 5.7% compound annual growth rate for the domestic pharmaceutical market over the next 7 years.

The wider Central American market for pharmaceuticals is also growing at the same time. In 2016 Central American countries imported \$3.16 billion worth of pharmaceuticals, 6% more than in 2015. By 2024, pharmaceutical spending in Central America is forecast to rise to US\$ 7.2 billion.

Due to its advanced logistics infrastructure, multinational pharmaceutical companies (e.g. GSK and the Peruvian ESKE Group) are already using Panama as their distribution hubs for the region. Existing laws and incentives continue to attract multinational corporations that seek access to the Latin American market. Recently, international pharmaceutical companies have also been considering Panama as a production site, due to favourable tax laws and shipping advantages.

It is in this context that the Government of Panama is seeking to develop the country into a pharmaceutical hub for the region, not only to expand pharmaceutical distribution activities which are already ongoing, but also to integrate backward into manufacture of finished pharmaceutical products, as well as possibly into research and development of new, innovative medicines.

A critical prerequisite for such an endeavor is the political will behind it, and the Government has already demonstrated significant political will in driving this initiative. Initial steps have been taken by the Embassy & Permanent Mission of Panama to International Organizations in Austria. In March 2017, the Vice-President and Minister of Foreign Affairs of Panama, Ms. Isabel Saint Melo de Alvarado, met with the Director-General of UNIDO, Mr. Li Yong, and requested support for the development of a pharmaceutical industrial hub in Panama. In July, 2017, the Minister of Health, Mr. Miguel Mayo de Bello, came to Europe, and visited a number of institutes and medtech clusters in relation to this initiative, and has lent his support to it.

Besides the political will, Panama brings a number of structural advantages to such an undertaking:

- a) The infrastructural logistics advantage has been mentioned earlier; investment to further enhance Panama logistics continues.
- b) Panama is in the favorable position of being able to tap into revenues from the (now-expanded) Canal traffic to fund Public-Private investment projects.
- c) A basic local pharmaceutical manufacturing industry already exists, though the local industry's share of the domestic pharmaceutical market is reported to be low (on the order of 10% by volume).
- d) Some capacity is in place for related research activities and sector-specific innovation in various institutes/organizations (e.g. Ciudad del Saber; National Authority for Government Innovation).

As such, there is considerable upside potential for a pharmaceutical hub in Panama to address both domestic market requirements, as well as the needs of the broader Central American region.

### ***Problem to be addressed***

Most pharmaceutical companies active in Panama today are primarily involved in distribution, due to the superior logistics infrastructure offered in the country. However, the Government of Panama is interested in both significantly deepening and widening the scope of activities in this sector, through

- a) attracting more pharmaceutical companies to use Panama as a distribution centre,
- b) encouraging increasingly sophisticated backward integration among Panama-based companies, and
- c) promoting the provision and supply of a greater range of pharmaceutical goods and services to neighboring countries.

The new GOP elected in mid-2019 re-emphasized its interest in strengthening the country's role specifically also as a pharmaceutical *production* hub for which reason manufacturing issues will be addressed in particular.

To create movement along the above dimensions, it is important to have a more detailed understanding of i) factors that would make Panama a more favoured destination for expansion of distribution and production, ii) the imperatives and drivers of motivation for companies to participate in a wider range of activity, and iii) policies / incentives that would drive the desired movement, and how they might be structured.

A systematic investigation and analysis of conditions that would lead to this required understanding has been lacking hitherto. This Project intervention would serve to fill that gap. Government initiatives to develop Panama into a pharmaceutical hub need to be coherent and internally self-consistent, and should meet the perceived needs of market players. The Project would serve to address these needs, through the formulation of a coherent Strategy as a starting point.

### ***Target beneficiaries***

The main *direct* target beneficiaries will include:

- Policy makers, viz. the Office of the Vice-President, Ministry of Commerce & Industry, Ministry of Health, Ministry of Economy & Finance,
- Multinational and domestic pharmaceutical companies,
- Centres of innovation, viz. Ciudad del Saber; National Authority for Government innovation).

Since work on this Strategy will focus Government attention on the operating environment of entities presently active in the pharmaceutical sector in Panama, and how to improve it, all current participants in the sector will be *indirect* beneficiaries. So will the population at large who can expect to benefit from the availability of affordable, quality medicines (more of which could be produced locally), and from the positive economic effects of industrial development.

## **B. REASONS FOR UNIDO ASSISTANCE**

UNIDO has been running a Global Project to enhance local pharmaceutical production of essential medicines in developing countries for over 12 years. Through this project, UNIDO has acquired substantial know-how and experience in the development of sector development strategies in pharmaceuticals for target geographies. Inter alia, it has actively engaged in formulating, advocating and supporting the implementation of a comprehensive ('holistic') approach for the sector's development in a number of countries, viz. Kenya, Ghana, Viet Nam, and Zimbabwe. In so doing, involving a range of multiple stakeholders with diverse interests in a systematic consultative process has proven a key success factor of UNIDO's approach in a developing-country context. Moreover, in following up with implementation of selected strategy components in these countries, UNIDO is also versed in the real-world challenges of implementation of these strategies, which further informs strategy formulation in an important feedback loop. Finally, UNIDO has a team in place that can be mobilized shortly to begin this project work in Panama, which is an important consideration, given the ambitious time frame in which the Government of Panama wishes to see this work completed. As such, UNIDO

is best-positioned overall to support the Government of Panama in its ambition to develop a pharmaceutical hub in the country.

### ***UNIDO's mandate and experience***

This Proposal builds on the work that UNIDO has done in the Global Project to support development of the pharmaceutical industry in diverse countries, and is consistent with the organization's mandate of Inclusive and Sustainable Industrial Development.

### ***Relationship with other development partners' action***

Once the initial assessments have been completed, the fine-tuning of Project interventions in-country will take full account of national priorities and, whenever applicable, seek alignment with the work of other agencies. Anticipated Project-assisted national consultation/dialogue mechanisms geared at fostering validation and / or buy-in of various aspects of the planned feasibility Report or formulated Strategy will endeavour to involve representatives from relevant development partners engaged with pharmaceuticals or related projects on the ground.

## **C. THE PROJECT**

### **C.1. Objective of the project**

The principal objective of the proposed UNIDO intervention is to assist the Government of Panama in the preparation of an initiative/programme geared at turning Panama into a 'pharmaceutical hub' in the region. Such an initiative would apply a perspective of 10-15 years and thus define goals and activities for short and longer term time horizons. The project's specific objective is to inform government decision-making by producing a number of documents intended to serve as a basis for this: a) a feasibility report including an analysis of specific business options, b) a vision and Strategy for development of the particular feasibilities identified, and c) a plan of action for implementation of the Strategy.

### **C.2. The UNIDO approach**

The Government of Panama is interested in a Strategy that is actionable in the near term. Therefore, the Project must devise and recommend practical, implementable steps, with the requisite buy-in from the relevant range of stakeholders. Thus, UNIDO is proposing to utilise tested mechanisms for developing pragmatic recommendations, with validation of Project findings and fostering of buy-in as integral parts of the process as the Strategy is being formulated. Overall, the nature and detail of the proposed activities have been informed by UNIDO's project experience, and the lessons learnt to date from work on similar Strategy development projects.

### ***Incorporation of lessons learnt in the past***

UNIDO is recognised as having done strong, ground-breaking work on approaches for supporting the pharmaceutical industry. However, the focus has been on delivering the technical work, while the emphasis placed on communicating the results may have been less pronounced. This proposal therefore includes a launch event for the formulated Strategy, which will combine knowledge dissemination with an exploration of partnership opportunities between other development partners, companies and/or other players, who could play a part in implementation of the Strategy.

### ***Consideration of gender aspects***

While the specific outputs from this UNIDO intervention will not address gender issues as a separate item, gender aspects will be accommodated in a number of ways:

- 1) To the extent possible, a gender-balanced composition will be sought in the institutional arrangements that will constitute the governance structure of the Project (Project Steering Committee and Project Working Group, discussed later in this document);

- 2) Improved gender balance will also be a goal in the stakeholder representatives to be interviewed during the initial assessments;
- 3) The differentiated impact on employment of men and women, and skills transfer to each, through the development of a pharmaceutical hub in Panama will be taken into account;
- 4) Wherever possible, gender-disaggregated indicators and qualitative information will be applied in evaluating results from this Project.

### ***Components of proposal***

The Project has three specific outputs: a Feasibility Report, a Strategy for Panama to develop into a pharmaceutical hub, and a Plan of Action for implementation of the Strategy. Accordingly, the Project work can be divided into 3 components or parts:

#### **Part I: Data-gathering and assessments, leading to feasibility report**

- 1) Collect information on the present landscape with regard to pharmaceutical distribution, pharmaceutical manufacturing, and any activity related to product development, to determine:
  - a) who is involved (companies/institutions, domestic or international);
  - b) the scope and scale of activity (i.e. existing capacity, current capacity utilization);
  - c) impediments to expansion of the activity and/or needed steps to enhance (including assessment of technical/financial capacity of the parties).
- 2) Assess the extant regulatory regimen, specially the capacity of the regulatory authority to deliver reasonably on:
  - a) market authorization;
  - b) assurance of quality in medicines circulating in the local market.
- 3) Assess government policy/incentives, as it relates to the impact on present activity, with an eye to discovery of policy gaps and/or “disconnects”.
- 4) Explore if there are any niche opportunities where the research indicates a competitive advantage/edge.
- 5) Pull gathered information into a preliminary feasibility report, circulate to stakeholders, and validate.

Based on review/feedback from stakeholders, the **feasibility report** will be finalized.

#### **Part II: Formulation of Strategy**

There will need to be a specific, more detailed investigation of issues related to the feasibilities identified in Part I. The required investigations are difficult to describe *a priori* (it will depend on the opportunity areas), but further work will drive towards the formulation of a **Strategy** that will include recommendations on any or all of the following elements:

- a) New policy/incentives, or changes in policy/incentives that may be required to promote exploitation of the feasibilities;
- b) Enhancement of the regulatory framework, where necessary;
- c) Partnerships and strategic alliances between relevant local and international actors;
- d) Knowledge transfer, training programs, and/or specialized professional education programmes for development of needed human capital;
- e) Provision of ancillary specialized services (such as testing, quality monitoring, and inspection);
- f) Guidelines for cluster coordination, if there are a critical mass of players in a given opportunity area already.

The developed strategy will also need to be circulated and validated by national stakeholders.

### **Part III: Plan of action for implementation of the Strategy**

The Plan of Action for Strategy implementation will describe tasks associated with the Strategy elements, and responsibility for the tasks assigned to relevant stakeholders/institutions.

#### ***Institutional arrangements***

A Project to develop a pharmaceutical hub in Panama must necessarily involve a range of stakeholders from the government as well as the private, and even the non-profit sectors. From UNIDO experience elsewhere on similar projects, shared commitment to the project objectives by stakeholders at an appropriate level of seniority, and a common forum to work together on project matters is a critical success factor. As such, it is recommended that a two-tier governance structure for the Project be established, comprising a

- **Project Steering Committee (PSC)**

The PSC will be responsible for the overall guidance of the Project, and set Project objectives. It will oversee progress on the agreed work plan, help remove any institutional roadblocks which hinder work plan implementation, and ensure that Project work hews to the established objectives. As the main monitoring and evaluation entity for the Project, and subject to further admission, the PSC will be comprised of high-level representatives from the principal stakeholder institutions impacting the pharmaceutical sector. It will be chaired by the Vice-President / a representative from the Office of the Vice-President, and will have as its members (at a minimum):

- The Minister / Secretaria General, Ministry of Health,
- The Minister / Secretaria General, Ministry of Commerce & Industry,
- Head of Pharmaceutical Manufacturers' Trade Association (or, in its absence, any other private sector association tasked with representing the pharmaceutical industry),
- UNIDO Project Manager (or his/her substitute).

The PSC will kick off the Project at an Inception Meeting, and will be expected to meet to monitor status / progress of the Project every 3 months.

The PSC will be mirrored at the working level by a

- **Project Working Group (PWG)**

The PWG will again comprise of representatives from all the key stakeholder institutions. The PWG will be the main implementation entity for the project work, and will be working closely on day-to-day project interactions with UNIDO, national and international experts, and other relevant development partners who will deal with specific tasks/activities denoted in the workplan for the project. Since a number of line Ministries will have important contributions to make to the work, the suggested institutional composition of the PWG could, as a minimum, be as follows:

- Ministry of Health (Director Nacional de Farmacia y Drogas)
- Ministry of Commerce & Industry (Director level)
- Representative of Pharmaceutical Manufacturers' Trade Association
- Lead International Consultant of UNIDO for the Project

#### ***Links with related UNIDO activities***

This project will expand and build on UNIDO's established methodology for formulation of Sector Development Strategies for Pharmaceutical Manufacturing. In this case, the scope of the Strategy formulation exercise will broaden to look into other activities in the pharmaceutical sector, besides manufacturing from developed formulations, such as product development from basic research, testing of new products (clinical trials, BA / BE), etc. Since one opportunity area to be considered for Panama

is the production / distribution of specific vaccines for the region, the Project could also rely on and perhaps complement prior UNIDO work on the feasibility of production of vaccines.

### C.3 RBM and theme code

RBM Code: GC 21 (Investment, Technology and SME Development)  
GC 2. (Adv. Econ. Competitiveness)

Theme code: Trade Capacity Building

In addition, to the extent the project will eventually influence improvements regarding access to medicines by the population in Panama and the region through developing industrial capabilities, it will contribute to SDG 3 and SDG 9.

### C.4. Expected outcomes

The expected outcome of this Project is to empower the Government of Panama to promote the development of the country as a pharmaceutical hub through an improved information/knowledge base and hence understanding of

- The present scope and level of pharmaceutical activity in Panama,
- Opportunities / prospects to deepen and widen pharmaceutical activity, and
- Possible policy measures and other interventions to propel the development of the sector.

### C.5. Outputs and activities

#### C.5.1 Output 1: Feasibility report on developing a pharmaceutical hub in Panama prepared and validated

##### Activities for Output 1:

	<b>Activity</b>	<b>Responsibility</b>
1.1	Prepare for, and conduct, Inception Meeting and mission, through <ul style="list-style-type: none"> <li>- Compiling an extensive list of stakeholders</li> <li>- Recruitment search for and recruitment of national expert</li> <li>- Desk research on all available materials on pharmaceutical sector in Panama</li> <li>- Inception Meeting with all stakeholders</li> <li>- Steps toward formation of Steering Committee and Working Group</li> <li>- Intensive follow-on interviews with range of stakeholders, including key players in all aspects of pharmaceutical activity, and regulatory authority</li> <li>- Initiation of document- and data gathering, specially on Govt. policies and incentives</li> </ul>	UNIDO
1.2	Continue to gather, review, and analyze information, driving towards identification of opportunity areas (including expert mission/s)	UNIDO
1.3	Prepare draft feasibility report, and circulate among stakeholders for comment  <i>Note: The report will include an analysis of specific business options (e.g. generic product manufacturing, biopharmaceutical (biosimilar) manufacturing, distribution-focused entities, R&amp;D), and also consider the pros and cons of each of these pharmaceutical sub-sectors.</i>	UNIDO
1.4	Revise feasibility report, circulate, and organize Validation Meeting	UNIDO

**C.5.2 Output 2: Strategy and implementation plan for development of pharmaceutical ‘hub’ in Panama validated and submitted**

**Activities for Output 2:**

	<b>Activity</b>	<b>Responsibility</b>
2.1	Do focused investigation / data gathering on requirements for enhancement of each business opportunity area identified, covering: <ul style="list-style-type: none"> <li>- New Government policies / incentives, or changes in existing policies / incentives</li> <li>- Regulatory improvements, if needed</li> <li>- Favorable partnerships or strategic alliances</li> <li>- Human resource development</li> </ul>	UNIDO
2.2	Compile / structure findings into draft Strategy document, and circulate to all stakeholders for review and comment <i>Note: The document will contain a vision and strategy for development of the particular feasibilities identified under Output 1, with short-, and longer-term priorities</i>	UNIDO
2.3	Revise Strategy document, and conduct Validation Meeting to finalize Strategy, including	UNIDO
2.4	Prepare action plan for implementation of strategy, including <ul style="list-style-type: none"> <li>- Break down Strategy implementation into discrete, prioritized tasks in a meaningful sequence</li> <li>- Assign responsibilities for Tasks</li> <li>- Complete and circulate Plan of Action</li> </ul>	UNIDO
2.5	Prepare for, and conduct launch event <i>Note: The Government counterpart will identify and select attendees for launch event which will include broad government representation, development partners, media</i> <i>The event will highlight the business area opportunities to expand activity in the pharmaceutical sector, and the particular Government initiatives that could be effective in expediting this development. It would also be a forum to initiate mobilization of resources for implementation of the Strategy</i>	Government counterpart / UNIDO

**C.6. Timeline of activities (revised)**

Activity	Month								
	May-Sep 2018	Aug-Nov 2019	Dec 2019	Jan 2020	Feb 2019	Mar 2019	Apr 2020	May 2020	Jun 2020
<b>O1. Feasibility report on developing a pharmaceutical hub in Panama</b>									
1.1			Joint review of project plans / re-scoping exercise including mission						
1.2									
1.3									
1.4									

	organize Validation Meeting										
<b>02. Strategy and implementation plan for development of pharmaceutical hub in Panama</b>											
2.1	Focused investigation / data gathering on requirements for enhancement of each business opportunity area identified										
2.2	Compile / structure findings into draft Strategy document, and circulate to all stakeholders for review and comment										
2.3	Revise Strategy document, and conduct Validation Meeting to finalize Strategy										
2.4	Prepare action plan for implementation of strategy										
2.5	Prepare for, and conduct, launch event										

## C.7. Risks

Two areas of risk associated with this intervention are:

- a) The availability of necessary data on markets, products, governmental policy / instruments, etc. (and the quality of the data when available), which could serve as a basis for analysis, estimation and projections. In a data-poor environment, the difficulty of producing an evidence-based Sector Development Strategy is multiplied.

The risk will be mitigated through

- a) extensive interviews with a wide range of local experts and knowledgeable persons to at least fill in qualitative information where quantitative data is not obtainable, and
- b) full use of Web resources to access related information, if not specific information that is deemed necessary.

- b) The time available (till end of 2018) to complete this intervention

A number of process steps need to be completed before the intervention can even be begun. This intervention will also involve a range of influential stakeholders who may have very different interests and perspectives on the development of a pharmaceutical hub in Panama. Forging consensus and fostering buy-in among diverse viewpoints is time-consuming, and therefore, timely initiation and completion of the Project remains a risk.

The intervention seeks to reduce/minimize this risk (i) by allowing for sufficient time to be spent by international experts on the ground in closest possible cooperation with a lead national expert, and (ii) by involving key counterpart staff (specifically, PWG) on a day-to-day basis with a view to resolving evolving issues without delay.

## D. Inputs

### D.1. Counterpart inputs

The counterpart inputs expected are:

- a) Facilitation of access to key personnel in all stakeholder institutions, and provision of access to relevant data / documents, as required for the purposes of the Project; if needed, provision of office space and local transport for project experts (national, international) and UNIDO staff;
- b) Time and contribution of identified Focal Points at each of the Government institutions (to be) involved in the Pharmaceutical Working Group (PWG); without committed and dedicated contributions from these persons, project timelines will be hard to meet;
- c) A contribution in kind covering all local costs related to the holding of four one-day meetings in Panama as follows (e.g. provision and/or rental of venue, equipment and other items/support required; administrative/secretarial support in the run-up to and during these meetings; catering as necessary, translation/interpretation services English-Spanish/Spanish-English, other):

BL	Description
In kind	Holding of Inception Meeting on 'Development of a Pharmaceutical Hub in Panama', Panama City
In kind	Holding of Validation Meeting on Feasibility Report, Panama City
In kind	Holding of Validation Meeting on Strategy, Panama City
In kind	Holding of Launch event for Strategy & Plan of Action, Panama City

## D.2. UNIDO inputs

Expected UNIDO inputs are shown in the table below:

### 1. International / national staff

Description	Work months
International: - 1 senior/lead pharma industry strategy formulation expert (part-time, 4-5 months) - 1-2 short-term experts for more in-depth analysis of key strategy aspects (total 2-3 months)	7 months
National: - 1 pharma sector expert (part-time) will support implementation on the ground both substantively and, where needed, organizationally.	4 months

## E. BUDGET

The adjusted (=increased) budget takes account of the budgetary repercussions of the unanticipated 10-month suspension of project implementation. Accordingly, the revision as per the table below reflects the following:

- A compensation for costs incurred for the October-November 2019 re-scoping exercise (travel costs of UNIDO project manager, consultancy contract including mission of UNIDO lead international expert, service provision by senior national pharmaceutical expert during re-scoping mission): USD 18,500
- A need to redo some of the early fact-finding/diagnostic work undertaken in mid-2018, **coupled with the added emphasis the new GOP wishes to be placed on local pharmaceutical production (LPP) issues:** USD 5,000
- The desirability for upgrading the (part-time) National Project Coordinator (NPC) position with a view to securing the service of senior, vastly experienced national expert candidates which – given tight project timelines – will avoid/minimize familiarization needs and related costs: USD 4,000
- The addition of one UNIDO staff mission to Panama for regular monitoring purposes which has become necessary due to the retirement of the previous project manager as per 30 November 2019 and the appointment of a successor: USD 6,000
- The remaining balance (USD 1,898) serve to cover minor miscellaneous costs.

BL	Description	Original	Revised
		<b>USD</b>	
<b>Outcome: Govt of Panama empowered to promote development of Panama as a pharma hub</b>			
<b>Output 1: Feasibility report on developing a pharmaceutical hub in Panama</b>			
11	International experts	40,000	38,751 <sup>1)</sup>
15	Project travel		15,000 <sup>1)</sup> -
16	Staff travel		-
17	National experts & admin staff	9,000	8,600
21	Subcontracts		-
30	In-service training, conferences, workshops		-
35	International Meetings		-
43	Premises		-
45	Equipment		-
51	Miscellaneous	2,500	300
<b>Sub-Total Output 1</b>		<b>51,500</b>	<b>62,651</b>
<b>Output 2: Strategy and implementation plan for development of pharmaceutical hub</b>			
11	International experts	45,000	30,000
15	Project travel		16,900
16	Staff travel		-
17	National experts & admin staff	9,000	17,100
21	Subcontracts		-
30	In-service training, conferences, workshops		-
35	International Meetings		-
43	Premises		-
45	Equipment		-
51	Miscellaneous	2,500	2,500
<b>Sub-Total Output 2</b>		<b>56,500</b>	<b>66,500</b>
<b>Output 3: Project Management, Monitoring and Self-evaluation</b>			
11	International experts		-
15	Project travel		-
16	Staff travel	12,000	24,550
17	National experts & admin staff		-
30	In-service training, conferences, workshops		-
43	Premises		-
45	Equipment		-
51	Miscellaneous	1,000	2,697
<b>Sub-Total Output 3</b>		<b>13,000</b>	<b>27,247</b>
<b>TOTAL</b>		<b>121,000</b>	<b>156,398</b>
<b>Programme Support Cost (13% on USD 123,894, reaching USD 140,000 TF contribution)</b>		<b>11,504</b>	<b>16,106</b>
<b>GRAND TOTAL</b>		<b>132,504</b>	<b>172,504</b>

<sup>1)</sup>: The separate listing of expert and project travel costs is due to a recent (Q4/2019) change in UNIDO's pertinent rules which till then had allowed for a consolidated presentation (lump-sum) of consultancy costs – consisting of fees and travel costs – previously. Consequently, the budget changes now agreed need to be read by comparing BL 11 (intl. experts) and 17 (natl. experts) in the original budget with the respective totals of these two BLs *and* BL 15 in the revised/increased budget.

## **F. MONITORING, REPORTING AND EVALUATION**

### **F.1. Monitoring**

The project will be carried out under the technical and administrative supervision of UNIDO, in line with applicable rules and regulations. A Project Manager (PM) will oversee the overall implementation. The project will be subjected to a continuous monitoring throughout implementation.

### **F.2. Reporting**

All project experts will be required to submit a technical report summarizing the proceedings and results of their respective assignments to the Project Manager in Vienna.

A Terminal Report will be submitted within three months upon the project's operational completion.

### **F.3. Evaluation**

A self-evaluation reflecting on the achievements and lessons learned in the course of the Project will be conducted at the end of this intervention.

## **G. PRIOR OBLIGATIONS AND PREREQUISITES**

None.

## **H. LEGAL CONTEXT**

The Government of the Republic of Panama agrees to apply to the present project, mutatis mutandis, the provisions of the Standard Basic Assistance Agreement between the United Nations Development Programme and the Government, signed on 23 August 1973 and entered into force on 19 April 1974.

## J. Logical Framework

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS <sup>1</sup>	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b><u>IMPACT/ DEVELOPMENT OBJECTIVE:</u></b></p> <p>Effect quantum increase in business activity related to pharmaceuticals in Panama, such that Panama is considered to be the pharmaceutical hub for the region</p>	<ul style="list-style-type: none"> <li>• # of companies active in pharmaceuticals-related activities in Panama</li> <li>• value of pharmaceutical products manufactured in Panama</li> <li>• value of pharmaceutical products distributed through Panama</li> <li>• spread of activities in the pharmaceutical sector (e.g. R&amp;D, product testing, manufacturing, distribution)</li> </ul>	<ul style="list-style-type: none"> <li>• Instituto Nacional de Estadística y Censo (INEC)</li> <li>• Manufacturers' / distributors' trade associations</li> <li>• Project survey</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient information is available at the outset that a baseline of pharmaceuticals-related activity in Panama can be established, so that improvements as a result of the Project can be monitored</li> <li>• Private-sector bodies such as the manufacturers' / distributors' trade associations are willing to share information</li> <li>• Government of Panama will embark on the implementation of project deliverables, i.e. the strategy (with an expected 5-10 year timeline) and action plan</li> </ul>
<p><b><u>OUTCOME(S)/ IMMEDIATE OBJECTIVE:</u></b></p>			
<p>The Government of Panama is empowered to promote the development of Panama as a pharmaceutical hub through better understanding of:</p> <p>a) present scope and level of pharmaceutical activity in Panama</p> <p>b) opportunities / prospects to deepen and widen pharmaceutical activity</p> <p>c) possible policy measures and other interventions to propel development of the sector</p>	<ul style="list-style-type: none"> <li>• Stated consensus among key stakeholders on opportunities / prospects for development of the pharmaceutical sector</li> <li>• Agreement between key policy-making institutions in Government on possible measures to foster pharmaceutical sector development</li> </ul>	<ul style="list-style-type: none"> <li>• Proceedings of Project Working Group, convened for the Project</li> </ul>	<ul style="list-style-type: none"> <li>• The principal Government counterpart selected for this Project will have sufficient political standing to forge the required consensus / agreement on main issues among competing and disparate interests of the stakeholders</li> </ul>
<p><b><u>OUTPUTS:</u></b></p>			
<p>O.1 Feasibility report on developing a pharmaceutical hub in Panama prepared and validated</p>	<ul style="list-style-type: none"> <li>• Feasibility Report produced, released and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Soft copies available</li> </ul>	<ul style="list-style-type: none"> <li>• Expert opinions / contributions to Feasibility Report will be of expected high quality</li> </ul>

<sup>1</sup> Wherever possible, the project will apply gender disaggregated indicators and evaluations.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS <sup>1</sup>	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
O.2 Strategy and implementation plan for development of pharmaceutical 'hub' in Panama validated and submitted	<ul style="list-style-type: none"> <li>• Strategy document completed, released, and disseminated</li> <li>• Plan of Action circulated</li> </ul>	<ul style="list-style-type: none"> <li>• Soft copies available</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholders will provide comments on the Strategy in a timely manner, so that the likely broad spectrum of inputs can be incorporated in an efficient validation process within Project timelines</li> <li>• The Plan of Action must necessarily extend over a number of years, and it is recognized that projection of timelines is more uncertain in later years</li> </ul>
<b>ACTIVITIES:</b>			
A.1.1 Prepare for, and conduct, Inception Meeting and mission	<ul style="list-style-type: none"> <li>• Gathered information compiled, and written up as a Progress Report on the Project</li> </ul>	Project progress report	
A.1.2 Gather, review, and analyze information on present landscape, driving towards identification of opportunity areas (including expert mission/s)	<ul style="list-style-type: none"> <li>• As above</li> </ul>	Project progress report	
A.1.3 Prepare draft feasibility report, and circulate among stakeholders for comment	<ul style="list-style-type: none"> <li>• Preliminary Feasibility Report circulated</li> </ul>	Soft copies available	
A.1.4 Revise feasibility report, circulate to stakeholders, and organize Validation Meeting	<ul style="list-style-type: none"> <li>• Final Feasibility Report circulated</li> </ul>	Soft copies available	
A.2.1 Undertake detailed investigation / data gathering on requirements for enhancement of each business opportunity area identified	<ul style="list-style-type: none"> <li>• Gathered information compiled, and written up as a Progress Report on the Project</li> </ul>	Project progress report	
A.2.2 Compile / structure findings into draft Strategy document, and circulate to all stakeholders for review and comment	<ul style="list-style-type: none"> <li>• Draft Strategy document circulated</li> </ul>	Soft copies available	
A.2.3 Revise Strategy document, and conduct Validation Meeting to finalize Strategy	<ul style="list-style-type: none"> <li>• Final Strategy document completed, released, and disseminated</li> </ul>	Soft copies available	
A.2.4 Prepare action plan for implementation of strategy	<ul style="list-style-type: none"> <li>• Plan of Action circulated</li> </ul>	Soft copies available	
A.2.5 Prepare for, and conduct launch event	<ul style="list-style-type: none"> <li>• Meeting (launch event) held</li> </ul>	Meeting and/or Project Progress Report	

# UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA) – DRAFT

<b>Project title</b>	Formulating a Strategy for the development of a pharmaceutical hub in Panama
<b>Project number</b>	SAP ID 180032
<b>Job title</b>	Pharmaceutical industry expert: sector strategy development and implementation (Panama)
<b>Main duty station and Location</b>	Home base and Panama City/Panama (4 missions, totalling 40 days)
<b>Start of contract (EOD)</b>	2 December 2019 (2 <sup>nd</sup> ISA starts 1 Jan 2020).
<b>End of contract (COB)</b>	31 March 2020
<b>Number of working days</b>	80 <b>Note:</b> Due to admin set up the contract is broken down into two parts 1 <sup>st</sup> ISA covers the period in 2019 (2-31 Dec) for 12 working days (done); <b>2<sup>nd</sup> ISA covers the period in 2020 (1 Jan – 31 Mar 2020) for 53 working days.</b> <i>(with possibility of extension and expansion of the JD in Q1 2020, based on new project duration)</i>

### ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization, and environmental sustainability. Private sector development through an improvement of the business environment (policy, institutional, sector levels) and varied kinds of business upgrading assistance are among the core services of the Investment Promotion Division of the Department of Trade, Investment, and Innovation (TII) in UNIDO.

### OVERALL CONTEXT OF UNIDO'S GLOBAL PROJECT IN PHARMACEUTICALS

Forming part of an ongoing Global advisory and capacity-building Project to promote the local production of essential generic drugs in developing countries, UNIDO seeks to help develop strategies for the development of a commercially viable pharmaceutical sector that manufactures generic medicines at international quality levels. The strategies are the result of a multi-stakeholder dialogue and should represent a consensus on the vision of the development of the sector that is shared by the public and private sector.

Agreement on a sector development strategy is followed by the formulation of an actionable implementation plan which includes a governance mechanism that also incorporates monitoring and feedback functions. Related processes require research into specifics in some areas, and also go hand in hand with the development of solution packages.

### PROJECT TO DEVELOP PANAMA AS A PHARMACEUTICAL HUB

The principal objective of the UNIDO intervention is to assist the Government of Panama towards the preparation of an initiative/programme geared at turning Panama into a 'pharmaceutical hub' in the region. Such an initiative would apply a perspective of 10-15 years and thus define goals and activities for short and longer term time horizons. Specific project outputs are to:

- A) Examine the feasibility of establishing a pharmaceutical hub in Panama; produce a Feasibility Report including an analysis of specific business options, which also considers the pros and cons of each sub-sector.
- B) Formulate a vision and Strategy for development of the particular feasibilities identified, with short-, and longer-term priorities.
- C) Produce a Plan of Action for implementation of the strategy, outlining particular tasks over appropriate timelines.

The Project started with an Inception Meeting in May 2018. Initial work consisted of collecting information on the present landscape in Panama with regard to pharmaceutical distribution/

manufacturing/product development, medicines registration/market authorization, public procurement of medicines, and an early partial assessment of Government policy/initiatives and potential (niche) opportunity areas, all intended to lead towards the preparation of a Feasibility Report that could outline activities in a possible pharmaceutical hub in Panama. For reasons beyond UNIDO's control, project activities had to be suspended in September 2018. Project activities could be resumed in August 2019 when the government that took office in July confirmed its interest in the continuation and completion of the project as agreed originally.

A re-scoping exercise carried out in September/October 2019 included a review of originally aimed-at outputs, timelines and associated budget projections and succeeded in reaching UNIDO/GOP agreement on the timely conclusion of a modified intervention.

This assignment will be carried out in close cooperation with counterparts, stakeholders, any national and other international experts that might be drawn upon in parallel, and the UNIDO Project Manager (PM) in Vienna, to whom the incumbent will report. Main duties will pertain to the following:

	Main Duties	Expected Duration	Location	Expected Results
1.	<p>Review project documentation and activities from inception in 2018 to date.</p> <p><i>Documents to be studied in detail will include the project document, notes/reports of 2018 inception mission, a national expert report on medicines registration and procurement in Panama, information available on the 2018 Kick-off workshop (presentations, other) as well as reports and other documentation related to the Oct/Nov 2019 re-scoping exercise.</i></p>	80 days (of which 45 on mission)	Home base & Panama City/ Panama	Incumbent fully familiar with project plans, activities/results to date and pending work.
2.	<p>Provide the lead international consultancy inputs (technical backstopping and substantive contributions) for, and eventually draft two main written deliverables: (i) a Feasibility Report highlighting opportunity areas for developing Panama into a pharmaceutical distribution and production hub, and (ii) a Strategy and Plan of Action for putting the hub aspirations in place.</p> <p><i>Note: the action plan would either be an annex to the strategy or be a separate document (tbd by UNIDO/GOP).</i></p> <p><i>Work here will include, but not remain limited to home-based research, preparing for and conducting a total of four (or more) missions (see below for details), exchanges with Panamanian stakeholders as needed in between missions, close coordination with the National Project Coordinator, and other.</i></p>			Progressive and final versions of the main written deliverables produced as detailed in subsequently listed tasks.
3.	<p><b>Mission 1</b> (tent. timing: End-Nov/early Dec 2019)</p> <ul style="list-style-type: none"> <li>- Collect, collate &amp; analyze quantitative and qualitative information (incl. statistical/empirical data) needed as inputs for the drafting of the Feasibility Report.</li> </ul> <p><i>Being geared at the entire value chain of pharmaceutical production (R&amp;D/ discovery, bulk production, formulation, distribution) the report will scrutinize and assess opportunity areas that may warrant incorporation into the pharma hub strategy to be drafted subsequently.</i></p> <p><i>Work will include desk reviews of a broad range of documents (policy write-ups, studies, reports, legal provisions, regulatory documents, etc.) as well as interviews with an extensive range of stakeholders (public, private, academia, other). Corporate players (domestic/</i></p>			<p>Preliminary conceptualization of opportunity areas (including exploitable niches) formed;</p> <p>Additional/outstanding areas requiring attention in further information collection/ analytical work identified &amp; agreed.</p>

	Main Duties	Expected Duration	Location	Expected Results
	<i>foreign pharmaceutical manufacturers/ distributors, logistics firms and/or their respective representative bodies/ associations) will be particularly important in this context.</i>			
4.	<p><u>Mission 2</u> (tent. timing: Mid-January 2020)</p> <ul style="list-style-type: none"> <li>- Continue information gathering, based on home-based deskwork results since preceding mission.</li> </ul> <p><i>Inter alia, areas to be covered substantively are expected to include a survey of the landscape of pharmaceuticals-related activities in Panama, the existing relevant regulatory regimen at national and (sub)regional levels, HR issues, and pertinent government policies, incentives and other support measures.</i></p>			<p>Range of pharmaceuticals-related activities, and major players undertaking these activities, identified;</p> <p>Regulatory capacity assessed;</p> <p>Impact of present policies/incentives assessed; policy gaps and/or "disconnects" identified.</p>
5.	Prepare and submit first draft of Feasibility Report to UNIDO PM and GOP Focal Point.			Draft report (MS Word) shared with UNIDO PM. Deadline (tbc): 10 Feb 2020.
6.	<p><u>Mission 3</u> (tent. timing: end-February 2020)</p> <ul style="list-style-type: none"> <li>- Present draft Feasibility Report for review/validation by national stakeholder meeting</li> <li>- Initiate more in-depth data/information gathering on opportunity areas jointly selected for inclusion in hub strategy document</li> <li>- Explore prospects for partnerships/ strategic alliances required/in reach for the implementation of the aimed-at strategy</li> </ul>			<p>Comments/feedback from stakeholders on first draft of Feasibility Report gathered;</p> <p>Focused investigation of potential priority opportunities started;</p> <p>Clear partnership opportunities, if any, identified;</p> <p>Needs for knowledge transfer, training programs, and/or specialized professional educational programmes highlighted.</p>
7.	Incorporate results of review/validation meeting into a revised version of/draft Feasibility Report.			Revised draft/final report (MS Word) shared with UNIDO PM. Deadline (tbc): 5 March 2020.
8.	Prepare draft Strategy and Action Plan for the development of Panama into a pharmaceutical hub, and submit to UNIDO PM and GOP Focal Point.			Draft document (MS Word) submitted to UNIDO PM. Deadline (tbc): 25 March 2020.
9.	<p><u>Mission 4</u> (tent. timing: end-March 2020)</p> <ul style="list-style-type: none"> <li>- Present draft Strategy and Action Plan for review/validation by national stakeholder meeting</li> <li>- Based on meeting results, prepare final version of this document.</li> </ul>			Comments/feedback from stakeholders on first draft Strategy and Action Plan gathered.
10.	Incorporate the results of mission 4 into a revised/final version of the Strategy and Action Plan document and submit to UNIDO PM for review/clearance.			Revised draft/final report (MS Word) shared with UNIDO PM. Deadline (tbc): 31 March 2020 (assumption: no major change needs upon validation).
11.	In-between missions, on an as needs basis keep regular contact with the National Project Coordinator (NPC), seek his/her inputs throughout the drafting processes of both key documents, including a detailed substantive review of progressive versions, and incorporate into further versions as required.			Smooth interaction with NPC ensured. The latter's substantive feedback to draft document versions duly accommodated.
12.	Throughout the assignment, maintain close contact with the project's Government of Panama (GOP) Focal Point at the Ministry of Foreign Affairs (Chief, Department of Bilateral/International Economic Relations).			GOP Focal Point kept apprised of status of implementation. Support of Focal Point in preparation and conduct of the incumbent's missions continuously ensured.
13.	Unless covered by the UNIDO PM or another UNIDO staff member/project staff			UNIDO represented at meetings of PSC and PWG as required.

	Main Duties	Expected Duration	Location	Expected Results
	entrusted with this task, act as UNIDO's representative both in the Project Steering Committee (PSC) and the Pharmaceutical Working Group (PWG). <i>This task includes the participation in meetings of both entities either in person or via video/audio link whenever possible.</i>			
14.	Prepare mission reports to Project Manager (PM), capturing key observations/outcomes/action needs, etc.			Mission reports submitted to UNIDO PM w/in one week upon return.
15.	Any other task that can be reasonably expected by the Project Manager.	Included above		All such tasks carried out satisfactorily.

## **REQUIRED COMPETENCIES**

### **Core values:**

**WE LIVE AND ACT WITH INTEGRITY:** work honestly, openly and impartially.

**WE SHOW PROFESSIONALISM:** work hard and competently in a committed and responsible manner.

**WE RESPECT DIVERSITY:** work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

### **Core competencies:**

**WE FOCUS ON PEOPLE:** cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

**WE FOCUS ON RESULTS AND RESPONSIBILITIES:** focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

**WE COMMUNICATE AND EARN TRUST:** communicate effectively with one another and build an environment of trust where we can all excel in our work.

**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

Advanced degree in (industrial) economics, business administration, public health, pharmaceuticals, organic chemistry/chemical engineering, or an equivalent professional record.

### **Technical and Functional Experience:**

At least seven years of experience in the conduct of industry (sub)sector research and/or analysis, with an explicit focus on the business side of sector development. Experience in the pharmaceutical industry, covering all aspects ranging from policies, pertinent legal/regulatory issues (patenting, drug registration, etc.) as well as institutional support systems and requirements (e.g., DRAs, testing labs) would be highly desirable, as would be familiarity with the above dimensions in the context of Panama.

Proven track record in the conduct of pharmaceutical sector-related advisory/consultancy work, ideally with experience in the initiation, coaching and/or conduct of public-private consultation processes.

Prior exposure to the characteristics of the production of medicines along the entire value chain (covering R&D, production and marketing/distribution) would be highly desirable. Knowledge related to medicines combating HIV/AIDS, malaria and TB would be an additional advantage.

Good team working skills and intercultural skills are a must.

Excellent writing, presentation and communication skills.

**Languages:** English and Spanish.

# **UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

## TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA) – DRAFT

<b>Project title</b>	Formulating a Strategy for the development of a pharmaceutical hub in Panama
<b>Project number</b>	ID 180032
<b>Job title</b>	National Project Coordinator (NPC): Pharmaceutical Industry Development – Panama
<b>Main duty station and Location</b>	Panama City/Panama
<b>Start of Contract (EOD)</b>	2 December 2019 (2 <sup>nd</sup> ISA starts 1 Jan 2020).
<b>End of Contract (COB)</b>	31 March 2020
<b>Number of Working Days</b>	70 days over above period (WAE) <b>Note:</b> Due to admin set up the contract is broken down into two parts 1 <sup>st</sup> ISA covers the period in 2019 (2-31 Dec) for 10 working days (done); <b>2<sup>nd</sup> ISA covers the period in 2020 (1 Jan – 31 Mar 2020) for 50 working days.</b> <i>(with possibility of extension and expansion of the JD in Q1 2020, based on new project duration)</i>

### ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization, and environmental sustainability. Private sector development through an improvement of the business environment (policy, institutional, sector levels) and varied kinds of business upgrading assistance are among the core services of the Investment Promotion Division of the Department of Trade, Investment, and Innovation (TII) in UNIDO.

### OVERALL CONTEXT OF UNIDO'S GLOBAL PROJECT IN PHARMACEUTICALS

Forming part of an ongoing Global advisory and capacity-building Project to promote the local production of essential generic drugs in developing countries, UNIDO seeks to help develop strategies for the development of a commercially viable pharmaceutical sector that manufactures generic medicines at international quality levels. The strategies are the result of a multi-stakeholder dialogue and should represent a consensus on the vision of the development of the sector that is shared by the public and private sector.

Agreement on a sector development strategy is followed by the formulation of an actionable implementation plan which includes a governance mechanism that also incorporates monitoring and feedback functions. Related processes require research into specifics in some areas, and also go hand in hand with the development of solution packages.

### PROJECT TO DEVELOP PANAMA AS A PHARMACEUTICAL HUB

The principal objective of the UNIDO intervention is to assist the Government of Panama towards the preparation of an initiative/programme geared at turning Panama into a 'pharmaceutical hub' in the region. Such an initiative would apply a perspective of 10-15 years and thus define goals and activities for short and longer term time horizons. Specific project outputs are to:

- A) Examine the feasibility of establishing a pharmaceutical hub in Panama; produce a Feasibility Report including an analysis of specific business options, which also considers the pros and cons of each sub-sector.
- B) Formulate a vision and Strategy for development of the particular feasibilities identified, with short-, and longer-term priorities.

- C) Produce a Plan of Action for implementation of the strategy, outlining particular tasks over appropriate timelines.

The Project started with an Inception Meeting in May 2018. Initial work consisted of collecting information on the present landscape in Panama with regard to pharmaceutical distribution/manufacturing/product development, medicines registration/market authorization, public procurement of medicines, and an early partial assessment of Government policy/initiatives and potential (niche) opportunity areas, all intended to lead towards the preparation of a Feasibility Report that could outline activities in a possible pharmaceutical hub in Panama. For reasons beyond UNIDO's control, project activities had to be suspended in September 2018. Project activities could be resumed in August 2019 when the new government that took office in July confirmed its interest in the continuation and completion of the project as agreed originally.

Given the passage of time and relevant developments during the suspension period a re-scoping exercise conducted in October/November 2019 served to revisit the aimed-at outputs, timelines and associated budget projections, resulting in a UNIDO/GOP agreement on the timely conclusion of a modified intervention.

Acting as the project's in-country representative and reporting formally to the UNIDO Project Manager (PM) at Vienna Headquarters, the National Project Coordinator (NPC) will work closely with the Senior International Consultant (Pharmaceutical Sector expert) who will lead the intervention in Panama, other national and international experts that may also be drawn upon during the assignment, as well as an array of national stakeholders, notably the project's Focal Point at the Ministry of Foreign Affairs (MIRE), as appointed by the GOP. The assignment's main duties will pertain to the following:

Main Duties	Expected Duration	Location	Expected Results
<p>1. Overall, support the preparation by the International Consultant of two main written deliverables: (i) a Feasibility Report highlighting opportunity areas for developing Panama into a pharmaceutical distribution and production hub, and (ii) a Strategy and Plan of Action for putting the hub aspirations in place.</p> <p><i>Note: the action plan would either be an annex to the strategy or be a separate document (to be decided by UNIDO/GOP).</i></p> <p><i>While the main responsibility for drafting these reports rests with the International Consultant, the incumbent will undertake detailed substantive reviews of progressive draft versions as and when provided by the former, with a particular focus on areas of the incumbent's technical specializations.</i></p>		Panama City	
<p>2. Join the International Consultant for the larger part of altogether four planned field missions to Panama (with a total duration of 30 days), contribute specific expert advice in meetings with an array of stakeholders (public, private, academia, other, with emphasis on corporate players, e.g. domestic foreign pharmaceutical manufacturers/distributors, logistics firms and/or their respective representative bodies/associations), help identify &amp; approach promising further in-country information sources, and draw the International Consultant's attention to issues/developments warranting consideration in the envisaged documents' preparation.</p>			
<p>3. Attend, and act as a resource person at, two or more stakeholder meetings to be convened by MIRE, notably meetings to validate draft versions of the Feasibility Report and the Strategy &amp; Action Plan for the development of the pharma hub, respectively.</p>			
<p>4. In close cooperation with the International Consultant, the National Expert will gather information from Government line Ministries, trade bodies, private-sector organizations, key institutions, and other sources, for preparation of the drafts of the Feasibility Report, and Strategy for</p>	70		International Consultant receives the necessary support, and on-the-ground assistance in information-gathering, for drafting of the mentioned documents

Main Duties	Expected Duration	Location	Expected Results
development of Panama as a pharmaceutical hub, in the form of available data and through interviews.			
<p>5. As and when needed, garner insights into pharmaceutical sector operations in Panama, and undertake discrete pieces of data/information collection, analysis and processing, and distil results into documents (texts, tables, other) most appropriate in the respective context, particularly with a view to inclusion in the Feasibility Report, and the Strategy for development of Panama into a pharmaceutical hub.</p> <p><i>Topics may span an array of issues at the industry/health interface and, inter alia, will likely relate to pharmaceutical distribution / manufacturing / product development; regulatory affairs; existing Government policies / incentives; business opportunity areas; human resource needs; ancillary data required to enrich the Feasibility Report and Strategy to develop Panama into a pharmaceutical hub.</i></p>			Project benefits from analysis and distillation of hard data, to be included in mentioned documents
6.			
<p>7. Maintain constant liaison with (i) the Project Steering Committee (PSC) and the Pharmaceutical Working Group (PWG) that form the intervention's governance structure, (ii) national project stakeholders at government and industry levels, and (iii) other relevant actors whose involvement and buy-in are critical for formulation of the Feasibility Report and Strategy to develop Panama into a pharmaceutical hub, reviewing and providing feedback to early drafts of these documents, and participating in their completion.</p>			Full alignment of project partners ensured throughout drafting and review of the mentioned documents
<p>8. Constantly monitor progress on tasks / activities assigned to stakeholders in interim, periodically updated Work Plans, and function as main driver towards completion of said tasks / activities within the timelines agreed to.</p>			Implementation of interim Work Plans is completed as per agreed schedule.
<p>9. Attend any events or meetings to which (s)he is invited as a technical representative of the project, act in an observer capacity, and provide feedback and/or written minutes to the Project Team.</p>			A technical Project presence is maintained.
<p>10. Monitor and keep up-to-date the collection of news / information on developments related to Panama's pharmaceutical sector (at business operational, policy, legal, regulatory and institutional levels); brief the UNIDO project management team on salient developments through regular reporting and/or upon request; advise on any implications for Project interventions resulting thereof and – when needed – suggest adjustments.</p>			UNIDO project team always up-to-date on key developments impacting Panama's pharmaceutical sector.
<p>11. Assist in the preparation and conduct of, and take follow-up action to, missions of other project staff (International Consultant, other international experts, and the UNIDO PM); be responsible for organising any logistics for such missions.</p>			Expert missions are well-prepared and followed up on, and smooth delivery of implementation tasks to stakeholders is facilitated.
<p>12. Prepare and submit to UNIDO PM for review (i) monthly progress notes (1-2pp.) listing main developments under the assignment (activities, results, impending work), as well as (ii) at the end of the assignment, a technical report, summarizing the assignment's main results, including any lessons learnt, supplemented, if applicable, by recommendations on how to improve similar UNIDO support interventions in the future.</p>			Monthly progress notes submitted to UNIDO PM (MS Word) by the 5th of each month; final technical report (MS Word, 8-10pp.) submitted within one week upon the assignment's completion.
<p>13. Any other ad-hoc task that may be reasonably expected by the Project Manager.</p>	Included above	Panama City	Ad-hoc tasks satisfactorily rendered.

## **REQUIRED COMPETENCIES**

### **Core Values:**

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**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

Advanced degree in (industrial) economics, business administration, public health or a technical discipline relevant for the pharmaceutical industry, e.g. (industrial) pharmacy, health economics, organic chemistry/chemical engineering or an equivalent qualification/professional record.

### **Technical and Functional Experience:**

A minimum of 10 years' experience in policy analysis and/or operations in the production/testing/distribution of pharmaceuticals in Panama. Insights into the pharmaceutical industry gained through discharge of responsibilities in senior academic/advisory/strategic management positions will be an asset. Candidates with a strong network among Government agencies/institutions, and with organizations related to the pharmaceutical sector will be preferred. Familiarity with issues impacting local pharmaceutical manufacturers directly or indirectly (e.g. pertinent legal/regulatory aspects, strengths/weaknesses of institutional infrastructure in-country) will be desirable.

Good team working skills.

Excellent writing, presentation and communication skills.

**Languages:** Fluency in written and spoken Spanish and English is required.