



Safe Drugs Save Lives

STRATEGIC *PLAN IV* 2025/26–2029/30

VISION

“A globally recognized Authority in drugs and healthcare products regulation.”

Theme: Strengthening Drug & Healthcare Products Regulation for a Healthy and Productive Population.





Introduction



Financing of the plan



Nda Risk Management



Situational Analysis



Implementation arrangements



Monitoring and evaluation arrangements



Strategic direction



Communication and feedback mechanism



Project Profile



GOAL

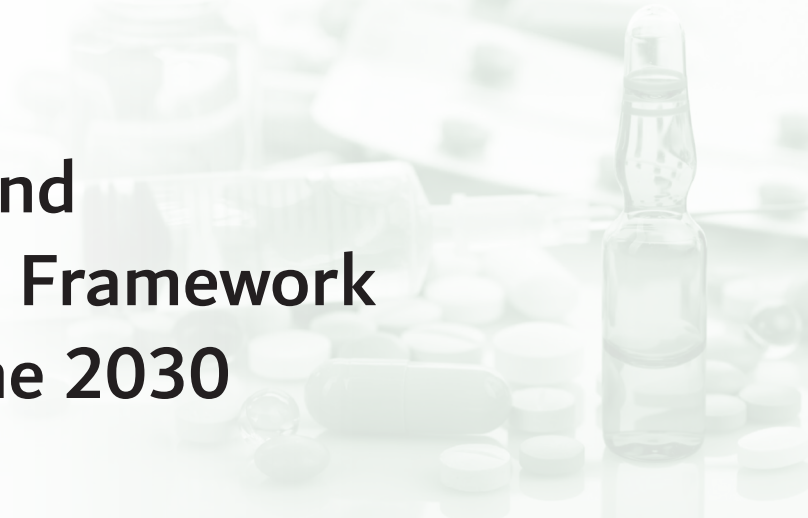
“To attain and maintain global leading practices in drug and healthcare products regulation by 2030.”



NATIONAL DRUG AUTHORITY

SAFE DRUGS SAVE LIVES

Strategic Plan and Implementation Framework July 2025 – June 2030



Integrity



Collaboration



Accountability



Responsibility



Excellence



I call upon all Ministries, Departments, and Agencies; the private sector; academia; civil society; and our development partners to align with this strategic agenda. Let us collectively ensure safe, effective and quality drugs for the Ugandan population.

Foreword

The health of our nation is the wealth of our nation. As Uganda progresses steadily toward Vision 2040 and the realization of universal health coverage, the ability of our regulatory systems to assure the safety, efficacy, and quality of medicines and healthcare products becomes more vital than ever. Medicines must heal, not harm. Products must restore, not risk. This Strategic Plan (2025/26 – 2029/30) of the National Drug Authority is a renewed national commitment to build a resilient, responsive, and world-class regulatory system.

This plan reflects our bold ambition to elevate Uganda’s regulatory maturity to World Health Organization (WHO) Maturity Level 3. It articulates a strategic shift from routine compliance to regulatory leadership across the continent. In a world facing pandemics, counterfeit drugs, and rising antimicrobial resistance, Uganda must not only keep pace; we must lead with resilience and innovation.

We cannot continue to rely on imports alone. A healthy Uganda must also be a self-reliant Uganda. With the rapid rise of local pharmaceutical manufacturing and policy drivers such as the Parish Development Model

and Buy Uganda, Build Uganda (BUBU), our regulatory institutions must evolve to match the scale of national ambition. The NDA is at the center of this evolution. This plan lays the blueprint for a regulator that is not only technically sound but strategically aligned to national development priorities.

As the Ministry of Health, we pledge unwavering partnership with the NDA in delivering this vision. We shall advocate for investments in regulatory infrastructure, champion essential legal and institutional reforms, and strengthen our inspection and pharmacovigilance systems. This work is not just technical it is deeply moral. Every substandard medicine that escapes scrutiny is a silent betrayal of the public trust.

I call upon all Ministries, Departments, and Agencies; the private sector; academia; civil society; and our development partners to align with this strategic agenda. Let us collectively ensure safe, effective and quality drugs for the Ugandan population.

Hon. Dr. Aceng Jane Ruth Ocero
Minister of Health



We are committed to make Uganda a leader in drug regulation and accessibility.

Message from the Chairperson

At the National Drug Authority, we are driven by a simple yet profound mission: **To safeguard public health through effective regulation of drugs and healthcare products.** This mission is at the heart of everything we do. The strategy focuses on regulatory excellence, innovation, and collaboration. We are rethinking the systems that support health care and we are committed to making Uganda a leader in drug regulation and accessibility. Our work aligns directly to the Ministry of Health's vision for Universal Health Coverage and builds on the promises of the NRM manifesto to create jobs, strengthen health systems, and transform lives.

Our priorities are clear, we are enhancing drug quality, efficacy, safety, supporting local manufacturing to reduce reliance on imports and making our processes faster, smarter, and more transparent through technology. We are not afraid of challenges, whether it's combating

antimicrobial resistance or ensuring equitable access to medicines, as our bold steps. Risk management is now part of our DNA, helping us anticipate problems and solve them before they arise.

By the end of this plan, we aim to achieve results that matter, better medicines, stronger systems, and safer communities. These are not just goals, they are commitments and this is only possible through partnerships. The Ministry of Health, development agencies, and stakeholders have been instrumental in supporting our journey.

Together, we will build a healthier Uganda.

For God and My Country,

Dr. Medard Bitekyerezo
Chairperson



Trust and cooperation are vital. We aim to build strong relationships with healthcare professionals, manufacturers, and international agencies to streamline regulatory compliance.

The National Drug Authority is charting a new course for Uganda’s healthcare system. This is a strategic direction designed to deliver safer, quality efficacious drugs and healthcare products to every corner of the country. Our Strategic Plan is built on collaboration and innovation, outlines how we will achieve this over the coming years to 2030. The process of developing this strategy has been thorough and inclusive. It involved extensive consultations with

Message from the **Secretary to the Authority**

key stakeholders, including the Ministry of Health, pharmaceutical professionals, manufacturers, private sector, and development partners. We are grateful to all those who participated in these discussions, your insights and expertise shaped this plan, making it stronger and more focused. Our strategy revolves around six critical focus areas, each is essential to transform Uganda’s healthcare system.

First, *Regulatory Excellence*. This is about setting global standards for our operations. It means enhancing quality control, inspections, and licensing to ensure that the drugs on our market are safe and efficacious.

Second, *Stakeholder Engagement and Collaboration*. We aim to build strong relationships with healthcare professionals, manufacturers, and international agencies to streamline regulatory compliance.

Third, *Innovation and Digital Transformation*. Technology is at the core of modern regulation. By automating workflows and integrating ICT systems, we will make our processes faster, more transparent, and more effective.

Fourth, *Institutional Growth and Sustainability*. To meet the growing demands, we must strengthen our internal capacity. This includes investing in our workforce and ensuring financial sustainability for the future.

Fifth, *Public Health Impact and Accessibility*. We are committed to ensuring that every Ugandan, no matter where they live, has access to safe, quality and efficacious medicines.

Sixth *AMR Mitigation and Safety*. Antimicrobial resistance is a global threat. By enhancing pharmacovigilance systems, we will protect public health and ensure the responsible use of medicines.

These focus areas are directly aligned with Uganda’s National Development Plan IV. Our work supports key objectives such as improving population health and safety, increasing local manufacturing capacity, and strengthening healthcare governance. We thank the National Planning Authority for their guidance and unwavering support throughout this process. This Strategic Plan is more than a roadmap, it is a commitment to better healthcare for Uganda. Together, with continued collaboration with our esteemed stakeholders, we will achieve the strategic plan aspirations.

Thank you.

For God and My Country,



Dr. David Nahamya
Secretary to the Authority



Acknowledgment

The National Drug Authority extends her heartfelt gratitude to our key stakeholders, including Ministry of Health (MoH), Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF), Development Partners, Parliament (including Parliamentary Committee on Health), World Health Organization (WHO), Uganda Herbalists and Cultural Association, Pharmaceutical Manufacturers, Importers and Exporters, National Drug Shops Advocacy Initiative (licensed drug shops and outlets including veterinary drug shops in Uganda), Healthcare Service Providers (Public and Private Health Facilities), Pharmaceutical Society of Uganda (PSU), Allied Health Professionals of Uganda, Clinical Trials & Pharmacovigilance, Diabetic Association, HIV Association,

HEPS (Coalition for Health Promotion and Social Development), Uganda Healthcare Federation (UHF), National Medical Stores (NMS), Joint Medical Stores (JMS), Uganda Communications Commission (UCC), Uganda Revenue Authority (URA), Government Citizen Interaction Centre (GCIC), Uganda Nurses and Midwives Council (UNMC), Suppliers and Strategic Partners, Top Leadership Team, and the General Public, for their unwavering support and contributions to the development of this Strategic Plan.

To the members of the Drug Authority, management, staff, and the strategic planning taskforce, your dedication and expertise have been the cornerstone of this effort.

We also deeply appreciate the invaluable partnership of the World Health Organization and the National Planning Authority, whose guidance and insights have enriched this process. A special acknowledgment goes to Summit Consulting Limited and Business Planning and Development department for their professionalism and exceptional support in ensuring that this plan is robust, strategic, and forward-looking.

This achievement reflects our collective commitment to advancing public health and ensuring a brighter, healthier future for all Ugandans. Thank you for the time, effort, and passion you have invested in shaping this vision.

List of Abbreviations

ADR	Adverse Drug Reaction
AfCFTA	African Continental Free Trade Area
AMA	African Medicines Agency
AMR	Antimicrobial Resistance
API	Active Pharmaceutical Ingredient
DP&NM	Department of Pharmaceuticals and Natural Medicines
EAC	East African Community
EMHS	Essential Medicines and Health Supplies
EMHS	Essential Medicines and Health Supplies
FY	Financial Year
GBT	Global Benchmarking Tool
GDP	Gross Domestic Product
GMP	Good Manufacturing Practices
GoU	Government of Uganda
HCs	Health Centres
HSDP	Health Sector Development Plan
IGAD	Inter-Government Agency for Development
iRIMS	Integrated Regulatory Information Management System
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MOH	Ministry of Health
NCDs	Non-communicable Diseases
NCRI	Natural Chemotherapeutic Research Institute
NDA	National Drug Authority
NDHPA	National Drug and Health Products Authority
NDP/A	National Development Plan Act

NDQCL	National Drug Quality Control Lab
NESW	National Electronic Single Window
NIRA	National Identification AND Registration Authority
NMP	National Medicines Policy
NPSSP	National Pharmaceutical Sector Strategic Plan
NVDP	National Veterinary Drug Policy
PD	Pharmacy Division
PHP	Private Health Providers
PMS	Post Market Surveillance
PNFP	Private Not-For-Profit
POE	Port of Entry
PSU	Pharmaceutical Society of Uganda
RCOREs	Regional Centres of Regulatory Excellence
RDU	Rational Drug Use
SDGs	Sustainable Development Goals
SDT	Service Delivery Timelines
SSFFC	Substandard/Spurious/Falsely labeled/Falsified/ Counterfeit
TCMs	Traditional and complementary medicines
UBOS	Uganda Bureau of Standards
UCC	Uganda Communication Commission
UFDA	Uganda Food and Drugs Act
UHC	Universal Health Care
UNCST	Uganda National Council for Science and Technology
UNHRO	Uganda National Health Research Organization
VET	Veterinary
W.R.T	With Respect To
WHO	World Health Organization

CONTENTS

Foreword	ii	2.5. Preliminary findings of the SWOT analysis	37
Message from the Chairman	iii	2.6. Stakeholder Analysis, Expectations, and Aspirations.....	48
Message from the Secretary to the Authority.....	iv	2.7. Summary of emerging issues and implications	62
Acknowledgment	v	CHAPTER 3: STRATEGIC DIRECTION	63
List of Abbreviations	vi	3.1. Introduction	64
Executive Summary	x	3.3. Rationale for National Drug Authority Strategic Plan 2025-2030	64
CHAPTER 1: INTRODUCTION	1	3.2. Preamble.....	64
1.1. Background	2	3.4. Our Core Values – I CARE	66
1.2. Legal and Regulatory Framework	3	3.5. Summary of the strategic direction	67
1.3. Governance and Organizational Structure	8	3.6. Linkage of the NDA Strategic Plan to NDP IV	72
1.4. The National Legal and Policy Context of NDA.....	12	3.7. Programme and Focus Area Alignment Matrix.....	74
1.5. Purpose of the Plan	17	3.8. Key Strategic Interventions	78
1.6. The Process of Developing the Strategic Plan	17	3.9. Strategic Objectives and Expected Outcomes	88
1.7. The structure of the NDA Strategic Plan.....	18	CHAPTER 4: FINANCING OF THE PLAN	101
CHAPTER 2: SITUATIONAL ANALYSIS	19	4.1. Projected Revenue	102
2.1. Background	20	4.2. Revenue Assumptions	106
2.2. Performance of the Previous Strategic Plan 2020/21-2023-/24.....	20	4.3. Expenditure assumptions	107
2.3. Institutional capacity of the National Drug Authority	33		
2.4. Key achievements and Challenges.....	35		

CHAPTER 5: IMPLEMENTATION ARRANGEMENTS 109

5.1. Introduction110
 5.2. Institutional Arrangements for Plan Implementation ...110
 5.3. Strategic Implementation Model110
 5.4. Implementation Approach111
 5.5. Implementation Roles and Responsibilities.....112
 5.6. Partnerships and Collaborations114

CHAPTER 6: COMMUNICATION AND FEEDBACK MECHANISM 115

6.1. Introduction116
 6.2. Objectives of the Communication and Feedback Mechanism.....123
 6.3. Dissemination Methods.....124
 6.4. Mechanisms for Generating Feedback from Stakeholders.....124
 6.5. Communication Frequency125

CHAPTER 7: NDA RISK MANAGEMENT 127

7.1. Introduction128
 7.2. Ranking of the major risks to strategy131
 7.3. Detailed Risk Register132

CHAPTER 8: MONITORING AND EVALUATION ARRANGEMENTS 141

8.1. Introduction142
 8.2. Progress Reporting and Review of Results.....142
 8.3. Development of the Detailed Monitoring and Evaluation Plan143
 8.4. Flexibility and Adaptation143
 8.5. Monitoring and Evaluation Assumptions143
 8.6. NDA M&E Results Framework Matrix at National and Institutional Level144

CHAPTER 9: PROJECT PROFILE 155

9.1. Introduction156

ANNEXES

Annex 1: Implementation Action Plan Detailed Output Level Result Framework).....158
 Annex 2: Cost Implementation Matrix (Billions).....326
 Annex 3: Key NDA Envisaged Risk Matrix342
 Annex 4: NDA Sustainability Strategy.....343

LIST OF TABLES

Table 1: What NDA Regulates	4	Table 23: Stakeholder Engagement Strategy.....	116
Table 2: NDA Administrative Structure	6	Table 24: NDA Structured Communication Framework	125
Table 3: Institutional Regulation and Supervisory	8	Table 25: Analysis of risks affecting the NDA	129
Table 4: Global, Continental, Regional, and National linkage with NDA strategic plan.	14	Table 26: Key NDA Strategic Risks Identified	131
Table 5: Linkage of NDA operations to global frameworks	16	Table 27: NDA’s major risks to its mandate include:	133
Table 6: Financial analysis.....	33	Table 28: Qualitative Risk Matrix.....	140
Table 7: Challenges against the previous plan’s performance... 36		Table 29: Quantitative Risk Matrix	140
Table 8: SWOT Analysis Matrix	37	Table 30: NDA M&E Results Framework.....	144
Table 9: Health Sector Budget Allocation and Releases	44	Table 31: NDA Investments Summary	156
Table 10: Availability of Essential Medicines and Health Supplies (EMHS)	44	Table 32: Showing Five Years Implementation Action Plan (Results Framework 2030).....	158
Table 11: Local Pharmaceutical Production	45	Table 33: Showing the Cost Implementation Matrix.....	326
Table 12: Pharmacist Workforce.....	45	Table 34: Key NDA Envisaged Risk Matrix.....	342
Table 13: Stakeholder Analysis, Expectations and Aspirations	48	Table 35: NDA ESG Strategy Indicators.....	345
Table 14: NDA Programme and Focus Area Matrix	74		
Table 15: Strategic Direction Matrix	78		
Table 16: Key Outcome Results Matrix/ Balanced Scorecard	88		
Table 17: Projections for 2025/26 – 2029/30 (UGX Billions)	102		
Table 18: Projected Expenditure of the Strategy 2030	103		
Table 19: NDA 5-Year Budget Summary	105		
Table 20: Unfunded priorities.....	106		
Table 21: NDA Strategic Implementation Model (SIM)	111		
Table 22: Institutional Roles and Responsibilities for Strategic Plan Implementation	112		

LIST OF FIGURES

Figure 1: NDA Organogram.....	10
Figure 2: The Process of Developing the Strategic Plan (ACT) Approach	18
Figure 3: How would you rate your overall experience with NDA?	42
Figure 4: How well do you understand the NDA’s mandate?.....	42
Figure 5: NDA Strategic Direction 2030 Overview	68

Executive Summary

The NDA Strategic Plan 2025/26 – 2029/30 has been developed as a regulatory contribution towards Uganda's Vision 2040 goal of improving life expectancy and reducing infant mortality, as well as NDP IV priorities on improving population health. At the regional level, this strategy contributes to the harmonization of drug regulation under Chapter 21, Article 118 (c)–(f) of the EAC Treaty and aligns with the African Medicines Agency (AMA) objectives. At the global level, it supports SDG 3: “Ensure healthy lives and promote well-being for all at all ages.”

This strategy aims to **“Strengthen drug and healthcare products regulation for healthy and productive populations.”** It has been designed to address stakeholder expectations, align with Uganda's national development priorities, and contribute to regional, continental, and global regulatory harmonization. In pursuit of this goal, the strategic agenda focuses on six key **Focus Areas**:

1. Regulatory Excellence
2. Stakeholder Engagement and Collaboration
3. Innovation and Digital Transformation
4. Institutional Growth and Sustainability
5. Public Health Impact and Accessibility
6. Antimicrobial Resistance (AMR) Mitigation

Six strategic objectives have been defined to guide NDA's regulatory efforts over the next five years:

1. To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.
2. To deepen relationships with stakeholders to foster trust and shared accountability.

3. To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.
4. To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.
5. To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.
6. To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.

By implementing this strategic plan, NDA aims to achieve the following 20 outcomes:

1. Enhanced drug and healthcare product quality, safety, and efficacy
2. Improved local manufacturing capacities and capabilities.
3. Timely availability and accessibility of regulated products and services on the market.
4. Improved regulatory compliance among stakeholders
5. Increased Public Trust in NDA Operations
6. Improved stakeholder awareness and satisfaction of the regulated products and services
7. Stronger Regional and International Collaboration
8. Digitalized Operations for Regulatory Efficiency
9. Financial Sustainability of NDA Operations

10. Increased staff capacity, productivity, and satisfaction
11. Enhanced Innovation and production of new knowledge
12. Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.
13. Improved Governance, Legal and Regulatory Effectiveness, and value for money.
14. Improved Service Quality, resilience and sustainability
15. Improved institutional efficiency and infrastructure development
16. Improved Availability of Essential Drugs and Healthcare Products
17. Improved Customer coverage
18. Strengthened AMR Surveillance Systems
19. Promote optimal access and use of Antimicrobials
20. Strengthened Post-Market Safety Surveillance

A Monitoring and Evaluation (M&E) Plan has been established to track performance against outcome and key output indicators.

Risk management has also been integrated into the implementation framework in alignment with the Government of Uganda Risk Management Strategy 2018. The strategy has been fully costed, with an indicative five-year budget of UGX 611 billion (Six Hundred Eleven billion) to finance its priorities.

Through disciplined execution of this strategy, NDA reaffirms its commitment to safeguarding the health of Ugandans by ensuring the availability of safe, effective, and affordable healthcare products. In doing so, the Authority will solidify its role as a leading regulator in the region while contributing meaningfully to Uganda's socio-economic development and public health goals.

CHAPTER

01

INTRODUCTION



1.1. Background

The National Drug Authority’s (NDA) Five-Year Strategic Plan (2025/26–2029/30) sets a bold course to reinforce its mandate in an increasingly complex local, regional, and global **regulatory environment for medicines and healthcare products. The strategy directly supports Uganda’s Vision 2040 aspiration for “A healthy and productive population”,** with a strong focus on Sustainable Development Goal 3, Good Health and Well-Being, and the attainment of WHO global benchmarking maturity level 4.

Over the next five years, NDA will pursue its overall goal “to attain and maintain global leading practices in drug and healthcare products regulation by 2030.” This goal reflects a deliberate commitment to strengthen systems, ensure the consistent availability of safe, efficacious, and quality medicines, and adapt swiftly to emerging health threats and innovations.

The strategy is informed by:

- a) Stakeholder expectations of NDA’s role in safeguarding public health.
- b) National priorities outlined in the National Development Plan IV (NDP IV) and Vision 2040.
- c) Regional harmonization commitments under the East African Community and the African Medicines Agency.
- d) Global regulatory trends and public health imperatives.

To deliver on this ambition, the strategic agenda focuses on six integrated Focus Areas:

- a) Regulatory Excellence – strengthening frameworks, enforcement, and compliance to guarantee drug safety, quality, and efficacy.
- b) Stakeholder Engagement and Collaboration – fostering trust, partnerships, and shared accountability across the health ecosystem.
- c) Innovation and Digital Transformation – deploying modern regulatory technologies and data-driven systems.
- d) Institutional Growth and Sustainability – building financial, human, and infrastructural resilience.
- e) Public Health Impact and Accessibility – improving equitable access to quality healthcare products nationwide.
- f) Antimicrobial Resistance (AMR) Mitigation – implementing a coordinated, One Health approach to contain and reverse AMR trends.

This plan is not merely about maintaining regulatory control; it is about positioning Uganda as a continental leader in pharmaceutical regulation, safeguarding the population’s health, and contributing to the global public health architecture.

The National Drug Authority's (NDA) five-year strategic plan for 2025/26–2029/30 focuses on reinforcing its mandate in the evolving regulatory landscape of medicines and healthcare products both locally and globally. This strategic framework emphasizes alignment with Uganda's National Development Plan IV (NDP IV) and WHO policies to ensure robust regulation, availability of essential medicines, and adaptation to emerging health challenges.

The overall goal of the strategy for this medium term is to “consolidate efficiency and effectiveness in drugs regulation.” The strategy has been informed by stakeholder expectations of NDA over the next five years; the need to contribute to attainment of national development priorities in Uganda's Vision 2040 and National Development Plan III; as well as emerging drugs regulation harmonization issues at the regional, continental and global levels. In the context of this overall goal, the new strategic agenda focuses on four Areas: (i) Core Service Delivery (ii) Legal and Regulatory framework; (iii) Stakeholder engagement and Collaboration and (iv) Institutional development.

1.2. Legal and Regulatory Framework

The NDA operates under the following legal frameworks and regulations:

a) **National Drug Policy and Authority Act, Cap.198.** This Act establishes the NDA and defines its functions, powers, and governance structure. It provides the legal basis for the regulation and supervision of pharmaceuticals and health products in Uganda.

- b) **Public Finance Management Act, Cap.171.** This Act governs the financial management of public institutions, including the NDA, ensuring accountability and proper use of public funds.
- c) **Access to Information Act, Cap. 95.** This Act promotes transparency by allowing the public access to information held by public bodies, including the NDA. It ensures that the NDA operates in an open and accountable manner.

1.2.1. What NDA Regulates

The NDA regulates human and veterinary drugs, surgical instruments and appliances. Additionally, the NDA ensures public and animal health by providing regulatory oversight, stakeholder collaboration, and enforcing compliance with safety and quality standards.

Table 1: What NDA Regulates

No.	Category/Area	Description
1.	Human Drugs	a) Registration, approval, quality assurance, safety and efficacy of medicines for human use (tablets, syrups, injections, etc.). b) Includes pharmaceuticals and biologicals like vaccines and blood products.
2.	Veterinary Drugs	a) Registration, approval, quality assurance, safety and efficacy of medicines and vaccines for animals (livestock, pets and wildlife animals). b) Covers pharmaceuticals and biological products.
3.	Surgical Instruments and Appliances	Instruments and equipment used for medical use (Class A–D).
4.	Narcotics, psychotropic substances, and Precures	a) Manages and regulates narcotics, and psychotropics b) Issues quotas and licenses for production, import, export, and consumption. c) Prevents misuse and diversion.
5.	Herbal Medicines	a) Encourages research, approval, and registration of herbal remedies and complementary medicines. b) Ensures safety, efficacy and quality of herbal products.
6.	Clinical and Field Trials	a) Approves and monitors clinical and field trials for new drugs, vaccines, and medical devices. b) Ensures compliance with scientific, ethical and regulatory standards.
7.	Drug Import and Export Control	a) Control the importation and exportation of medicines, vaccines, and medical products. b) Monitors compliance with national and international standards.
8.	Post-Market Surveillance	a) Conduct surveillance of the regulated medical products on the market. b) Prevent, detect and respond to substandard and falsified medical products.

No.	Category/Area	Description
9.	Licensing of Pharmaceutical Facilities	a) Inspect and license pharmaceutical manufacturing facilities and drug outlets. b) Ensures compliance with Good Distribution Practices (GDP).
10.	Good Manufacturing Practices (GMP)	a) Inspect pharmaceutical manufacturing facilities (local and foreign) for issuance of GMP Certificate b) Monitor pharmaceutical manufacturers for compliance with GMP.
11.	Laboratory Testing	a) Conduct quality control of drugs, surgical instruments and appliances b) Ensures products meet required safety, efficacy, and quality control.
12.	Vigilance	a) Tracks and investigates Adverse Drug Reactions (ADR) and events. b) Monitors product safety through the National Pharmacovigilance Centre.
13.	Control of Drug Promotion and Advertising	a) Educates the public, healthcare providers, and stakeholders on NDA's role and drug safety. b) Collaborates with professional bodies, ministries, and agencies.
14.	Regulatory compliance	a) Inspect and enforce compliance in the public and private sector b) Closes illegal outlets and combats counterfeit medicines.
15.	Policy Advisory Services	a) Advises the government on drug policy and regulation matters. b) Provides recommendations for healthcare system improvements.

Administrative Structure

The administrative and management flows of the National Drug Authority (NDA) of Uganda are designed to ensure efficient regulation of pharmaceuticals and health products. The following details provide an overview of these flows:

Table 2: NDA Administrative Structure

Governance Level	Role Description
The Drug Authority	<p>The Drug Authority provides overall policy direction and oversight. It is responsible for strategic decision-making and ensuring the NDA fulfills its mandate.</p> <p>Role: The Drug Authority provides overall policy direction and oversight. It is responsible for strategic decision-making and ensuring the NDA fulfills its mandate.</p> <p>Composition: The drug authority consists of the chairperson and the following other persons: (a) the director of medical services, (b) the commissioner for veterinary services, (c) the commissioner for trade, (d) the director, of the criminal investigation department, (e) the chief of medical services, Ministry of Defense, (f) the chief of pharmaceuticals and health supplies, (g) the head of the Natural Chemotherapeutics Laboratory, (h) the director, of Mulago Hospital, a representative of each of the (i) National Medical Stores, (ii) the Uganda Medical Association, (iii) the Pharmaceutical Society of Uganda, (iv) the Uganda Veterinary Association, (v) the head of the School of Pharmacy, Makerere University, (vi) the Uganda herbalists, (vii) the Uganda Dental Association; and (viii) the Joint Medical Stores, (j) the director general of the Uganda AIDS Commission, and (k) two other persons appointed from the public.</p>
The Secretary to the Authority	<p>Role: The SA is the accounting officer of the NDA, responsible for implementing the policies and decisions of the Drug Authority. The SA oversees daily operations and ensures compliance with regulatory standards.</p> <p>Reporting: Reports directly to the Drug Authority and provides regular updates on the performance and activities of the NDA.</p>
Directorates, Departments, and Unit	The NDA is organized into various directorates, departments, and units, each focusing on specific regulatory functions.

Focus Area 1: Regulatory Excellence, emphasizes enhancing the quality and efficiency of regulatory processes to ensure the safety and efficacy of drugs.

Focus Area 2: Stakeholder Engagement and Collaboration, aims to foster productive relationships with partners and stakeholders to improve compliance and increase awareness of NDA's mandate.

Focus Area 3: focuses on Digital Transformation for Quality Services, leveraging technology to streamline operations and ensure timely service delivery.

Focus Area 4: Institutional Growth and Sustainability, concentrates on strengthening NDA's infrastructure, human resources, and financial sustainability to maintain robust regulatory capacity.

Focus Area 5: Public Health Impact and Accessibility, seeks to improve access to essential medicines and healthcare products, prioritizing vulnerable populations. Finally,

Focus Area 6: Addresses Effective Antimicrobial Resistance (AMR) Management, ensuring the responsible use of antibiotics and promoting strategies to combat the growing threat of AMR, an increasing public health concern issue.

The strategic plan is firmly rooted in international standards and regional goals, such as the African Medicines Agency (AMA), to foster regulatory harmonization and support the development of Uganda's pharmaceutical industry. By promoting local manufacturing and reducing reliance on imports, NDA aligns itself with Uganda's industrialization agenda while contributing to public health resilience. A robust monitoring and evaluation framework underpins the strategy, ensuring accountability and progress toward the outlined objectives. This focus on outcomes enables NDA to continuously adapt and improve, meeting the evolving needs of Uganda's healthcare system while maintaining global competitiveness.

1.3. Governance and Organizational Structure

The National Drug Authority (NDA) of Uganda is subject to various levels of institutional regulation and supervision to ensure that it functions effectively and maintains high standards of public health and safety. Here is an overview of the regulatory and supervisory framework:

Table 3: Institutional Regulation and Supervision

Institution	Role Description
Ministry of Health	The Ministry of Health has overall supervisory authority over the NDA. The Ministry provides policy guidance and oversight to ensure that the NDA aligns with national health priorities and objectives. The Minister of Health appoints the Drug Authority for the NDA and monitors its performance.
The Drug Authority	<p>The Drug Authority is the primary governing body of the NDA, responsible for strategic oversight and policy direction. The Drug Authority ensures that the NDA complies with statutory requirements and operates transparently and efficiently. The Drug Authority is accountable to the Ministry of Health and reports on its activities and performance.</p> <p>The National Drug Authority (NDA), under the leadership of the Secretary to the Authority, operates through five distinct directorates, each playing a critical role in achieving the organization’s regulatory objectives for drugs and health products. These directorates are guided by Drug Authority-approved strategic priorities, which are periodically reviewed to ensure the effective delivery of the NDA's mandate in response to emerging needs and challenges.</p>
Parliament	The NDA is accountable to the Parliament of Uganda. The Parliament exercises oversight through its committees, such as the Health Committee, which reviews the activities, budget, and reports of the NDA. Parliamentary oversight ensures that the NDA adheres to its mandate and serves the public interest.
Auditor General	The Office of the Auditor General conducts regular audits of the NDA's financial statements and operations. These audits ensure financial accountability and transparency, and the findings are reported to Parliament. The NDA is required to address any issues identified in the audit reports.

Institution	Role Description
Inspectorate of Government (IGG)	The Inspectorate of Government, also known as the Ombudsman, has the authority to investigate allegations of corruption, abuse of office, and maladministration within the NDA. The IGG ensures that the NDA operates with integrity and adheres to ethical standards.
Quality Assurance and Regulatory Bodies	The NDA collaborates with international and regional regulatory bodies such as the World Health Organization (WHO) and the East African Community (EAC). These bodies provide guidelines and standards for pharmaceutical regulation, which the NDA adopts to ensure compliance with global best practices.
Internal Controls and Compliance	The NDA has established internal controls and compliance mechanisms to regulate its activities. This includes internal audits, compliance audits, and risk management frameworks that help in identifying and mitigating operational risks. The NDA's Quality Management Department ensures that all regulatory activities meet established standards.

Figure 1: NDA Organogram



Safe Drugs Save Lives

National Drug Authority

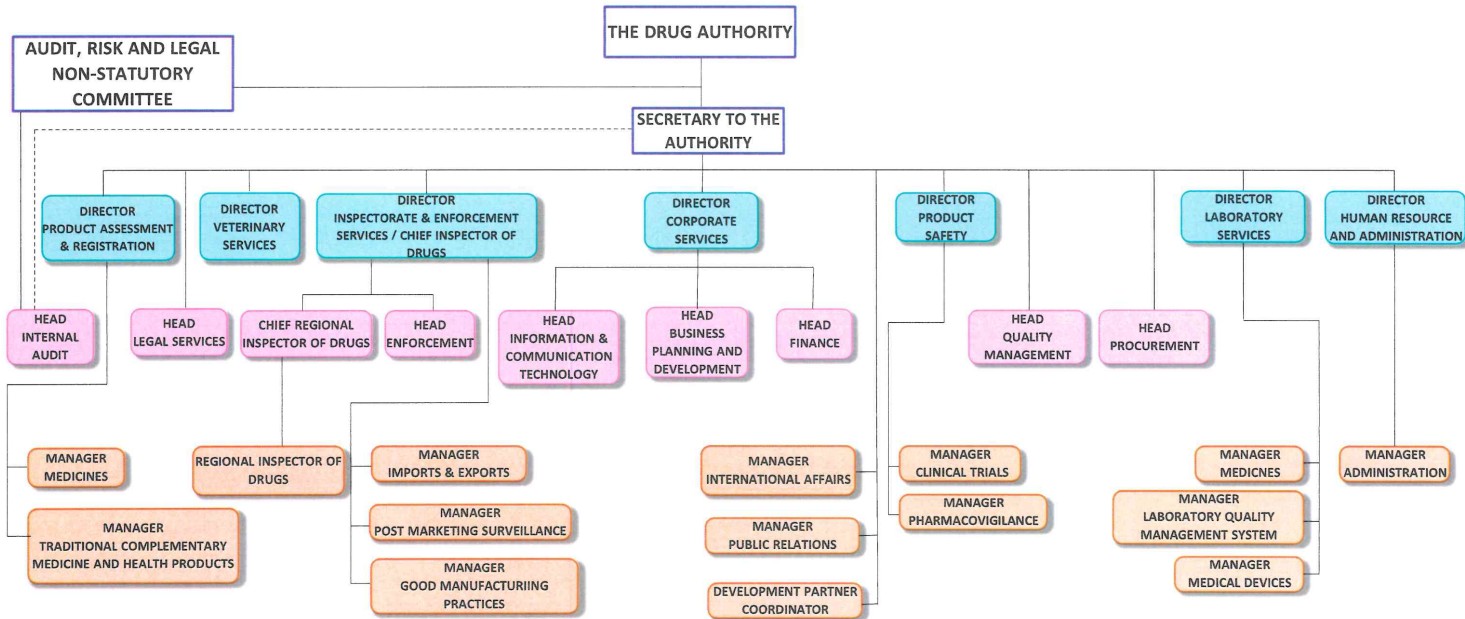
Plot 93, NDA Tower, Buganda Road

P.O. Box 23096, Kampala Uganda

Email: ndaug@nda.or.ug; Website: www.nda.or.ug

Tel: +256 417 788100; Toll Free: 0800101999

MACRO ORGANISATION STRUCTURE



Approved by the Commission of the 7th Drug Authority on 12th December 2022

Secretary to the Authority
David Nahamya

Chairperson
Human Resource & Admin Committee
Moses Kamabare

Chairperson
National Drug Authority
Dr. Medard Bitekyerezo

The Drug Authority was established by the Act of Parliament with oversight by the Ministry of Health, which appoints the Drug Authority that exercises the day-to-day supervisory oversight function of the National Drug Authority. The Drug Authority has instituted a delegated mandate to Management with the following key functions;

- 1. The office of the Secretary to the Authority** heads the Secretary to the Authority and has various directorates to coordinate in order to meet the overall drug and health products regulatory objectives of the institution.
- 2. Directorate of Product Safety:** The Directorate of Product Safety ensures that the medicines marketed and used in Uganda meet acceptable levels of safety, quality, and efficacy. The directorate team is responsible for pharmacovigilance, safety, regulation of clinical and field trials, exchange of medicines information, and regulation of the promotion of medicines and healthcare products.
- 3. The Directorate of product assessment and registration** is mandated to carry out a comprehensive scientific evaluation of market-authorization applications so that all pharmaceutical products intended for use in Uganda meet their intended purpose and requirements.
- 4. The Directorate of Inspectorate and Enforcement** is responsible for ensuring compliance with the laws and regulations that apply to the manufacture, control, and supply of medicines and healthcare products including; human, veterinary, medical devices, natural health

products, and blood & blood products on the Ugandan market.

- 5. The Directorate of Corporate Services** contributes towards the delivery and development of the entity-wide Institutional capacity, which is achieved through the provision of Institutional development and sustainability through infrastructure investment, performance management, planning, financial sustainability, automation of the business processes, business process optimisation.
- 6. The Directorate of Human Resource and Administration** develops & deploys the requisite human resource capacity to deliver NDA's mandate, as well as manages Staff welfare programs. The Administration unit oversees the deployment of the much-needed functional and administrative infrastructure & Equipment that is central to the provision of a productive office environment for staff.
- 7. The Directorate of veterinary services** provides oversight over the Veterinary drugs including acaricides which are the most important of animal drugs in terms of volumes and capital investment. Veterinary drugs in Uganda are registered by NDA following well-laid procedures that conform to international standards and following recommendations from the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), based on pre-registration field trials on efficacy.

8. The Directorate of laboratory services is mandated to analyze different categories of medicines, medical devices, and Public health products to ensure that they meet the internationally and locally set quality, safety and efficousy standards.

Out of the eight directorates, five are technical directorates (Product Assessment and Registration, Product Safety, Veterinary Services, Laboratory Services, Enforcement and Inspectorate), and three are specialized directorates, including Secretary to the Authority, Corporate Services, Human Resources, and Administration.

By the end of the five years, the Authority had a total staff of 335, of whom 62% were male and 38% were female, employed across the technical and specialized categories

1.4. The National Legal and Policy Context of NDA

1.4.1. Linkage to Uganda Vision 2040

Uganda Vision 2040 aspires to transform the country into a competitive, industrialized, middle-income economy with a high quality of life. For NDA, this vision translates into a practical mandate, ensuring that medicines and healthcare products circulating in Uganda are safe, effective, quality-assured, and affordable.

No country can achieve industrialization or improved life expectancy without a strong regulatory system for medicines.

NDA's work underpins Vision 2040 in three ways:

- a) **Protecting Public Health** – Blocking substandard, falsified, and unsafe medicines from the market safeguards population health and productivity.
- b) **Supporting Industrial Growth** – Enforcing GMP standards, facilitating local manufacturing, and enabling exports strengthen Uganda's pharmaceutical sector.
- c) **Strengthening Governance Systems** – Implementing transparent, digitized regulatory processes reinforces national institutional capacity.

Our 2025/26–2029/30 Strategic Plan commits to expanding post-market surveillance, scaling digital systems, and strengthening inspection and laboratory capacity to directly contribute to Vision 2040's targets on health, industry, and governance.

1.4.2. Linkage to the Fourth National Development Plan (NDP IV)

The NDP IV (2025/26–2029/30) sets 18 programmes to deliver Uganda's development priorities. NDA's work contributes most significantly to:

- a) **Human Capital Development Programme** – Regulating medicines and vaccines to ensure quality, efficacy, and safety directly supports improved health outcomes and workforce productivity.
- b) **Manufacturing Programme** – GMP enforcement and regulatory support for local manufacturers contribute to import substitution, job creation, and export growth.

- c) Development Plan Implementation Programme** – NDA strengthens coordination, monitoring, and reporting in drug regulation, aligning with the Plan’s emphasis on efficiency and effectiveness.
- d) Governance and Security Programme** – By enforcing drug laws and combating illicit medicines, NDA promotes rule of law and public trust.
- e) Climate Change and Environmental Management Programme** – NDA enforces proper disposal of expired and recalled medicines to prevent environmental contamination.

1.4.3. Linkage to Global and Regional Initiatives

Medicines regulation is a global issue, diseases and medicines cross borders. NDA aligns its strategy with key global and regional frameworks to ensure Uganda meets both domestic and international obligations.

1.4.3.1. Linkage with the Sustainable Development Goals (SDGs)

National Drug Authority aligns to sustainable development Goal 3-- Good Health and Well-being, specifically championing the access to safe, effective and quality and affordable essential medicines and vaccines for all. NDA implements this goal through, licensing, inspection, import control, quality control, drug registration, clinical trial, pharmacovigilance, and post-market surveillance systems directly contribute to this target by ensuring that medicines available in Uganda meet global quality standards.

1.4.3.2. Africa Agenda 2063

National Drug Authority will implement goal 1.3 Healthy and Well-Nourished Citizens, through implementing the medicines and healthcare regulations which align to the African vision 2063. This will involve harmonising the continental regulatory practices that align to Africa Medicines Agency (AMA) which harmonises the regulatory practices and pharmaceutical investments on the African continent as highlighted in table 4.

1.4.3.3. Linkage with the EAC Vision 2050

Uganda is a member of the East African Community which has over years championed the medicines harmonization initiatives. National Drug Authority will continue to participate in the joint harmonization initiatives and the joint activity of the EAC such as the joint inspections, joint evaluations and the pharmacovigilance among others. Uganda will strive to attain the World Health Organization maturity level 3 that will enable the regulation of vaccines in Uganda (see the relevant sections in table 4).

Table 4: Global, Continental, Regional, and National linkage with NDA strategic plan.

NDA Strategic Goals/ Functions	Sustainable Development Goals	Agenda 2063 (Africa's Agenda)	EAC Vision 2050	Vision 2040	NDP IV
<p>To attain and maintain global leading practices in drug and healthcare products regulation by 2030</p>	<p>Goal 3: Good Health and Well-being Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p>	<p>Goal 1.3: Healthy and well nourished citizens Priority area 1.3.1 Health and Nutrition Target (a): Universal access to quality health care and services by 2063 Indicative strategy: Develop/ implement policies and programmes for expanding quality basic health services including access to quality, efficacious and affordable medicines.</p>	<p>3.7.1 Development of Human Capital: EAC Partner States will enhance collaboration and cooperation to strengthen health systems through increased health financing, recruitment, development and training and retention of the health workforce. This will be achieved through improved distribution and access to safe, affordable, effective and quality medicines, vaccines and medical technologies, and through improving access to health services and infrastructure. During the implementation of Vision 2050, the following will be undertaken;</p>	<p>5.2 Health and nutrition During the Vision period, there will be a paradigm shift from facility-based to a household based health delivery system. The main thrust of this paradigm is an empowerment of households and communities to take greater control of their health by promoting healthy practices and lifestyles. This shift will be anchored on preventive over curative health service delivery approaches.</p>	<p>Objective 2: Enhance human capital development along the entire life cycle. Intermediate outcome: Improved quality, safety and efficiency of medical products, vaccines and technologies</p>

NDA Strategic Goals/ Functions	Sustainable Development Goals	Agenda 2063 (Africa's Agenda)	EAC Vision 2050	Vision 2040	NDP IV
			<p>Strengthened collaboration among health sectors and health related institutions in the region;</p> <p>Strengthened and harmonized health and health related policies, strategies and plans;</p> <p>Harmonized health and health related legislations and regulations;</p> <p>Common and uniform standards of services, products and technologies;</p> <p>and</p> <p>Strengthened coordination of development support</p>		

Table 5: Linkage of NDA operations to global frameworks

NDA Strategic Goals/ Functions	Sustainable Development Goals	Agenda 2063 (Africa's Agenda)	EAC Vision 2050	Vision 2040	NDP IV
<p>To attain and maintain global leading practices in drug and healthcare products regulation by 2030</p>	<p>Goal 3: Good Health and Well-being Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p>	<p>Goal 1.3 Healthy and well nourished citizens Priority area 1.3.1 Health and Nutrition Target (a): Universal access to quality health care and services by 2063 Indicative strategy: Develop/ implement policies and programmes for expanding quality basic health services including access to quality, efficacious and affordable medicines.</p>	<p>3.7.1 Development of Human Capital: EAC Partner States will enhance collaboration and cooperation to strengthen health systems through increased health financing, recruitment, development and training and retention of the health workforce. This will be achieved through improved distribution and access to safe, affordable, effective and quality medicines, vaccines and medical technologies, and through improving access to health services and infrastructure. During the implementation of Vision 2050, the following will be undertaken; Strengthened collaboration among health sectors and health related institutions in the region; Strengthened and harmonized health and health related policies, strategies and plans; Harmonized health and health related legislations and regulations; Common and uniform standards of services, products and technologies; and Strengthened coordination of development support</p>	<p>5.2 Health and nutrition During the Vision period, there will be a paradigm shift from facility-based to a household based health delivery system. The main thrust of this paradigm is an empowerment of households and communities to take greater control of their health by promoting healthy practices and lifestyles. This shift will be anchored on preventive over curative health service delivery approaches.</p>	

1.5. Purpose of the Plan

The Strategic Plan for the National Drug Authority (NDA) is a transformative blueprint that defines the institution's priorities and direction for the next five years. It is designed to address critical gaps, build on past successes, and navigate the challenges of a rapidly changing health and regulatory landscape. This plan not only sets the pace for NDA's core functions but also ensures a forward-looking approach that prioritizes efficiency, innovation, and resilience. By aligning with Vision 2040, NDP IV, and global health standards, the plan positions NDA as a leader in drug and health product regulation, committed to safeguarding public health and advancing Universal Health Coverage (UHC).

With a sharp focus on resource optimization, the plan provides a strategic framework to deliver safe, high-quality, and efficacious drugs and healthcare products to the people of Uganda. It embodies NDA's commitment to excellence and accountability, ensuring that every initiative is impactful and aligned with national and global health priorities. This roadmap not only reflects the NDA's role as a regulatory authority but also as a key partner in shaping a healthier, more prosperous Uganda.

1.6. The Process of Developing the Strategic Plan

The National Drug Authority (NDA) Strategic Plan has been developed through a structured and participatory process

facilitated by Summit Consulting Ltd (SCL), with support from the National Planning Authority (NPA). This collaboration ensures the plan is aligned with the NDP IV and other national, regional, and global frameworks. By integrating expert facilitation, stakeholder engagement, and evidence-based analysis, the plan is positioned to address Uganda's pressing health and development priorities effectively.

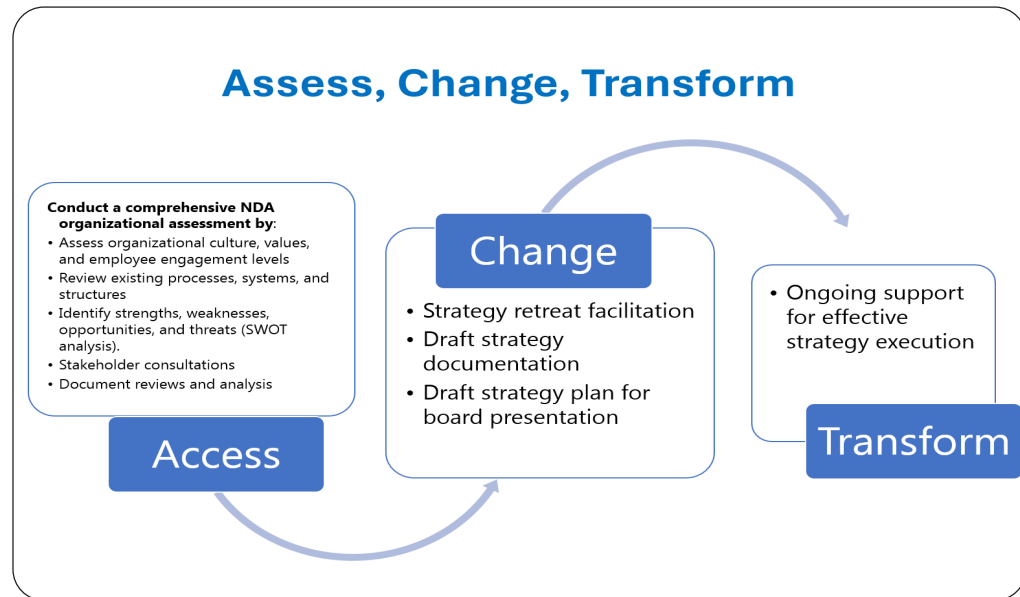
The strategic planning process followed SCL's ACT methodology—Assess, Change, Transform—a rigorous framework designed to deliver actionable and impactful strategies:

- 1. Assess:** This phase involved a comprehensive analysis of NDA's organizational capacity, regulatory environment, and past performance. A detailed review of key documents, including the National Drug Policy and Authority Act, NDP IV, and the mid-term evaluation of the 2020–2025 Strategic Plan, provided critical insights as part of the rapid assessment of the NDA's current state. Extensive consultations with stakeholders, including NDA leadership, government ministries and agencies, professional associations, pharmacy owners, herbalists, drug importers, international development partners (WHO), and health practitioners, ensured a well-rounded understanding of the Authority's strengths, weaknesses, and opportunities. We held a series of physical stakeholder engagements and issued an online survey to further inform the process.

2. Change: Building on the insights gathered, this phase focused on refining NDA’s strategic priorities. Through workshops, surveys, and focused discussions, stakeholders provided feedback on the successes and challenges of the previous plan. The output included actionable recommendations and a draft strategy that directly addressed operational gaps and stakeholder needs.

3. Transform: The transformation phase is designed to occur during implementation of the defined strategic priorities and respective strategic actions. It emphasizes the practical execution of the strategy, supported by robust monitoring and adaptive management to ensure that NDA achieves its objectives effectively.

Figure 3: The Process of Developing the Strategic Plan (ACT) Approach.

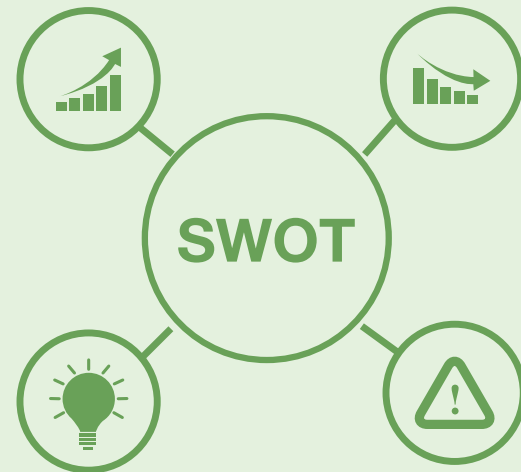


1.7. The structure of the NDA Strategic Plan

This plan is divided into 10 chapters. Chapter one presents the background and introduction. Chapter two provides a situational analysis. Chapter three outlines the strategic direction. Chapter four presents the costing and financing framework. Chapter five details the implementation arrangements. Chapters six and seven, respectively, present the communication and feedback mechanisms, as well as the monitoring and evaluation arrangements. Chapter eight provides the risk management framework, while chapter nine outlines the key project profiles to be undertaken over the five-year period. Chapter 10

CHAPTER
02

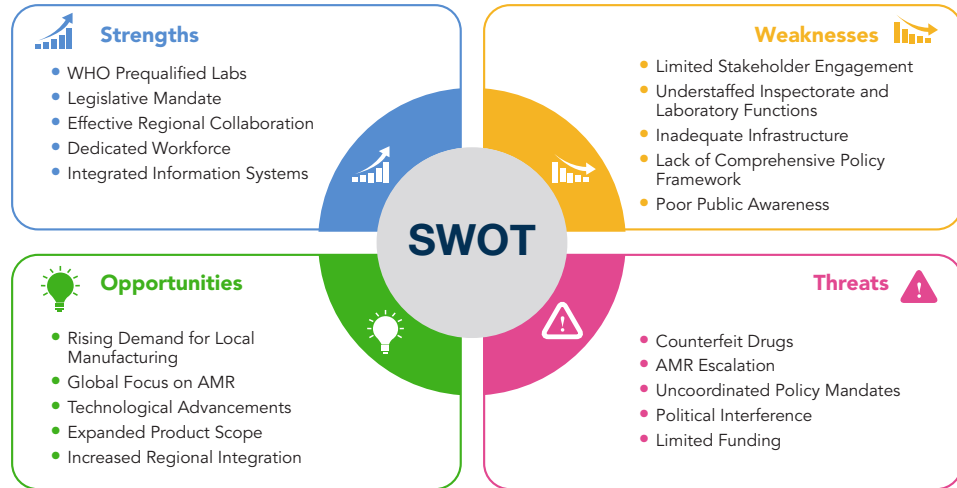
SITUATIONAL ANALYSIS



2.1. Background

This section examines the evolving landscape of drug regulation in Uganda to define and inform the strategic priorities for the plan period. It leverages a comprehensive situational analysis, including a PESTLE framework, to identify external factors impacting the regulatory environment. Additionally, the chapter provides a rapid organizational assessment, drawing insights from the achievements of the previous strategic plan and evaluating progress against set objectives.

Key insights are derived through a detailed SWOT analysis, highlighting institutional strengths and opportunities, as well as critical gaps and vulnerabilities. The chapter also addresses emerging issues in the regulatory landscape and identifies unfinished business from the prior strategic period that requires targeted interventions. This analysis ensures that the strategic priorities are grounded in evidence and tailored to the current and future needs of Uganda’s healthcare and pharmaceutical sectors.



2.2. Performance of the previous strategic plan 2020/21-2023-/24

Performance data was obtained through a review of the mid-term evaluation report, and review of the four annual reports, annual work plans, desk review group discussions with the staff from the directorates and external stakeholders. Highlights of the key achievements are presented under the respective Focus Areas below.

2.2.1. Focus Area 1: Regulatory Effectiveness

Under this focus area, several achievements were registered, including;

1. The National Drug Authority (NDA) has strengthened systems for both spontaneous and active Adverse Drug Reaction (ADR) reporting for human and veterinary products, resulting into a total achievement of 20,620

reports against a four years target of 8,100 (a notable increase in ADR submissions from 2,552 in FY2020/21 to 7,938 in FY2021/22, and stabilizing at 5,067 and 5,063 in FY2022/23 and FY2023/24 respectively). This performance is largely attributed to enhanced feedback mechanisms, expansion of reporting channels, support supervision, and the rollout of market authorization guidelines for pharmacovigilance, which collectively enhanced the detection of treatment failures, improved safety and pharmacovigilance practices, informed regulatory decision-making, strengthened public trust in oversight, and raised awareness of healthcare safety.

2. Systems for product evaluations and premarket authorization have been strengthened with a total of 9,486 evaluations against a set target of 7,300, which resulted in a cumulative of 5306 products on the drugs register, hence the availability of safe, efficacious, and quality drugs on the Ugandan market. The noted achievement was attributed to the continuous dossier retreats. The annual average time taken to assess dossiers has also always remained within the 18-month set.
3. The NDA has encouraged the domestic production of human and veterinary medicines, as well as healthcare products. A total of 49 local manufacturers were inspected and licensed, surpassing the target of 40. This represents significant progress compared to the baseline performance for the fiscal year 2019/20, during which 27 manufacturers were inspected and licensed against a target of 20.
4. The National Drug Authority (NDA) has ensured high-quality products on the market by rigorously testing samples. Over four years (FY 2019/20 to FY 2023/24), NDA tested 9,844 out of 10,755 samples received, achieving a testing rate of 91.53% against a target of 80% thus resulting into high quality drugs on the market of Uganda.
5. In the 2023/24 period, 167 clinical trial applications (97%) were evaluated out of 173 received. Of these, 80.8% (135 applications) were assessed within the established service delivery timeframe, meeting the target of 80%. Additionally, 24 GCP sites were inspected against a target of 16, compared to 12 GCP inspections conducted in FY 2019/20.
6. The percentage of pharmaceutical products failing NDA quality tests decreased to 6%% (188 out of 3344), down from 8.8% (178 out of 2021) in 2019/20. There is an increase in the quality of pharmaceutical products from 91.2% to 94%. This is attributed to routine monitoring of special products and the introduction of mandatory testing.
7. NDA maintained a functional laboratory quality system and acquired ISO 17025 accreditation for the medical device unit and WHO prequalification re-audit. The NDQCL also widened the scope of medicines testing to encompass RDT, SUTURES, hand sanitizers, and herbal medicine on the Ugandan market.
8. The National Drug Authority (NDA) conducted a total of 60,603 drug shop compliance visits against the planned

- 60,201 for four years. Similarly, pharmacy compliance visits conducted were 9,016 against a set target of 8,075. This performance has resulted in better adherence to guidelines and regulations, enhancing patient safety and the quality of care.
9. Enhanced intelligence-led enforcement operations across the Country curtailed the pilferage of Government drugs, smuggling, trade of counterfeit pharmaceutical products, and closure of illegal pharmaceutical outlets, hence resulting in the availability of safe, efficacious, and quality products on the market.
 10. The National Drug Authority was recognized as a center of excellence for Good Manufacturing Practice by NEPAD (New Partnership for Africa's Development), thus increasing public trust in NDA's regulatory capabilities.
 11. The National Drug Authority was audited by the ANSI National Accreditation (ANAB), based in the United States, in 2023, and maintained ISO/IEC 17025 International Standard accreditation, thus increasing public trust in NDA's regulatory capabilities.
 12. Increased confidence in the NDA laboratory testing services as evidenced by the international bodies like WHO, IGAD, and EAC that are utilizing the NDA laboratory, hence resulting in the availability of safe, efficacious, and quality products on the market.
 13. Maintained the scope of pharmaceutical laboratory testing capabilities that included Sterility, Bacterial Endotoxin, Bacterial enumeration, microbial testing, Aflatoxin testing in herbal medicines, screening for adulterants, impurity testing, RDT testing, Sutures, Syringes, Condoms, Mosquito Nets, in addition to a range of already existing testing parameters, hence resulting in the availability of safe, efficacious, and quality products on the market.
 14. Implemented the NDA services to the clients within the agreed service delivery timelines by 93%, 84%, and 81.4% against the set target of 82% thus leading to improved access to quality medicines and the timely availability of essential medicines on the market of Uganda.
 15. The overall output average weighted performance achievements for the rapid assessment period of four (4) years from 1st July 2020 to 30 June 2024 was satisfactory with a performance of 82% against the set target of 90%. It indicates that the five (5) key strategic interventions achieved a satisfactory average weighted performance, falling within the range of 70% to 89.9%. This level of performance has improved access to quality healthcare services, resulting in better health outcomes and increased life expectancy. However, it is important to recognize that a performance rating between 70% and 89.9% suggests there is still room for improvement. Continued efforts are essential to achieve optimal outcomes and maximize impact.

NDA Weighted Performance Rapid Assessment for Strategic Objective 1: “To improve the operational efficiency and effectiveness that ensure safe, efficacious, and quality drugs and health products.”

Under this objective, five strategic interventions were pursued across the four years (FY 2020/21–2023/24):

Strengthening systems and regulatory actions for local drug manufacturing achieved 82% success against a target of 90%. This was driven by conducting 721 sensitization meetings, exceeding the four-year target of 268, and hosting 206 radio talk shows, surpassing the planned 144, to educate local manufacturers on licensing regulations which would likely lead to increased confidence in the local pharmaceutical industry, potentially resulting in increased investment and economic growth.

Strengthening systems and instituting actions that support drug regulatory compliance by human and veterinary practitioners achieved 80% against a set target of 90%. This was driven by conducting 963 Good Pharmaceutical Practice (GPP) inspections exceeding the four-year set target of 800, and total achievement of 20,620 Adverse Drug Reaction reports surpassing a four-year target of 8,100, thus resulting in improved adherence to standards, reducing the risk of medication errors and adverse reactions, and enabling quicker identification and response to potential safety issues.

Strengthening research capacity for making evidence-based drug regulatory decisions registered a four-year cumulative average of 74% against a set target of 90%. This was driven

by conducting 13 research studies against the set target of 13 in the four years and 3 research publications against the planned 3, thus resulting in proper evidence-based regulatory decisions.

Strengthening research capacity for evidence-based drug regulatory decisions achieved a four-year cumulative average of 74% against a target of 90%, driven by successfully conducting 13 research studies achieving the set target of 13 and publishing 3 research papers against a target of 3, thereby informing evidenced-based regulatory decisions.

Strengthening systems, processes, and procedures for pre-market authorization of drugs and healthcare products achieved 87% performance against a 90% target. This was attributed to 9,486 dossier evaluations (target: 7,300) and 709 clinical and field trial approvals (target: 600). Outcome: Enhanced safety and timely access to new medicines and healthcare products for the public.

Strengthening post-market authorization systems for drugs and healthcare products achieved 82% performance against a 90% target, driven by 7,899 variation assessments against 4,630 planned, 48 drug registers published against 48 scheduled, and 49 herbal stakeholder trainings against 46 planned, resulting in enhanced public safety through effective monitoring and regulation of post-market drugs and healthcare products.

Therefore, Performance under Strategic Objective 1 has remained relatively stable and consistently strong, averaging above 80% throughout the four years against target of 90%. While some interventions, such as strengthening research capacity, showed modest gains with little variation, others, such as pre- and post-market authorization, displayed higher peaks and fluctuations. Notably, performance in local drug manufacturing support registered sharp improvements after the first year but slightly declined towards the end of the period. Overall, the stability of results reflects steady regulatory efficiency and effectiveness, with room for further strengthening in research and compliance enforcement.

2.2.2. Focus Area 2: Legal and Regulatory Framework

The pursuit of the existing legal mandate, revision of the regulations, and persistent update of the legal transition of NDA have continued. There is evidence of successful legal prosecutions and sensitization. The overall output weighted performance achievements for the rapid assessment period of four (4 years from 1st July 2020 to 30 June 2024) are fairly satisfactory with a performance of 89% against a set target of 90%.

NDA Weighted Performance Rapid Assessment for Strategic Objective 2: “To streamline the legal and regulatory framework for the operational effectiveness of NDA.”

This objective was pursued through two strategic interventions:

Advocating for an improved regulatory framework achieved a four-year cumulative performance of 88% against the planned 90%. This was influenced by 35 lobbying engagements with the key stakeholders against a target of 35 and 7 Memorandum of Understanding (MOUs) signed between NDA and other government Ministries, Departments, and Agencies (MDAs), thus leading to a harmonized legislative framework that enables an effective and well-functioning regulatory system for drugs and health products.

Strengthening the regulatory framework recorded 91% cumulatively against the 90% target, driven 100% of the standard operating procedure (SOPs), Guidelines, and Regulations against the 100% planned, 100% of the civil cases identified that were defended as targeted, and all legal issues identified were resolved thus leading to a harmonized legislative framework that enables an effective and well-functioning regulatory system for drugs and health products.

Overall yearly performance under this objective was strong, with 89% at both the intervention and Strategic Objective levels.

Trend summary: Performance under Strategic Objective 2 remained consistently high, averaging close to 90% across the four years. Although there was a slight dip in FY2022/23, both interventions showed strong recovery, with regulatory advocacy achieving a perfect score in FY2023/24. This reflects steady progress in strengthening NDA’s legal and

regulatory framework, positioning the Authority as a reliable and effective regulator.

The analysis of this reveals that one key strategic intervention achieved a satisfactory average weighted performance, falling within the range of 70% to 89.9%. Additionally, one key strategic intervention reached a weighted average achievement of over 90%. This strong performance suggests opportunities to refine and strengthen the existing laws, regulations, and guidelines governing pharmaceuticals in Uganda. However, interventions with performance below 90% will require targeted improvements to address the existing gaps and challenges in the regulatory framework.

2.2.3. Focus Area 3: Stakeholder Awareness and Engagement and Collaboration

NDA has continued to play a pivotal role in the region and at the continental level in the various harmonization initiatives by contributing to discussions.

NDA Weighted Performance Rapid Assessment for Strategic Objective 3: “To increase stakeholder awareness, engagement, and collaboration to support NDA regulatory functions.”

This objective was pursued through three strategic interventions:

Strengthening mechanisms for stakeholder awareness and engagement achieved 89.95% performance against a 90%

target, driven by 371 media engagements compared with a 4-year target of 102 and 35 billboards against a target of 21, resulting in increased public awareness and knowledge about drug safety, efficacy, and quality.

Enhancing internal corporate and public relations functions recorded 79.55% cumulatively against a target of 90%. This performance was driven by 102 stakeholder community engagements against 26 planned for 4 years and 52 Television shows against 30 planned, thus contributing to increased public awareness, knowledge, and practices about safety, efficacy, and quality of drugs.

Enhancing stakeholder collaboration and partnerships at national, regional, and international levels scored a cumulative performance of 65.52% against 90%. This was driven by 215 Corporate Social Responsibility activities financed to assist individuals and communities against the 170 planned during the 4 years, and 43 harmonization strategic meetings/conferences or events attended, thus contributing to increased positive perception and visibility of NDA as an effective global standard regulator within the health system.

Overall yearly performance under this Strategic Objective was 69% in FY2020/21, 69% again in FY2021/22, rising to 79% in FY2022/23 and further to 88% in FY2023/24, giving a four-year cumulative achievement of 78% at both the intervention and Strategic Objective levels.

Therefore, Performance under Strategic Objective 3 showed steady improvement over time, starting modestly at 69% in the first two years but progressively rising to 88% in the final year. Stakeholder awareness and engagement consistently performed strongly, while corporate and public relations functions showed remarkable improvement after a weak start. However, stakeholder collaboration and partnerships lagged with the lowest cumulative performance, despite showing growth in the last year. Overall, the results indicate increasing effectiveness in communication and engagement, but a need to further strengthen collaborative partnerships.

The analysis of the table highlights two (2) key strategic interventions that achieved a satisfactory average weighted performance, falling within the range of 70% to 89.9%. Additionally, one (1) key strategic intervention reached a weighted average achievement of below 70%. The NDA's efforts have led to better awareness among stakeholders about pharmaceutical regulations, safety, and quality. The below-70% performance suggests that there are gaps in collaboration and partnership between the NDA and certain stakeholders, hindering effective regulation and public health outcomes. To address these challenges, the NDA may need to reassess and refine its stakeholder engagement strategies, targeting specific groups and tailoring its approach to improve awareness, collaboration, and overall impact.

2.2.4. Focus Area 4: Institutional Development

1. Staffing levels increased by 2.3% and staff capacity improved by 37% through training and capacity-building opportunities, enhancing human resource productivity and enabling effective delivery of NDA's regulatory mandate.
2. The Authority has ensured the recruitment of a balanced professional workforce in the technical regulatory areas, thus leading to Better support for pharmaceutical industry development.
3. NDA has enhanced its ICT capabilities by migrating regulatory processes from NDAMIS to iRIMS, streamlining online services including premises licensing, import/export control, drug registration, and GMP inspections. iRIMS meets WHO GBT data standards, features live bank integration, and is progressing with mobile payment and URA ASYCUDA World integration, driving digital transformation.
4. The NDA has updated the service delivery timelines (SDT) for all regulatory areas, including Clinical Trials Oversight, Veterinary Trials Oversight, Marketing Authorization, Regulatory Inspections, Premise Licensing, Market Surveillance and Control, Vigilance, Laboratory Testing, and the National Regulatory System. This updated information has been uploaded to the website, thus leading to enhanced accountability and increased transparency to the public.

5. The post-construction project closure of the laboratory tower building has been completed. The Defects Liability Period was officially closed on June 30, 2023. Additionally, the offices have been relocated from Lumumba Avenue to Buganda Road, where they now occupy levels 1 to 3 of the building, thus resulting in improved institutional infrastructure to enable effective regulatory service delivery and specialized operations.
6. NDA's National Drug Quality Control Laboratory retained WHO prequalification status (2022 surveillance inspection), and the Authority maintained ISO 9001:2015 certification for Quality Management System (through annual SGS audits), ensuring high standards in drug regulation and quality control, thereby safeguarding public health through reliable and quality-assured medicines.
7. Strengthened the performance Monitoring and Evaluation system to track the performance of the Strategic Plan on all outcomes and key output indicators. In addition, NDA conducted the midterm review of its strategic plan and documented all the recommendations for performance improvement. In addition, the team compiled annual reports for the fiscal years 2021-2022 and 2022-2023, which were published on the NDA's website to facilitate decision-making and ensure accountability to stakeholders.
8. The M&E function developed monitoring dashboards for various processes, including Tier 1 and Tier 2 Management Review Actions for Management and the Drug Authority, the WHO Global Benchmarking Tool (GBT), Information and Communication Technology (ICT), Risk Management, and other areas to track performance progress, thus leading to enhanced performance tracking and visibility.
9. From the quarterly monitoring and evaluation reports generated and disseminated, several performance improvement recommendations were documented and shared with management and the Drug Authority for action. Consequently, the NDA is committed to ongoing monitoring, evaluation, and transparent reporting of its performance. This ensures accountability, aids in decision-making, and tracks progress toward achieving its strategic plan objectives, with a performance target increase from 79% to 93% for FY 2023/24.
10. Established a Statistics Unit under the Department of Business Planning and Development to analyse and interpret numerical data to enable informed planning and decision-making.
11. The planning department coordinated the development of the work plan by collaborating with all Directorates, ensuring that the organization's work plan for the strategic planning period was created in alignment with the budgets for operational and financial monitoring. Additionally, it led discussions with all process owners to revise the fees, presenting the final agreed-upon positions of the organization to external stakeholders. The planning department, in collaboration with an internal and external consultancy firm, conducted a mid-term evaluation of the current strategic plan and provided recommendations aimed at enhancing performance improvement.

12. The overall output weighted performance achievements for the rapid assessment period of 4 years from 1st July 2020 to 30th June 2024 is fairly satisfactory, with a performance of 80% against a target of 90% hence leading to continued access to safe and quality medicines, with potential for further enhancements.

NDA Weighted Performance Rapid Assessment for Strategic Objective 4 is “To improve NDA institutional capacity to effectively and efficiently implement its functions.”

This objective was pursued through six strategic interventions:

Enhancing NDA infrastructure and facilities for capacity growth recorded 88% cumulatively against the set target of 90%. This was driven by 100% of items initiated and that require submissions were submitted to the contracts committee and considered as planned, 100% of all the procurement requirements initiated that required evaluation, were evaluated, and 100% of contract management reports were received which formed the basis for payment thus leading to improved institutional infrastructure to enable effective regulatory service delivery and specialized operations.

Strengthening and ensuring a sustainable management information system through automation and integration across the organization and relevant MDAs achieved 79% against the set target of 90%. This was driven by 100% provision of Secure ICT Systems (ICT Innovations, SSL etc.),

and ICT infrastructure upgrade to strengthen ICT Security (SEAM, Firewalls, Switches, Router) & equipping regional offices to support online systems access to clients and 100% of the planned quarterly Preventative Maintenance sessions were conducted, hence contributing to enhanced digital transformation for regulatory effectiveness.

Strengthening corporate governance practices and human resources achieved 83% against the set target of 90%. This was influenced by 100% of staff to be appraised annually, 100% of employees had up-to-date contracts at any time for all 4 years, and training budgets were allocated per year for staff capacity building sessions, hence contributing to increased human resources productivity to deliver the NDA’s regulatory mandate.

Enhancing institutional resource mobilization capacity and sustainability consistently achieved 87% cumulatively against the 90% target. This was driven by 100% bank accounts fully reconciled and signed off, and 100% budget performance reports made and distributed to respective budget holders to ensure compliance with the financial internal controls as planned, thus resulting in improved financial sustainability of NDA.

Strengthening corporate planning and program performance management systems, a cumulative average of 77% against the 90% set target. This was driven by the institutional monitoring and evaluation plan developed, which guided the staff in performance tracking, the risk

register that guided the institution on risk identification and management, and the institutional strategic plan that provided strategic direction to the institution, thus resulting in improved institutional performance tracking, risk management, transparency, and accountability.

Strengthening quality management systems across the organization 58% cumulatively against the set target of 90%. This was driven by 100% Standard Operating Procedures (SOPs), guidelines, and Terms of References that were reviewed as planned, thus contributing to improvement in consistency and quality of regulatory services.

Overall yearly performance under this Strategic Objective was fairly consistent, with 78% in FY2020/21, 81% in FY2021/22, 81% in FY2022/23, and 76% in FY2023/24, leading to a four-year cumulative performance of 80% at both the intervention and Strategic Objective levels.

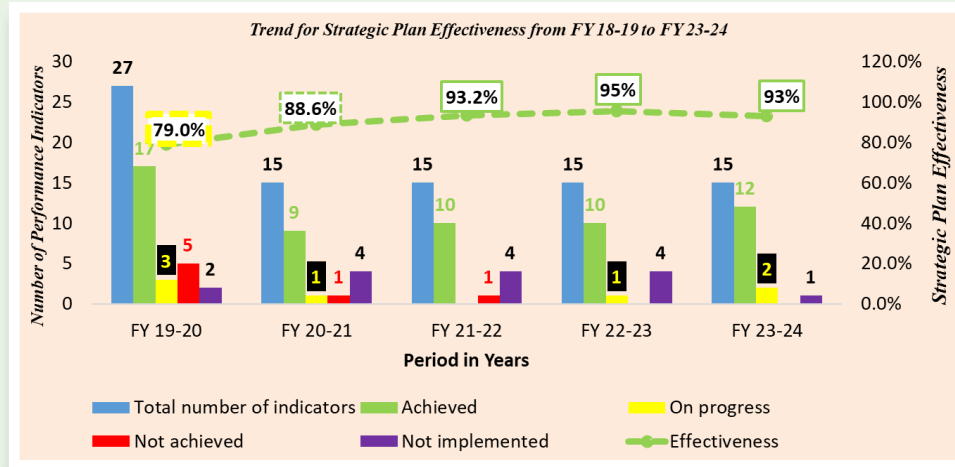
Therefore, Performance under Strategic Objective 4 remained moderately strong, averaging 80% across the four years, though with visible fluctuations. Governance and human resource capacity, along with resource mobilization, consistently performed well. However, infrastructure development and corporate planning showed declining trends in later years, while quality management systems remained the weakest area despite improvement in the last year. Overall, NDA demonstrated solid institutional capacity but requires renewed focus on quality management,

infrastructure, and planning systems to sustain growth and efficiency.

The analysis of the table reveals that five key strategic interventions achieved a satisfactory average weighted performance, ranging from 70% to 89.9%. Conversely, one strategic intervention fell below the 70% threshold. The satisfactory performance of the National Development Authority (NDA) in these five interventions has strengthened its institutional capacity. This includes improvements in human resources, corporate governance practices, an automated management information system, enhanced resource mobilization and sustainability, corporate planning, and program performance management systems. However, the key strategic intervention that scored below 70% highlights underlying institutional weaknesses. Therefore, the NDA needs to conduct a comprehensive institutional assessment to identify areas needing improvement under Strategic Intervention (SI 4.6).

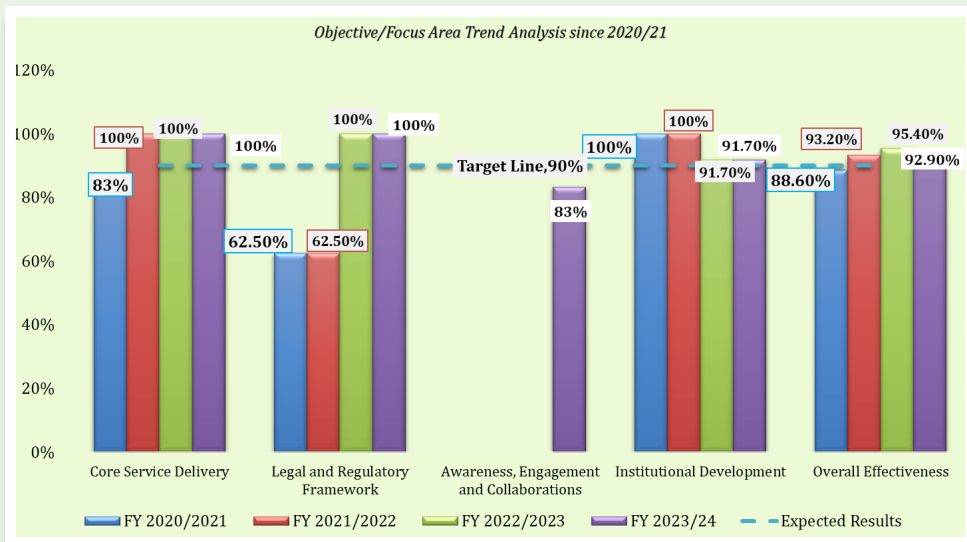
2.2.5. Rapid Assessment Strategic Plan Effectiveness Comparative Performance

i) To gauge whether the NDA is meeting the set objectives, thus making short- and long-term changes in the community, the National Drug Authority set one (1) Core Performance Indicator (CPI), which is a high-level indicator that measures the higher-level results at the goal level. The National Drug Authority also set 14 Key Performance Indicators (KPIs) at the outcome level to measure the effectiveness of the strategic plan results. NDA also has 56 operational/process indicators for monitoring all the service delivery timelines, and all these are subsets of one Key Performance Indicator under objective 1. The output results are presented in the activity performance monitoring reports. Below is the comparative analysis of the effectiveness of the strategic plan results.



Regarding meeting the strategic plan results, including the outcomes and goal, NDA is still performing well above the set target of 90% and above the baseline performance is **79%** thus with a drop of 2% due to the two KPIs that were not achieved as planned.

Comparative Performance against the set Key Performance Indicators (KPIs) Per Focus Area/Strategic Objective.



- i) As far as meeting the strategic plan's intended results, including the outcomes and goals, NDA has registered a tremendous performance of 2.9% as compared to 95% for FY 2021-2022.

2.2.6. Outcome and Impact Level Performance Results Conclusion

- i) The rapid assessment highlights that demonstrating outcomes and impact relies on having essential baseline information and appropriate, science-based research protocols in place, established when developing the fifteen (15) key outcome indicators. These indicators create a performance measurement framework that enhances data collection

and reporting for the National Drug Authority (NDA). Moreover, the current reporting by the secretariat emphasizes both activity outputs and performance indicators.

- ii) The NDA has made considerable progress in its implementation efforts, achieving a weighted average performance of **88%** in meeting national-level commitments, a **92.5%** effectiveness rate regarding impact and outcomes over the past four years, and an output efficiency rate of **82.3%**. Additionally, the NDA recorded an **84%** achievement level in process-related metrics and successfully implemented **92%** of the planned activities during the rapid assessment period.
- iii) The NDA demonstrates a strong commitment to improving regulatory effectiveness and ensuring the continuous availability of essential, effective, and affordable drugs to the entire population of Uganda.

This commitment serves to provide satisfactory healthcare and promote the responsible use of medications. Its contributions to national-level NDP III commitments reflect its impact on population health and safety.

- iv) Looking ahead, the organization is committed to reinforcing regulatory systems and promoting public health by embracing continuous innovation, participating in harmonization efforts, and automating core processes to broaden service delivery and enhance customer engagement. Ultimately, the NDA strives to protect public health while ensuring the accessibility of safe, effective, and high-quality healthcare products for all.

2.2.7. Performance against the Cross-Cutting Issues

NDA has made commendable progress in mainstreaming cross-cutting issues into its strategic direction, as illustrated below;

2.2.7.1 Gender equality is increasingly reflected, with efforts made to ensure that the jobs advertised are open to both females and males, and there is an equal HR recruitment policy in place. During the five-year strategic plan, we had a total employment totaling to 335, of which 38% females and 62% were males. The existing infrastructure, including lavatories, lifts, caters to people living with disabilities within the organization.

2.2.7.2 On environmental and waste management, the institute prioritizes environmentally friendly practices during activity implementation. We monitor expired or obsolete pharmaceutical products and laboratory waste, ensuring safe disposal through accredited service providers like Green Label Services, P.B. Holdings Ltd, and others. This minimizes public health risks and environmental pollution. Expired pharmaceuticals pose serious threats to public health and the environment. Our mandate requires eliminating these products and ensuring safe disposal. We utilize methods like ultra-high temperature incineration, inertization, landfill, or dilution and flushing into protected areas. For specialized waste, such as hazardous chemicals or radioactive materials, we consult relevant authorities for guidance.

2.2.7.3 HIV/AIDS and broader health-related issues have also been mainstreamed by ensuring that the confidentiality of HIV is observed in the organization.

2.3. Institutional capacity of the National Drug Authority (NDA)

2.3.1. NDA Analysis of Financial Resources

From the analysis, NDA registered a strong overall revenue performance, collecting UGX 396.6 billion against a budget of UGX 393.0 billion (101%). For four consecutive years (FY 2020/21–2023/24), revenue consistently exceeded targets (102%–107%). However, in FY 2024/25, a shortfall was recorded, with only 90% of projected revenue realized (UGX 83.4 billion vs UGX 93.0 billion). On the expenditure side, actual spending amounted to UGX 383.7 billion against a budget of UGX 529.5 billion (72%), with absorption rates ranging between 64% and 82%, reflecting persistent underutilization of approved budgets. Overall, NDA’s revenue performance is commendable, as the Authority has consistently mobilized adequate resources to finance its operations. Even with the FY 2024/25 shortfall, internally generated revenue, complemented by donor support, continues to provide a reliable and sustainable funding base.

The under utilized funds can also be attributed to commitments which are not paid by 30th

June of the financial year but eventually fall due in the following financial year.

Table 6: Financial analysis

Revenue			
Financial Year	Budgeted	Actual	Percentage Generated
FY 2020/21	66,569,993,345	71,353,755,463	107%
FY 2021/22	70,297,342,365	71,698,704,880	102%
FY 2022/23	79,049,743,376	82,810,207,473	105%
FY 2023/24	84,158,378,476	87,333,219,735	104%
FY 2024/25	92,968,037,282	83,428,528,364	90%
Total	393,043,494,844	396,624,415,915	101%
Expenditure			
Financial Year	Budgeted	Actual	Percentage Spent
FY 2020/21	82,902,518,374	58,430,427,218	70%
FY 2021/22	104,790,247,888	70,029,617,879	67%
FY 2022/23	128,546,077,814	82,768,389,287	64%
FY 2023/24	105,191,899,423	86,098,904,609	82%
FY 2024/25	108,108,647,633	86,388,608,708	80%
Total	529,539,391,132	383,715,947,701	72%

2.3.2. Analysis of Human Resources Development and Management

The Authority has invested in training staff at all levels to ensure institutional knowledge enhancement and support succession planning. The institutional budget for staff training and development has increased from two billion one hundred seventy-eight million (Ugx. 2.178 billion)

FY 2021/22 to Two billion nine hundred eighty-eight million (Ugx. 2,988 billion), representing a percentage improvement of 37%. The Authority has also provided training for its members in key strategic areas of corporate governance, financial and risk management, to better equip them to perform their oversight functions, and this has improved the performance of the drug Authority in meeting the set strategic plan commitments.

2.3.3. Restructuring and staff establishment

The Eighth Authority improved staffing by 19.2% from 281 to 335 employees as of 30th June 2025. The Authority has ensured the recruitment of a balanced professional workforce in the technical regulatory areas. Out of the total of **369** approved positions on the organogram, **335** were filled, and the percentage of vacant positions is **34 (9.2%)**. In addition, the Drug Authority has a total of **183 (54.6%)** relevant technical and **152 (45.4%)** specialized competent staff. This improved workforce capacity expansion, timely service delivery, and health outcomes.

2.3.4. Analysis of the National Drug Authority Monitoring and Evaluation Function

The NDA has a dedicated M&E function housed under the Business Planning and Development Department. This function is overseen by the Head of Department, with direct operational responsibility vested in a Principal M&E Officer supervising one M&E Officer. In addition, a supporting team of 42 M&E and Risk Coordinators, nominated by process owners, supports the implementation of M&E activities across the institution.

2.3.5. Existence and Functionality of the NDA M&E Plan

The NDA has a functional five-year monitoring and evaluation (M&E) plan, harmonized with the Strategic Plan, to ensure achievement of objectives through an outcome-based approach. It integrates a logical framework, a comprehensive M&E framework, a performance measurement methodology, and a weighted average performance method to enable systematic tracking, reliable data collection, and accurate reporting. The plan defines clear performance milestones, supported by strategies, activities, measurable indicators, and outputs, and is operationalized through annual work plans, budgets, and periodic reviews, quarterly, semi-annual, annual, mid-term, and end-term. Progress is assessed using administrative data, surveys, and document reviews, with findings consolidated into reports that inform decision-

making and guide strategy adjustments. Overall, the plan provides NDA with a robust mechanism for accountability, transparency, and institutional learning.

2.3.6. Existence of a Functional Information System to Support the NDA M&E Function

The NDA M&E Team develops data collection tools, which are shared with process owners and coordinators for updating on Google Sheets and Docs on a quarterly, semi-annual, and annual basis. This approach allows multiple users to contribute to a single document in real time, reducing duplication and ensuring all information is captured in one place. Team members can edit, comment, or suggest changes simultaneously, improving the accuracy and completeness of collected data. Since the tools are cloud-based, data can be collected and accessed anywhere with an internet connection, including mobile devices, while automatic saving and revision history ensure that no data is lost and earlier versions can be retrieved when needed. In addition, data is stored securely online with controlled access rights, reducing the risks of loss or unauthorized edits. This system guarantees that data is not only collected and analyzed effectively but also translated into actionable insights for organizational decision-making and performance improvement.

2.4. Key achievements and Challenges

2.4.1. Key achievements against the previous plan's performance

1. NDA's National Drug Quality Control Laboratory retained WHO prequalification status and the Authority maintained ISO 9001:2015 certification for Quality Management System ensuring high standards in drug regulation and quality control, thereby safeguarding public health through reliable and quality-assured medicines.
2. The National Drug Authority (NDA) has strengthened systems for both spontaneous and active Adverse Drug Reaction (ADR) reporting for human and veterinary products, resulting in a total achievement of 20,620 reports.
3. Systems for product evaluations and premarket authorization have been strengthened with a total of 9,486 evaluations.
4. The National Drug Authority (NDA) has ensured high-quality products on the market by rigorously testing samples with 9,844, achieving a testing rate of 91.53%.
5. There is an increase in the quality of pharmaceutical products from 91.2% to 94%.
6. NDA maintained a functional laboratory quality system and acquired ISO 17025 accreditation for the medicines and medical devices.
7. The National Drug Authority was recognized as a center of excellence for Good Manufacturing Practice by

- NEPAD (New Partnership for Africa’s Development), thus increasing public trust in NDA's regulatory capabilities.
8. Increased confidence in the NDA laboratory testing services as evidenced by the international bodies like WHO, IGAD, and EAC that are utilizing the NDA laboratory, hence resulting in the availability of safe, efficacious, and quality products on the market.
 9. The Authority has ensured the recruitment of a balanced professional workforce in the technical regulatory areas, thus leading to Better support for pharmaceutical industry development.
 10. NDA has enhanced its ICT capabilities by migrating regulatory processes from NDAMIS to iRIMS, streamlining online services including premises licensing, import/export control, drug registration, and GMP inspections.
 11. Established a Statistics Unit under the Department of Business Planning and Development to analyse and interpret numerical data to enable informed planning and decision-making.
 12. The M&E function developed monitoring dashboards for various processes, including Tier 1 and Tier 2 Management Review Actions for Management and the Drug Authority, the WHO Global Benchmarking Tool (GBT), Information and Communication Technology (ICT), Risk Management, and other areas to track performance progress, thus leading to enhanced performance tracking and visibility.
 13. Strengthened the performance Monitoring and Evaluation system to track the performance of the Strategic Plan on all outcomes and key output indicators.

2.4.2. Challenges against the previous plan's performance

Table 7: Challenges against the previous plan’s performance

Number	Challenges	Actions taken
1.	Continued existing legal gaps in the NDPA. Act Cap 198	Fast-tracking the enactment of the NDHPA Bill into law.
2.	The continued existence of duplicated regulation of surgical instruments by both the NDA and the Uganda National Bureau of Standards.	The Ministry of Health is working with the Ministry of Trade, Industry, and Cooperatives to put in place clarification of the legal mandate of both institutions in the regulations of surgical instruments to avoid double charges on clients.

2.5. Preliminary findings of the SWOT analysis

2.5.1. Key findings

The table below provides our preliminary analysis of the current state of the National Drug Authority (NDA), categorized into strengths, weaknesses, opportunities, and threats (SWOT). It highlights key issues identified from recent reports and practical areas for strategic focus. This analysis aims to guide actionable interventions that align with NDA's mandate and evolving regulatory needs in the new strategic plan, 2025 to 2030.

Table 8: SWOT Analysis Matrix

SWOT Element	Key Issue	Explanation	Reference	Strategic Consideration for New NDA Strategy
Strengths	WHO Prequalified Labs	NDA's labs are recognized as centers of excellence, boosting credibility in quality assurance and medicine testing.	NDA Strategic Plan 2020-2025	Expand lab capacity at the regional level and explore commercialization of laboratory testing services to enhance sustainability.
	Legislative Mandate	NDA operates under the National Drug Policy and Authority Act, enabling regulatory oversight; and independence to collect and manage revenue.	NDA Risk Register	Strengthen legal provisions to cover emerging challenges like online pharmacy regulations and AMR reporting, including addressing all issues raised by WHO-GBT for regulatory systems strengthening in their regulatory authorities maturity level assessment.
	Effective Regional Collaboration	Partnerships with EAC, WHO, and other international organizations strengthen regulatory frameworks.	NDA Strategic Plan 2020-2025	Deepen regional engagement by leading initiatives on harmonized regulations across East Africa and addressing counterfeit drug markets collaboratively including strategic collaborations on new drugs and healthcare products approvals.

SWOT Element	Key Issue	Explanation	Reference	Strategic Consideration for New NDA Strategy
	Dedicated Workforce	Skilled human resource drives NDA's operational effectiveness.	M&E Report FY 2022-2023	Invest in continuous professional development and succession planning to maintain institutional knowledge and skills.
	Integrated Information Systems	Adoption of IRIMS for process automation boosts operational efficiency.	M&E Report FY 2023-2024	Fully integrate digital platforms with external partners like URA for streamlined operations and enhanced data analytics.
Weaknesses	Limited Stakeholder Engagement	Inadequate communication leads to stakeholder misconceptions about NDA's roles and guidelines.	Stakeholder Mapping Report 2021	Develop a robust engagement strategy, leveraging digital tools and regional offices for consistent and transparent communication. Document a stakeholder collaboration framework as part of the new strategic agenda.
	Understaffed Inspectorate and Laboratory Functions	Limited presence of pharmacists and technicians affects quality control and oversight; and in other departments.	M&E Report FY 2023-2024	Recruit and retain specialized personnel for regional offices and laboratory functions while addressing gaps in capacity for enforcement. Increase recruitment of technical staff among NDA ranks to deepen supervisory capacity.
	Inadequate Infrastructure	Physical space and testing equipment constraints limit operational effectiveness.	M&E Report FY 2023-2024	Plan phased investments in infrastructure, including a modern lab tower and regional office expansions. Decentralize services by establishing NDA regional offices especially in underserved regions.

SWOT Element	Key Issue	Explanation	Reference	Strategic Consideration for New NDA Strategy
	Lack of Comprehensive Policy Framework	Regulations for emerging fields like digital health, medical devices and online health services, remain unclear.	NDA Strategic Plan 2020-2025	Advocate for policy amendments to address gaps in regulating e-pharmacies, AI in healthcare, medical devices like smart phones, and non-traditional medicine. Need to strengthen the track and trace systems; deepen pharmacovigilance to ensure no unlicensed drugs and healthcare products on the market.
	Poor Public Awareness	Misunderstanding of NDA's role leads to reduced public trust and non-compliance.	M&E Report FY 2023-2024	Launch public campaigns to educate communities on NDA's mandate and the importance of compliance in the health sector.
Opportunities	Rising Demand for Local Manufacturing	Uganda imports over 90% of essential medicines, creating an opportunity to boost local production.	NDA Strategic Plan 2020-2025	Collaborate with MoH and private sector players to enhance local production capacity, focusing on GMP compliance and incentives for manufacturers. Engage with the government to incentivize local drug manufacturers with the aspiration to increase local production from the current 10% to at least 30% by 2030.

SWOT Element	Key Issue	Explanation	Reference	Strategic Consideration for New NDA Strategy
	Global Focus on AMR	Growing emphasis on combating antimicrobial resistance provides avenues for leadership and policy influence.	National AMR Action Plan	Lead AMR interventions, including establishing surveillance systems, enforcing prescription-only antibiotic sales, and promoting public awareness. Remove unlicensed drugs and healthcare products from the market due to effective monitoring.
	Technological Advancements	Advances in regulatory technology (e.g., AI, blockchain) can streamline operations and enhance transparency.	M&E Report FY 2022-2023	Invest in cutting-edge technologies like track-and-trace systems for drugs and automated compliance monitoring.
	Expanded Product Scope	Regulatory oversight for medical devices, diagnostics, and herbal medicines offers avenues for expanded influence.	NDA Strategic Plan 2020-2025	Develop tailored guidelines and certification processes for each category while ensuring proper enforcement mechanisms.
	Increased Regional Integration	Harmonization efforts within EAC provide opportunities to streamline drug regulation and improve market access.	Stakeholder Mapping Report 2021	Position NDA as a regional leader in regulatory alignment and capacity building, capitalizing on cross-border trade opportunities.
Threats	Counterfeit Drugs	Porous borders and weak enforcement mechanisms enable the proliferation of counterfeit drugs.	M&E Report FY 2023-2024	Partner with security agencies and URA to enhance border controls and leverage technology like QR code verification for product authenticity.

SWOT Element	Key Issue	Explanation	Reference	Strategic Consideration for New NDA Strategy
	AMR Escalation	Unregulated antibiotic use and poor reporting threaten public health gains.	National AMR Action Plan	Enforce stricter controls on antibiotic prescriptions, implement robust pharmacovigilance systems, and engage healthcare providers in AMR education.
	Uncoordinated Policy Mandates	Overlaps in regulatory functions with agencies like UNBS and MoH cause inefficiencies.	NDA Strategic Plan 2020-2025	Streamline mandates through MoUs and collaborative task forces to clarify roles and eliminate redundancies.
	Political Interference	Pressure from external entities risks compromising regulatory decisions.	M&E Report FY 2022-2023	Establish a transparent accountability framework and engage parliament on the importance of NDA's independence.
	Limited Funding	Budget constraints affect the NDA's ability to fulfill its mandate comprehensively.	NDA Risk Register 2024	Advocate for increased funding from government and development partners while diversifying income sources like fee-for-service and laboratory commercialization.

2.5.2. Key insights from stakeholders engaged thus far

The consultant has analysed feedback from the online stakeholder survey and noted the following:

- a) Overall, the stakeholders noted that their experience with NDA is rated as satisfactory, (Figure 3). This is a plus given the public outcry on several regulators in the country.

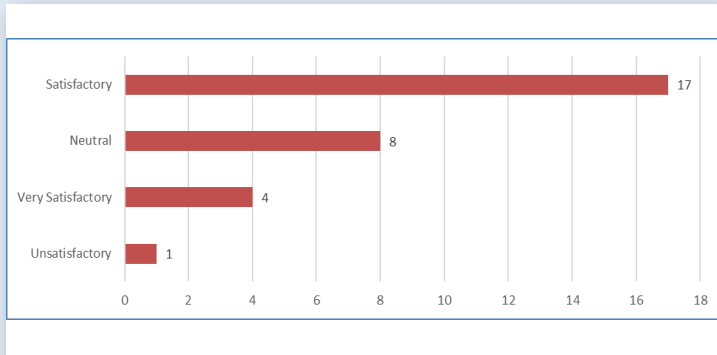


Figure 4: How would you rate your overall experience with NDA?

- b) Stakeholder participants expressed that email is the most preferred communication for ongoing communication updates from NDA. NDA must embrace capabilities for online email bulk communication such as Mail Chimp for effective message dissemination with stakeholders.
- c) For stakeholders to succeed, the NDA needs to frequently provide regulatory updates such as the updated list of class C medicines, guidelines on licensing, dangerous/banned

drugs or drug safety, etc as this enables stakeholders to stay abreast of the new developments at NDA.

- d) NDA's mandate is well understood by the stakeholders easing its work of regulation, figure 4.

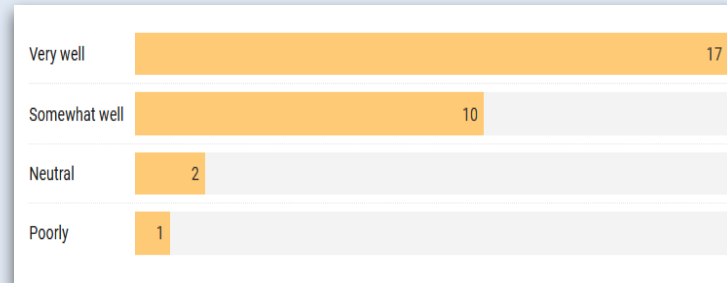


Figure 5: How well do you understand the NDA's mandate?

2.5.3. Opportunities and areas for further exploration

Feedback from the stakeholders through the online survey tool, thus far, suggests the following areas that the NDA should consider going forward as it delivers on its mandate:

- a) Fast response to product quality and efficacy complaints handling
- b) Review timelines for research applications to speed up approvals as entrepreneurs expect a return on investment.
- c) Scale-up of regulation of the private sector.
- d) Community awareness for increased and engaged communities on drug health and product regulation guidelines.

- e) Improve the layout of the website to ease the finding of information on key interests especially licensing guidelines and online applications.
- f) Sensitisation of guidelines to our investors.
- g) Fast-tracking the testing process for locally manufactured products should be given priority.
- h) Pharmacovigilance needs more effort.
- i) Involvement of local leadership at the respective levels during mass awareness and sensitisation campaigns by the NDA. District leaders such as LCIII and LCV could be co-opted on the NDA sensitization campaigns as these have a better context of the area.
- j) Faster response to product quality, safety and efficacy issues on the market.
- k) NDA should double-check the quality of medicine approved in the market, especially herbal medicine.
- l) NDA should stop brutality during enforcement, especially while asking for a license. The enforcement team could be trained to handle operations using friendly ways given that the feedback from the same stakeholders shows they are well understand the NDA's mandate.

2.5.4. Health sector

The Government of Uganda (GoU) recognizes health as a fundamental human right. The National Drug Authority (NDA), in collaboration with the Ministry of Health (MoH), is committed to ensuring equitable access to quality healthcare and health information for all individuals across both public and private sectors. Strengthening medicines regulation and enhancing health services are critical priorities for the medium to long term, forming the basis of this NDA Strategic Plan.

The Ministry of Health provides leadership and governance for the health sector, with responsibilities that include policy formulation, strategic direction, standard setting, disease surveillance, quality assurance, and resource mobilization. As a key player in the pharmaceutical sub-sector, the NDA is mandated to ensure the safety, quality, and efficacy of human and veterinary drugs. The MoH, through its Pharmacy Division, oversees coordination within the sector and implementation of the National Medicines Policy.

2.5.5. Pharmaceutical Sub-sector

Table 9: Health Sector Budget Allocation and Releases (UGX Trillions)

Fiscal Year	Approved Budget	Percentage of National Budget	Actual Release	Percentage Released
2021/22	2.589	7.2%	2.400	92.7%
2022/23	2.950	7.5%	2.600	88.1%
2023/24	4.053	8.0%	3.500	86.3%
2024/25	3.000	4.1% (Est.)	Not yet available	Not yet available

The table shows Uganda’s health sector budget from 2021 to 2024, including the approved amounts, their share of the national budget, and the actual releases. It highlights trends in government investment in health, demonstrating a steady increase in budget allocations, except in 2024/25. However, there is a gap between approved budgets and releases, indicating challenges in full funding disbursement. NDA shall prioritize its strategic interventions to focus on high-impact initiatives such as ensuring drug safety, efficacy, and accessibility, while deferring less urgent activities. To address funding constraints, NDA shall enhance operational efficiency through the adoption of digital tools and streamlined processes. Additionally, NDA shall strengthen its monitoring and evaluation frameworks to showcase its impact and justify sustained or increased funding to the health sector in future budgets.

Table 10: Availability of Essential Medicines and Health Supplies (EMHS)

Fiscal Year	Average Availability of EMHS (%)
2021/22	38%
2022/23	42% (Est.)
2023/24	45% (Est.)
2024/25	47% (Est.)

Table 10: Availability of Essential Medicines and Health Supplies (EMHS). shows a gradual increase in the availability of Essential Medicines and Health Supplies (EMHS) in Uganda, from 38% in 2021/22 to an estimated 47% in 2024/25. While this indicates progress, the levels remain insufficient to adequately meet the needs of the Ugandan population effectively. NDA will strengthen regulatory oversight of supply chains to ensure consistent quality and availability of medicines. Low availability, particularly in rural areas, underscores the importance of expanding access and addressing distribution challenges.

The Authority shall continue advocating for increased resources and partnerships to strengthen compliance with Good Manufacturing Practices (GMPs) and support local pharmaceutical manufacturing. By improving the quality and capacity of local production, alongside enhancing storage and distribution systems, the Authority aims to ensure a consistent supply of essential medicines. While

progress is evident, targeted interventions in promoting GMPs and scaling local manufacturing remain critical to closing the gap and achieving better health outcomes for all Ugandans.

Table 11: Local Pharmaceutical Production

Year	Licensed Facilities	Pending Licensing	Contribution to National Drug Register (%)
2021	18	12	4.4%
2022	20 (Est.)	15 (Est.)	5.0% (Est.)
2023	23 (Est.)	16 (Est.)	5.8% (Est.)
2024	25 (Est.)	18 (Est.)	6.5% (Est.)

The Table 11 highlights the growth of local pharmaceutical production in Uganda from 2021 to 2024. The number of licensed facilities is estimated to increase from 18 in 2021 to 25 in 2024, with pending licensing applications rising from 12 to an estimated 18 over the same period. The contribution of locally produced pharmaceuticals to the National Drug Register is projected to grow from 4.4% in 2021 to 6.5% in 2024. This growth reflects progress in developing Uganda’s pharmaceutical manufacturing capacity, but the relatively low percentage contribution to the National Drug Register underscores the need for further investment and support. Strengthening Good Manufacturing Practices (GMPs), streamlining licensing processes, and fostering partnerships with private sector players will be critical for scaling production and reducing reliance on imports. The importance

of targeted efforts to accelerate local production, ensuring a sustainable supply of high-quality medicines for Uganda cannot be over-emphasized.

Table 12: Pharmacist Workforce

Year	Licensed Pharmacists	Ratio (Per 100,000 Population)	Public Sector Positions Filled (%)
2021	1,010	2.6	56%
2022	1,150 (Est.)	2.8 (Est.)	58% (Est.)
2023	1,300 (Est.)	3.1 (Est.)	60% (Est.)
2024	1,450 (Est.)	3.4 (Est.)	63% (Est.)

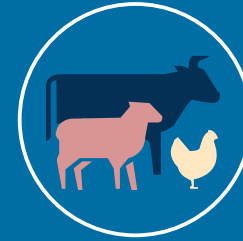
The Table 12 outlines the growth of Uganda’s pharmacist workforce from 2021 to 2024. The number of licensed pharmacists is projected to increase from 1,010 in 2021 to an estimated 1,450 in 2024. This translates to an improvement in the ratio of pharmacists per 100,000 population, rising from 2.6 in 2021 to an estimated 3.4 by 2024. The percentage of public sector pharmacist positions filled also shows a gradual increase, from 56% in 2021 to an estimated 63% in 2024.

This is commendable progress in addressing the pharmacist workforce gap but remains insufficient. The increase in public sector positions filled indicates improved recruitment efforts, though challenges persist in ensuring equitable distribution across urban and rural areas. To sustain and accelerate this progress, targeted strategies such as capacity-building programs, incentives for rural deployment, and enhanced support for pharmacy education are essential. These efforts,

which form part of our strategic agenda for the next five years, will help bridge the workforce gap and strengthen Uganda's pharmaceutical and healthcare delivery systems.

The Antimicrobial Resistance (AMR) is an escalating global concern and is recognized as a significant threat to the progress made in combating infectious diseases. Key contributors to AMR include the illegal over-the-counter sale of antibiotics, particularly in drug shops, the inappropriate prescription of antibiotics for uninvestigated fevers, and the widespread practice of antibiotic polypharmacy, especially within the private sector. In response, Uganda developed the National Antimicrobial Resistance Strategy (2017–2022) and a surveillance plan for AMR containment. These initiatives will continue to be implemented and updated as part of the Health Sector Development Plan to address the evolving challenges of AMR.

Recognizing the critical threat posed by antimicrobial resistance (AMR) to public health, the National Drug Authority (NDA) has incorporated AMR as Pillar 6 in its current strategic plan. This strategic focus reflects the growing urgency to address AMR within Uganda's healthcare system. NDA aims to strengthen its regulatory oversight, promote rational use of antibiotics, and enhance surveillance mechanisms to curb the misuse of antimicrobials.



2.5.6. Animal Health Sub-sector

The agriculture sector in Uganda to which animal husbandry is a sub-sector provides food, income, and employment to over 80% of Uganda's population. It contributes over 45% of gross domestic product (GDP) and over 90% of Uganda's exports. About 90% of the country's population is rural and derives its livelihood from agriculture. For animal husbandry, 58% of the households depend on livestock for their livelihoods. In Uganda, there are 14.6 million cattle, 16.9 million goats, 4.6 million sheep, 43.1 million poultry, and 4.4 million pigs³. The increase in human-animal interaction continues to increase the risk and emergency and spread of diseases and poses a challenge to public health.

A situational analysis on Antimicrobial Resistance (AMR) in Uganda⁴ under the auspices of the Global Antibiotic Resistance Partnership (GARP)-Uganda, showed increasing trends in antimicrobial resistance to the most

commonly-used antimicrobials (e.g. penicillin, tetracyclines, cotrimoxazole) which was in some cases above 80 percent. There was also a high prevalence of multi-drug resistant bacteria such as Methicillin-Resistant Staphylococcus Aureus (MRSA) and Extended-Spectrum Beta-Lactamase (ESBL)-producers.

In healthcare settings, the prevalence of MRSA varied from as low as 2 percent to as high as 50 percent, while ESBL prevalence ranged from 10 to 75 percent among isolates analyzed. In addition, increasing resistance ranging from 4 to 30 percent was reported among gram-negative enterobacteria against carbapenems, a last-line treatment. Misuse of antimicrobials in both humans and animals was well noted with irrational drug use, dispensing over the counter, in unlicensed drug stores and open markets. Uganda has put in place an AMR National Action Plan; this plan prioritizes integrating and adopt a One Health approach to AMR as a collaborative, cross-sectoral prevention and control action between all sectors. Despite all the above threats, there is limited awareness among the public, policymakers, prescribers, and other professionals about the problem of AMR and its consequences⁵, attributed to a number of reasons among which is poor reporting culture.

Sustainable farming can only be achieved if the available livestock population can equitably generate income, food, and economic prosperity. Trade in livestock and livestock products is largely hampered by a high prevalence of diseases including; Foot-and-Mouth Disease (FMD), Contagious

Bovine Pleuropneumonia, Tick-Borne Diseases, TB, Peste des Petits Ruminitis, Lumpy Skin Disease, Rabies, Brucellosis, African Swine Fever and Newcastle Disease, among others. Falsified veterinary products in the market also still present a challenge to the veterinary subsector, which not only affects the health and well-being of animals but also that of humans.

The 1995 Constitution and the Local Government Act of 1997 concentrated the delivery of veterinary services to the private sector (private veterinary practitioners, drug companies, NGOs, para-veterinarians, and feed manufacturing companies). This has since led to a reduction in the public extension system to an estimated 22% letting the private sector take dominance. So while, the MAAIF is responsible for improving livestock health, production, and marketing, the existing working institutional collaboration of the ministry with, local governments, professional bodies, and academia on the regulation of veterinary drugs has to be strengthened.

The ratio of extension staff to farmers is still low estimated at over 1:5,000 compared to the recommended ratio of 1:500. Lack of a country-wide animal disease testing/diagnosis facilities, to effectively facilitate the diagnosis and prescription of vet drugs. All the above-noted developments and gaps end up impacting the rational use of vet pharmaceutical products.

2.6. Stakeholder Analysis, Expectations, and Aspirations

To establish the expectations of stakeholders, consultations were conducted with different groups through focused group discussions as well as individual consultations. The NDA stakeholders have been broadly categorized with their respective roles and responsibilities are highlighted as follows in Table 13.

Table 13: Stakeholder Analysis, Expectations and Aspirations

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
1	Ministry of Health (MoH)	Government body responsible for public health	Expects collaboration to implement health policies, improve service delivery, and achieve national health objectives	2	2	4	H	Engage and manage closely through regular meetings, joint initiatives, and shared performance reviews	Collaborate to achieve national health objectives outlined in the MoH Strategic Plan 2020/21 – 2024/25 leading to improved service delivery.	Joint planning sessions, shared training programs, and integrated health campaigns.
2	Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF)	Government body responsible for agricultural policy and regulation	Expects collaboration to implement agricultural policies, enhance food security, and promote sustainable farming practices	2	2	4	H	Engage and manage closely through regular consultations, joint programs, and policy alignment	1. Enhanced agricultural productivity & food security ie. increase crop and livestock yields sustainably.	Joint research initiatives, shared extension services, and integrated agricultural development projects.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
3	Parliament (including Parliamentary Committee on Health)	Oversight, legislation, and budget allocation for health-related regulatory functions.	Harmonized regulatory roles and Effective implementation of the NDA's mandate to protect public health.	2	2	4	High	Engage and manage closely: - Conduct regular briefings to provide updates on NDA's activities, challenges, and successes. - Propose legislative amendments aligned with NDA's needs.	- Hold structured engagements annually.	- Develop comprehensive laws on AMR, counterfeit drugs, and other critical regulatory issues.
4	World Health Organization (WHO)	Technical partner providing guidelines, standards, and capacity-building support for regulatory functions effectiveness.	- Alignment of NDA policies and operations with WHO global health guidelines and standards. - Regular reporting on regulatory progress	2	2	4	High	Engage and manage closely: - Regularly report on NDA's alignment with WHO standards and global health priorities.	- 100% alignment of NDA regulatory policies with WHO guidelines.	- Develop a framework for implementing WHO standards in NDA processes. - Collaborate on global health campaigns (e.g., AMR awareness and counterfeit drug prevention).

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
5	Uganda Herbalists and Cultural Association	Regulatory oversight, licensing, and quality assurance for traditional and herbal medicines.	<ul style="list-style-type: none"> - Recognition and inclusion in regulatory frameworks. - Support in improving product safety and efficacy. 	1	2	2	Medium	Engage and manage closely: <ul style="list-style-type: none"> - Conduct regular stakeholder engagements, training, and consultations to ensure alignment. 	<ul style="list-style-type: none"> - Increasing registered herbal products compliant with NDA safety standards. 	<ul style="list-style-type: none"> - Support Implementation of the Traditional and Complementary Medicines Act, 2020. - Partner with research institutions to validate herbal medicine safety and efficacy.
6	Pharmaceutical Manufacturers	Regulatory oversight, licensing, inspections, and GMP audits.	<ul style="list-style-type: none"> - Fair and predictable regulatory environment. - Efficient and timely drug approvals and renewals. 	2	2	4	High	Engage and manage closely: <ul style="list-style-type: none"> - Regular stakeholder consultative meetings. - Provide clear guidelines on regulatory compliance. - Partner on capacity-building initiatives. 	<ul style="list-style-type: none"> - Reduce drug approval timelines by 30%. - 80% satisfaction in annual manufacturer surveys. - Aim for 50% increase in local manufacturing GMP compliance 	<ul style="list-style-type: none"> - Establish technical assistance programs for GMP compliance-Offer incentives for local manufacturing expansion. - Digitize licensing and inspection systems; eg an NDA app with all information

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
7	Importers and Exporters	Licensing, verification of imports/ exports, and quality control.	- Streamlined import/export processes.	2	2	4	High	-Engage and manage closely: - Regularly update import/export regulations and communicate them effectively.	- 90% on-time completion of import/ export verifications. - Reduce border clearance delays.	- Collaborate with customs on joint training programs. - Introduce automated systems for import/export verification.- Increase random sampling for counterfeit detection.
8	National Drug Shops Advocacy Initiative (licensed drug shops and outlets including veterinary drug shops in Uganda)	An association that represents many licensed – veterinary and human drug shops (over 20,000 members in Uganda)	a) Objective and timely enforcement of the regulations. b) Remove substandard products/ unlicensed products from the market.	High (2)	High (2)	4	High	-Keep informed. Provide a platform for effective communication of the new developments changes, and licensing regime.	Stakeholder satisfaction rate >80%; following annual survey.	Automate the licensing of all drug shops and train drug shop operators

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
9	Health-care Service Providers (Private and Public Health Facilities)	Deliver healthcare services, prescribe drugs, and report adverse drug reactions. Link between NDA and general public –the drug users.	<ul style="list-style-type: none"> - Access to safe, effective, and affordable medicines. - Capacity-building on pharmacovigilance, AMR, and counterfeit drug detection. 	2	2	4	High	Engage and manage closely:	<ul style="list-style-type: none"> - 100% compliance with licensing and inspection regulations. - >80% satisfaction in stakeholder surveys. 	<ul style="list-style-type: none"> - Develop tailored training programs on pharmacovigilance and AMR. - Strengthen collaboration for post-market surveillance and ADR reporting.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
10	Pharmaceutical Society of Uganda (PSU)	Professional association for pharmacists; a key partner in promoting compliance and professional standards.	- Clear and updated regulatory guidelines for pharmacists.	2	2	4	High	Engage and manage closely: - Partner with PSU on continuous professional development (CPD) programs. - Collaborate on public awareness campaigns about responsible pharmacy practices.	- 90% pharmacist compliance with NDA regulations. - 70% satisfaction rate in PSU engagement surveys.	- Co-develop CPD programs to enhance pharmacist expertise. - Establish a joint task force for policy input and collaboration.
11	Allied Health Professionals of Uganda	Professionals involved in healthcare delivery, working in laboratories, clinical practice, and diagnostics.	- Access to affordable and quality healthcare products. - Inclusion in regulatory decision-making that impacts	2	2	4	High	Engage and manage closely: - Partner on CPD programs to ensure regulatory alignment.	- 80% compliance rate with equipment safety guidelines. - 85% satisfaction in engagement surveys.	- Develop CPD courses on diagnostic safety and AMR. - Improve collaboration for post-market surveillance of healthcare tools.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
12	Clinical Trials & Pharmacovigilance	Oversight of clinical trials and monitoring drug safety.	- Streamlined clinical trial approval processes. - Transparency in trial and safety reporting.	2	2	4	High	Engage and manage closely: - Digitize and simplify clinical trial approvals.	- 95% compliance with clinical trial approval timelines. - 80% of adverse drug reaction reports resolved within standard timelines.	- Automate trial approvals. - Launch public ADR reporting systems.
13	Diabetic Association	Collaboration on safe medicines for diabetes management.	- Access to affordable and effective diabetes medicines. - Oversight of counterfeit drugs.	2	2	4	High	Engage and manage closely: - Conduct regular consultative meetings. - Support awareness campaigns on drug compliance for diabetes patients.	- 90% compliance of diabetes medicines with safety standards. - 50% increase in awareness campaigns for safe diabetes treatment.	- Collaborate with diabetic organizations on drug safety campaigns. - Increase post-market surveillance for diabetes medicines.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
14	Government Citizens interaction centre	Ensures safe and effective antiretroviral (ARV) drugs are available.	<ul style="list-style-type: none"> - Fast-track ARV approvals. - Guidance on ARV drug safety and interactions. 	2	2	4	High	Engage and manage closely: <ul style="list-style-type: none"> - Fast-track ARV drug approvals. 	<ul style="list-style-type: none"> - 100% of ARVs approved within fast-track timelines. - 85% of HIV drug ADR cases resolved promptly. 	<ul style="list-style-type: none"> - Partner with NGOs to monitor HIV drug safety. - Develop patient-friendly ADR systems.
15	HEPS (Coalition for Health Promotion and Social Development)	Advocacy for affordable and safe healthcare access.	<ul style="list-style-type: none"> - Affordable medicines for underserved communities. 	2	2	4	High	Engage and manage closely: <ul style="list-style-type: none"> - Collaborate on public health campaigns. - Provide transparency on drug pricing and availability. - Increase community access to safe drugs. 	<ul style="list-style-type: none"> - 80% coverage in drug affordability campaigns. - 85% stakeholder satisfaction from HEPS. 	<ul style="list-style-type: none"> - Develop transparent pricing frameworks. - Strengthen regulatory monitoring for affordable drugs.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
16	Uganda Healthcare Federation (UHF)	Collaboration on private sector healthcare improvements.	<ul style="list-style-type: none"> - Streamlined regulations for private healthcare providers. - Support for access to essential medicines. 	2	2	4	High	Engage and manage closely: <ul style="list-style-type: none"> - Conduct joint capacity-building initiatives. - Simplify compliance frameworks for private providers. 	<ul style="list-style-type: none"> - 90% satisfaction rate among private healthcare providers. - 75% compliance with drug safety standards. 	<ul style="list-style-type: none"> - Collaborate with UHF on compliance and safety training. - Launch shared platforms for regulatory updates. - Improve private sector access to essential medicines.
17	National Medical Stores (NMS)	Collaboration on procurement, storage, and distribution of medicines and health supplies.	<ul style="list-style-type: none"> - Ensure the timely approval of medicines and health products for procurement and distribution. - Strengthen quality assurance for products supplied to public health facilities. 	2	2	4	High	Engage and manage closely: <ul style="list-style-type: none"> - Conduct regular collaborative meetings to align on quality assurance and supply chain improvements. 	<ul style="list-style-type: none"> - 100% compliance with quality assurance standards for procured medicines. - 90% resolution of flagged quality issues within set timelines. 	<ul style="list-style-type: none"> - Develop a digital tracking system for joint monitoring of product quality. - Establish a rapid response mechanism for product recalls or quality issues.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
18	Joint Medical Stores (JMS)	Partner in the procurement, storage, and distribution of medicines and medical supplies as well as manufacturing of health products	<ul style="list-style-type: none"> - Timely quality assurance of medicines to prevent delays in procurement and distribution. - Clear guidelines for licensing and registration of procured medical products. 	1	2	2	Medium	Engage and manage closely: <ul style="list-style-type: none"> - Schedule regular consultative meetings to align on quality assurance timelines and product approvals. 	<ul style="list-style-type: none"> - 100% compliance of JMS-procured medicines with NDA standards. - At least two structured engagements annually. 	<ul style="list-style-type: none"> - Establish a fast-track system for licensing products procured by JMS.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
19	Uganda Communications Commission (UCC)	Regulates communication platforms and enforces compliance in online and electronic communication, including advertising specifically of drugs and healthcare products.	<ul style="list-style-type: none"> - Collaborative enforcement to regulate the advertising of medicines and health products on digital platforms. - Joint monitoring of online sales of counterfeit and unapproved medicines. 	2	2	4	High	Engage and manage closely: - Develop joint monitoring and enforcement mechanisms for online advertising and sales of medicines.	- 100% compliance with advertising standards for health products on online platforms.	<ul style="list-style-type: none"> - Develop and implement guidelines for online pharmacies and digital advertising of medicines. - Partner on digital literacy campaigns to educate the public about safe medicine procurement.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
20	Uganda Revenue Authority (URA)	Collects taxes, oversees customs clearance, and regulates tax compliance for imported and locally manufactured drugs and health-care products.	- Support timely customs clearance of pharmaceuticals and raw materials.	2	2	4	High	Engage and manage closely; - Collaborate on developing clear tax exemption guidelines for pharmaceuticals and raw materials.	- 100% compliance with tax regulations on pharmaceutical imports and raw materials. - Reduce customs delays for essential medicines by 50%.	- Develop and enforce clear tax exemption lists for pharmaceutical raw materials and essential medicines. - Digitize customs processes for faster clearance of health products.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
21	Government Citizen Interaction Centre (GCIC)	Facilitates citizen engagement by acting as a centralized platform for feedback, complaints, and public communication on government services.	- Timely and transparent responses to citizen inquiries and complaints related to drug safety, licensing, and healthcare products.	1	2	2	Medium	Engage and manage closely: - Establish a dedicated communication channel with GCIC for timely handling of citizen feedback.	- 90% resolution rate of citizen complaints within set timelines.	- Establish a real-time feedback and reporting system integrated with GCIC. -Analyze citizen feedback to inform NDA's strategy and decision-making.
22	General Public	Primary beneficiaries of our services and initiatives	Expects accessible, high-quality services, transparency, and responsiveness to their needs and concerns	1	2	2	M	Keep informed through regular public communications, feedback mechanisms, and community engagement	Public awareness and satisfaction rate	Public information campaigns, community forums, and responsive feedback channels.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/ Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
23	Uganda Nurses and Midwives Council (UNMC)	Regulatory body overseeing nursing and midwifery professions in Uganda.	Expects adherence to established standards, active participation in policy development, and collaboration to enhance professional practice.	2	2	4	H	Engage and manage closely through regular consultations, compliance reporting, and joint initiatives	1. Enhanced regulatory compliance with UNMC guidelines.	Implement Stakeholder collaboration framework.
24	Suppliers and Strategic Partners	External entities providing goods, services, or collaborative opportunities essential to our operations	Expect clear communication, timely payments, mutual growth opportunities, and collaborative planning to ensure mutual success	2	2	4	H	Engage and manage closely through regular meetings, transparent communication, and joint strategic initiatives	Supply chain efficiency i.e. timely delivery and quality of goods/services through effective collaboration.	Joint development projects, shared risk assessments, and collaborative market analysis.

No.	Stakeholder	Nature of relationship	What are the interests and expectations of the stakeholders from us	Power/Influence	Interest	Score (Interest x Influence)	Priority (L, M, H)	Strategy (Engage and manage closely/ Keep satisfied/ Keep informed/ Continue monitoring)? How?	Scorecard target to optimize	Strategic Interventions
25	Top Leadership Team	Executive group responsible for strategic direction and decision-making	Expects alignment with organizational goals, effective communication, and successful implementation of strategies	2	2	4	H	Engage and manage closely through regular strategic meetings, transparent reporting, and collaborative decision-making	-Strategic alignment. -Effective decision-making.	Leadership retreats, strategy workshops, and performance review sessions.

2.7. Summary of emerging issues and implications

1. The proposed National Drug and Health Products Bill is currently being considered by the cabinet and, once enacted, will strengthen NDA’s regulatory mandate, enhance enforcement powers, and align Uganda’s pharmaceutical governance with international standards. The Bill will empower NDA to regulate vaccines, biologicals, human drugs, and public health products. It will also enhance the enforcement powers of NDA to adequately deal with the threats around falsified and substandard medicines.
2. The continued existence of duplicated regulation of surgical instruments by both the NDA and the Uganda National Bureau of Standards which affects the pharmaceutical business environment.

CHAPTER
03

STRATEGIC DIRECTION



3.1. Introduction

This chapter outlines the goal, vision, mission, core values, and strategic objectives of the National Drug Authority (NDA). It also details the anticipated outcomes and the strategic interventions planned for the next five years. These measures are designed to enable the NDA to effectively fulfill its mandate of ensuring the availability of safe, efficacious, and quality drugs, thereby safeguarding public health.



3.2. Preamble

The strategic direction of the National Drug Authority (vision, mission, core values, mandate, and functions) guides all strategy discussions for the Authority. It establishes the framework upon which the planning and operational specifics are developed to translate the Authority's statutory functions into actionable strategies that deliver measurable outputs, outcomes, and results.

As part of the organizational assessment, the vision, mission, and core values were reviewed and realigned to reflect the Authority's new strategic direction. This alignment emphasizes the Authority's contribution to Uganda's Vision 2040 and the National Development Plan IV (NDP IV), reinforcing its commitment to advancing national health priorities, fostering socio-economic transformation, and ensuring the availability of safe, efficacious, and high-quality drugs and health products.

3.3. Rationale for National Drug Authority Strategic Plan 2025-2030

The NDA Strategic Plan has been formulated to address critical strategic gaps, emerging issues, and key recommendations outlined in the preceding chapter. These efforts are aimed at meeting stakeholder expectations and aspirations while enhancing the Authority's regulatory service delivery over the medium term. The plan has been designed to maximize the National Drug Authority's contribution to achieving sectoral, national, and global development agendas.

At the sector level, the Strategic Plan is aligned with the National Pharmaceutical Sector outcomes and the Health Sector's strategic priorities. Nationally, it integrates seamlessly with the NDP IV programmatic planning and budgeting framework, enhancing the Authority's role in meeting Uganda's medium-term objectives and contributing to the broader Uganda Vision 2040. Globally, the plan is in alignment with Sustainable Development Goal 3: "Ensure healthy lives and promote well-being for all at all ages" and reflects the World Health Organization's policy direction on drug regulation.



The Mandate of NDA

To ensure the availability, at all times, of essential, efficacious and cost-effective drugs to the entire population of Uganda as a means of providing satisfactory healthcare and safeguarding the appropriate use of drugs.



Vision

A globally recognized Authority in drugs and healthcare products regulation



Mission

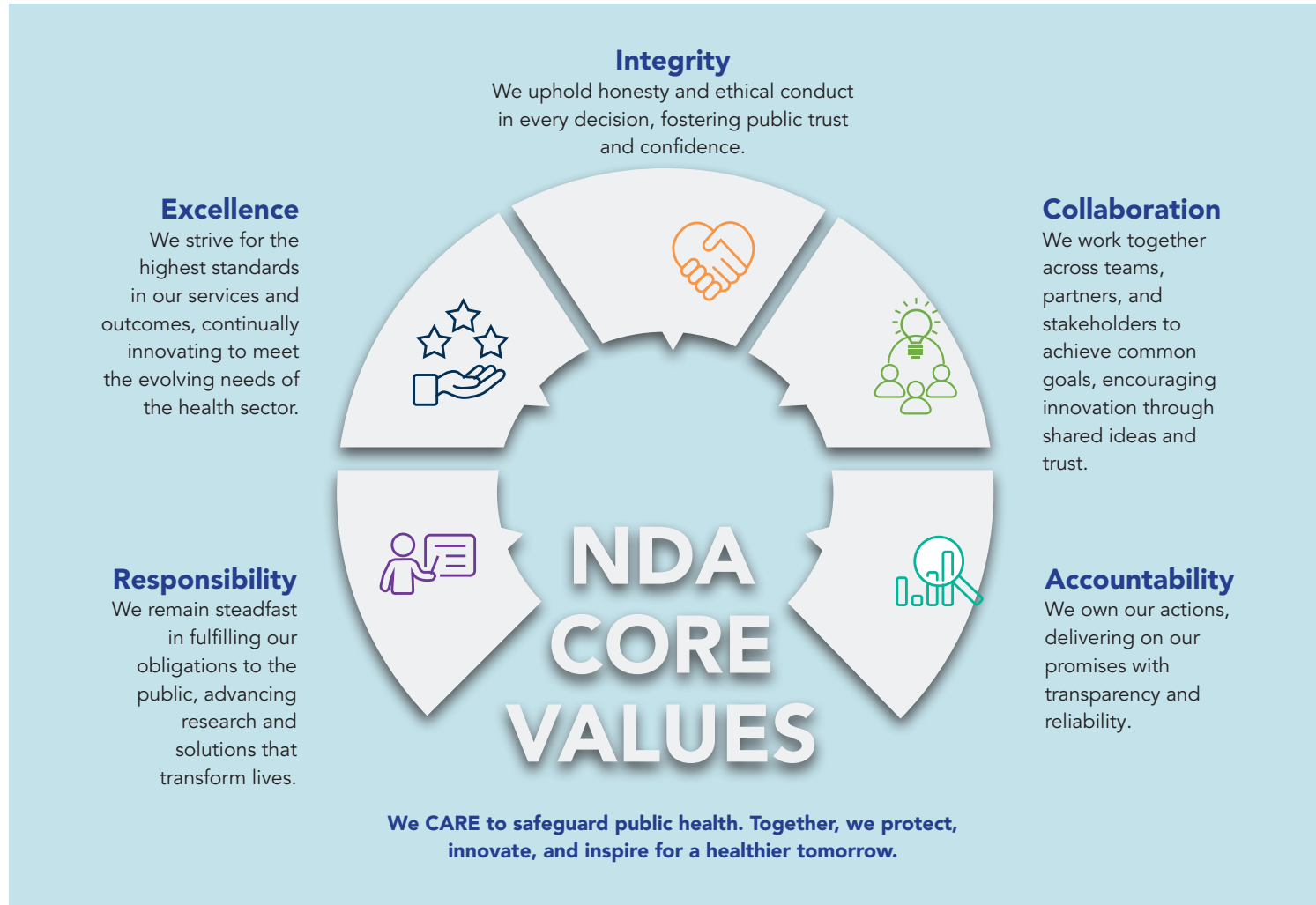
To safeguard public health through effective regulation of drugs and healthcare products



Goal

“To attain and maintain global leading practices in drug and healthcare products regulation by 2030.”

3.4. Our Core Values – I CARE



Living I CARE values

I CARE.

I act with **Integrity**, upholding honesty and building trust.

I foster **Collaboration**, working as a team to innovate and achieve shared goals.

I hold myself **Accountable**, ensuring my actions reflect transparency and trustworthiness.

I take **Responsibility**, committing to meaningful research and solutions that impact lives.

I pursue **Excellence**, delivering quality and embracing innovation to serve our community better.

Through these values, I serve with dedication and purpose.

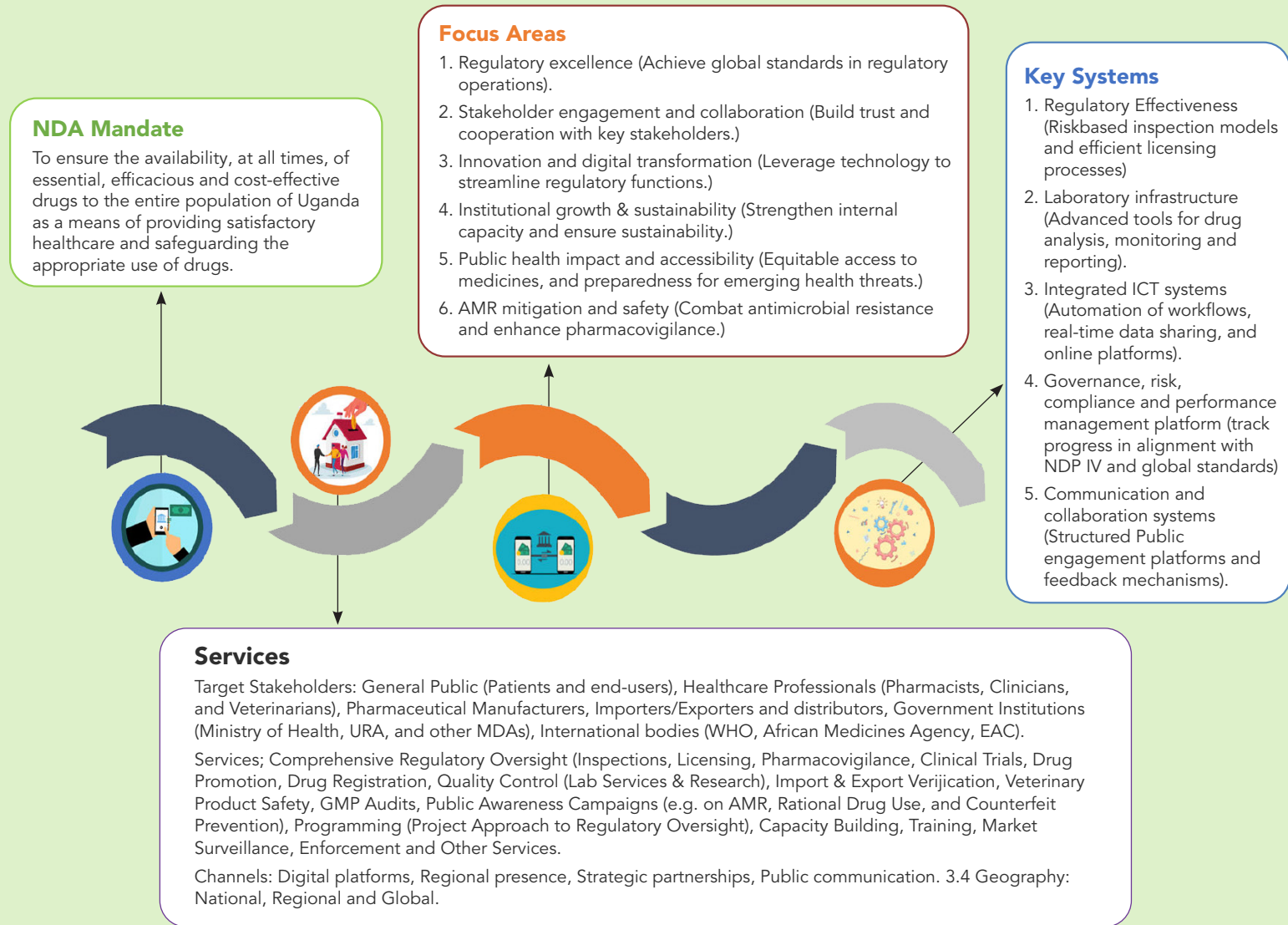
3.5. Summary of the strategic direction

The NDA is committed to making its work easier, faster, and more accessible. To do this, we're focusing on digitization. By using technology, we aim to provide services online, in real-time, and with less effort for everyone involved. This means less duplication, fewer delays, and smoother processes for our stakeholders. We know we can't do this work alone. Many of our tasks overlap with other agencies of government and organizations. That's why we're strengthening partnerships and working together. When we collaborate, we achieve better results that directly improve our regulatory efforts. Our work is tied to larger plans and goals. We're aligning with Uganda's National Development Plan Four (NDP IV), the Ministry of Health Strategic Plan, and other important health initiatives.

Regionally, we are supporting efforts like the East African Community Medicines Harmonization and the African Medicines Agency. Globally, we're following best practices to ensure we meet international standards.

We've identified six key areas to focus on in the next five years (Figure 5). These areas will guide how we tackle current challenges and prepare for the future. Our goal is to modernize the way we regulate health products, make lasting improvements, and contribute to better health outcomes for all.

Figure 6: NDA Strategic Direction 2030 Overview



Focus Area 1: Regulatory Excellence

Regulatory excellence at NDA entails doing the best possible work to ensure drugs are safe, effective, and efficacious. It's about setting high standards and meeting them consistently. This requires strong systems, clear processes, and skilled people who understand the importance of their role. For the National Drug Authority, regulatory excellence isn't just about compliance. It's about protecting lives and supporting better health outcomes. When we regulate effectively, we build trust, improve access to quality medicines, and contribute to Universal Health Coverage.

Strategic Objective 1: *To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.*

This objective focuses on key actions that will sustainably enhance the efficiency and effectiveness of NDA's processes and systems to fulfill its core mandate. Four key outcomes will be realized out of this strategic objective.

- 1.1 Enhanced drug and healthcare product quality, safety, and efficacy
- 1.2 Improved local manufacturing capacities and capabilities
- 1.3 Timely availability and accessibility of regulated products and services on the market
- 1.4 Improved regulatory compliance among stakeholders

Focus Area 2: Stakeholder Engagement and Collaboration

NDA recognizes that effective regulation of drugs and healthcare products requires strong partnerships with stakeholders such as healthcare providers, manufacturers, consumers, and regional/international regulatory bodies. By enhancing engagement and collaboration, NDA aims to create a transparent, responsive, and accountable regulatory environment that aligns with stakeholder expectations and builds confidence in its operations.

Strategic Objective 2: *To deepen relationships with stakeholders to foster trust and shared accountability.*

The objective is to deepen relationships with stakeholders to build trust and shared accountability, resulting in three key outcomes.

- 2.5 Increased Public Trust in NDA Operations
- 2.6 Improved stakeholder awareness and satisfaction of the regulated products and services
- 2.7 Stronger Regional and International Collaboration

Focus Area 3: Digital Transformation for quality services

The NDA recognizes the growing importance of **digital innovation** in enhancing regulatory efficiency, accessibility, and transparency. This focus area prioritizes the integration

of **advanced technologies** to streamline processes, improve data management, and facilitate faster, more reliable service delivery. By embracing **automation, digital tools, and data-driven insights**, NDA aims to meet the expectations of its stakeholders while adapting to the evolving healthcare and regulatory landscape.

Strategic Objective 3: *To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.*

This objective reflects our commitment to modernizing our operations through comprehensive digital solutions, enabling the delivery of high-quality, efficient, and timely regulatory services. By investing in ICT infrastructure, digital platforms, and advanced analytics, NDA seeks to ensure stakeholders can access services seamlessly, while regulatory decisions are driven by accurate, real-time data. The key outcomes of this objective are:

Focus Area 4: Institutional Growth & Sustainability

To remain resilient and future-ready, NDA must ensure financial sustainability, improve staff capacity, and foster operational efficiency through innovation. By diversifying revenue streams, investing in its workforce, and aligning with global sustainability goals, NDA will strengthen its ability to

deliver quality regulatory services efficiently while adapting to emerging challenges.

Strategic Objective 4: *To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.*

This objective underscores NDA's proactive approach to building a strong, future-proof institution that thrives on financial stability, operational excellence, and an empowered workforce. It focuses on leveraging innovation, reducing costs through efficiency, and aligning with global sustainability targets to reinforce NDA's capacity to regulate effectively in a dynamic healthcare environment. The seven key outcomes of this objective are:

- 4.1 Financial Sustainability of NDA Operations
- 4.2 Increased Staff Capacity, Productivity and Satisfaction
- 4.3 Enhanced Innovation and production of new knowledge
- 4.4 Improved Organizational Performance and Data-Driven Decision-Making for improved institutional development.
- 4.5 Improved Governance, Legal and Regulatory Effectiveness, and value for money.
- 4.6 Improved Service Quality, resilience and sustainability
- 4.7 Improved Institutional Efficiency and Infrastructure Development

Focus Area 5: Focus Area 5: Public Health Impact and Accessibility

NDA plays a critical role in supporting Uganda's public health goals by ensuring equitable access to medicines, enhancing preparedness for emerging health threats, and improving overall public health outcomes. Through strategic partnerships, improved surveillance, and expanded pharmacovigilance, NDA aims to deliver a direct and measurable impact on the nation's health landscape.

Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.

This objective emphasizes the NDA's commitment to ensuring that safe, effective, and affordable medicines are available across all regions, while proactively responding to health emergencies and supporting the adoption of traditional medicines. The key outcomes of this objective are:

- 5.1 Improved Availability of Essential Drugs and Healthcare Products
- 5.2 Improved Customer coverage

Focus Area 6: Effective AMR Management

Antimicrobial resistance (AMR) poses a significant threat to human, animal, and environmental health, undermining the effectiveness of antibiotics and other critical treatments. This focus area emphasizes improved stewardship, robust surveillance, targeted awareness programs, and strengthened regulations across the One Health approach integrating human, veterinary, and environmental sectors.

Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.

This objective reflects NDA's leadership in combating AMR by fostering collaboration, monitoring, and education while ensuring compliance with best practices in antibiotic use and stewardship, with the following outcomes:

- 6.1 Strengthened AMR Surveillance Systems
- 6.2 Promote optimal access and use of Antimicrobials
- 6.3 Strengthened Post-Market Safety Surveillance

Strategy Slogan

"Safe Drugs Save Lives"

Strategy Theme

Strengthening Regulation for Safer Health Outcomes



3.6. Linkage of the NDA Strategic Plan to NDP IV

The NDA strategic plan contributes to NDP IV through 4 program areas:



Human Capital Development

The National Drug Authority (NDA) aligns with the Human Capital Development Program (11) under Specific Objective 3: "Improve population health, safety, and management." This alignment focuses on ensuring access to safe, efficacious, and high-quality drugs and healthcare products. By enhancing the



Agro-Industrialization

NDA supports the Agro-Industrialization Program (1) through Specific Objective 1.2: "Increase production and productivity." The Authority promotes and regulates the use of agro-based pharmaceutical raw materials from both animal and plant origins. This fosters value addition, contributing to the growth and competitiveness of Uganda's pharmaceutical sector while advancing the country's agro-industrialization goals (Chapter 6, Section 6.3, Pages 82-83).



Private Sector Development

Through the Private Sector Development Program (10), NDA aligns with Specific Objective 10.5: "Strengthen the enabling environment and enforcement of standards." NDA ensures that proactive drug regulations create a supportive framework for private sector growth. This involves ensuring the availability of high-quality drugs and fostering public-private partnerships to promote

equitable access and compliance within Uganda's healthcare industry. (Chapter 10, Section 10.3, Pages 129-130).



Manufacturing

The NDA contributes to the Manufacturing Program (3) by supporting Specific Objective 3.1: "Increase value addition for import substitution and enhanced exports." NDA facilitates Good Manufacturing Practice (GMP) compliance assessments, updates standards, and promotes indigenous pharmaceutical remedies. These efforts enhance the competitiveness and sustainability of Uganda's pharmaceutical manufacturing sector. (Chapter 11, Section 11.3, Pages 141-143).



Sustainable Energy

Under the Sustainable Energy Development Program (6), NDA aligns with Specific Objective 6.2: "Increase access to clean, reliable, and affordable energy." The Authority advocates for energy-efficient production processes in pharmaceutical manufacturing. These initiatives aim to reduce operational costs and environmental impact, ensuring sustainable growth in the industry (Chapter 13, Section 13.3, Pages 159-160).



Digital Transformation

The National Drug Authority (NDA) supports the **Digital Transformation Program (9)** under **Specific Objective 9.3**: "Increase ICT penetration and usage of ICT services." NDA is committed to modernizing its regulatory systems by implementing online platforms for drug registration, compliance monitoring, and real-time data sharing. These systems enhance transparency, operational efficiency, and accessibility, aligning with Uganda's digital transformation goals. (Chapter 14, Section 14.3, Pages 168-169).

3.7. Programme and Focus Area Alignment Matrix

Table 14: NDA Programme and Focus Area Matrix

NDP IV Programme Objective	NDP IV Interventions	NDA Focus Area objectives	NDA Strategic Intervention	NDA Strategic Actions that align with the NDP 4 Objectives	NDA Sub- Program Outcomes
NDP IV Programme: Human Capital Development					
NDA Focus Area: Regulatory Excellence					
Objective 3: To improve population health, safety, and management; access to safe water, sanitation and hygiene services	3.4 Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services	To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.	a) Strengthen regulatory systems by enhancing quality control programs, licensing, inspection and verification frameworks, product safety, and drug evaluation processes to ensure the quality, safety, and efficacy of drug and healthcare products. b) Strengthen local manufacturing capacity through technical support, policy advocacy, and stakeholder engagements.	a) Implement the laboratory testing program to achieve regulatory excellence. b) Perform licensing, inspection, sampling, import and export control, and supply chain monitoring and supervision of drugs and healthcare products. c) Conduct pre and post-market authorization of drug and healthcare products.	a) Enhanced drug and healthcare product quality, safety, and efficacy b) Improved local manufacturing capacities and capabilities c) Timely availability and accessibility of regulated products and services on the market d) Improved regulatory compliance among stakeholders

NDP IV Programme Objective	NDP IV Interventions	NDA Focus Area objectives	NDA Strategic Intervention	NDA Strategic Actions that align with the NDP 4 Objectives	NDA Sub- Program Outcomes
			<p>c) Streamline regulatory processes by automating the regulatory processes, regulatory capacity building, and improving the regulatory workflows.</p> <p>d) Strengthen compliance and enforcement through stakeholder engagement, training, sensitization, collaboration with law enforcement institutions, and professional bodies, and the provision of practical compliance tools.</p>	<p>d) Implement product safety regulatory mechanisms including pharmacovigilance (existing and emerging products, accessible ADR reporting platforms for healthcare professionals, and training), and drugs and healthcare promotion.</p> <p>e) Implement local manufacturing program including GMP capacity building, quality control, developing compliance tools, and engaging policymakers for incentives and regulatory support.</p> <p>f) Implement an integrated online system, build the capacity of the regulatory professionals, and align the regulatory workflows.</p>	

NDP IV Programme Objective	NDP IV Interventions	NDA Focus Area objectives	NDA Strategic Intervention	NDA Strategic Actions that align with the NDP 4 Objectives	NDA Sub- Program Outcomes
				<p>g) Promote compliance through automated self-regulatory compliance mechanisms, stakeholder engagements, capacity building, distribution of compliance toolkits, and unannounced inspections.</p> <p>h) Undertake enforcement compliance mechanisms</p>	

NDP IV Programme: Digital Transformation					
NDA Focus Area: Regulatory Excellence					
<p>Objective 1: Improve efficiency in Business processes and public service delivery.</p>	<p>2.1 Digitalize government services</p>	<p>To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.</p>	<p><i>Leverage digital transformation by assessing ICT maturity, automating regulatory workflows, expanding digital systems, and providing staff and stakeholder training to improve service delivery and real-time data management.</i></p>	<p>a) Advance digital transformation by implementing an Integrated Regulatory Information Management System (IRIMS), digitalization and automation of key regulatory processes, and enhancing ICT systems with blockchain-based supply chain traceability and integrated governance modules.</p> <p>b) Promote training of stakeholders and staff on digital systems, implementing real-time performance dashboards, and launching user-friendly online portals and mobile apps for streamlined services and feedback.</p> <p>c) Implement regulatory data-driven decision-making by deploying advanced analytical tools, and integrating real-time data into a centralized regulatory framework.</p>	<p>Digitalization of Operations for Regulatory Efficiency.</p>

3.8. Key Strategic Interventions

The Key Strategic Actions outline the specific initiatives required to achieve NDA’s strategic objectives over the next five years. Focused on delivering measurable results, these actions address critical areas such as regulatory excellence, digital transformation, institutional sustainability, stakeholder engagement, and public health impact. Each action is designed to enhance operational efficiency, foster innovation, and strengthen NDA’s capacity to safeguard public health while aligning with global best practices.

Table 15: Strategic Direction Matrix

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
Focus Area 1: Regulatory Excellence			
Strategic Objective 1: To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.	1.1 Enhanced drug and healthcare product quality, safety, and efficacy	1.1.1 Strengthen regulatory systems by enhancing quality control programs, licensing, inspection and verification frameworks, product safety, and drug evaluation processes to ensure the quality, safety, and efficacy of drug and healthcare products.	1.1.1.1 Implement the laboratory testing program to achieve regulatory excellence.
			1.1.1.2 Perform licensing, inspection, sampling, import and export control, and supply chain monitoring and supervision of drugs and healthcare products.
			1.1.1.3 Conduct pre and post-market authorization of drug and healthcare products.
			1.1.1.4 Implement product safety regulatory mechanisms including pharmacovigilance (existing and emerging products, accessible ADR reporting platforms for healthcare professionals, and training), and drugs and healthcare promotion.

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
	1.2 Improved local manufacturing capacities and capabilities.	1.2.1 Strengthen local manufacturing capacity through technical support, policy advocacy, and stakeholder engagements.	1.2.1.1 Implement local manufacturing program including GMP capacity building, quality control, developing compliance tools, and engaging policymakers for incentives and regulatory support.
	1.3 Timely availability and accessibility of regulated products and services on the market.	1.3.1 Streamline regulatory processes by automating the regulatory processes, regulatory capacity building, and improving the regulatory workflows.	1.3.1.1 Implement an integrated online system, build the capacity of the regulatory professionals, and align the regulatory workflows.
	1.4 Improved regulatory compliance among stakeholders	1.4.1 Strengthen compliance and enforcement through stakeholder engagement, training, sensitization, collaboration with law enforcement institutions, and professional bodies, and the provision of practical compliance tools.	1.4.1.1 Promote compliance through automated self-regulatory compliance mechanisms, stakeholder engagements, capacity building, distribution of compliance toolkits, and unannounced inspections. 1.4.1.2 Undertake enforcement compliance mechanisms

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
Focus Area 2: Stakeholder Engagement and Collaboration			
Strategic Objective 2: To deepen relationships with stakeholders to foster trust and shared accountability.	2.1 Increased Public Trust in NDA Operations	2.1.1 Enhance public confidence and understanding by raising awareness of NDA’s functions and fostering greater transparency in its regulatory decisions.	2.1.1.1 Expedite public engagement and transparency by executing nationwide awareness campaigns, monitoring public perception, publishing decision-making reports, and developing a public portal and mobile app for real-time tracking of regulatory processes.
	2.2 Improved stakeholder awareness and satisfaction of the regulated products and services	2.2.1 Enhance drug safety, efficacy, and quality through targeted communication campaigns, regulatory publications, regular training, and transparent reporting while strengthening internal quality management systems.	2.2.1.1 Conduct drug safety and public awareness through collaborative national and sub-national communication campaigns with organizations and healthcare professionals, community outreach, regular progress reporting, stakeholder engagement, and sharing of educational toolkits.
			2.2.1.2 Collaborate with law enforcement institutions, professional bodies, and healthcare associations for compliance with drug and healthcare regulatory programs.

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
	2.3 Stronger Regional and International Collaboration	2.3.1 Foster global, continental, and regional collaboration and harmonization initiatives for regulatory system strengthening and knowledge sharing and partnerships that align with the NDA mandate.	2.3.1.1 Participate and implement international, continental, and regional regulatory collaborative and harmonization initiatives including joint laboratory testing, training and workshops, joint inspections, joint Dossier assessments, and knowledge sharing of regulatory information on best practices and emerging healthcare developments.
Focus Area 3. Digital Transformation for quality services			
<p>Strategic Objective 3: To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.</p>	3.1 Digitalized Operations for Regulatory Efficiency	3.1.1 Leverage digital transformation by assessing ICT maturity, automating regulatory workflows, expanding digital systems, and providing staff and stakeholder training to improve service delivery and real-time data management.	<p>3.1.1.1 Advance digital transformation by implementing an Integrated Regulatory Information Management System (IRIMS), digitalization and automation of key regulatory processes, and enhancing ICT systems with blockchain-based supply chain traceability and integrated governance modules.</p> <p>3.1.1.2 Promote training of stakeholders and staff on digital systems, implementing real-time performance dashboards, and launching user-friendly online portals and mobile apps for streamlined services and feedback.</p>

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
			3.1.1.3 Implement regulatory data-driven decision-making by deploying advanced analytical tools, and integrating real-time data into a centralized regulatory framework.
Focus Area 4: Institutional Growth & Sustainability			
Strategic Objective 4: To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.	4.1 Financial Sustainability of NDA Operations	4.1.1 Diversify revenue streams, optimize fee structures and costs, and secure funding through donor proposals for sustainable growth.	4.1.1.1 Develop sustainable revenue streams and cost-efficiency measures by offering fee-based services, revising fee structures, and establishing sustainable donor funding mechanisms to engage development partners.
	4.2. Increased staff capacity, productivity, and satisfaction	4.2.1 Strengthen organizational capacity by implementing staff development programs, staff performance management, staff health and safety, and staff retention while fostering flexible work policies.	4.2.1.1 Provide institutional capacity and staff development by implementing leadership training, mentorship programs, staff performance management systems, staff health and safety, staff retention, payment emolument, and HR policy audits while promoting staff well-being through flexible work and wellness initiatives.

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
	4.3 Enhanced Innovation and production of new knowledge	4.3.1 Integrate innovative regulatory services, set up an institutional development arm, and adopt an agile research approach for regulatory efficiency and effectiveness.	4.3.1.1 Advance regulatory innovation and capacity development framework by establishing the Institutional development arm, fostering research including partnerships and collaborations with like-minded institutions in the regulatory space.
	4.4 Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.	4.4.1 Enhancing the performance management programs, and decision-making by strengthening planning, monitoring and evaluation, risk management, statistics, and project management for improved institutional development.	4.4.1.1 Implement institutional development programs including planning, monitoring and evaluation, risk management, project management, business process development and compliance, statistical analysis, and management for performance improvement.

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
	4.5 Improved Governance, Legal and Regulatory Effectiveness, and value for money.	4.5.1 Enhance the Drug Authority and NDA management transparency through a strong legal and regulatory mechanism, regulatory oversight, timely decision-making and implementation, performance reporting, and strengthening procurement and disposal mechanisms.	<p>4.5.1.1 Implement the Drug Authority/ and NDA management transparency and accountability mechanisms through policy and performance reviews appraisals and reporting.</p> <p>4.5.1.2 Undertake legal and regulatory program to foster compliance.</p> <p>4.5.1.3 Implement the procurement and disposal mechanisms to promote value for money.</p> <p>4.5.1.4 Implement an effective internal audit program to ensure compliance, advisory, and audit assurance of the authority governance and operation mechanisms to achieve value for money.</p>
	4.6 Improved sustainability	4.6.1 Strengthen the Quality Management Systems across the organization.	4.6.1.1 Scaling of the Quality Management Systems across the organization including internal quality audits, management reviews, and process improvement.

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
		4.6.2 Leverage and enhance regulatory sustainability (ESG) and resilient mechanisms for regulatory efficiency and accountability(see appendix 4).	4.6.1.2 Scaling and introducing regulatory sustainability mechanisms and business resilience including carbon footprint optimization, material sourcing, water resource management, waste management, energy efficiency, complying with labor standards, and business ethics.
	4.7 Improved institutional efficiency and infrastructure development	4.7.1 Enhance the NDA infrastructure and facilities for capacity development and growth.	4.7.1.1 Optimize NDA infrastructure including ICT, equipment, laboratory tower, administrative block, regional offices, fully operationalization iRIMS, Track and Trace, and other digital platforms and transitioning to hybrid cloud platforms, and establishing a Cybersecurity Operations Center to ensure scalability and robust threat protection to promote regulatory efficiency and effectiveness.
			4.7.1.2 Acquire the requisite assets for regional offices, construction of the NDA administrative block, open new regional offices, equipment, software, and furniture.
Focus Area 5: Public Health Impact and Accessibility			

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
<p>Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.</p>	<p>5.1 Improved Availability of Essential Drugs and Healthcare Products</p>	<p>5.1.1 Strengthen drug development, distribution, and pricing stability by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.</p>	<p>5.1.1.1 Implement and collaboratively support the supply chain by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.</p>
	<p>5.2 Improved Customer coverage</p>	<p>5.2.1 Expand customer engagement channels and strengthen outreach initiatives to improve service accessibility and coverage.</p>	<p>5.2.1.1 Improve service accessibility and adoption in underserved regions through targeted outreach campaigns and the establishment of new regional offices, laboratories and customer support centers.</p>
<p>Focus Area 6: Effective AMR Management</p>			
<p>Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.</p>	<p>6.1 Strengthened AMR Surveillance Systems</p>	<p>6.1.1 Strengthen AMR management by establishing a surveillance unit, enhancing data-sharing frameworks, training and awareness, research, and international collaboration.</p>	<p>6.1.1.1 Implement an AMR management program by prioritizing research, monitoring, training, and awareness, establishing surveillance sites, creating a national data-sharing framework, collaborating with global platforms, and engaging the public through media and capacity-building initiatives.</p>

Strategic Objectives	Outcomes	Strategic Intervention	Strategic Actions
	6.2 Promote optimal access and use of Antimicrobials	6.2.1 Enhance AMR awareness and control through public campaigns, professional training, surveillance of misuse of antibiotics, and global partnerships.	<p>6.1.1.2 Implement AMR management by enforcing regulatory compliance and funding partnerships to monitor and combat antibiotic production, and acquisition, distribution, and storage in both human and animal health.</p> <p>6.2.1.1 Implement antibiotic stewardship by establishing monitoring systems, raising public awareness through diverse channels, and providing clear guidelines for responsible antibiotic use in both human and veterinary health sectors.</p>
	6.3 Strengthened Post-Market Safety Surveillance	6.3.1 Enhance drug safety and control by implementing post-market monitoring, quality control, strengthening surveillance systems, and launching awareness campaigns on substandard and falsified (Counterfeits)	<p>6.2.1.2 Conduct AMR management by building professional capacity through training, establishing continuous learning platforms, implementing surveillance programs, and fostering international collaboration to ensure a unified approach to antimicrobial resistance stewardship.</p> <p>6.3.1.1 Implement drug safety and regulatory compliance through expanded surveillance systems, improved quality control, collaboration with law enforcement, and robust public awareness campaigns while ensuring rapid responses to emergencies and crises.</p>

3.9. Strategic Objectives and Expected Outcomes

The key strategic emerging issues identified through the situational analysis have been translated into strategic recommendations, serving as the foundation for developing targeted strategies and actions. This summary presents the objectives, strategies, and anticipated outcomes for the next five years. A comprehensive Monitoring and Evaluation (M&E) framework, outlining the expected outputs at the activity level, is provided in **Annex 1** to ensure clarity, accountability, and effective implementation

Table 16: Key Outcome Results Matrix/ Balanced Scorecard

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
NDA Strategic Objective 1: To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.												
Goal: To attain and maintain global leading practices in drug and healthcare products regulation by 2030.	1.1	Enhanced drug and healthcare product quality, safety, and efficacy	Achieving WHO-GBT Maturity Level Compliance	Level 1	-	-	Level 3	Level 3	Level 4	High	Table 12	Global Practices

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
Regulatory Excellence			Percentage of identified substandard and falsified products on the market on which regulatory action has been taken	100%	100%	100%	100%	100%	100%	High	Table 12	Customer/Stakeholder focus
			Proportion of pharmaceutical products received and tested within the prescribed timelines	80%	80%	82%	84%	86%	88%	High	Table 12	Customer/Stakeholder focus

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			% of GMP applications for foreign inspections that are inspected	56%	60%	60%	65%	65%	70%	High	PIAP 1089	Customer/ Stakeholder Focus
			% of Local Pharmaceutical facilities, Pharmacies, and Drug shops that have an annual license	0%	50%	60%	65%	70%	75%	High	PIAP 1090	Customer/ Stakeholder Focus
			Number of TCM products approved by NDA	0	1	2	3	4	5	High	PIAP 1092	Customer/ Stakeholder Focus

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	1.2	Improved local manufacturing capacities and capabilities	Percentage of local manufacturers inspected for GMP -compliance	100%	100%	100%	100%	100%	100%	High	Table 12	Customer/ Stakeholder Focus
	1.3	Timely availability and accessibility of regulated products and services on the market	Percentage of application for registration evaluated within the prescribed timelines	60%	65%	70%	75%	80%	85%	High	Table 12	Customer/ Stakeholder Focus
	1.4	Improved regulatory compliance among stakeholders	Percentage of sampled licensed facilities meeting the regulatory standards	70%	75%	80%	85%	90%	95%	High	Table 12	Customer/ Stakeholder focus

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
Stakeholder Engagement	2.1	Increased Public Trust in NDA Operations	% of the stakeholders reporting trust in NDA operations	65%	70%	75%	80%	85%	90%	High	Table 12	Customer/ Stakeholder Focus
	2.2	Improved stakeholder awareness and satisfaction of the regulated products and services	Proportion of the stakeholders aware of NDA role.	60%	65%	70%	75%	80%	90%	High	Table 12	Customer/ Stakeholder Focus
				Proportion of satisfied customers	75%	75%	75%	80%	80%	85%	High	Table 12

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	2.3	Stronger Regional and International Collaboration	Percentage of regional, continental and international planned collaborations and harmonization initiatives implemented.	100%	100%	100%	100%	100%	100%	High	Table 12	Customer/ Stakeholder Focus
Digital Transformation	3.1	Digitalization of Operations for Regulatory Efficiency	Percentage of regulatory functions fully digitalized	81%	81%	81%	81%	81%	95%	High	Table 12	Business Process Automation / Innovation
Institutional Growth and Sustainability	4.1	Financial Sustainability of NDA Operations	a) Positive jaws ratio (revenue growth rate less costs growth rate).	Positive Jaws Ratio (revenue vs costs)	-	-4.7%	3.0%	2.7%	1.1%	High	Table 12	Financial Focus

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			b) Improved value for money index (economy, efficiency, effectiveness, and equity)	75%	75%	80%	85%	90%	90%	High	Table 12	Financial Focus
	4.2	Increased Staff Capacity, Productivity, and Satisfaction	a) Percentage staff satisfaction	95% satisfaction index	75%	80%	85%	90%	95%	High	Table 12	Learning & Growth
			b) Percentage of staff retained	-	75%	80%	85%	90%	95%	High	Table 12	Learning & Growth
			c) Percentage of staff achieving 65% performance objectives	-	75%	80%	85%	90%	95%	High	Table 12	Learning & Growth

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	4.3	Enhanced Innovation and production of new knowledge	Proportion of research projects that inform regulatory decisions	50%	60%	70%	75%	80%	85%	High	Table 12	Internal Business Process/ Innovation
	4.4	Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.	Percentage of management decisions supported by business intelligence and data analytics	60%	65%	70%	75%	80%	85%	High	Table 12	Internal Business Process/ Innovation
	4.5	Improved Governance, Legal and Regulatory Effectiveness	Proportion of the Drug Authority and Management actions implemented	50%	50%	55%	60%	60%	65%	High	Table 12	Governance Focus

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	4.6	Improved Sustainability	Percentage of services offered within the agreed timelines	75%	75%	80%	82%	85%	90%	High	Table 12	Service Quality
			Percentage of NDA's sustainability (ESG) index score ambitions achieved.	Data not available	50%	55%	60%	65%	70%	75%	Table 12	Service Quality
	4.7	Improved institutional infrastructure development	% of planned institutional infrastructure implemented.	50%	60%	70%	75%	80%	80%	High	Table 12	Institutional and Infrastructure Development.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
Public Health Impact and Accessibility	5.1	Improved Availability of Essential Drugs and Healthcare Products	Percentage of imported essential drugs on the drugs register.	50%	55%	60%	65%	70%	75%	High	Table 12	Availability of Essential Drugs
			Percentage of locally manufactured essential drugs on the drugs register.	10%	20%	30%	40%	50%	60%	High	Table 12	Availability of Essential Drugs
	5.2	Improved Customer coverage	Proportion of target geographic regions served	75%	75%	80%	85%	90%	95%	High	Table 12	Customer Coverage

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
Effective AMR Management 6.1 Strengthened AMR Surveillance Systems			Percentage of implementation of NDA Responsibilities/ Actions in the Uganda AMR National Action Plan	71%	80%	80%	80%	85%	85%	High	Table 12	AMR Surveillance Systems strengthened
			Percentage of registered antimicrobial products aligned with the WHO ATC and AWaRe classification	-	0%	50%	60%	70%	80%	High	Table 12	

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	6.2	Promote optimal access and use of Antimicrobials	Proportion of regional training of healthcare professionals in AMR	-	90%	90%	90%	90%	90%	High	Table 12	Antibiotic Misuse
			Percentage of antimicrobial public awareness campaigns implemented	-	80%	80%	80%	90%	90%	High	Table 12	
	6.3	Strengthened Post-Market Safety Surveillance	Proportion of antimicrobial product-related complaints in which regulatory response was issued within the agreed timelines	80%	81%	82%	83%	84%	85%	High	Table 12	Customer/ Stakeholder Focus

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Priority	Reference	Scorecard Area
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			Proportion of profiled Anti-microbials tested within prescribed timeline.	80%	80%	82%	84%	86%	88%	High	Table 12	
			Proportion of profiled anti-microbials sampled for testing.	80%	81%	82%	83%	84%	85%	High	Table 12	
			Percentage of regulatory action taken on substandard and falsified anti-microbials.	90%	91%	92%	93%	94%	95%	High	Table 12	

CHAPTER
04 FINANCING OF
THE PLAN



4.1. Projected Revenue

The table below shows the projected funding requirement to finance the strategy over five years, with a Projected annual revenue growth of 9.1%, with direct regulatory fees contributing over 80% of the total revenues.

Table 17: Projections for 2025/26 – 2029/30 (UGX Billions)

No.	INCOME LINES	2025/26	%	2026/27	%2	2027/28	%3	2028/29	%4	2029/30	%5
1	Direct regulatory fees (Publications, Drug Registration & Retention, Drug shop & pharmacy licensing, Verification, Clinical Trial Oversight fees)	76,224	80%	81,191	78%	86,294	76%	98,902	80%	108,008	80%
2	Service-based incomes (National Quality Control Lab Fees; Amendment Fees; GMP Audits)	12,541	13%	14,927	14%	17,771	16%	16,273	13%	17,771	13%
3	Restricted incomes (GOU, Donor Grants, and Program Funding)	1,164	1%	1,385	1%	1,649	1%	1,510	1%	1,649	1%
4	Non-operational income (Rental, Interest & Gains; Consultancies, OD & Training, Research; Events Surplus Income, etc.)	5,828	6%	6,936	7%	8,258	7%	7,562	6%	8,258	6%
	TOTAL INCOME (A)	95,757	100%	104,439	100%	113,972	100%	124,246	100%	135,685	100%



The Strategic Plan Budget for FY 2025-2030

Overall, a total of **UGX 610.7 Bn** is required to implement the strategic priorities of NDA for the five years. The budget reveals a significant funding gap of **UGX. 36.6 Bn** (Table 20) as unfunded priorities over the period from 2025/26 to 2029/30. The Drug Authority shall be responsible for covering this gap. The detailed breakdown is in Table 18.

Projected Expenditure

The Table 18 shows the indicative expenditure projections over the five years.

Table 18: Projected Expenditure of the Strategy 2030

Strategic Objectives	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 1: To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.	10,511,727,296	13,256,852,240	12,785,031,309	18,515,007,181	14,985,163,033	70,053,781,059
Strategic Objective 2: To deepen relationships with stakeholders to foster trust and shared accountability.	3,974,217,540	3,690,829,286	4,039,658,107	5,723,168,259	4,567,700,143	21,995,573,335

<p>Strategic Objective 3: To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.</p>	2,359,501,631	1,802,058,956	1,913,345,180	3,130,896,450	2,071,748,733	11,277,550,950
<p>Strategic Objective 4: To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.</p>	70,549,890,681	72,009,325,831	77,383,445,491	101,514,662,442	79,509,902,596	400,967,227,040
<p>Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.</p>	13,360,280,535	23,997,652,374	25,468,342,588	60,923,838	38,554,426,720	101,441,626,054

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.	778,954,150	743,779,166	940,430,829	1,312,656,164	1,144,212,565	4,920,032,875
Overall Total	101,534,571,833	115,500,497,853	122,530,253,504	130,257,314,333	140,833,153,789	610,655,791,313

Table 19: NDA 5-Year Budget Summary

INCOME LINES	2025/26	2026/27	2027/28	2028/29	2029/30	TOTALS
WAGE	51,708,822,337	56,397,306,349	61,544,623,939	66,366,753,275	73,269,935,470	309,287,441,369
NON WAGE	34,472,548,224	37,598,204,232	41,029,749,292	44,244,502,184	48,846,623,647	206,191,627,580
DEVELOPMENT EXPENDITURE	15,353,201,273	21,504,987,273	19,955,880,273	19,646,058,873	18,716,594,673	95,176,722,366
TOTAL EXPENDITURE (B)	101,534,571,834	115,500,497,854	122,530,253,504	130,257,314,332	140,833,153,790	610,655,791,315

Table 20: Unfunded priorities

INCOME LINES	2025/26	2026/27	2027/28	2028/29	2029/30	TOTALS
TOTAL INCOME (A)	95,757	104,439	113,972	124,246	135,685	574,099
TOTAL EXPENDITURE (B)	101,535	115,500	122,530	130,257	140,833	610,656
UNFUNDED COSTS (A-B)	-5,777	-11,061	-8,559	-6,011	-5,148	-36,556
Revenue growth rate	-	9.07%	9.13%	9.02%	9.21%	
Costs growth rate	-	13.75%	6.09%	6.31%	8.12%	
Jaws ratio	-	-4.7%	3.0%	2.7%	1.1%	

4.2. Revenue Assumptions

a) Direct Regulatory Fees (Publications, Drug Registration, Licensing, Verification, Clinical Trials), annual growth, 4% - 7%, influenced by:

- i) Population growth increases demand for pharmacies and drug shops.
- ii) Expansion of health facilities under NDP IV drives licensing revenue.
- iii) Stronger enforcement improves compliance and licensing uptake.
- iv) Growth of local manufacturers increases drug registration/retention fees.
- v) EAC and AfCFTA trade boosts import/export verification fees.
- vi) Clinical trial oversight grows with Uganda’s regulatory maturity.

vii) Fees adjusted every two years for inflation (5-7%).

b) Service-Based Incomes (Lab Fees, Amendment Fees, GMP Audits), annual growth estimated at 8% - 12%, driven by:

- i) Mandatory product testing increases lab fees.
- ii) Rising local manufacturing boosts GMP audit income.
- iii) More product amendments due to labelling & ownership changes.
- iv) Import volumes grow with regional trade policies.
- v) Automated licensing (IRIMS) improves turnaround and volumes.

c) Restricted GOU Program Funding Support, estimated to grow at 10% - 15%, due to

- i) Health sector prioritization under NDP IV ensures steady funding.
- ii) NDA role in AMR control attracts more government budget.
- iii) NDHPA bill enactment increases regulatory scope and funding needs.
- iv) Alignment to SDG 3 guarantees continued support.

d) Non-Operational Income (Rental, Interest, Consultancies, Events) and strategic partner funding, expected annual growth of 5% - 10%, due to

- i) Steady rental income from NDA infrastructure (tower, labs).
- ii) Rising demand for consultancies & regulatory training.
- iii) More regional events hosted, generating surplus income.
- iv) Research collaborations bring in external funding.
- v) Interest income stable, aligned to financial reserves.
- vi) WHO, Global Fund support linked to regulatory capacity gains.
- vii) Participation in EAC MRH & AMA attracts donor funding.
- viii) NDHPA transition period increases short-term partner support.

4.3. Expenditure assumptions

e) Strategic Objective 1: Strengthen regulatory frameworks & systems

- i) Drug registration & licensing applications projected to grow 5%-7% annually, leading to approx. 5,000+ product applications yearly, increasing dossier evaluation costs.

Inspection visits increase from 20,000 to 25,000 per year, requiring transport, allowances, and enforcement materials (approx. UGX 5B/year).

- ii) Quality testing volumes to rise to over 3,000 samples annually, raising lab reagent and staffing costs by 10% per year (UGX 7B/year).
- iii) Annual legal and regulatory reforms budget of UGX 3B to support NDHPA bill operationalization, policy drafting, and compliance monitoring.

f) Strategic Objective 2: Deepen stakeholder relationships

- i) Annual 25+ stakeholder engagement workshops, each averaging UGX 150M/event (UGX 3.75B/year).
- ii) Mass media campaigns costing UGX 2B per year covering radio, TV, and social media.
- iii) Development & maintenance of stakeholder portal (UGX 1B setup + UGX 500M/year maintenance).

- iv) Quarterly consultative meetings with MOH, MAAIF, and private sector (UGX 1B/year).

g) Strategic Objective 3: Leverage advanced technologies (ICT)

- i) NDAMIS upgrade & integration: UGX 5B initial, UGX 1.5B/year maintenance.
- ii) Cybersecurity infrastructure: UGX 2B annually.
- iii) Procurement of servers, storage & hardware: UGX 4B initial investment.
- iv) Annual ICT staff training budget: UGX 1B/year.
- v) Digitalization of lab, pharmacovigilance & stakeholder platforms: UGX 2B/year ongoing.

h) Strategic Objective 4: Diversify revenue streams & infrastructure

- i) NDA Tower Phase II & regional labs expansion – total capital investment approx. UGX 150B across period.
- ii) Maintenance costs of buildings, labs: UGX 5B/year.
- iii) Staff capacity-building & leadership programs: UGX 3B/year, targeting over 1,000 staff members.
- iv) Annual research & innovation budget: UGX 2B/year.
- v) Business continuity systems (backup data centers, disaster recovery): UGX 1.5B/year.

i) Strategic Objective 5: Expand NDA's public health role

- i) Support to GMP local manufacturers: UGX 10B/year, covering audits & technical assistance (targeting at least 30 manufacturers/year).
- ii) Emergency preparedness interventions (pandemics, outbreaks): UGX 12B per year, aligned to MOH frameworks.
- iii) Scale-up of pharmacovigilance reports from 1,800 to 5,000 annually (UGX 4B/year).
- iv) Quality control lab operations: UGX 20B/year for consumables, equipment calibration, and staff.
- v) Public health drug safety campaigns & sensitization: UGX 2B/year.

j) Strategic Objective 6: Enhance AMR management

- i) AMR surveillance systems: UGX 10B initial setup, UGX 5B/year ongoing for sampling/testing across 150+ sites.
- ii) Awareness campaigns targeting 50 districts annually: UGX 3B/year.
- iii) Development & training of AMR stewardship guidelines: UGX 2B/year.
- iv) Joint programs with animal health & environment sectors: UGX 4B/year.
- v) Routine testing, data analysis, publications: UGX 2B/year.

CHAPTER
05 **IMPLEMENTATION
ARRANGEMENTS**



5.1. Introduction

This chapter outlines the structures, strategies, and delegated roles necessary for the successful implementation of the Strategic Plan. It emphasizes an outcome-oriented approach to ensure that all activities and resources are aligned with the overarching goals of the plan.

5.2. Institutional Arrangements for Plan Implementation

5.2.1. Objectives

The successful implementation of the NDA Strategic Plan requires structured institutional arrangements that define roles, responsibilities, and systems for accountability, efficiency, and measurable outcomes. To achieve this, NDA will adopt a Strategic Implementation Model that ensures effective coordination, resource optimization, and stakeholder engagement. The institutional arrangements will focus on:

a) Defining Priority Actions

- i) Clearly identify strategic priorities and assign specific roles and responsibilities across NDA's departments and leadership structures.
- ii) Establish a hierarchical accountability system ensuring that each unit executes its mandate efficiently.

b) Structuring Strategic Activities

- i) Develop a detailed implementation framework outlining key activities, expected deliverables, and measurable performance indicators.

- ii) Integrate a Monitoring & Evaluation (M&E) system to track performance and ensure adaptive management.

c) Optimizing Resource Allocation

- i) Conduct a comprehensive needs assessment to determine resource requirements—infrastructure, human capital, financial resources, and technology.
- ii) Develop a budgeting and resource mobilization plan to ensure sustainability.

d) Strengthening Systems and Policies

- i) Enhance NDA's governance frameworks, regulatory systems, and operational policies to guide implementation.
- ii) Implement Standard Operating Procedures (SOPs) to ensure regulatory consistency and compliance.

e) Fostering Stakeholder Collaboration

- i) Build strong partnerships with government agencies, international regulatory bodies, industry stakeholders, and the public.
- ii) Create collaborative platforms for policy alignment, resource sharing, and joint action.

5.3. Strategic Implementation Model

To operationalize the institutional arrangements, NDA will adopt the Strategic Implementation Model (SIM), a structured approach that integrates governance, execution, monitoring, and feedback mechanisms.

Table 21: NDA Strategic Implementation Model (SIM)

Component	Key Actions	Monitoring Mechanism
Governance & Leadership	Define strategic direction, approve policies, and ensure accountability.	Drug Authority meetings, strategic reviews.
Execution & Coordination	Implement priority activities, ensure regulatory compliance, and optimize resource use.	Quarterly progress reports, and internal audits.
Monitoring & Evaluation	Track key performance indicators (KPIs), assess impact, and adjust strategy as needed.	Performance dashboards, impact assessments.
Stakeholder Engagement	Foster collaboration, communicate progress and align efforts.	Public engagement forums, town hall meetings, and partnership reports.

5.4. Implementation Approach

The implementation strategy will adopt a structured, collaborative, and outcome-driven approach to ensure accountability and effectiveness. Key elements include:

a) Integration of Performance Plans

Implementation will rely on a cascading structure of individual, departmental, and directorate performance plans that feed into NDA's annual work plans, aligning day-to-day activities with strategic objectives.

b) Outcome-Based Monitoring

Each activity will have clear indicators of success, ensuring that progress is regularly tracked, evaluated, and reported to measure tangible outcomes.

c) Stakeholder Engagement

Partnerships with internal and external stakeholders will be prioritized to mobilize support, share expertise, and enhance service delivery.

d) Cross-Functional Teams

Task forces and cross-functional teams will be established to manage cross-cutting initiatives, ensuring interdisciplinary collaboration and timely execution of strategic actions.

e) Capacity Building

Continuous staff training and capacity building will be undertaken to equip personnel with the necessary skills to implement the Strategic Plan effectively.

Where partnerships are required, NDA will formalize agreements through Memoranda of Understanding (MOUs) to clarify roles, responsibilities, resource commitments, and performance expectations for all involved parties.

5.5. Implementation Roles and Responsibilities

Effective execution of the NDA Strategic Plan requires a structured institutional framework that defines clear roles, responsibilities, and accountability mechanisms to ensure efficiency, alignment, and measurable impact. Each unit within the NDA has a specific mandate in supporting strategic implementation, managing risks, optimizing resources, and driving regulatory excellence.

Table 22: Institutional Roles and Responsibilities for Strategic Plan Implementation

Entity	Key Roles and Responsibilities	Justification
a) NDA Drug Authority	<ul style="list-style-type: none"> i) Approves the Strategic Plan and provides policy guidance and oversight. ii) Ensures adequate resource allocation for implementation. iii) Monitors overall progress and impact of strategic initiatives. 	The provides high-level strategic direction and ensures NDA remains aligned with national health policies, regulatory mandates, and best practices.
b) NDA Management	<ul style="list-style-type: none"> i) Extracts priority actions from the Strategic Plan and develops departmental and individual implementation plans. ii) Coordinates activities across departments to ensure alignment with NDA's strategic goals. iii) Monitors performance and reports progress to the Drug Authority and stakeholders. 	Ensures that the strategic plan is operationalized, resources are efficiently allocated, and progress is measured for continuous improvement.
c) Procurement and Disposal Unit (PDU)	<ul style="list-style-type: none"> i) Manages procurement of goods and services essential for strategic activities. ii) Collaborates with user departments to ensure efficient utilization of procured items. iii) Ensures compliance with procurement policies and guidelines. 	Provides timely and cost-effective procurement to facilitate seamless implementation of NDA's strategic priorities.
d) Task Teams	<ul style="list-style-type: none"> i) Formed to handle one-off strategic initiatives requiring multi-departmental collaboration. ii) Composed of multidisciplinary experts to enhance execution efficiency. iii) Provide specialized support for priority projects and emerging issues. 	Enables cross-functional collaboration for complex projects that require specialized skills, innovation, and rapid execution.

Entity	Key Roles and Responsibilities	Justification
e) Business Planning Department	Plays a critical role in ensuring that the Strategic Plan is implemented effectively, risks are mitigated, and performance is monitored for continuous improvement. The department is responsible for:	This department serves as the strategic nerve center, ensuring alignment, risk management, and impact measurement.
	<p>Strategic Planning and Coordination</p> <ul style="list-style-type: none"> i) Develops and oversees the implementation framework for the Strategic Plan. ii) Aligns departmental and directorate plans with NDA's overall strategic objectives. iii) Ensures that strategic goals are translated into actionable programs. 	Provides a structured approach to implementing and monitoring NDA's strategic objectives efficiently.
	<p>Risk Management</p> <ul style="list-style-type: none"> i) Identifies, assesses, and monitors risks affecting the implementation process. ii) Develops mitigation strategies to ensure business continuity. iii) Maintains a risk register to track and proactively manage risks. 	Ensures proactive risk management and safeguards NDA against potential threats to strategic implementation.
	<p>Statistical Analysis</p> <ul style="list-style-type: none"> i) Collects, analyzes, and disseminates data-driven insights for evidence-based decision-making. ii) Produces statistical reports on Key Performance Indicators (KPIs) to track implementation progress. iii) Supports policy formulation using scientific data and trends. 	Enhances data-driven decision-making and performance tracking to ensure strategic alignment and accountability.
	<p>Monitoring and Evaluation (M&E)</p> <ul style="list-style-type: none"> i) Establishes a robust M&E framework to assess the efficiency, effectiveness, and impact of the Strategic Plan. ii) Conducts regular performance reviews and generates progress reports for internal and external stakeholders. iii) Develops dashboards and real-time tracking tools for strategic implementation metrics. iv) Facilitates mid-term and end-of-term evaluations to measure progress and identify areas for improvement. v) Publishes performance reports for the NDA , government agencies, and the public. 	Tracks progress, assesses impact, and provides data-driven recommendations to enhance strategic effectiveness.

Entity	Key Roles and Responsibilities	Justification
	vi) Ensures transparency and accountability by providing timely updates on implementation progress.	
	<p>Capacity Building</p> <p>i) Provides training programs on planning, risk management, and M&E processes to enhance institutional effectiveness.</p> <p>ii) Promotes a culture of continuous learning and improvement across the organization.</p> <p>iii) Conducts technical upskilling programs for NDA staff.</p>	Ensures NDA staff stay updated with best practices, enhancing efficiency, adaptability, and innovation.

By integrating planning, risk management, data-driven decision-making, and rigorous monitoring and evaluation, the BPD Department will ensure that the Strategic Plan is effectively implemented and delivers measurable outcomes.

5.6. Partnerships and Collaborations

To achieve sustainable outcomes, NDA will actively engage and collaborate with a broad spectrum of partners, including:

a) Public and Private Sector Entities:

Partnerships with ministries (e.g., Ministry of Health, MAAIF, and UNBS), health and veterinary practitioners, and professional bodies to align regulatory efforts and share expertise.

b) Development Partners and Civil Society Organizations:

Leverage technical, financial, and operational support from development partners and civil society to bolster capacity and service delivery.

c) Private Sector and Religious Organizations:

Engage private sector actors and community-based organizations to expand outreach and promote advocacy.

d) Regional and International Linkages:

Foster partnerships with regional and international organizations to exchange best practices, strengthen regulatory frameworks, and enhance service delivery.

Where necessary, MOUs will be developed and signed to formalize roles, responsibilities, and deliverables, ensuring accountability in areas such as finance, coordination, monitoring, and reporting.

By emphasizing clear accountability structures, resource alignment, and a results-driven approach, this implementation framework ensures that NDA's Strategic Plan remains actionable, transparent, and impactful.

CHAPTER
06

**COMMUNICATION AND
FEEDBACK MECHANISM**



6.1. Introduction

Effective communication and robust feedback mechanisms are critical for the National Drug Authority (NDA) to fulfill its mandate of ensuring the availability of safe and effective medicines in Uganda. By fostering transparent and proactive engagement with stakeholders, the NDA not only enhances public trust but also facilitates collaborative efforts towards improved health outcomes. This chapter defines the strategies and methodologies the NDA will employ to communicate effectively and gather feedback, thereby promoting responsiveness in its operations.

A comprehensive understanding of our stakeholders’ interests, influence, and the nature of our relationship is essential for tailoring our communication approaches. The Table 23 below provides an overview of key stakeholders, highlighting the nature of our relationship, their level of interest and influence, and the strategies we will employ to engage them effectively.



Table 23: Stakeholder Engagement Strategy

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
1	Ministry of Health (MoH)	Government body responsible for public health.	4	High	Engage and manage closely	Regular meetings, joint initiatives, and shared performance reviews	Quarterly	Policy briefs, joint reports, and collaborative platforms
2	Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF)	Government body responsible for agricultural policy and regulation.	4	High	Engage and manage closely	Regular consultations, joint programs, and regulatory alignment	Quarterly	Regulatory briefs, joint agricultural reports, and collaborative platforms

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
3	Parliament (including the Parliamentary Committee on Health)	Oversight, legislation, and budget allocation for health-related regulatory functions.	4	High	Engage and manage closely	Regular briefings and collaborative legislative development	Semi- annually	Formal reports, policy briefs, and face-to-face meetings
4	World Health Organization (WHO)	Technical partner providing guidelines, standards, and capacity-building support for regulatory functions effectiveness.	4	High	Engage and manage closely	Reporting and collaborative initiatives	Annually	Technical reports, joint workshops, and regulatory briefs
5	Uganda Herbalists and Natural Therapeutic Products Manufacturers	Regulatory oversight, licensing, and quality assurance for traditional and herbal medicines.	4	High	Engage and manage closely	Stakeholder consultations and capacity-building programs	Quarterly	Sensitization programs including workshops, capacity building sessions, and consultation meetings
6	Pharmaceutical Manufacturers	Regulatory oversight, licensing, inspections, and GMP audits.	4	High	Engage and manage closely	Consultative meetings and technical assistance programs	Quarterly	Industry forums, technical guidelines, and sensitization and capacity-building workshops

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
7	Importers and Exporters, Wholesale and Retail Pharmacies, and Licensed Sellers	Licensing, verification of imports/exports, and quality control.	4	High	Engage and manage closely	Updates on regulations and digitized verification processes	Quarterly	Digital newsletters, online portals, regulatory update and feedback sessions and sensitization
8	Healthcare Service Providers (Private and Public Health Facilities)	Deliver healthcare services, prescribe drugs, and report adverse drug reactions. Link between NDA and general public – the drug users.	4	High	Engage and manage closely	Training programs and policy consultations	Quarterly	Educational seminars, policy briefs, and collaborative platforms
9	Pharmaceutical Society of Uganda (PSU)	Professional association for pharmacists; a key partner in promoting compliance and professional standards.	2	Medium	Keep Satisfied	Continuous Professional Development (CPD) programs and regulatory consultations	Quarterly	Professional journals, CPD workshops, and regulatory briefs

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
10	Allied Health Professionals of Uganda	Professionals involved in healthcare delivery, working in laboratories, clinical practice, and diagnostics.	2	Medium	Keep informed	CPD programs and technical guidance	Quarterly	Educational seminars, technical manuals, and collaborative platforms
11	Clinical Trials & Pharmacovigilance	Oversight of clinical trials and monitoring drug safety.	4	High	Engage and manage closely	Digitized approvals and training sessions	Quarterly	Online platforms, training modules, and safety bulletins
12	Patient Groups	Collaboration on safe medicines	2	Medium	Keep Satisfied	Consultative meetings and awareness campaigns	Quarterly	Informercial brochures, seminars, sensitization sessions and public service announcements
13	Civil Society Organizations	Advocacy for affordable and safe healthcare access.	2	Medium	Keep Informed	Public health campaigns and regulatory consultations	Annually	Newsletters, regulatory briefs, and community outreach programs

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
14	National Medical Stores (NMS)	Collaboration on procurement, storage, and distribution of medicines and health supplies.	4	High	Engage and manage closely	Collaborative meetings and quality assurance feedback	Quarterly	Joint reports, quality assurance bulletins, and supply chain updates
15	Joint Medical Stores (JMS)	Partner in the procurement, storage, and distribution of medicines and medical supplies as well as manufacturing of health products.	2	Medium	Keep Satisfied	Consultative meetings and regulatory updates	Quarterly	Circulars, compliance guidelines, and partnership meetings
16	Uganda Communications Commission (UCC)	Regulates communication platforms and enforces compliance in online and electronic communication, including advertising specifically of drugs and healthcare products.	2	Medium	Keep Informed	Joint monitoring and public education campaigns	Quarterly	Regulatory guidelines, joint statements, and public advisories

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
17	Uganda Revenue Authority (URA)	Collects taxes, oversees customs clearance, and regulates tax compliance for imported and locally manufactured drugs and healthcare products.	4	High	Engage and manage closely	Collaborative meetings and joint inspections	Quarterly	Compliance circulars, joint reports, and stakeholder forums
18	Government Citizen Interaction Centre (GCIC)	Facilitates citizen engagement by acting as a centralized platform for feedback, complaints, and public communication on government services.	2	Medium	Keep Satisfied	Dedicated communication channels and public awareness campaigns	Semi-annually	Digital platforms, public notices, and feedback reports
19	General Public	Primary beneficiaries of our services and initiatives.	2	Medium	Keep informed	Public communications, feedback mechanisms, and community engagement	Monthly	Media releases, community forums, and informational brochures

No.	Stakeholder	Nature of Relationship	Score (Interest x Influence)	Priority (L, M, H)	Strategy	Engagement Mechanism	Engagement Frequency	Dissemination Mechanism
20	Uganda Nurses and Midwives Council (UNMC)	Regulatory body overseeing nursing and midwifery professions in Uganda.	2	Medium	Keep informed	CPD programs and technical guidance	Quarterly	Educational seminars, technical manuals, and collaborative platforms
21	Suppliers and Development Partners	External entities providing goods, services, or collaborative opportunities essential to our operations.	4	High	Engage and manage closely	Regular meetings, transparent communication, and joint strategic initiatives	Quarterly	Partnership agreements, progress reports, and joint development plans
22	Top Leadership Team	Executive group responsible for strategic direction and decision-making.	4	High	Engage and manage closely	Regular strategic meetings, transparent reporting, and collaborative decision-making	Monthly	Strategic plans, performance reports, and leadership communiqués
23	Other Key Government MDAs and Law Enforcement Agencies	Strategic partners and collaborators in drug and health products monitoring and enforcement	4	High	Engage and manage closely	Regular meetings, transparent communication, and joint strategic initiatives	Quarterly	Partnership agreements, progress reports, and joint development plans

6.2. Objectives of the Communication and Feedback Mechanism

NDA recognizes that effective communication and feedback are integral to achieving its strategic goals and fulfilling its mandate. The communication and feedback mechanism in the Table 23 above is designed to accomplish the following objectives:

a) Enhance Stakeholder Awareness

Develop and implement targeted communication strategies to ensure that both internal and external stakeholders have a comprehensive understanding of the NDA's mandate, regulatory functions, and strategic priorities. This includes disseminating information about the NDA's role in drug regulation, public health initiatives, and contributions to national development goals. By increasing awareness, the NDA aims to foster informed stakeholder engagement and support for its activities.

b) Foster Strategic Partnerships

Identify and engage with key stakeholders, including government agencies, healthcare providers, pharmaceutical companies, and civil society organizations, to establish and strengthen partnerships that facilitate the successful delivery of the NDA's strategic initiatives. Through collaborative efforts, the NDA seeks to leverage shared resources, expertise, and networks to enhance regulatory efficiency, promote local pharmaceutical manufacturing, and improve access to quality medicines.

c) Promote Transparency

Commit to providing honest, accurate, and timely information to stakeholders to build trust and maintain credibility. This involves regular publication of performance reports, policy updates, and regulatory decisions, as well as open communication channels for inquiries and clarifications. Transparent practices are essential for demonstrating accountability and reinforcing the NDA's commitment to ethical governance.

d) Facilitate Plan Dissemination

Ensure that the NDA's strategic plan and related policies are widely shared with relevant stakeholders to enhance ownership and facilitate seamless implementation. This includes organizing stakeholder forums, distributing strategic documents through various media, and providing platforms for stakeholders to discuss and contribute to the strategic objectives. Effective dissemination fosters a shared understanding of the NDA's goals and encourages collaborative action.

e) Encourage Continuous Engagement

Create structured opportunities for stakeholders to provide feedback and actively participate in the realization of the NDA's goals. This involves establishing feedback mechanisms such as surveys, consultation meetings, and digital platforms to gather stakeholder input on regulatory processes, service delivery, and policy development. Continuous engagement ensures that the NDA remains responsive to stakeholder needs and can adapt strategies to emerging challenges and opportunities.

6.3. Dissemination Methods

To effectively communicate the strategic plan and NDA's mandate, the following dissemination methods will be utilized:

- i) **Media Engagement:** Leverage radio and TV talk shows, especially during health-related commemoration days, to raise public awareness and educate stakeholders on NDA's activities.
- ii) **Public Sensitization:** Conduct public awareness campaigns and stakeholder sensitization sessions to promote understanding of NDA's role and services, including drug regulatory functions.
- iii) **Simplified Information:** Produce and distribute abridged versions of the strategic plan to make it more accessible and understandable to diverse audiences.
- iv) **Report Distribution:** Share the full version of the strategic plan with key stakeholders, including policymakers, partners, and regulatory bodies.
- v) **Rebranding Initiatives:** Reproduce and integrate NDA's vision, mission statement, and core values across various Information, Education, and Communication (IEC) materials for widespread visibility.
- vi) **Internal Engagement:** Reinforce the vision, mission, and core values during internal staff meetings and other organizational events to ensure alignment and consistency.

6.4. Mechanisms for Generating Feedback from Stakeholders

Creating robust feedback mechanisms is essential for tracking progress, addressing challenges, and fostering collaboration. The following strategies will be employed:

1. **Performance Reports and Feedback Channels:** Regularly publish performance reports on NDA's website and provide accessible feedback channels to collect stakeholder input.
2. **Social Media and Call Centers:** Utilize social media platforms and call center services to facilitate real-time communication and address inquiries from the public and stakeholders.
3. **Feedback Meetings:** Hold periodic stakeholder meetings to review progress, share updates, and collect feedback for continuous improvement.
4. **Surveys and Questionnaires:** Conduct surveys to gather data-driven insights from stakeholders regarding the implementation of the strategic plan.
5. **Partnership Forums:** Organize forums and workshops with strategic partners to enhance dialogue and collaboration on project delivery.

By implementing these communication and feedback strategies, NDA can strengthen relationships with stakeholders, enhance transparency, and drive the successful implementation of its strategic plan.



6.5. Communication Frequency

To effectively execute its strategy and achieve its mandate, NDA shall implement continuous and structured communication with stakeholders and the public. A well-executed communication plan enhances transparency, stakeholder alignment, regulatory compliance, and public confidence in NDA's role in safeguarding public health. NDA will systematically communicate its strategic progress and regulatory updates at multiple intervals weekly, monthly,

quarterly, semi-annually, annually, mid-term, and end-of-term as outlined in Table 24. Additionally, staff engagement is vital for successful implementation of NDA's strategic objectives. Townhall Meetings will be conducted to engage all NDA staff, ensuring they remain informed, aligned, and motivated to drive the Authority's mission forward.

For consistent and structured approach, NDA will communicate its strategy using the following intervals:

Table 24: NDA Structured Communication Framework

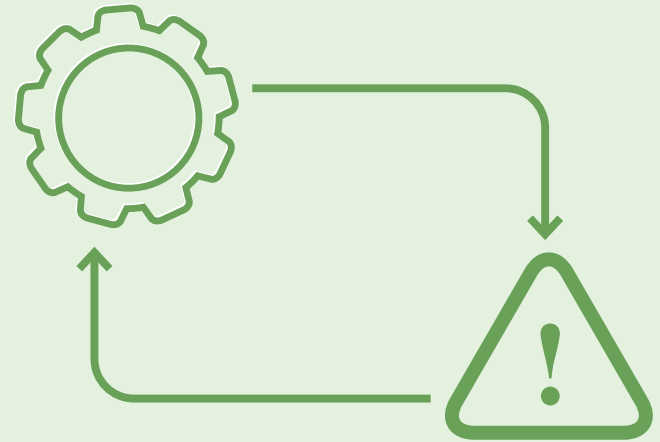
Communication Interval	Purpose	Target Audience	Key Communication Channels
Weekly Social Media Updates	Increase public awareness and engagement, share regulatory milestones, and counter misinformation.	General public, stakeholders, pharmaceutical industry.	NDA's official social media platforms (X, Facebook, LinkedIn, YouTube, and Instagram).
Monthly Internal Townhall Meetings	Provide updates on strategic progress, foster employee engagement, and address internal concerns.	All NDA staff, leadership team.	Physical and virtual townhall meetings, internal newsletters, and email updates.

Communication Interval	Purpose	Target Audience	Key Communication Channels
Quarterly Reports	Evaluate NDA's performance against quarterly regulatory targets, compliance trends, and operational milestones.	Government agencies, pharmaceutical companies, healthcare professionals.	Regulatory forums, industry workshops, press releases.
Semi-Annual Reviews	Assess mid-year progress, identify strategic challenges, and adjust regulatory priorities.	Policymakers, donors, international regulatory bodies.	High-level stakeholder meetings, regulatory briefs, public reports.
Annual Reports	Comprehensive review of NDA's impact, achievements, and strategic direction for the next year.	All stakeholders: government, industry, healthcare sector, public.	Official NDA annual report, stakeholder conferences, media engagements.
Mid-Term Evaluation	Evaluate overall strategy effectiveness, identify gaps, and realign regulatory approaches for the remaining strategic period.	NDA board, government ministries, international partners.	Independent evaluations, mid-term strategy review reports, stakeholder forums.
End-of-Term Report	Final assessment of NDA's strategic plan performance, documenting key successes, lessons learned, and future recommendations.	All stakeholders, including government, regulatory bodies, industry, and the public.	Comprehensive end-of-term report, impact assessments, high-level policy discussions.

For NDA's strategy to be impactful, it must be understood, embraced, and supported by all stakeholders. This requires a proactive, transparent, and well-structured communication plan that ensures stakeholders are continuously informed, engaged, and aligned with NDA's mission.

CHAPTER
07

NDA RISK MANAGEMENT



7.1. Introduction

The National Drug Authority's (NDA) Strategic Plan 2025–2030 incorporates a robust risk management framework aligned with the Government of Uganda Risk Management Strategy 2018 and best practices. This approach emphasizes integrating risk management into all levels of planning, execution, and system processes to enhance the Authority's regulatory efficacy and strategic success. The NDA recognizes that risk management is a continuous, adaptive process rather than a one-time event. The Authority operates amidst an evolving interplay of local, regional, and global risks. These include, but are not limited to, regulatory, human capital, legal, external, reputational, technological, financial, and strategic risks.

To ensure strategy execution effectiveness, the NDA has employed a reverse-engineering methodology to dissect the critical factors impacting its operations and strategic goals. This involved analyzing root causes, assessing potential impacts, and preemptively designing targeted mitigation strategies. The risk analysis evaluates the conditions that must be met for the strategy to successfully transform the National Drug Authority (NDA). The key question guiding the risk assessment is: **“What would have to be true for the strategy to succeed?”** Risks are assessed across each category of the industry. Any condition deemed



as merely “nice to have” is excluded or marked as non-essential indicated by a cross out in the Table 25 below. The key risks to the strategy, however, are highlighted as critical and remain prioritized. During the implementation of the strategy, targeted interventions have been designed to be executed to manage these identified key risks, ensuring they do not undermine the success of the NDA’s strategic objectives during the planning period. This approach enables the NDA to focus resources and efforts on mitigating risks that have the greatest potential to impact the strategy’s success while disregarding less critical factors that do not pose significant threats.

Table 25: Analysis of risks affecting the NDA

Industry	Customer Value- Channel	Relative Position	Industry Player's Reaction (e.g. other Drug Regulators)
<p>i) Segments:</p> <p>ii) Stakeholders, including pharmaceutical manufacturers and distributors, can afford to pay licensing fees and other regulatory charges (7).</p> <p>iii) The government remains committed to regulatory reforms and prioritization of public health policies (2)</p> <p>v) The government supports alignment with global health regulations (3)</p> <p>v) Stakeholders are willing to collaborate with NDA if provided with clear information (9)</p> <p>vi) Donors will prioritize aligned public health initiatives (10)</p> <p>ivii) Government prioritizes equitable healthcare access (11)</p>	<p>Channel partners</p> <p>i) Digital platforms (website and social media)</p> <p>ii) NDA's digital platforms are user-friendly, secure, and accessible to all stakeholders and are preferred. (7)</p> <p>iii) The public remains engaged and open to regulatory communications (8)</p> <p>iv) Stakeholders are receptive to improved communication channels (9)</p> <p>Strategic Partnerships</p> <p>a) Law enforcement agencies are willing to collaborate on AMR enforcement (10)</p> <p>b) Public Communication</p> <p>c) Public communication campaigns successfully address issues like antimicrobial resistance and counterfeit drugs. (6)</p>	<p>Capabilities</p> <p>1. Regulatory Effectiveness (Risk-based inspection models and efficient licensing processes)</p> <p>a) NDA adopts advanced risk-based inspection models that prioritize high-risk areas, improving efficiency and minimizing delays compared to competitors. (2)</p> <p>b) Staff are willing to adopt new technologies with proper training.</p> <p>c) NDA can explore innovative revenue-generation models.</p> <p>d) Improved financial management can enhance efficiency.</p>	<p>Reaction</p> <p>a) Lobbying WHO & other key partners to question NDA's compliance would fail due to NDA's strong relationships, adherence to standards, and transparent operations. (3)</p> <p>b) Lobbying government to enact adverse NDA Act would failure due to NDA's alignment with national priorities and proactive policymaker engagement ensure strong support (1).</p> <p>c) Attempts to take NDA's qualified staff would fail due to NDA's unique culture, supportive work environment, and dynamics that enable high performance and loyalty. (2)</p>

Industry	Customer Value- Channel	Relative Position	Industry Player's Reaction (e.g. other Drug Regulators)
<ul style="list-style-type: none"> ix) Maintains effective surveillance systems to combat counterfeit and substandard drugs. (5) x) Ensures adequate resources and funding to support its regulatory and operational functions. (8) xi) Structure xii) Retains its autonomy and mandate as outlined in the NDA Act (1) xiii) The government and donors will maintain a minimum level of funding for regulatory functions (12) xiv) The government supports ICT-driven efficiency improvements (13) 	<p>End Customers</p> <ul style="list-style-type: none"> a) Healthcare Professionals and Manufacturers b) Healthcare professionals rely on NDA for timely updates on drug safety and pharmacovigilance (5). <p>General Public (Patients and End-Users)</p> <ul style="list-style-type: none"> a) The public trusts NDA to ensure the availability of safe, effective, efficacious and affordable medicines (1). b) NDA’s campaigns improve public knowledge on drug safety and rational use (2). c) Patients feel confident that counterfeit drugs are minimized due to NDA’s surveillance (3). d) Healthcare workers and the public are open to education (10). 	<ul style="list-style-type: none"> 2. Laboratory Infrastructure (Advanced tools for drug analysis, monitoring, and reporting) <ul style="list-style-type: none"> a) NDA’s laboratories achieve global recognition, such as WHO prequalification, positioning them as regional centres of excellence for drug quality and efficacious testing. (1) 3. Integrated ICT Systems (Automation of workflows, real-time data sharing, and online platforms) <ul style="list-style-type: none"> a) NDA’s ICT systems are fully automated, enabling seamless workflows, real-time data sharing, and rapid communication with stakeholders. (4) 4. Governance, Risk, Compliance, and Performance Management Platform 	

Industry	Customer Value- Channel	Relative Position	Industry Player's Reaction (e.g. other Drug Regulators)
xv) Cybersecurity threats will continue to evolve, requiring proactive interventions (14) xvi) AMR remains a growing global concern (15) xvii) Aligns its operations with global regulatory and quality assurance standards to maintain local, regional and global credibility (6)	Pharmaceutical Companies and Importers/Exporters i) Provides clear and predictable guidelines for drug registration and licensing which increases uptake (4). ii) Stakeholders will comply if enforcement mechanisms are strengthened (12)	5. Communication and Collaboration Systems (Structured public engagement platforms and feedback mechanisms) Differentiation and costs a) NDA integrates innovative frameworks for incentivizing local pharmaceutical research and development, strengthening its value proposition. (3)	

7.2. Ranking of the major risks to strategy

The management team examined the major conditions that could threaten the Authority from achieving its vision and mission, by identifying the major barriers or risk to the identified strategic possibility. The major risks are ranked in the Table 26 below.

Table 26: Key NDA Strategic Risks Identified

Industry	Customer value- Channel	Relative position	Competition
Segments Retains its autonomy and mandate as outlined in the NDA Act (1)	End Customers Public trusts NDA to ensure the availability of safe, effective, efficacious and affordable medicines (1).	Capabilities NDA's laboratories achieve global recognition, such as WHO prequalification, positioning them as regional centers of excellence for drug quality testing. (1)	Reaction Lobbying government to enact adverse NDA Act would fail due to NDA's alignment with national priorities and proactive policymaker engagement ensure strong support (1).
1	2	3	4

The team established the most worrisome condition as **“Public trusts NDA to ensure the availability of safe, effective, efficacious and affordable medicines (1)”** and went ahead to test it. The Guerrilla Style Test was preferred. The test revealed that high ethical standards and regulations are a core mandate of the Authority, where a lot of resources and time is always focused and therefore this risk is manageable. Since the biggest risk to the success of the NDA strategy is within the control of the Authority, the strategic choices made were accepted. The team further analyzed the strategy success factors and generated a detailed risk register in Table 27.

7.3. Detailed Risk Register

The National Drug Authority (NDA) Risk Register provides a structured approach to identifying, assessing, and managing risks that could impact the organization’s ability to fulfill its mandate. This section highlights critical risks that may affect NDA’s regulatory, operational, financial, and strategic objectives, ensuring proactive mitigation strategies are in place. The risk register covers threats to the strategic objectives including regulatory framework and enforcement, drug safety and quality control, financial sustainability, and stakeholder engagement. Each risk is assessed based on

its likelihood, impact, and overall risk score, helping NDA prioritize its responses in alignment with its risk appetite.

For each identified risk, the register outlines:

- a) Root causes that contribute to the risk.
- b) Assumptions regarding the operating environment.
- c) Impact descriptions detailing the potential consequences if the risk materializes.
- d) Risk levels and appetite to guide decision-making.
- e) Management strategies to mitigate risks and strengthen NDA’s resilience.

This risk register serves as a critical tool for NDA leadership, guiding risk-informed decision-making, resource allocation, and policy adjustments to ensure the organization’s effectiveness in regulating drug and health products in Uganda.

Table 27: NDA's major risks to its mandate include:

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
1	Strengthen Regulatory Frameworks, Systems, and Enforcement	1.1 Inability to enact the National Drug and Health Products Bill into law	Delays in legislative approval due to competing national priorities, inadequate stakeholder engagements, or resistance from interest groups.	Weak regulatory authority, compromised public health, and delayed implementation of critical reforms.	The government remains committed to regulatory reforms and prioritization of public health policies.	Strategic	4	5	20	Very High	Low (5-8)	Proactively engage policymakers, increase stakeholder consultations, and demonstrate the public health impact of enacting the bill.
		1.2 Non-compliance with international regulatory standards	Outdated regulatory frameworks and lack of alignment with global standards.	Loss of international recognition, reduced credibility, and potential exclusion from regional regulatory initiatives.	The government supports alignment with global health regulations.	Strategic	4	5	20	Very High	Low (5-8)	Update regulatory frameworks to meet WHO and regional standards, ensuring efficient enforcement and compliance.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
		1.3 Inadequate resources to deliver NDA mandate	Limited budget allocation, dependence on external funding, and inefficient resource utilization.	Reduced capacity for inspections, enforcement, and public health initiatives, leading to increased circulation of substandard medicines.	The government and donors will maintain a minimum level of funding for regulatory functions.	Financial	4	4	16	Very High	Low (5-8)	Advocate for increased government funding, optimize internal resource allocation, and explore alternative revenue generation.
2	Enhance Public Trust in NDA Operations	2.1 Erosion of public trust in NDA to ensure safe, effective, and affordable medicines.	Limited public awareness, perceived inefficiencies, and lack of communication on successes.	Declining compliance rates, increased counterfeit drugs in circulation, and resistance to NDA enforcement.	The public remains engaged and open to regulatory communications.	Strategic	4	5	20	Very High	Low (5-8)	Conduct targeted awareness campaigns, communicate regulatory milestones, and engage key stakeholders regularly.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
		2.2 Misunderstandings around NDA's decision-making processes leading to stakeholder mistrust.	Lack of transparency and publicly available information.	Resistance to NDA policies, reduced cooperation from pharmaceutical sector stakeholders.	Stakeholders are willing to collaborate with NDA if provided with clear information.	Strategic	3	4	12	Medium	Low (5-8)	Publish regular reports on regulatory decisions, enforcement actions, and public health initiatives to foster transparency.
		2.3 Gaps in stakeholder communication resulting in misinformation about NDA operations.	Ineffective communication systems and limited feedback mechanisms.	Increased misinformation, misinterpretation of regulations, and non-compliance.	Stakeholders are receptive to improved communication channels.	Communication	3	3	9	Medium	Moderate (9-12)	Strengthen stakeholder communication systems, including real-time feedback platforms and public awareness campaigns.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
3	Leverage Advanced Technologies for Regulatory Processes	3.1 Failure to digitize regulatory processes, leading to inefficiencies and delays.	Outdated ICT infrastructure and slow adoption of digital tools due to inadequate budget allocation.	Increased turnaround times, regulatory bottlenecks, and higher operational costs.	The government supports ICT-driven efficiency improvements.	Technological	4	5	20	Very High	Very Low (1-4)	Upgrade ICT infrastructure, automate processes, and implement e-Government solutions for regulatory workflows.
		3.2 Cybersecurity threats exposing regulatory data to breaches and unauthorized access.	Limited cybersecurity measures and lack of monitoring systems.	Data loss, regulatory disruptions, and compromised stakeholder trust.	Cybersecurity threats will continue to evolve, requiring proactive interventions.	Technological	3	4	12	Medium	Low (5-8)	Establish a Cybersecurity Operations Center, implement encryption and data protection policies.
		3.3 Limited staff expertise to manage and operate advanced digital systems.	Lack of technical training programs for staff.	Inefficient system use, increased downtime, and reduced regulatory effectiveness.	Staff are willing to adopt new technologies with proper training.	Technological	4	4	16	Very High	Moderate (9-12)	Implement regular ICT training programs and upskill employees on digital regulatory tools.

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
4	Diversify Revenue Streams for Financial Sustainability	4.1 Over-dependence on regulatory fees, limiting financial flexibility and sustainability.	Inadequate alternative revenue streams and reliance on government funding.	Financial instability, inability to scale operations, and reduced regulatory scope.	NDA can explore innovative revenue-generation models.	Financial	5	5	25	Very High	Low (5-8)	Develop diversified revenue streams, including consultancy services, partnerships, and donor-funded programs.
		4.2 Inability to secure donor funding due to misaligned project priorities.	Limited alignment of NDA projects with donor funding priorities.	Missed funding opportunities and stagnation in critical regulatory projects.	Donors will prioritize aligned public health initiatives.	Financial	3	4	12	Medium	Moderate (9-12)	Collaborate with donors to align projects with funding priorities and secure sustainable financial support.
		4.3 Inefficient use of financial resources leading to operational strain.	Inefficient resource allocation and weak internal controls.	Wasted resources, delayed projects, and inability to meet regulatory targets.	Improved financial management can enhance efficiency.	Operational	3	3	9	Medium	Low (5-8)	Optimize internal processes to ensure cost-efficiency and strengthen internal financial controls.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
5	Expand NDA's Role in Supporting Public Health Goals	5.1 Limited availability of essential medicines in under-served regions.	Supply chain disruptions, poor licensing, and lack of regional offices for equitable distribution.	Public health risks, increased counterfeit medicines in remote areas.	Government prioritizes equitable healthcare access.	Service Delivery	4	5	20	Very High	Low (5-8)	Strengthen supply chain systems, establish regional offices, and enhance licensing regulations.
6	Enhance AMR Management and Awareness	6.1 Weak AMR surveillance systems limiting NDA's ability to track and manage antibiotic resistance.	Lack of comprehensive surveillance frameworks and inadequate funding.	Increased antibiotic resistance, leading to treatment failures.	AMR remains a growing global concern.	Public Health	5	5	25	Very High	Low (5-8)	Enhance AMR surveillance systems through partnerships, funding, and data-sharing frameworks.
		6.2 Widespread misuse of antibiotics due to weak stewardship programs.	Limited public awareness and professional training on antibiotic use.	Increased antimicrobial resistance and reduced treatment efficacy.	Healthcare workers and the public are open to education.	Public Health	3	4	12	Medium	Low (5-8)	Launch targeted awareness campaigns and professional training programs to promote rational antibiotic use.

No.	Objective at Risk	Risk	Root Cause	Impact Description	Assumptions	Category	Likelihood	Impact	Score	Risk Level	Risk Appetite	Management Strategy
		6.3 Lack of enforcement mechanisms for AMR-related regulations.	<ul style="list-style-type: none"> - Insufficient collaboration with law enforcement. - Unclear or weak penalties for non-compliance. 	<ul style="list-style-type: none"> - Increased misuse of antibiotics, worsening antimicrobial resistance (AMR). - Weak regulatory control over antimicrobial sales and use. - Public health risks due to ineffective treatments and increased disease burden. - Reduced compliance from healthcare and pharmaceutical stakeholders. 	<ul style="list-style-type: none"> - Law enforcement agencies are willing to collaborate on AMR enforcement. - Stakeholders will comply if enforcement mechanisms are strengthened. 	Operational	3	3	9	Medium	Low (5-8)	<ul style="list-style-type: none"> - Strengthen collaboration with law enforcement to improve AMR regulation enforcement. - Establish clear penalties for non-compliance and ensure consistent application. - Develop training programs for law enforcement on AMR regulations. - Enhance surveillance and monitoring systems to track compliance. - Engage stakeholders to promote voluntary compliance through awareness and incentives.

Table 28: Qualitative Risk Matrix

		Risk Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Risk Likelihood	Rare	Very low	Very low	Very low	Very low	Low
	Unlikely	Very low	Very low	Low	Low	Medium
	Possible	Very low	Low	Medium	Medium	High
	Likely	Very low	Low	Medium	Very High	Very High
	Almost Certain	Low	Medium	High	Very High	Very High

Table 29: Quantitative Risk Matrix

		Risk Consequence				
		1	2	3	4	5
Risk Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

CHAPTER
08

**MONITORING
AND EVALUATION
ARRANGEMENTS**



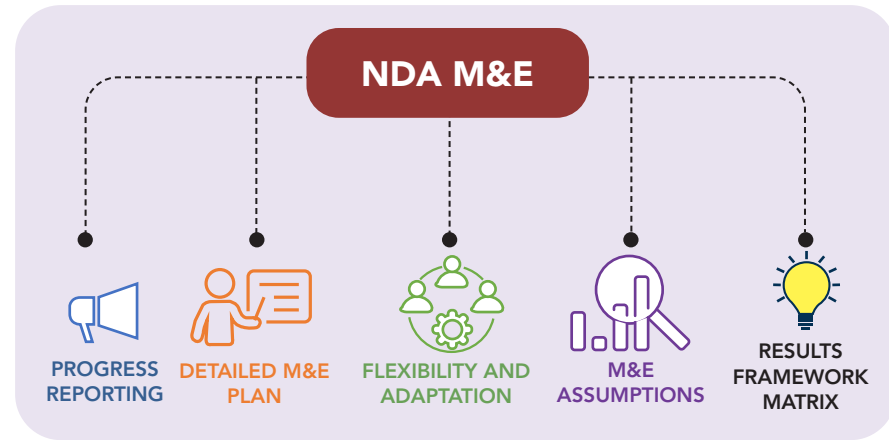
8.1. Introduction

This chapter outlines the monitoring and evaluation (M&E) arrangements that will be implemented to ensure the objectives set out in this Strategic Plan are achieved effectively through an outcome-based M&E approach.

8.2. Progress Reporting and Review of Results

To ensure accountability and focus on results, the performance milestones for assessing the NDA's achievements have been clearly defined within the NDA Strategic M&E Framework included in this Plan. These milestones are outcome-focused and encompass strategies, actions, planned activities, measurable indicators, and outputs that contribute to the desired outcomes. The data required to evaluate progress against these indicators will be gathered through four primary sources:

- a) Administrative data, enhanced, when feasible, by field data.
- b) Surveys of experts.
- c) Public surveys.
- d) Document reviews.



To operationalize the outcome-based M&E component of the Strategic Plan, the NDA management will establish robust mechanisms for implementation. Key activities include the annual development of work plans and budgets to support the implementation and financing of this Strategic Plan. Monitoring and evaluation of the Strategic Plan's implementation will focus on assessing the achievement of intended results at the following intervals:

- a) Quarterly performance assessments
- b) Semi-annual performance assessments
- c) Annual performance assessments
- d) Mid-term performance evaluation
- e) End-term performance evaluation

Comprehensive reports documenting activities undertaken, outputs delivered, and outcomes achieved will be prepared and submitted to the Drug Authority and management at each reporting interval. These reports will provide critical insights into the implementation of the Strategic Plan and guide evidence-based decision-making.

8.3. Development of the Detailed Monitoring and Evaluation Plan

The detailed monitoring and evaluation of the new strategy will be developed to ensure systematic tracking and assessment of performance. Key components of this detailed plan include:

- i) **Logical Framework:** A structured logical framework that links activities, outputs, objectives, and outcomes to the overall goal of the Strategic Plan.
- ii) **Comprehensive M&E Framework:** A detailed M&E framework that specifies indicators, data collection methods, sources, and reporting timelines to monitor progress effectively.
- iii) **Methodology of Performance Measurement:** A robust methodology for performance measurement will be outlined, detailing how data will be collected, analysed, and reported and performance measurement scales to use will be captured.
- iv) **Weighted Average Performance Method:** A weighted average performance method will be employed to assign different weights to various indicators and outputs, ensuring a balanced and accurate assessment of the organization's overall performance.

This comprehensive approach will provide a clear, evidence-based mechanism to monitor progress, measure results, and adjust strategies as necessary to achieve the desired outcomes.

8.4. Flexibility and Adaptation

The outcome-based M&E framework's indicators and targets will be periodically reviewed to ensure they remain relevant and reflective of evolving circumstances that may impact the NDA's performance. Adjustments will be made where necessary to address emerging challenges and leverage opportunities, ensuring the Strategic Plan remains a dynamic and responsive tool for achieving the NDA's desired outcomes.

The NDA will maintain a structured and results-oriented approach to tracking progress, fostering accountability, and driving continuous improvement by adhering to these outcome-based monitoring and evaluation arrangements.

8.5. Monitoring and Evaluation Assumptions

- a) A comprehensive Monitoring and Evaluation (M&E) Plan will be developed, incorporating Results Frameworks at both the outcome and output levels.
- b) Timely and accurate reporting will be ensured to support effective decision-making.
- c) Stability in macroeconomic, social, and political factors will be maintained to enable smooth implementation and monitoring of programs.
- d) The organizational structure will be adequately resourced to support M&E functions effectively.
- e) A harmonized and supportive legal framework will be in place to facilitate seamless operations and compliance.

8.6. NDA M&E Results Framework Matrix at National and Institutional Level

The matrix below shows the M&E Framework for the National Drug Authority for all the expected twenty (2) Strategic Outcomes for the 4th Strategic Plan 2025/26 to 2029/30. This framework matrix is aligned with the Program Implementation Action Plan for NDP4, the strategic direction matrix under item 3.8 (Key Strategic Intervention), and the stakeholder matrix (Table 13) as indicated above.

Table 30: NDA M&E Results Framework

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
NDA Strategic Objective 1: To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.												
Regulatory Excellence	1.1	Enhanced drug and healthcare product quality, safety, and efficacy	Achieving WHO-GBT Maturity Level Compliance	Goal / Impact Indicator	Level 1	-	-	Level 3	Level 3	Level 4	NDA	Annually
			Percentage of identified substandard and falsified products on the market on which regulatory action has been taken	Outcome Indicator	100%	100%	100%	100%	100%	100%	NDA	Quarterly

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			Proportion of pharmaceutical products received and tested within the prescribed timelines	Outcome Indicator	80%	80%	82%	84%	86%	88%	NDA	Annual
			% of GMP applications for foreign inspections that are inspected	Output Indicator	56%	60%	60%	65%	65%	70%	NDP 4 PIAP	Annually
			% of Local Pharmaceutical facilities, Pharmacies, and Drug shops that have an annual license	Output Indicator	0%	50%	60%	65%	70%	75%	NDP 4 PIAP	Annually
			Number of TCM products approved by NDA	Output Indicator	0	1	2	3	4	5	PIAP 1092	Annually

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	1.2	Improved local manufacturing capacities and capabilities	Percentage of local manufacturers inspected for GMP-compliance	Outcome Indicator	100%	100%	100%	100%	100%	100%	NDA	Annually
	1.3	Timely availability and accessibility of regulated products and services on the market	Percentage of applications for registration evaluated within the prescribed timelines	Outcome Indicator	60%	65%	70%	75%	80%	85%	NDA	Annually
	1.4	Improved regulatory compliance among stakeholders	Percentage of sampled licensed facilities meeting the regulatory standards	Outcome Indicator	70%	75%	80%	85%	90%	95%	NDA	Annually

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDA Strategic Objective 2: To deepen relationships with stakeholders to foster trust and shared accountability.												
Stakeholder Engagement	2.1	Increased Public Trust in NDA Operations.	% of the stakeholders reporting trust in NDA operations	Outcome Indicator	65%	70%	75%	80%	85%	90%	NDA	Annually
	2.2	Improved stakeholder awareness and satisfaction of the regulated products and services	Proportion of the stakeholders aware of NDA role.	Outcome Indicator	60%	65%	70%	75%	80%	90%	NDA	Annually
			Proportion of satisfied customers	Outcome Indicator	75%	75%	75%	80%	80%	85%	NDA	Annually
	2.3	Stronger Regional and International Collaboration	Percentage of regional, continental, and international planned collaborations and harmonization initiatives implemented.	Outcome Indicator	100%	100%	100%	100%	100%	100%	NDA	Quarterly

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDA Strategic Objective 3: To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.												
Digital Transformation	3.1	Digitalization of Operations for Regulatory Efficiency	Percentage of regulatory functions fully digitalized	Outcome Indicator	81%	81%	81%	81%	81%	95%	NDA	Annually
NDA Strategic Objective 4: To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.												
Institutional Growth and Sustainability	4.1	Financial Sustainability of NDA Operations	a) Positive jaws ratio (revenue growth rate less costs growth rate).	Outcome Indicator	Positive Jaws Ratio (revenue vs costs)	-	-4.7%	3.0%	2.7%	1.1%	NDA	Annually
			b) Improved value for money index (economy, efficiency, effectiveness, and equity)	Outcome Indicator		75%	75%	80%	85%	90%	90%	NDA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	4.2	Increased Staff Capacity, Productivity, and Satisfaction	a) Percentage staff satisfaction	Outcome Indicator	95% satisfaction index	75%	80%	85%	90%	95%	NDA	Annually
			b) Percentage of staff retained	Outcome Indicator	.	75%	80%	85%	90%	95%	NDA	Annually
			c) Percentage of staff achieving 65% performance objectives	Outcome Indicator	-	75%	80%	85%	90%	95%	NDA	Annually
	4.3	Enhanced Innovation and production of new knowledge	Proportion of research projects that inform regulatory decisions	Outcome Indicator	50%	60%	70%	75%	80%	85%	NDA	Annually

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	4.4	Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.	Percentage of management decisions supported by business intelligence and data analytics	Outcome Indicator	60%	65%	70%	75%	80%	85%	NDA	Annually
	4.5	Improved Governance, Legal and Regulatory Effectiveness, and value for money.	Proportion of the Drug Authority and Management actions implemented	Outcome Indicator	50%	50%	55%	60%	60%	65%	NDA	Annually
	4.6	Improved Sustainability	Percentage of services offered within the agreed timelines	Outcome Indicator	75%	75%	80%	82%	85%	90%	NDA	Quarterly

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			Percentage of NDA's sustainability (ESG) index score ambitions achieved.	Outcome Indicator	Data not available	60%	65%	70%	75%	80%	NDA	Annually
	4.7	Improved institutional infrastructure development	% of planned institutional infrastructure implemented.	Outcome Indicator	50%	60%	70%	75%	80%	80%	NDA	Annually
NDA Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.												
Public Health Impact and Accessibility	5.1	Improved Availability of Essential Drugs and Healthcare Products	Percentage of imported essential drugs and products on the drugs register.	Outcome Indicator	50%	55%	60%	65%	70%	75%	NDA	Quarterly

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			Percentage of locally manufactured essential drugs on the drugs register.	Outcome Indicator	10%	20%	30%	40%	50%	60%	NDA	Quarterly
	5.2	Improved Customer coverage	Proportion of target geographic regions served	Outcome Indicator	75%	75%	80%	85%	90%	95%	NDA	Quarterly
NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDA Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.												
Effective AMR Management	6.1	Strengthened AMR Surveillance Systems	Percentage of Implementation of NDA Responsibilities/ Actions in the Uganda AMR National Action Plan	Outcome Indicator	71%	80%	80%	80%	85%	85%	NDA	Annually

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
			Percentage of registered antimicrobial products aligned with the WHO ATC and AWaRe classification	Outcome Indicator	0	0%	50%	60%	70%	80%	NDA	Annually
	6.2	Promote optimal access and use of Anti-microbials	Proportion of regional training of healthcare professionals in AMR	Output Indicator	-	90%	90%	90%	90%	90%	NDA	Annually
			Percentage of Antimicrobial public awareness campaigns implemented	Output Indicator	-	80%	80%	80%	90%	90%	NDA	Annually

NDA Focus Area	Tracker	NDA Outcomes	NDA Performance Indicator	Type of Indicator	2024/25 Baseline	2025/26	2026/27	2027/28	2028/29	2029/30	Level	Reporting Interval
NDPIV Program Name: Human Capital Development.												
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.												
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030												
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.												
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.												
	6.3	Strengthened Post-Market Safety Surveillance	Proportion of antimicrobial product-related complaints in which regulatory response was issued within the agreed timelines	Outcome Indicator	80%	81%	82%	83%	84%	85%	NDA	Quarterly
			Proportion of profiled Anti-microbials tested within prescribed timeline.	Output Indicator	80%	80%	82%	84%	86%	88%	NDA	Quarterly
			Proportion of profiled Anti-microbials sampled for testing	Output Indicator	80%	81%	82%	83%	84%	85%	NDA	Quarterly
			Percentage of regulatory action taken on substandard and falsified antimicrobials	Outcome Indicator	90%	91%	92%	93%	94%	95%	NDA	Quarterly

CHAPTER
09

PROJECT PROFILE



9.1. Introduction

Under this strategic plan, the National Drug Authority (NDA) aims to implement several capital-intensive projects focused on infrastructure, key facilities, and essential equipment to effectively fulfill its mandate. These initiatives are designed to enhance institutional efficiency and support infrastructure development. A detailed summary of the planned investment projects is presented in the Table 30 below, this is also incorporated in the Institutional Implementation Action Plan (Table 31) in the annexes.

NATIONAL DRUG AUTHORITY INVESTMENTS SUMMARY

Table 31: NDA Investments Summary

No	Project Name	Project Location	Estimated Project Cost Ugx	Funding Committed	Current Stage of TheProject	Project Duration	Funding Gap	Outcomes
1	Equipping the laboratory tower stage 4 lots 3 and 4.	NDA secretariat	34,875,422,366	None	Equipment design and specifications completed.	3 years	34,875,422,366	Improved institutional efficiency and infrastructure development
2	Establishment of regional offices	Regional Offices	1,000,000,000	None	Not done	2 Years	1,000,000,000	
3	Remodelling of the Nkrumah Rental Property.	Kampala, Nkrumah road	5,175,000,000	None	Not done	3 years	5,175,000,000	
4	Design and remodelling of Plot 95 Office property	Buganda road, Kampala	560,000,000	None	Not done	2 years	560,000,000	
5	Purchase of Laboratory tower furniture for administration	NDA Secretariat	1,113,444,000	None	Lot 1B furniture specification is done	2 years	1,113,444,000	

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

No	Project Name	Project Location	Estimated Project Cost Ugx	Funding Committed	Current Stage of TheProject	Project Duration	Funding Gap	Outcomes
6	Consultancy Design review of NDA Head Office administrative block, establishment of new regional offices, and supervision of equipping the laboratory.	Head office	3,500,000,000	None	Not done	2 years	3,500,000,000	
7	IRIMS Phase 2 (Enhancements to New additional modules, Integrations, Stakeholder engagements, Communication Gadgets, and others)	Head office	1,759,000,000	None	Not done	2 years	1,759,000,000	Digitalized Operations for Regulatory Efficiency
	Total		47,982,866,366				47,982,866,366	

ANNEXES

Annex 1: Implementation Action Plan (Detailed Output Level Result Framework)

Table 32: Showing Five Years Implementation Action Plan (Results Framework 2030)

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Focus Area 1: Regulatory Excellence										
NDA Strategic Objective 1: To strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.										
NDA Outcome 1.1: Enhanced drug and healthcare product quality, safety, and efficacy										
NDA Strategic Intervention 1.1.1: Strengthen regulatory systems by enhancing quality control programs, licensing, inspection and verification frameworks, product safety, and drug evaluation processes to ensure the quality, safety, and efficacy of drug and healthcare products.										
1.1.1.1 Implement the laboratory testing program to achieve regulatory excellence.	Elaboration of Herbal Monographs	Number of herbal monographs elaborated and disseminated	19 Monographs elaborated	05 Monographs elaborated	03 Monographs elaborated	05 Monographs elaborated	03 Monographs elaborated	03 Monographs elaborated	Mono-graph reports	DLS
	Test medicine samples; a) Pre-market	No. of samples tested vs. received	80% of samples received tested	100 Pre-market Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	b) Vaccines and Bio-pharmaceuticals	No. of samples tested vs. received	80% of samples received tested	50 Vaccines and Bio-pharmaceuticals Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	c) Veterinary medicines-PMS	No. of samples tested vs. received	80% of samples received tested	100 Veterinary medicines-PMS Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	d) Veterinary medicines-POE	No. of samples tested vs. received	80% of samples received tested	100 Veterinary medicines-POE Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	e) Herbal medicines-PMS	No. of samples tested vs. received	80% of samples received tested	100 Herbal medicines-PMS Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	f) Herbal medicines-POE	No. of samples tested vs. received	80% of samples received tested	500 Herbal medicines-POE Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	g) Conventional medicines-PMS	No. of samples tested vs. received	80% of samples received tested	200 Conventional medicines-PMS Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	h) Conventional medicines-POE	No. of samples tested vs. received	80% of samples received tested	1350 Conventional medicines-POE Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	Test surgical instruments samples; a) Sutures	No. of samples tested vs. received	80% of samples received tested	300 Suture samples tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	b) Needles	No. of samples tested vs. received	80% of samples received tested	150 Needle samples tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	c) Syringes	No. of samples tested vs. received	80% of samples received tested	refer to the above	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	d) Facemasks	No. of samples tested vs. received	80% of samples received tested	50 Facemask samples tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	e) RDTs	No. of samples tested vs. received	80% of samples received tested	100 RDT Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	f) Male Latex Condoms	No. of samples tested vs. received	80% of samples received tested	200 Male Latex Condom Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	g) Medical gloves	No. of samples tested vs. received	80% of samples received tested	100 Medical glove Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	h) Gauzeroll or Gauze Pad samples	No. of samples tested vs. received	80% of samples received tested	30 Gauzeroll or Gauze Pad Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	i) Adsorbent Cotton	No. of samples tested vs. received	80% of samples received tested	25 Adsorbent Cotton Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	j) Catheters	No. of samples tested vs. received	80% of samples received tested	100 Catheter Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	k) IUDs	No. of samples tested vs. received	80% of samples received tested	10 IUD Samples Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	l) Trans-fusion sets	No. of samples tested vs. received	80% of samples received tested	20 Trans-fusion sets Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	m) Plaster of Paris	No. of samples tested vs. received	80% of samples received tested	15 Plaster of Paris Batches Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	n) Adhesive plaster	No. of samples tested vs. received	80% of samples received tested	30 Adhesive plaster Batches Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS
	o) Surgical blades	No. of samples tested vs. received	80% of samples received tested	15 Surgical blades Batches Tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	80% of samples received tested	Testing reports	DLS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Functionality of laboratory equipment	Percentage of equipment functional	85% equipment calibrated	80% equipment calibrated	85% equipment calibrated	90% equipment calibrated	90% equipment calibrated	90% equipment calibrated	Calibration reports	DLS
	Maintenance of the laboratory prequalification and relevant certification status	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	WHO prequalification and ISO 17025 status maintained	ISO Certificates	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
1.1.1.2 Perform licensing, inspection, sampling, import and export control, and supply chain monitoring and supervision of drugs and healthcare products.	Implement actions, processes, and procedures that support continued improvement in the validation of imported products, including foreign herbal, food fortificants and premixes, CROs, and APIs for GMP compliance	Number of GMP inspection of Foreign pharmaceuticals including Finished Pharmaceutical Products inspections, CRO and API, and Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (1,010 Finished Pharmaceutical Products inspections, 25 CRO and 50 API, 65 Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (170 Finished Pharmaceutical Products inspections, 5 CRO and 10 API, 5 Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (200 Finished Pharmaceutical Products inspections, 5 CRO and 10 API, 10 Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (200 Finished Pharmaceutical Products inspections, 5 CRO and 10 API, 10 Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (220 Finished Pharmaceutical Products inspections, 5 CRO and 10 API, 20 Surgical instruments each inspection conducted	GMP inspection of Foreign Pharmaceuticals (220 Finished Pharmaceutical Products inspections, 5 CRO and 10 API, 20 Surgical instruments each inspection conducted	GMP Inspection reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Verification of import and export applications	Proportion of applications for registered products verified within SDT of 2 working days.	90% of registered product applications Verified within 2 days	90% of registered product applications Verified within 2 days	90% of registered product applications Verified within 2 days	90% of registered product applications Verified within 2 days	90% of registered product applications Verified within 2 days	90% of registered product applications Verified within 2 days	Verification reports	DIE
		Proportion of applications for unregistered products verified within 10 days.	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	90% of unregistered product applications Verified within 10 days	Verification reports
	Inspection of consignments at ports of entry	Proportion of consignments inspected and a regulatory decision issued within 2 working days.	95% consignment inspected and a regulatory decision made within 2 working days	95% consignment inspected and a regulatory decision made within 2 working days	95% consignment inspected and a regulatory decision made within 2 working days	95% consignment inspected and a regulatory decision made within 2 working days	95% consignment inspected and a regulatory decision made within 2 working days	95% consignment inspected and a regulatory decision made within 2 working days	Inspection reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Batch sampling at ports of entry	Proportion of batches sampled	Proportion of consignments received at the port of entry that are sampled	Proportion of consignments received at the port of entry that are sampled	Proportion of consignments received at the port of entry that are sampled	Proportion of consignments received at the port of entry that are sampled	Proportion of consignments received at the port of entry that are sampled	Proportion of consignments received at the port of entry that are sampled	Imports and Exports report	DIE
	Stakeholder engagement for exporters and importers	Number of stakeholder meetings for exporters or importers held	19 stakeholder meetings for exporters or importers	3 stakeholder meetings for exporters or importers	3 stakeholder meetings for exporters or importers	4 stakeholder meetings for exporters or importers	4 stakeholder meetings for exporters or importers	5 stakeholder meetings for exporters or importers	Stakeholder meeting reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Amend the import-export regulations to provide for the setting of minimum prices to determine the cost of the drugs in accordance with the World Trade Organization principles	Amend the import and export regulations to provide for setting of minimum prices to determine the cost of the drugs in accordance with the World Trade Organization principles.	Amend the import and export regulations to provide for setting of minimum prices to determine the cost of the drugs in accordance with the world trade organization principles.	Amend the import and export regulations to provide for setting of minimum prices to determine the cost of the drugs in accordance with the World Trade Organization principles.						Regulation signed	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Support supervision of points of entry.	Number of support supervision visits to ports of entry	80 support supervision visits of ports of entry	16 support supervision visits of ports of entry	16 support supervision visits of ports of entry	16 support supervision visits of ports of entry	16 support supervision visits of ports of entry	16 support supervision visits of ports of entry	Support supervision reports	DIE
	Conduct training of stakeholders on licensing compliance procedures (Sensitizations)	Number of Sensitizations meetings to train on licensing compliance procedures conducted	670 Sensitizations conducted licensing compliance procedures	125 Sensitizations conducted licensing compliance procedures	125 Sensitizations conducted licensing compliance procedures	140 Sensitizations conducted licensing compliance procedures	140 Sensitizations conducted licensing compliance procedures	140 Sensitizations conducted licensing compliance procedures	Sensitization reports	DIE
	Conduct support visits of drug outlets on licensing compliance	Number of Human pharmacy licensing compliance visits conducted	14,994 Human pharmacy licensing compliance visits conducted	2771 Human pharmacy licensing compliance visits conducted	2771 Human pharmacy licensing compliance visits conducted	3049 Human pharmacy licensing compliance visits conducted	3049 Human pharmacy licensing compliance visits conducted	3354 Human pharmacy licensing compliance visits conducted	Human pharmacy Compliance reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of Human drug shop licensing compliance visits conducted	94,474 Human drug shop licensing compliance visits conducted	17,463 Human drug shop licensing compliance visits conducted	17,463 Human drug shop licensing compliance visits conducted	19,209 Human drug shop licensing compliance visits conducted	19,209 Human drug shop licensing compliance visits conducted	21,130 Human drug shop licensing compliance visits conducted	Human drug shop Compliance reports	DIE
	Veterinary targeted compliance monitoring and support supervision visits per district.	Number of Veterinary pharmacy licensing compliance visits conducted	1,234 Veterinary pharmacy licensing compliance visits conducted	228 Veterinary pharmacy licensing compliance visits conducted	228 Veterinary pharmacy licensing compliance visits conducted	251 Veterinary pharmacy licensing compliance visits conducted	251 Veterinary pharmacy licensing compliance visits conducted	276 Veterinary pharmacy licensing compliance visits conducted	Veterinary pharmacy Compliance reports	DIE
		Number of Veterinary drug shop licensing compliance visits conducted	5,312 Veterinary drug shop licensing compliance visits conducted	982 Veterinary drug shop licensing compliance visits conducted	982 Veterinary drug shop licensing compliance visits conducted	1080 Veterinary drug shop licensing compliance visits conducted	1080 Veterinary drug shop licensing compliance visits conducted	1188 Veterinary drug shop licensing compliance visits conducted	Veterinary drug shop Compliance reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	District Assistant Inspector of Drugs conduct actions that support regulatory compliance	Number of DADIs facilitated to conduct actions that support regulatory compliance	Licensed drug shops by the 145 DADIs	Licensed drug shops by the 141 DADIs	Licensed drug shops by the 145 DADIs	Licensed drug shops by the 145 DADIs	Licensed drug shops by the 145 DADIs	Licensed drug shops by the 145 DADIs	iRIMS Licensing reports	DIE
1.1.1.3 Conduct pre and post-market authorization of drug and healthcare products.	Regulate clinical and field trial approvals to maximize safety and facilitate access to new medicines and healthcare products	Number of CTA evaluations conducted	at least 147 New CT applications evaluated	27 New CT application evaluations conducted	30 new CT application evaluations conducted	30 new CT application evaluations conducted	30 new CT application evaluations conducted	30 new CT application evaluations conducted	CT evaluation reports	DPS- CT

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
			At least 740 post approval CT evaluations	140 post approval CT applications evaluated	150 post approval CT applications evaluated	150 post approval CT applications evaluated	150 post approval CT applications evaluated	150 post approval CT applications evaluated	CT evaluation reports	DPS- CT
	Conduct GVP inspections	Number of GVP inspections	50 GVP inspections conducted	10 GVP inspections conducted	10 GVP inspections conducted	10 GVP inspections conducted	10 GVP inspections conducted	10 GVP inspections conducted	GVP Inspection reports	DPS- CT
	Conduct Good Clinical Practice (GCP) inspections	Number of GCP inspections	At least 80 GCP inspections conducted	16 GCP inspections conducted	16 GCP inspections conducted	16 GCP inspections conducted	16 GCP inspections conducted	16 GCP inspections conducted	GCP inspection reports	DPS- CT
	Conduct GCP inspections	Number of GCP inspections conducted	84 sites inspected	12 sites inspected	18 sites inspected	18 sites inspected	18 sites inspected	18 sites inspected	GCP inspection reports	DVS- FT

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Evaluation Human & Veterinary drugs new applications and Additional information	Number of timely product quality evaluations conducted	10,050 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	1950 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	1950 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	2,000 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	2,050 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	2,100 Dossier Evaluation of Human & Veterinary drugs, inclusive of additional information evaluation.	Dossier data base	DPAR
	Conduct day hands Dossier assessment symposium	Number of 5 days Hands-on on Dossier assessment symposium	Thirty (30) five day Hands on Dossier Assessment Symposium	Six (6) five day Hands on Dossier Assessment Symposium	Six (6) five day Hands on Dossier Assessment Symposium	Six (6) five day Hands on Dossier Assessment Symposium	Six (6) five day Hands on Dossier Assessment Symposium	Six (6) five day Hands on Dossier Assessment Symposium	DPAR Retreat reports	DPAR

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct the Evaluation of foreign and local herbal medicines and other healthcare products	Number of foreign, local herbal medicines and other healthcare evaluated	1,185 (400 Foreign & 640 local (herbal) and 145 other healthcare products	225 (80 Foreign & 120 local (herbal) and 25 other healthcare products	225 (80 Foreign & 120 local (herbal) and 25 other healthcare products	235 (80 Foreign & 120 local (herbal) and 35 other healthcare products	245 (80 Foreign & 120 local (herbal) and 45 other healthcare products	255 (80 Foreign & 120 local (herbal) and 55 other healthcare products	Health Products evaluation report	DPAR
	Conduct evaluation of Human & Veterinary Medicines variation applications and variation additional information	Number of human & Veterinary medicines variation applications and variation additional information evaluated.	6,790 Variations (Inclusive of major, minor, notification) and variation additional information	1300 Variations (Inclusive of major, minor, notification) and variation additional information	1300 Variations (Inclusive of major, minor, notification) and variation additional information	1340 Variations (Inclusive of major, minor, notification) and variation additional information	1400 Variations (Inclusive of major, minor, notification) and variation additional information	1450 Variations (Inclusive of major, minor, notification) and variation additional information	Variations database	DPAR

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Maintain a current and up to date drug register (Registers published)	Number of register publications made	60 Drug registers publicized	12 Drug registers publicized	12 Drug registers publicized	12 Drug registers publicized	12 Drug registers publicized	12 Drug registers publicized	Website uploads	DPAR
	Purchase of reference materials and on-line subscription	Number of Reference materials procured	Five (5) Assorted reference materials acquired.	One (1) Assorted reference material acquired.	One (1) Assorted reference material acquired.	One (1) Assorted reference material acquired.	One (1) Assorted reference material acquired.	One (1) Assorted reference material acquired.	Reference materials procured	DPAR
	Conduct the radio talk shows	Number of radio talk shows to be conducted in the region	238 radio talk shows conducted in the region	40 radio talk shows conducted in the region	45 radio talk shows conducted in the region	45 radio talk shows conducted in the region	54 radio talk shows conducted in the region	54 radio talk shows conducted in the region	Radio Station Reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	District Assistant Inspector of Drugs Attend quarterly meeting at the Regional office	Number of meeting reports for DADIs visits to the regional office.	18 visits per DADI hence a total of 18 meeting reports per DADI per year (A total of 9,720 reports)	2 visits per DADI hence a total of 2 meeting reports per DADI per year (A total of 1080 reports)	4 visits per DADI hence a total of 4 meeting reports per DADI per year (A total of 2160 reports)	4 visits per DADI hence a total of 4 meeting reports per DADI per year (A total of 2160 reports)	4 visits per DADI hence a total of 4 meeting reports per DADI per year (A total of 2160 reports)	4 visits per DADI hence a total of 4 meeting reports per DADI per year (A total of 2160 reports)	DADI reports	DIE
	Develop effective and efficient mechanisms to increase compliance to the NDPA Act and regulations	Number of quality assurance visits to Regional offices	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	5 Support Visits by DIE, DPS, DPAR, DLS, and Head regions to 9 regional offices (1 visit per region)	Director's Quality assurance reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend meetings at the Head office	Number of meetings at the Head office conducted	52 meetings held at the Head office	8 meetings held at the Head office	8 meetings held at Head office	12 meetings held at the Head office	12 meetings held at the Head office	12 meetings held at the Head office	Participants attendance list	DIE
1.1.1.4 Implement product safety regulatory mechanisms including pharmacovigilance (existing and emerging products, accessible ADR reporting platforms for healthcare professionals, and training), and drugs and healthcare promotion.	Co-opting experts to review patients with serious AEFIs	Number of expert reviews conducted	40 expert reviews conducted	8 expert reviews conducted	8 expert reviews conducted	8 expert reviews conducted	8 expert reviews conducted	8 expert reviews conducted	AEFI reports	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of Vaccine AEFI Investigations conducted	30 investigations conducted	6 investigations conducted	6 investigations conducted	6 investigations conducted	6 investigations conducted	6 investigations conducted	Investigation reports	DPS-PV
	Provide adequate mechanisms to foster functionality of Pharm-cov-igilance.	Subscription to big flow annually	5 annual subscription	annual subscription	annual subscription	annual subscription	annual subscription	annual subscription	Subscription lists	DPS-PV
		Number of AEFI cases for causality assessment was done by the National AEFI committee	70 AEFI cases for causality assessment were done by the National AEFI committee	10 AEFI cases for causality assessment was done by the National AEFI committee	12 AEFI cases for causality assessment was done by the National AEFI committee	14 AEFI cases for causality assessment were done by the National AEFI committee	16 AEFI cases for causality assessment were done by the National AEFI committee	18 AEFI cases for causality assessment were done by the National AEFI committee	AEFI reports	DPS-PV

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Update the USSD platform for Safety follow-up of all vaccines	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	USSD platform for Safety follow-up of all vaccine updated and paid quarterly	Safety follow up reports	DPS-PV
		Number of follow up investigation of ADRs conducted	20 follow up investigation of ADRs conducted	4 follow up investigation of ADRs conducted	4 follow up investigation of ADRs conducted	4 follow up investigation of ADRs conducted	4 follow up investigation of ADRs conducted	4 follow up investigation of ADRs conducted	ADR follow up reports	DPS-PV
		Number of analysis, dissemination of pharmacovigilance reports and quarterly bulletins compiled	15,000 ADR/AEFI reports collected, 150 PSURs evaluated, 20 AEFIs, 20 bulletins and 60 RMPs evaluated	2800 ADR/AEFI reports collected, 30 PSURs evaluated, 4 AEFIs, 4 bulletins and 15 RMPs evaluated	2900 ADR/AEFI reports collected, 30 PSURs evaluated, 4 AEFIs, 4 bulletins and 15 RMPs evaluated	3000 ADR/AEFI reports collected, 30 PSURs evaluated, 4 AEFIs, 4 bulletins and 15 RMPs evaluated	3100 ADR/AEFI reports collected, 30 PSURs evaluated, 4 AEFIs, 4 bulletins and 15 RMPs evaluated	3200 ADR/AEFI reports collected, 30 PSURs evaluated, 4 AEFIs, 4 bulletins and 15 RMPs evaluated	ADR reports database	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of regional centres supported with imprest	45 centres regional centers supported with imprest	7 centres regional centers supported with imprest	8 centres regional centers supported with imprest	9 centres regional centers supported with imprest	10 centres regional centers supported with imprest	11 centres regional centers supported with imprest	Imprest payment lists	DPS-PV
	Provide for adequate mechanisms to foster functionality of Pharmacovigilance.	Number of Pharmacovigilance TOTs and support supervision visits paid to regional centres and vet catchment facilities	Five (5) TOT sessions on veterinary pharmacovigilance for internal staff	One (1) TOT session on veterinary pharmacovigilance for internal staff	One (1) TOT session on veterinary pharmacovigilance for internal staff	One (1) TOT session on veterinary pharmacovigilance for internal staff	One (1) TOT session on veterinary pharmacovigilance for internal staff	One (1) TOT session on veterinary pharmacovigilance for internal staff	Pharmacovigilance TOT reports	DVS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of Adverse events following use of veterinary drugs followed up	43 Adverse events (ADEs) following use of veterinary drugs followed up	7 Adverse events (ADEs) following the use of veterinary drugs followed up	8 Adverse events (ADEs) following the use of veterinary drugs followed up	8 Adverse events (ADEs) following the use of veterinary drugs followed up	10 Adverse events (ADEs) following use of veterinary drugs followed up	10 Adverse events (ADEs) following use of veterinary drugs followed up	Adverse events (ADEs) follow-up reports	DVS
	Conduct GVP inspections	Number of GVP inspections (Vet) conducted	31 Vet GVP inspections conducted	5 Vet GVP inspections conducted	5 Vet GVP inspections conducted	5 Vet GVP inspections conducted	8 Vet GVP inspections conducted	8 Vet GVP inspections conducted	GVP reports	DVS
	Engage institutions of learning in the prevention of drug and substance abuse	Number of institutions of learning on the prevention of drug and substance abuse engaged	300 institutions of learning on the prevention of drug and substance abuse engaged	40 institutions of learning on the prevention of drug and substance abuse engaged	60 institutions of learning engaged in the prevention of drug and substance abuse	60 institutions of learning engaged on prevention of drug and substance abuse prevention	80 institutions of learning engaged in the prevention of drug and substance abuse	60 institutions of learning engaged in drug and substance abuse prevention	Drug promotion reports	DPS-Drug Promotion

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct DSA prevention activities in collaboration with faith-based institutions and community-based organizations	Number of DSA prevention activities in collaboration with faith-based institutions and community-based organizations.	36 DSA prevention activities in collaboration with faith-based institutions and community-based organizations.	5 DSA prevention activities in collaboration with faith-based institutions and community-based organizations.	5 DSA prevention activities in collaboration with faith-based institutions and community-based non - government organizations	8 DSA prevention activities in collaboration with faith-based institutions and community-based non - government organizations	8 DSA prevention activities in collaboration with faith-based institutions and community-based non - government organizations	10 DSA prevention activities in collaboration with faith-based institutions and community-based non - government organizations	Drug promotion reports	DPS-Drug Promotion
	1.1.1.4.3 Support Peer-led activities in organized groups such as school clubs, school debate activities supported	Number of Peer-led activities in organized groups such as school clubs, and school debate activities supported	32 Peer-led activities in organized groups such as school clubs, and school debate activities supported	4 Peer-led activities in organized groups such as school clubs, and school debate activities supported	4 Peer-led activities in organized groups such as school clubs, and school debate activities supported	8 Peer-led activities in organized groups such as school clubs, and school debate activities supported	8 Peer-led activities in organized groups such as school clubs, and school debate activities supported	8 Peer-led activities in organized groups such as school clubs, and school debate activities supported	Drug promotion reports	DPS-Drug Promotion

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Develop and publish IEC tools for Drug and Substance Abuse messaging	Number of tools developed	14,000 tools developed and published	2000 tools developed and published	2000 tools developed and published	3000 tools developed and published	3000 tools developed and published	4000 tools developed and published	Drug promotion reports	DPS-Drug Promotion
	Participate in the 69th Commission of Narcotic Drugs	Statement for the Republic of Uganda developed and made at the CND	5 Participation report in the 69th Commission of Narcotic Drugs and statement for the Republic of Uganda made	Participation report in the 69th Commission of Narcotic Drugs and statement for the Republic of Uganda made	Participation report in the 70th Commission of Narcotic Drugs and statement for the Republic of Uganda made	Participation report in the 71st Commission of Narcotic Drugs and statement for the Republic of Uganda made	Participation report in the 72nd Commission of Narcotic Drugs and host a side event in collaboration with other institutions	Participation report in the 73rd Commission of Narcotic Drugs and host a side event	Drug promotion reports	DPS-Drug Promotion

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Development of infomercials on rational use of medicines	Number of Infomercials developed and aired on mainstream media	9 Infomercials developed and aired on mainstream media	1 Infomercial developed and aired on mainstream media	2 infomercials developed and disseminated to the public	2 infomercials developed and disseminated to the public	2 infomercials developed and disseminated to the public	2 infomercials developed and disseminated to the public	Infomercials report	DPS-Drug Promotion
	Engagement of stakeholders on rational use of medicines and ethical advertising and promotion	Number of meetings held with stakeholders including community leaders, community members, and Technical persons	28 meetings with community leaders including VHTs	4 meetings with community leaders including VHTs	4 meetings with community leaders including VHTs	6 meetings with community leaders including VHTs	6 meetings with community leaders including VHTs	8 meetings with community leaders including VHTs	Drug promotion Community reports	DPS-Drug Promotion

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Monitoring and investigations of drug-related publications and advertisements for compliance (Support to the regions, tools, collaboration and follow-up on complaints)	Number of monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	28 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	4 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	4 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	6 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	6 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	8 monitoring and investigations of drug-related publications and advertisements for compliance activities conducted	Monitoring and investigation reports	DPS-Drug Promotion
	Quiz and debates on Rational Medicines Use	Number of quizzes and debates conducted	40 debates run in 40 institutions of learning	5 debates run in 5 institutions of learning	5 debates run in 5 institutions of learning	10 debates run in 10 institutions of learning	10 debates run in 10 institutions of learning	20 debates run in 20 institutions of learning	Institution Learning reports	DPS-Drug Promotion

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
NDA Outcome 1.2 Improved local manufacturing capacities and capabilities											
NDA Strategic Intervention 1.2.1 Strengthen local manufacturing capacity through technical support, policy advocacy, and stakeholder engagements.											
1.2.1.1 Implement local manufacturing program including GMP capacity building, quality control, developing compliance tools, and engaging policy-makers for incentives and regulatory support.	Develop a framework to support local pharmaceutical industries meet GMP requirements/standards.	Number of frameworks to support local pharmaceutical industries meet GMP requirements/standards developed.	One (1) framework to support local pharmaceutical industries to meet GMP requirements/standards developed.	One (1) framework to support local pharmaceutical industries to meet GMP requirements/standards developed.						Final signed Framework to support local pharmaceutical industries	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Support quarterly local medicine manufacturers and policy-level stakeholder engagement events.	Number of stakeholder engagements with local medicine manufacturers held	20 stakeholder engagements held with local medicine manufacturers	4 stakeholder engagements held with local medicine manufacturers	4 stakeholder engagements held with local medicine manufacturers	4 stakeholder engagements held with local medicine manufacturers	4 stakeholder engagements held with local medicine manufacturers	4 stakeholder engagements held with local medicine manufacturers	Stakeholder engagement reports	DIE
	Support domestic manufacturers to comply with cGMP. Inspect premises for manufacturers of local herbal drugs.	Number of inspections per manufacturer to comply with cGM conducted	140 Local Inspections (60 local FPP manufacturers and 80 inspections for surgical device manufacturers) conducted	44 Local Inspections (20 local FPP manufacturers and 24 inspections for surgical device manufacturers) conducted	24 Local Inspections (10 local FPP manufacturers and 14 inspections for surgical device manufacturers) conducted	24 Local Inspections (10 local FPP manufacturers and 14 inspections for surgical device manufacturers) conducted	24 Local Inspections (10 local FPP manufacturers and 14 inspections for surgical device manufacturers) conducted	24 Local Inspections (10 local FPP manufacturers and 14 inspections for surgical device manufacturers) conducted	Inspection reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of trainings	13 training lasting 5 days to be held	1 training lasting 5 days to be held	2 training lasting 5 days to be held	3 training lasting 5 days to be held	3 training lasting 5 days to be held	4 training lasting 5 days to be held	Training reports	DIE
		Number of manufacturers of local herbal drugs inspected	225 herbal outlets inspected in a year	45 herbal outlets inspected in a year	45 herbal outlets inspected in a year	45 herbal outlets inspected in a year	45 herbal outlets inspected in a year	45 herbal outlets inspected in a year	Inspection reports	DIE
	Conduct pre-market inspections for new locally manufactured products.	Number of pre-market assessments for new locally manufactured products completed.	40 pre-market assessments for new locally manufactured products completed	40 pre-market assessments for new locally manufactured products completed	Number of pre-market assessments for new locally manufactured products completed.	Number of pre-market assessments for new locally manufactured products completed.	Number of pre-market assessments for new locally manufactured products completed.	Number of pre-market assessments for new locally manufactured products completed.	Market assessment reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct capacity-building meetings for the domestic manufacturers of herbal medicines to meet regulatory standards	Number of capacity-building meetings for the domestic manufacturers of herbal medicines to meet regulatory standards conducted	30 Capacity building meetings for domestic manufacturers to meet regulatory standards	2 Capacity building meetings for domestic manufacturers to meet regulatory standards	4 Capacity building meetings for domestic manufacturers to meet regulatory standards	6 Capacity building meetings for domestic manufacturers to meet regulatory standards	8 Capacity building meetings for domestic manufacturers to meet regulatory standards	10 Capacity building meetings for domestic manufacturers to meet regulatory standards	Capacity building reports	DPAR
	Conduct stakeholder and technical training visits to domestic medicine manufacturing facilities to meet regulatory requirements	Number of technical training visits to domestic manufacturing facilities held.	20 technical training visits to domestic manufacturing facilities	4 technical training visits to domestic manufacturing facilities	4 technical training visits to domestic manufacturing facilities	4 technical training visits to domestic manufacturing facilities	4 technical training visits to domestic manufacturing facilities	4 technical training visits to domestic manufacturing facilities	Training reports	DPAR

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of human and vet stakeholder training/ meetings held	20 human and vet stakeholders ' meetings/ trainings conducted	2 human and vet stakeholders ' meetings/ training conducted	3 human and vet stakeholders ' meetings/ trainings conducted	4 human and vet stakeholders ' meetings/ trainings conducted	5 human and vet stakeholders ' meetings/ trainings conducted	6 human and vet stakeholders ' meetings/ training conducted	Training reports	DPAR
NDA Outcome 1.3 Timely availability and accessibility of regulated products and services on the market										
NDA Strategic Intervention 1.3.1 Streamline regulatory processes by automating the regulatory processes, regulatory capacity building, and improving the regulatory workflows.										
1.3.1.1 Implement an integrated online system, build the capacity of the regulatory professionals, and align the regulatory workflows.	Develop a robust Information Management System with several modules to automate several processes	Number of processes automated and enhancements made		Automated HR and enhance other modules	Enhance iRIMS functionality	Enhance iRIMS functionality	Enhance iRIMS functionality	Enhance iRIMS functionality	ICT Enhancement reports	ICT Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Integrate iRIMS with other related systems	Number of integrations done with other related systems		iRIMS Integrated with LMIS	iRIMS Integrated with other related systems	iRIMS Integrated with other related systems	iRIMS Integrated with other related systems	iRIMS Integrated with other related systems	ICT Integration reports	ICT Dep't
NDA Outcome 1.4 Improved regulatory compliance among stakeholders										
NDA Strategic Intervention 1.4.1 Strengthen compliance and enforcement through stakeholder engagement, training, sensitization, collaboration with law enforcement institutions, and professional bodies, and the provision of practical compliance tools.										
1.4.1.1 Promote compliance through automated self-regulatory compliance mechanisms, stakeholder engagements, capacity building, distribution of compliance toolkits, and unannounced inspections.	Attend training in ICSR causality assessment and signal management.	Number of officers trained on causality assessment and signal detection	5 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	Casualty assessment reports	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend Master of Science in Biotechnology innovation and regulatory science	Number of officers enrolled for the Master's Program	10 DPS Officers - enrolled in masters Programme at PURDUE University	2 DPS Officers - enrolled for masters Programme at PURDUE University	2 DPS Officers - enrolled for masters Programme at PURDUE University	2 DPS Officers - enrolled for masters Programme at PURDUE University	2 DPS Officers - enrolled for masters Programme at PURDUE University	2 DPS Officers - enrolled for masters Programme at PURDUE University	Enrollment records or admission letters	DPS-PV
	Conduct GCP sensitizations for both human and herbal	Number of GCP sensitizations (human and herbal)	40 GCP sensitizations conducted	8 GCP sensitizations conducted	8 GCP sensitizations conducted	8 GCP sensitizations conducted	8 GCP sensitizations conducted	8 GCP sensitizations conducted	GCP sensitization reports	DPS-PV
	Engage an expert to develop a draft GCP sensitization curriculum	1 Draft GCP sensitization curriculum developed	One GCP sensitization curriculum developed	Needs assessment and survey analysis for draft GCP sensitization curriculum	Drafting of GCP sensitization curriculum	Roll out of GCP sensitization curriculum			Signed GCP curriculum	DPS-PV

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Establish and operationalize advisory committees for review of CT/FT applications and pre and post-approval safety and compliance issues	Number of Expert engagements conducted	At least 10 expert review meetings	2 expert review meetings to review guidelines, review complex clinical trial applications, or participate in GCP inspections	2 expert review meetings to review guidelines, review complex clinical trial applications, or participate in GCP inspections	2 expert review meetings to review guidelines, review complex clinical trial applications, or participate in GCP inspections	2 expert review meetings to review guidelines, review complex clinical trial applications, or participate in GCP inspections	2 expert review meetings to review guidelines, review complex clinical trial applications, or participate in GCP inspections	Recommendation report and minutes of the expert review meeting	DPS-CT
		Number of Technical Advisory Committee meetings held	At least 5 safety planning and 20 technical advisory committee meetings (TAC) held	2 SAE retreats and 4 TAC meetings	1 Safety planning retreat and 4 Technical Advisory Committee meetings	1 Safety planning retreat and 4 Technical Advisory Committee meetings	1 Safety planning retreat and 4 Technical Advisory Committee meetings	1 Safety planning retreat and 4 Technical Advisory Committee meetings	1 Safety planning retreat and 4 Technical Advisory Committee meetings	TAC reports and recommendations

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of Collaboration meetings with CT stakeholders (AVAREF, ANREC, UNCST) conducted	At least 16 collaborative meetings held with stakeholders	4 CT Collaboration meetings with CT stakeholders	4 CT Collaboration meetings with CT stakeholders	4 CT Collaboration meetings with CT stakeholders	4 CT Collaboration meetings with CT stakeholders	4 CT Collaboration meetings with CT stakeholders	Meeting reports	DPS-CT
		Number of annual CT planning and stakeholder engagement meetings held	At least 5 annual stakeholder meetings held	One (1) annual stakeholders and one (1) planning meeting	One (1) annual stakeholders and one (1) planning meeting	One (1) annual stakeholders and one (1) planning meeting	One (1) annual stakeholders and one (1) planning meeting	One (1) annual stakeholders and one (1) planning meeting	Meeting report	DPS-CT
		Number of strategic meetings attended	20 CT Officers	4 CT officers	4 CT officers	4 CT officers	4 CT officers	4 CT officers	Meeting report	DPS-CT

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Training for staff in the clinical trials Unit, short training in vaccinology, PV in clinical trials, advanced therapeutic medicinal products, medical devices	Number of trainings done by the CT unit staff	All CT unit staff	All CT unit staff	All CT unit staff	All CT unit staff	All CT unit staff	Training certificates	DPS-CT
	Participate in the African Union Biennial Regulatory Forum to share practices in Uganda	Participation report in the African Union Biennial Regulatory Forum to share practices in Uganda	Five (5) forums attended in the African Union Biennial Regulatory Forum to share on practices in Uganda	One (1) forum attended in the African Union Biennial Regulatory Forum to share practices in Uganda	One (1) forum attended in the African Union Biennial Regulatory Forum to share practices in Uganda	One (1) forum attended in the African Union Biennial Regulatory Forum to share practices in Uganda	One (1) forum attended in the African Union Biennial Regulatory Forum to share practices in Uganda	One (1) forum attended in the African Union Biennial Regulatory Forum to share practices in Uganda	Meeting minutes	DPS-Drug Promotion

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Participate in the Annual National Science Week	Participation report in the Annual National Science Week	Five (5) participation reports in the Annual National Science Week	One (1) participation report in the Annual National Science Week	One (1) participation report in the Annual National Science Week	One (1) participation report in the Annual National Science Week	One (1) participation report in the Annual National Science Week	One (1) participation report in the Annual National Science Week	Participation Report	DPS-Drug Promotion
	Sensitize stakeholders on the NDP/A Act, Mandate and functions	Number of Pre-service engagements conducted	25 Pre-service engagement meetings conducted	5 Pre-service engagement meetings conducted	5 Pre-service engagement meetings conducted	5 Pre-service engagement meetings conducted	5 Pre-service engagement meetings conducted	5 Pre-service engagement meetings conducted	Pre-service engagement reports	DPS-Drug Promotion
	Conduct media engagements	Number of media engagements	25 radio talk shows on DSA	5 radio talk shows on DSA	5 radio talk shows on DSA	5 radio talk shows on DSA	5 radio talk shows on DSA	5 radio talk shows on DSA	Media reports	DPS-Drug Promotion

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
		Number of IEC materials on Drug promotion and advertising developed and disseminated	5000 Materials developed	1000 Materials developed	1000 Materials developed	1000 Materials developed	1000 Materials developed	1000 Materials developed	IEC Materials developed	DPS-Drug Promotion	
	Anticipate in Training in Substance Abuse Prevention at the ISSUP forum	Number of officers trained in Substance Abuse Prevention at the ISSUP Forum	5 officers to participate in the training	1 officer to participate in the training	1 officer to participate in the training	1 officer to participate in the training	1 officer to participate in the training	1 officer to participate in the training	1 officer to participate in the training	Training reports	DPS-Drug Promotion

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend training in on causality assessment and signal detection, PSUR/RMP, GVP inspections, device vigilance, risk communication, and artificial intelligence in PV.	Number of officers trained in Causality assessment and Signal detection at WHO UPSSALA	9 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	1 PV Officer - Causality assessment and Signal detection at WHO UPSSALA	2 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	2 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	2 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	2 PV Officers - Causality assessment and Signal detection at WHO UPSSALA	Enrollment records or admission letters	DPS-PV
		Number of officers trained in PSUR/RMP evaluation	4 officers trained in PSUR/RMP evaluation		1 officer trained in PSUR/RMP evaluation	1 officer trained in PSUR/RMP evaluation	1 officer trained in PSUR/RMP evaluation	1 officer trained in PSUR/RMP evaluation	Enrollment records or admission letters	DPS-PV

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of officers trained in GVP inspections	4 officers trained in GVP inspections		1 officer trained in GVP inspections	1 officer trained in GVP inspections	1 officer trained in GVP inspections	1 officer trained in GVP inspections	Enrollment records or admission letters	DPS-PV
		Number of officers trained on device vigilance	4 officers trained on device vigilance		1 officer trained on device vigilance	1 officer trained on device vigilance	1 officer trained on device vigilance	1 officer trained on device vigilance	Enrollment records or admission letters	DPS-PV
		Number of officers trained on pharmacovigilance risk communication	4 officers trained in pharmacovigilance risk communication		1 officer trained in pharmacovigilance risk communication	1 officer trained in pharmacovigilance risk communication	1 officer trained in pharmacovigilance risk communication	1 officer trained in pharmacovigilance risk communication	Enrollment records or admission letters	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct Stakeholder engagement on human, vet, herbal and health care products.	Number of herbal stakeholder training/ meetings held on human, vet, herbal, and health care products.	35 trainings on human, vet, herbal, and health care products.	7 trainings on human, vet, herbal, and health care products.	7 trainings on human, vet, herbal, and health care products.	7 trainings on human, vet, herbal, and health care products.	7 trainings on human, vet, herbal, and health care products.	7 trainings on human, vet, herbal, and health care products.	Training reports	DPAR
	Conduct GDP inspections	Number of GDP inspections	5,000 GDP inspections conducted	600 GDP inspections conducted	800 GDP inspections conducted	1000 GDP inspections conducted	1200 GDP inspections conducted	1400 GDP inspections conducted	GDP Inspection reports	DIE
	Conduct GPP inspections	Number of GPP inspections conducted	2,000 GPP inspections conducted	375 GPP inspections conducted	375 GPP inspections conducted	400 GPP inspections conducted	400 GPP inspections conducted	450 GPP inspections conducted	GPP Inspection reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct Inspections for pharmacies, external stores, and medical device premises for licensing and suitability of premises	Number of complete applications inspected for licensing	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	Applications for pharmacy outlets inspected for licensing and regulatory decisions made within 40 days.	iRIMS Licensing reports	DIE
		Number of renewal applications inspected and licensed within 35 days	2000 renewal applications inspected and licensed within 35 days	1650 renewal applications inspected and licensed within 35 days	2000 renewal applications inspected and licensed within 35 days	2000 renewal applications inspected and licensed within 35 days	2000 renewal applications inspected and licensed within 35 days	2000 renewal applications inspected and licensed within 35 days	iRIMS Licensing reports	DIE
		Number of new applications inspected and licensed within 40 days	Report on the progress of licensing of new outlets by end of the quarter	Report on the progress of licensing of new outlets by end of the quarter	Report on the progress of licensing of new outlets by end of the quarter	Report on the progress of licensing of new outlets by end of the quarter	Report on the progress of licensing of new outlets by end of the quarter	Report on the progress of licensing of new outlets by end of the quarter	iRIMS Licensing reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
1.4.1.2 Undertake enforcement compliance mechanisms	Conduct enforcement inspections by the center.	Number of intelligence operation gatherings conducted	45 intelligence operation gatherings conducted	9 intelligence operation gatherings conducted	9 intelligence operation gatherings conducted	9 intelligence operation gatherings conducted	9 intelligence operation gatherings conducted	9 intelligence operation gatherings conducted	Intelligence gathering reports	Enforcement
		Number of Special operations arising out of intelligence reports	45 Special operations arising out of intelligence reports	9 Special operations arising out of intelligence reports	9 Special operations arising out of intelligence reports	9 Special operations arising out of intelligence reports	9 Special operations arising out of intelligence reports	9 Special operations arising out of intelligence reports	Special operations reports	Enforcement
		Number of target enforcement operations in Kampala Extra and Central region	50 targeted enforcement operations in Kampala Extra and Central Region.	10 targeted enforcement operations in Kampala Extra and Central Region.	10 targeted enforcement operations in Kampala Extra and Central Region.	10 targeted enforcement operations in Kampala Extra and Central Region.	10 targeted enforcement operations in Kampala Extra and Central Region.	10 targeted enforcement operations in Kampala Extra and Central Region.	Enforcement operations reports	Enforcement

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of enforcement inspections conducted in the regions	90 enforcement operations	18 enforcement operations	18 enforcement operations	18 enforcement operations	18 enforcement operations	18 enforcement operations	Enforcement operations reports	Enforcement
		Number of enforcement training at National Leadership Institute Kyankwanzi conducted	3 enforcement training for 15 officers at National Leadership Institute Kyankwanzi	1 enforcement training for 15 officers at National Leadership Institute Kyankwanzi		1 enforcement training for 15 officers at National Leadership Institute Kyankwanzi		1 enforcement training for 15 officers at National Leadership Institute Kyankwanzi	Enforcement training reports	Enforcement

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct enforcement inspections by the regions against hawking	Number of enforcement inspections conducted against hawking and illegal advertisement within the regions.	124 enforcement inspections conducted against hawking and illegal advertisements.	22 enforcement inspections conducted against hawking and illegal advertisement.	22 enforcement inspections conducted against hawking and illegal advertisement.	25 enforcement inspections conducted against hawking and illegal advertisement.	25 enforcement inspections conducted against hawking and illegal advertisement.	30 enforcement inspections conducted against hawking and illegal advertisement.	Inspection reports against hawkers	DIE
	Prepare and submit case files for persecution	Proportion of case file handled for prosecution	90% of case files are submitted to DPP	80% of case files are submitted to DPP	80% of case files are submitted to DPP	85% of case files are submitted to DPP	85% of case files are submitted to DPP	90% of case files are submitted to DPP	Enforcement court reports	Enforcement

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
NDA Focus Area 2: Stakeholder Engagement and Collaboration											
NDA Strategic Objective 2: To deepen relationships with stakeholders to foster trust and shared accountability.											
NDA Outcome 2.1 Increased Public Trust in NDA Operations											
NDA Strategic Intervention 2.1.1 Enhance public confidence and understanding by raising awareness of NDA's functions and fostering greater transparency in its regulatory decisions.											
2.1.1.1 Expedite public engagement and transparency by executing nationwide awareness campaigns, monitoring public perception, publishing decision-making reports, and developing a public portal and mobile app for real-time tracking of regulatory processes.	Provide staff with safe and working email accounts	Percentage of staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	100% staff with working email addresses	ICT Network reports	ICT Dep't
	Acquire web hosting services	Uptime for the website	NDA website up and running well	NDA website up and running well	NDA website up and running well	NDA website up and running well	NDA website up and running well	NDA website up and running well	NDA website up and running well	Website status reports	ICT Dep't
	Update the website regularly	Number of updates on the website done	600 website updates done	120 website updates done	120 website updates done	120 website updates done	120 website updates done	120 website updates done	120 website updates done	120 website updates done	Website updates report

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 2.2 Improved stakeholder awareness and satisfaction of the regulated products and services										
NDA Strategic Intervention 2.2.1 Enhance drug safety, efficacy, and quality through targeted communication campaigns, regulatory publications, regular training, and transparent reporting while strengthening internal quality management systems.										
2.2.1.1 Conduct drug safety and public awareness through collaborative national and sub-national communication campaigns with organizations and healthcare professionals, community outreach, regular progress reporting, stakeholder engagement, and sharing of educational toolkits.	Provide for adequate mechanisms to foster functionality of Pharmacovigilance.	Number of Pharmacovigilance TOTs in public health facilities and support visits to regional centers conducted.	10 TOTs in public health facilities and 140 support visits to regional centers conducted	2 TOTs in public health facilities and 28 support visits to regional centers conducted	2 TOTs in public health facilities and 28 support visits to regional centers conducted	2 TOTs in public health facilities and 28 support visits to regional centers conducted	2 TOTs in public health facilities and 28 support visits to regional centers conducted	2 TOTs in public health facilities and 28 support visits to regional centers conducted	Trainer of Trainers reports and support visit reports	DPS-PV

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct the pharmacovigilance radio informercials	Number of pharmacovigilance radio informercials conducted	Five (5) pharmacovigilance radio informercials	One (1) pharmacovigilance radio informercials	One (1) pharmacovigilance radio informercials	One (1) pharmacovigilance radio informercials	One (1) pharmacovigilance radio informercials	One (1) pharmacovigilance radio informercials	Radio informercials reports	DPS-PV
	Provide adequate mechanisms to foster functionality of Pharmacovigilance.	Number of T-shirts procured	10,000 shirts procured	2000 shirts procured	2000 shirts procured	2000 shirts procured	2000 shirts procured	2000 shirts procured	Procurement records	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of monthly bulk messages sent to health workers, manufacturers, LTRs, and importers.	60 Monthly SMS communication	12 Monthly SMS communication	12 Monthly SMS communication	12 Monthly SMS communication	12 Monthly SMS communication	12 Monthly SMS communication	Message Logs	DPS-PV
		Number of annual PV stakeholders meeting / international pharmacovigilance meeting	Five (5) Annual stakeholders' / international pharmacovigilance meetings held	One (1) Annual stakeholders' / international pharmacovigilance meeting held	One (1) Annual stakeholders' / international pharmacovigilance meeting held	One (1) Annual stakeholders' / international pharmacovigilance meeting held	One (1) Annual stakeholders' / international pharmacovigilance meeting held	One (1) Annual stakeholders' / international pharmacovigilance meeting held	pharmacovigilance attendance lists	DPS-PV

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of technical meetings held to incorporate PV in Public health programs (PHPs)	Hold 10 technical support meeting to incorporate PV in PHPs	Hold 2 technical support meetings to incorporate PV in PHPs	Hold 2 technical support meetings to incorporate PV in PHPs	Hold 2 technical support meetings to incorporate PV in PHPs	Hold 2 technical support meetings to incorporate PV in PHPs	Hold 2 technical support meetings to incorporate PV in PHPs	Attendance lists for technical teams	DPS-PV
		Number of Joint CPDs with UMA, UNMC, Allied professional, UDA, PSU on Pharmacovigilance, medical interns	15 Joint CPD sessions on Pharmacovigilance, medical interns	3 Joint CPD sessions on Pharmacovigilance, medical interns	3 Joint CPD sessions on Pharmacovigilance, medical interns	3 Joint CPD sessions on Pharmacovigilance, medical interns	3 Joint CPD sessions on Pharmacovigilance, medical interns	3 Joint CPD sessions on Pharmacovigilance, medical interns	CPD reports	DPS-PV
		Number of engagement meetings with patient associations	10 engagement meetings with patient associations	2 engagement meetings with patient associations	2 engagement meetings with patient associations	2 engagement meetings with patient associations	2 engagement meetings with patient associations	2 engagement meetings with patient associations	Engagement meeting minutes	DPS-PV

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct stakeholder engagements to foster clarity and guidance on NDA's mandate.	Number of stakeholder engagements to foster clarity and guidance on NDA's mandate held	70 stakeholder engagements held	14 stakeholder engagements held	14 stakeholder engagements held	14 stakeholder engagements held	14 stakeholder engagements held	14 stakeholder engagements held	PR stakeholder reports	Public Relations
	Develop communication tools/channels for disseminating information about synergies for NDA stakeholders.	Number of communication tools/channels developed to disseminate information about synergies for NDA stakeholders.	30 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	6 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	6 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	6 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	6 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	6 tools including promotional materials (T-shirts, caps, pens, key holders, gift bags, travel cups) and IEC materials developed	Communication tools or channels in place	Public Relations

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct media engagements	Number of media engagements carried out	100 media engagements undertaken	20 media engagements undertaken	20 media engagements undertaken	20 media engagements undertaken	20 media engagements undertaken	20 media engagements undertaken	media engagement reports	Public Relations
	Publish and disseminate information generated at NDA	Number of publications/ IEC materials disseminated	100 billboards installed and disseminated to consolidate NDA mandate awareness.	20 billboards installed and disseminated to consolidate NDA mandate awareness.	20 billboards installed and disseminated to consolidate NDA mandate awareness.	20 billboards installed and disseminated to consolidate NDA mandate awareness.	20 billboards installed and disseminated to consolidate NDA mandate awareness.	20 billboards installed and disseminated to consolidate NDA mandate awareness.	Billboards installed in place	Public Relations

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Define and implement an effective on-line and digital communications strategy that is focused on the needs and expectations of key stakeholder groups.	Number of following online with regular social media presence on Facebook, Twitter, WhatsApp and Instagram	31,000 followers on Twitter platforms	30,000 followers on Twitter platforms	30,200 followers on Twitter platforms	30,400 followers on Twitter platforms	30,600 followers on Twitter platforms	31,000 followers on Twitter platforms	NDA Twitter Account	Public Relations

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Analyze and share statistics arising from information flowing through the Organization	Number of statistical reports shared	5 statistical reports shared	1 statistical report shared	1 statistical report shared	1 statistical report shared	1 statistical report shared	1 statistical report shared	Statistical report	Public Relations
	Monitor brand awareness trends and levels of trust among the general public and carry out further bespoke research among key stakeholder groups.	Number of staff trainings on customer care conducted	10 staff training on customer care conducted	2 staff training on customer care conducted	2 staff training on customer care conducted	2 staff training on customer care conducted	2 staff training on customer care conducted	2 staff training on customer care conducted	PR Training reports	Public Relations

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Disseminate public information on relevant drug laws and regulations	Number of media engagements on relevant drug laws and regulations carried out	70 talk shows (TV and Radio) held and space booked in print.	14 talk shows (TV and Radio) held and space booked in print.	14 talk shows (TV and Radio) held and space booked in print.	14 talk shows (TV and Radio) held and space booked in print.	14 talk shows (TV and Radio) held and space booked in print.	14 talk shows (TV and Radio) held and space booked in print.	PR media activity reports	Public Relations
	Review the corporate and public relations plan	Number of the corporate and public relations plans reviewed	Reviewed corporate and public relations plan	Reviewed corporate and public relations plan					Reviewed corporate and public relations plan	Public Relations
	Communicate new arrangement to all internal and external stakeholders using appropriate means	Number of internal and external communications efforts undertaken	30 internal and external sessions to enhance PR skills for staff held	6 internal and external sessions to enhance PR skills for staff held	6 internal and external sessions to enhance PR skills for staff held	6 internal and external sessions to enhance PR skills for staff held	6 internal and external sessions to enhance PR skills for staff held	6 internal and external sessions to enhance PR skills for staff held	PR Activity reports	Public Relations

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hold corporate and public relations media engagements	Number of publications on NDA in the media	400 stories published on NDA both in main-stream media and online	80 stories published on NDA both in main-stream media and online	80 stories published on NDA both in main-stream media and online	80 stories published on NDA both in main-stream media and online	80 stories published on NDA both in main-stream media and online	80 stories published on NDA both in main-stream media and online	PR media activity reports	Public Relations
	Conduct and document collaborative program/meeting among targeted stakeholders.	Number of collaborative programs/meetings shared with targeted stakeholders	150 districts' collaborative meetings conducted	30 districts' collaborative meetings conducted	30 districts' collaborative meetings conducted	30 districts' collaborative meetings conducted	30 districts' collaborative meetings conducted	30 districts' collaborative meetings conducted	Meeting minutes	DVS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
			10 UVC/ UVA collaborative meetings conducted	2 UVC/ UVA collaborative meetings conducted	2 UVC/ UVA collaborative meetings conducted	2 UVC/ UVA collaborative meetings conducted	2 UVC/ UVA collaborative meetings conducted	2 UVC/ UVA collaborative meetings conducted	Meeting minutes	DVS
			10 collaborative meetings with MAAIF	2 collaborative meetings with MAAIF	2 collaborative meetings with MAAIF	2 collaborative meetings with MAAIF	2 collaborative meetings with MAAIF	2 collaborative meetings with MAAIF	Meeting minutes	DVS
			10 Engagement meetings on veterinary CPD center establishment and management	2 Engagement meetings on veterinary CPD center establishment and management	2 piloting meetings on veterinary CPD center establishment and management	2 Engagement meetings on veterinary CPD center operationalization and management	2 Engagement meetings on veterinary CPD center establishment and management	2 Engagement meetings on veterinary CPD center operationalization and management	Meeting minutes	DVS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
			215 Training sessions for animal health workers on veterinary drug regulation	40 Training sessions for animal health workers on veterinary drug regulation	40 Training sessions for animal health workers on veterinary drug regulation	45 Training sessions for animal health workers on veterinary drug regulation	45 Training sessions for animal health workers on veterinary drug regulation	45 Training sessions for animal health workers on veterinary drug regulation	Training reports	DVS
			10 Vet clinical researchers meetings conducted	2 Vet clinical researchers meetings conducted	2 Vet clinical researchers meetings conducted	2 Vet clinical researchers meetings conducted	2 Vet clinical researchers meetings conducted	2 Vet clinical researchers meetings conducted	Researchers Meeting minutes	DVS
			30 back-stopping visits/out-reaches for DVS	6 back-stopping visits/out-reaches for DVS	6 back-stopping visits/out-reaches for DVS	6 back-stopping visits/out-reaches for DVS	6 back-stopping visits/out-reaches for DVS	6 back-stopping visits/out-reaches for DVS	Field Visit activity reports	DVS
	Publish and disseminate information generated at NDA	Number of radio talk shows conducted	125 radio talk shows conducted	25 radio talk shows conducted	25 radio talk shows conducted	25 radio talk shows conducted	25 radio talk shows conducted	25 radio talk shows conducted	Media reports	DVS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of IEC materials on veterinary drugs regulation developed and disseminated	15 IEC materials disseminated	3 IEC materials disseminated	3 IEC materials developed/ revised/ disseminated	3 IEC materials developed/ revised/ disseminated	3 IEC materials developed/ revised/ disseminated	3 IEC materials disseminated	IEC Materials disseminated	DVS
		Number of annual veterinary PV bulletin published.	5 annual veterinary bulletin/ report published	1 annual veterinary bulletin/ report published	1 annual veterinary bulletin/ report published	1 annual veterinary bulletin/ report published	1 annual veterinary bulletin/ report published	1 annual veterinary bulletin/ report published	Published bulletin	DVS
	Establish a collaborative documentation and reporting modality with MAAIF & local gov't for RDU.	Number of MoUs signed	5 MOU signed	1 MOU signed	1 MOU signed	1 MOU signed	1 MOU signed	1 MOU signed	MoU signed	DVS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
2.2.1.2 Collaborate with law enforcement institutions, professional bodies, and healthcare associations for compliance with drug and healthcare regulatory programs.	Attend Regional/international Collaboration technical working meetings to support staff in improving skills in drug regulations	Number of Regional/international Collaboration technical working meetings to support staff in improving skills in drug regulations attended	55 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	8 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	8 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	12 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	12 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	15 of strategic meetings/conferences/ events for AU/ WHO/ PICs/ICR-DA/ AMA and 8 EAC harmonization meetings attended	Harmonization reports	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Collaborate with other law enforcement agencies and professional bodies\.	Number of collaborative meetings held with Police, URA, UNBS and professional councils	20 meetings held with URA, UNBS, police and professional bodies such as PSU, Medical and Dental practitioners, Uganda Veterinary Association, and Allied Health Council	4 meetings held with URA, UNBS, police, and professional bodies such as PSU, Medical and Dental practitioners, Uganda Veterinary Association, and Allied Health Council	4 meetings held with URA, UNBS, police, and professional bodies such as PSU, Medical and Dental practitioners, Uganda Veterinary Association, and Allied Health Council	5 meetings held with URA, UNBS, police, and professional bodies such as PSU, Medical and Dental practitioners, Uganda Veterinary Association, and Allied Health Council	6 meeting held with URA, UNBS, police and professional bodies such as PSU, Medical and Dental practitioners, the Uganda Veterinary Association and the Allied Health Council	6 meeting held with URA,UNBS, police and professional bodies such as PSU, Medical and Dental practitioners, the Uganda Veterinary Association and the Allied Health Council	Collaborative meeting reports	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct capacity building, engagements, and collaborations with relevant national bodies in Herbal Regulation. i.e. DIT, NCRI, Gulu University, MUST, THETA, National Union of Natural Products Union, Antra Mec, African Medicines Day, TCM council	Number of capacity building, engagements, and collaborations with relevant national bodies in herbal regulation held.	35 engagements with relevant national bodies in herbal regulation held	Seven (7) engagements with relevant national bodies in herbal regulation held	Seven (7) engagements with relevant national bodies in herbal regulation held	Seven (7) engagements with relevant national bodies in herbal regulation held	Seven (7) engagements with relevant national bodies in herbal regulation held	Seven (7) engagements with relevant national bodies in herbal regulation held	Stakeholder collaboration reports	DPAR

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 2.3 Stronger Regional and International Collaboration										
NDA Strategic Intervention 2.3.1 Foster global, continental, and regional collaboration and harmonization initiatives for regulatory system strengthening and knowledge sharing and partnerships that align with the NDA mandate.										
2.3.1.1 Participate and implement international, continental, and regional regulatory collaborative and harmonization initiatives including joint laboratory testing, training and workshops, joint inspections, joint Dossier assessments, and knowledge sharing of regulatory information on best practices and emerging healthcare developments.	Attend Regional/international Collaboration technical working meetings to support staff in improving skills in drug regulations	Number of Regional/international Collaboration technical working meetings to support staff in improving skills in drug regulations	15 meetings (WHO National PV Centers' Meeting AU3S, EAC and ISoP meeting)	3 meetings (WHO National PV Centers' Meeting AU3S, EAC and ISoP meeting)	3 meetings (WHO National PV Centers' Meeting AU3S, EAC and ISoP meeting)	3 meetings (WHO National PV Centres' Meeting AU3S, EAC and ISoP meeting)	3 meetings (WHO National PV Centres' Meeting AU3S, EAC and ISoP meeting)	3 meetings (WHO National PV Centres' Meeting AU3S, EAC and ISoP meeting)	Regional and International technical working meeting reports	Pharmacovigilance

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend strategic meetings/conferences/events/AU/WHO/EAC harmonization meetings.	Number of scientific technical regulatory visits conducted	60 scientific technical regulatory visits conducted	12 scientific technical regulatory visits conducted	12 scientific technical regulatory visits conducted	12 scientific technical regulatory visits conducted	12 scientific technical regulatory visits conducted	12 scientific technical regulatory visits conducted	Scientific technical regulatory visit reports	SA's Office
	Conduct stakeholder Management meetings	Number of stakeholder management meetings held	60 stakeholder management meetings held	12 stakeholder management meetings held	12 stakeholder management meetings held	12 stakeholder management meetings held	12 stakeholder management meetings held	12 stakeholder management meetings held	Stakeholder management reports	SA's Office

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend Regional/international Collaboration technical working meeting to support staff in improving skills in drug regulations	No. of Regulation harmonization meetings attended to support staff in improving skills in drug regulations	68 regulation harmonization meetings attended	4 regulation harmonization meetings attended	16 regulation harmonization meetings attended	16 regulation harmonization meetings attended	16 regulation harmonization meetings attended	16 regulation harmonization meetings attended	Harmonization meeting minutes and reports	International Affairs Unit
	Participate in EAC, IGAD, and WHO CRP Joint Assessment activities/meetings	Number of Joint Assessment activities/meetings conducted (Inspections and Dossier assessments)	20 joint assessment meetings attended	4 joint assessment meetings attended	4 joint assessment meetings attended	4 joint assessment meetings attended	4 joint assessment meetings attended	4 joint assessment meetings attended	Joint assessment minutes or reports	International Affairs Unit

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct regional surveys for market availability of jointly assessed products	Number of surveys conducted	20 surveys conducted for market availability of jointly assessed products	4 surveys conducted for market availability of jointly assessed products	4 surveys conducted for market availability of jointly assessed products	4 surveys conducted for market availability of jointly assessed products	4 surveys conducted for market availability of jointly assessed products	4 surveys conducted for market availability of jointly assessed products	Survey reports	International Affairs Unit
	Develop a stakeholder collaboration and partnership framework, at the national, regional, and international levels	Number of stakeholder collaboration and partnership frameworks at national, regional, and international levels developed	One (1) stakeholder collaboration and partnership framework developed and Eighteen (18) stakeholder engagements conducted	One (1) stakeholder collaboration and partnership framework developed and two (2) stakeholder engagements conducted	Four (4) stakeholder engagements conducted	Four (4) stakeholder engagements conducted	Four (4) stakeholder engagements conducted	Four (4) stakeholder engagements conducted	Collaborations and partnerships framework and stakeholder reports	International Affairs Unit

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct engagements to foster national and international stakeholder engagement and partnerships	Number of engagement meetings conducted to foster national and international stakeholder engagement and partnerships	Nine (9) collaboration and partnership meetings conducted for existing stakeholders	One (1) collaboration and partnership meeting conducted for existing stakeholders	Two (2) collaboration and partnership meetings conducted for existing stakeholders	Two (2) collaboration and partnership meetings conducted for existing stakeholders	Two (2) collaboration and partnership meetings conducted for existing stakeholders	Two (2) collaboration and partnership meetings conducted for existing stakeholders	Collaborations and partnerships reports	International Affairs Unit
	Attend Regional/international Collaboration technical working meeting to support staff in improving skills in vet drug regulations	Number of technical working meetings attended	25 meetings attended	5 meetings attended	5 meetings attended	5 meetings attended	5 meetings attended	5 meetings attended	Meeting minutes	DVS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Participate in EAC, WHO CRP, IGAD or AMA Joint Assessment meetings	Number of Joint Assessment meetings conducted	Ninety Two (92) joint assessment meeting reports	Sixteen (16) joint assessment meeting reports	Sixteen (16) joint assessment meeting reports	Eighteen (18) joint assessment meeting reports	Twenty (20) joint assessment meeting reports	Twenty-Two (22) joint assessment meeting reports	Joint assessment minutes or reports	DPAR
	Conduct technical scientific regulatory visits with another sister Drug Regulatory Authorities.	Number of Technical Scientific Regulatory Visits conducted with other DRA's	20 Technical Scientific Regulatory Visit reports	4 Technical Scientific Regulatory Visit reports	4 Technical Scientific Regulatory Visit reports	4 Technical Scientific Regulatory Visit reports	4 Technical Scientific Regulatory Visit reports	4 Technical Scientific Regulatory Visit reports	Scientific Regulatory Visit Trip reports	DPAR

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend local and international meetings	Number of local and international meetings attended	50 International meetings attended	8 International meetings attended	10 International meetings attended	10 International meetings attended	10 International meetings attended	10 International meetings attended	Meeting minutes	DLS
			500 local meetings attended	100 local meetings attended	100 local meetings attended	100 local meetings attended	100 local meetings attended	100 local meetings attended	Meeting minutes	DLS
	Pursue scientific collaborations	Number of collaboration framework approved	09 collaboration framework approved	01 collaboration framework approved	02 collaboration framework approved	02 collaboration framework approved	02 collaboration framework approved	02 collaboration framework approved	Collaborative framework approved	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Focus Area 3. Digital Transformation for quality services										
NDA Strategic Objective 3: To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.										
NDA Outcome 3.1 Digitalized Operations for Regulatory Efficiency										
Strategic Intervention 3.1.1 Leverage digital transformation by assessing ICT maturity, automating regulatory workflows, expanding digital systems, and providing staff and stakeholder training to improve service delivery and real-time data management.										
3.1.1.1 Advance digital transformation by implementing an Integrated Regulatory Information Management System (IRIMS), digitalization and automation of key regulatory processes, and enhancing ICT systems	Carry out preventive maintenance of the ICT systems.	Number of preventive maintenance sessions conducted.	20 preventive maintenance sessions conducted.	4 preventive maintenance sessions conducted.	4 preventive maintenance sessions conducted.	4 preventive maintenance sessions conducted.	4 preventive maintenance sessions conducted.	4 preventive maintenance sessions conducted.	Preventive maintenance reports	ICT Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
with block-chain-based supply chain traceability and integrated governance modules.	Conduct repair of ICT Equipments	Number of ICT equipment repaired	50 repairs of ICT equipment done	10 repairs of ICT equipment done	10 repairs of ICT equipment done	10 repairs of ICT equipment done	10 repairs of ICT equipment done	10 repairs of ICT equipment done	Equipment repair reports	ICT Dep't
	Conduct visits to Regional Offices for ICT support and Preventative Maintenance	Number of visits made to regional offices	20 visits made to each regional office	4 visits made to each regional office	4 visits made to each regional office	4 visits made to each regional office	4 visits made to each regional office	4 visits made to each regional office	Trip reports	ICT Dep't
	Provide staff with internet services	Percentage of Internet services availability	98% of internet service availability	98% of internet service availability	98% of internet service availability	98% of internet service availability	98% of internet service availability	98% of internet service availability	ICT Network reports	ICT Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Conduct ICT consultancies (ICT system audit, annual licenses, and subscriptions, ICT system support, ICT strategy development, scientific visits)	Number of ICT consultancies done and systems supported	5 ICT consultancies done and systems supported	ICT consultancies done and systems supported	ICT consultancies done and systems supported	ICT consultancies done and systems supported	ICT consultancies done and systems supported	ICT consultancies done and systems supported	ICT consultancies done and systems supported	Consultancy reports on systems supported	ICT Dep't
	Conduct research and disseminate scientific findings.	Number of research and scientific findings published	05 research and scientific findings published	01 research and scientific findings published	01 research and scientific findings published	01 research and scientific findings published	01 research and scientific findings published	01 research and scientific findings published	01 research and scientific findings published	Research and scientific findings published	DLS
	Facilitate data-driven decision-making	Number of logs automated for data extraction and decision-making	10 dashboards developed	02 dashboards developed	02 dashboards developed	02 dashboards developed	02 dashboards developed	02 dashboards developed	02 dashboards developed	Performance dashboards in place	DLS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
3.1.1.2 Promote training of stakeholders and staff on digital systems, implementing real-time performance dashboards, and launching user-friendly online portals and mobile apps for streamlined services and feedback.	Conduct continuous training of ICT staff in emerging ICT trends and professional subscriptions	Number of Training reports and certificates	10 trainings in emerging ICT trends and professional subscriptions conducted	2 trainings in emerging ICT trends and professional subscriptions conducted	2 trainings in emerging ICT trends and professional subscriptions conducted	2 trainings in emerging ICT trends and professional subscriptions conducted	2 trainings in emerging ICT trends and professional subscriptions conducted	2 trainings in emerging ICT trends and professional subscriptions conducted	Training reports	ICT Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct training of stakeholders to effectively use the systems developed	Number of stakeholders trained	10,000 stakeholders trained to effectively use the systems developed	2000 stakeholders trained to effectively use the systems developed	2000 stakeholders trained to effectively use the systems developed	2000 stakeholders trained to effectively use the systems developed	2000 stakeholders trained to effectively use the systems developed	2000 stakeholders trained to effectively use the systems developed	Training reports	ICT Dep't
	Conduct staff training in Performance Management Information System.	Number of Performance Management Information System trainings conducted.	Five (5) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	One (1) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	One (1) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	One (1) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	One (1) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	One (1) Training for process owners and Management in M&E, Risk management, Planning, Project, and GIS Module	Training reports	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
3.1.1.3 Implement regulatory data-driven decision-making by deploying advanced analytical tools, and integrating real-time data into a centralized regulatory framework.	Conduct a study to collect data to understand the magnitude of the problem of RDU	Number of studies to understand the magnitude of RDU conducted	5 vet study conducted to understand the magnitude of RDU	1 vet study conducted to understand the magnitude of RDU	1 vet study conducted to understand the magnitude of RDU	1 vet study conducted to understand the magnitude of RDU	1 vet study conducted to understand the magnitude of RDU	1 vet study conducted to understand the magnitude of RDU	Study final report	DVS
	Perform a detailed business analysis for different processes	The number of detailed business process analyses for different processes performed and data analysis reports shared.	Five (5) process data analyses performed and reports shared.	One (1) process data analysis report shared.	One (1) process data analysis report shared.	One (1) process data analysis report shared.	One (1) process data analysis report shared.	One (1) process data analysis report shared.	Data process analysis reports shared	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct revenue Data analysis	Number of revenue data analysis reports shared.	Five (5) Revenue reports shared	One (1) Revenue reports shared	One (1) Revenue reports shared	One (1) Revenue reports shared	One (1) Revenue reports shared	One (1) Revenue reports shared	Revenue analysis reports shared	BPD
	Training and data validation of the regions in Statistical Data Analysis	Number of Statistical Data Analysis data validation and trainings conducted	Four (4) Statistical Data Analyses data validation and trainings conducted	Two (2) Statistical Data Analyses data validation and trainings conducted	Two (2) Statistical Data Analyses data validation and trainings conducted	Two (2) Statistical Data Analyses data validation and trainings conducted	Two (2) Statistical Data Analyses data validation and trainings conducted	Two (2) Statistical Data Analyses data validation and trainings conducted	Validation and trainings reports	BPD
	Procurement of multi-users SPSS and Stata software systems for data analysis	Number of software for data analysis procured	Stata and IBM SPSS Software license renewals procured	Stata and IBM SPSS Software license renewals procured	Stata and IBM SPSS Software license renewals procured	Stata and IBM SPSS Software license renewals procured	Stata and IBM SPSS Software license renewals procured	Stata and IBM SPSS Software license renewals procured	Stata and SPSS subscription reports	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Procure or develop advanced analytical tools such as machine learning and data visualization platforms.	Number of Analytical tools developed or procured	2 Analytical tools such as machine learning and data visualization developed or procured	1 Analytical tools such as machine learning and data visualization developed or procured			1 Analytical tools such as machine learning and data visualization developed or procured		Analytical tools in place	ICT Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
NDA Focus Area 4: Institutional Growth & Sustainability											
NDA Strategic Objective 4: To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.											
NDA Outcome 4.1 Financial Sustainability of NDA Operations											
NDA Strategic Intervention 4.1.1 Diversify revenue streams, optimize fee structures and costs, and secure funding through donor proposals for sustainable growth.											
4.1.1.1 Develop sustainable revenue streams and cost-efficiency measures by offering fee-based services, revising fee structures, and establishing sustainable donor funding mechanisms to engage development partners.	Co-ordinate the annual budgeting process	Number of budgets approved by the Authority	5 Budget approved 31st January	Budget approved 31st January	Budget approved 31st January	Budget approved 31st January	Budget approved 31st January	Budget approved 31st January	Budget approved 31st January	Approved budget document	Finance Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Implement stringent Financial internal control systems to ensure compliance	Number of budget Performance reports presented	20 Budget Performance reports presented	4 Budget Performance reports presented	4 Budget Performance reports presented	4 Budget Performance reports presented	4 Budget Performance reports presented	4 Budget Performance reports presented	Budget performance reports	Finance Dep't
	Visits to regional offices to ensure compliance to Financial controls	Number of recommendations implemented	10 Visits to regional offices	2 Visits to regional offices	2 Visits to regional offices	2 Visits to regional offices	2 Visits to regional offices	2 Visits to regional offices	Regional trip reports	Finance Dep't
	Maintain accurate bank and financial records	Number of reviewed bank reconciliations	5 Budget reconciliation by 25th day of the month following	Budget reconciliation by 25th day of the month following	Budget reconciliation by 25th day of the month following	Budget reconciliation by 25th day of the month following	Budget reconciliation by 25th day of the month following	Budget reconciliation by 25th day of the month following	Budget reconciliation reports	Finance Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Licensing/support and system integrity reviews	Number of system integrity Reviews conducted	5 system integrity reviews conducted	1 system integrity Review conducted	1 system integrity Review conducted	1 system integrity Review conducted	1 system integrity Review conducted	1 system integrity Review conducted	System integrity review reports	Finance Dep't
	Co-ordinate and plan for statutory audits	Number of Statutory financial reports produced by 31st August of every financial year	5 Financial accounts produced by 31st August of every financial year	Financial accounts produced by 31st August of every financial year	Financial accounts produced by 31st August of every financial year	Financial accounts produced by 31st August of every financial year	Financial accounts produced by 31st August of every financial year	Financial accounts produced by 31st August of every financial year	Final Financial accounts produced	Finance Dep't
	Co-ordinate OAG audits	Number of annual statutory audits completed.	5 Annual statutory audits completed and reports shared	Annual statutory audits completed and report shared	Annual statutory audits completed and report shared	Annual statutory audits completed and report shared	Annual statutory audits completed and report shared	Annual statutory audits completed and report shared	Annual statutory audits / reports completed	Finance Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Engage Ministry of Finance to clear MoH arrears	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment of MoH outstanding debt	Payment proof of MoH outstanding debt	Finance Dep't
	Regular training of staff on matters of accountability and budget expenditure	Number of staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	All staff trained on matters of accountability and budget expenditure	Finance training report	Finance Dep't
	Purchase of relevant Finance literature	Number of books procured on financial management	20 Literature books on financial management	4 Literature books on financial management	4 Literature books on financial management	4 Literature books on financial management	4 Literature books on financial management	4 Literature books on financial management	4 Literature books on financial management	Proof of payment	Finance Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Staff attend the Annual ICPAU Seminar, Economic forum and other regular CPD seminars	Number of staff attending Annual ICPAU Seminar, Economic forum, and other regular CPD seminars	50 staff facilitated to attend Annual ICPAU Seminar	10 staff facilitated to attend Annual ICPAU Seminar	10 staff facilitated to attend Annual ICPAU Seminar	10 staff facilitated to attend Annual ICPAU Seminar	10 staff facilitated to attend Annual ICPAU Seminar	10 staff facilitated to attend Annual ICPAU Seminar	Staff payment list to attend ICPAU Seminar	Finance Dep't
	Payment of staff membership fees to Professional Bodies (ICPAU)	Number of staff facilitated to pay membership fees to Professional Bodies (ICPAU)	50 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	10 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	10 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	10 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	10 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	10 staff facilitated to pay membership fees to Professional Bodies (ICPAU)	Membership subscription list for ICPAU	Finance Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Payment of staff membership fees to Professional Bodies (ACCA)	Number of staff facilitated to pay membership fees to Professional Bodies (ACCA)	15 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	3 staff facilitated to pay membership fees to Professional Bodies (ACCA)	Membership subscription list for ACCA	Finance Dep't
	Training staff in effective Budgeting & Cost Control	Number of staff trained in Effective Budgeting & Cost Control	10 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	2 staff trained in Effective Budgeting & Cost Control and training report shared	Finance training report	Finance Dep't
	Training staff in Public Sector Financial Management	Staff trained in Public Sector Financial Management	5 training reports in Public Sector Financial Management	1 training report in Public Sector Financial Management	1 training report in Public Sector Financial Management	1 training report in Public Sector Financial Management	1 training report in Public Sector Financial Management	1 training report in Public Sector Financial Management	1 training report in Public Sector Financial Management	Finance training report	Finance Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend strategic meetings/conferences / CPDs / events/ AU/ WHO/ EAC harmonization meetings.	Number of strategic meetings/ conferences / CPDs /events/ AU/ WHO/ EAC harmonization meetings attended	Ten (10) Strategic meetings or CPD reports	Two (2) Strategic meetings or CPD reports	Two (2) Strategic meetings or CPD reports	Two (2) Strategic meetings or CPD reports	Two (2) Strategic meetings or CPD reports	Two (2) Strategic meetings or CPD reports	CPD Reports	Finance Dep't
	Conduct collaboration and Scientific regulatory visits for improved resource mobilization.	Number of collaboration and scientific regulatory visits conducted.	Four (4) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	One (1) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	One (1) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	One (1) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	One (1) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	One (1) Collaboration and Scientific regulatory visits in Resource Mobilization and Monitoring and Evaluation conducted.	Activity Report on Scientific Regulatory Visit in Resource Mobilization and Monitoring and Evaluation	Resource Mobilization Unit

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Conduct a stakeholder validation meeting of the resource mobilization strategy	Number of stakeholder validation meetings of the resource mobilization strategy conducted	One (1) Resource mobilization strategy validated	One (1) Resource mobilization strategy validated						Copy of validated Resource mobilization strategy	Resource Mobilization Unit
	Conduct a dissemination / sensitization workshop of the resource mobilization strategy to all the NDA process owners	Number of resource mobilization strategy dissemination stakeholder workshops / sensitizations conducted	One (1) Resource mobilization strategy dissemination / sensitization workshop conducted	One (1) Resource mobilization strategy dissemination / sensitization workshop conducted						Workshop activity report	Resource Mobilization Unit

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hire a consultant to develop technical proposals for funding NDA	Number of Technical proposals developed for funding NDA	Twenty-Five (25) Technical proposals developed for funding NDA	Three (3) Technical proposals developed for funding NDA	Four (4) Technical proposals developed for funding NDA	Five (5) Technical proposals developed for funding NDA	Six (6) Technical proposals developed for funding NDA	Seven (7) Technical proposals developed for funding NDA	Technical proposals developed	Resource Mobilization Unit
	Compliance monitoring and reporting to donors.	Proportion of compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	100% compliance monitoring and reporting to donors	Project reports	Resource Mobilization Unit
	Conduct engagement meetings with development partners through the technical support of WHO	Number of engagement meetings with development partners through the technical support of WHO	Five (5) annual engagement meetings with development partners through the technical support of WHO	One (1) annual engagement meetings with development partners through the technical support of WHO	One (1) annual engagement meetings with development partners through the technical support of WHO	One (1) annual engagement meetings with development partners through the technical support of WHO	One (1) annual engagement meetings with development partners through the technical support of WHO	One (1) annual engagement meetings with development partners through the technical support of WHO	Engagement reports	Resource Mobilization Unit

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend the international donor projects conference	Number of international donor projects conferences attended	Four (4) Annual Donor conferences attended		One (1) Annual Donor conference attended	One (1) Annual Donor conference attended	One (1) Annual Donor conference attended	One (1) Annual Donor conference attended	Trip reports	Resource Mobilization Unit
	Explore new sources of non-tax revenue.	Number of new internal sources of revenue identified.	New identified internal sources of income identified.	New identified internal sources of income identified.	New identified internal sources of income identified.	New identified internal sources of income identified.	New identified internal sources of income identified.	New identified internal sources of income identified.	List of identified sources of income	BPD
	Rollout of the revenue regulation.	Revenue regulation rolled out	Two Revenue regulation rolled out	One (1) Revenue regulation rolled out			One (1) Revenue regulation rolled out		Rolled out revenue regulation	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 4.2. Increased staff capacity, productivity, and satisfaction										
NDA Strategic Intervention 4.2.1 Strengthen organizational capacity by implementing staff development programs, staff performance management, staff health and safety, and staff retention while fostering flexible work policies.										
4.2.1.1 Provide institutional capacity and staff development by implementing leadership training, mentorship programs, staff performance management systems, staff health and safety, staff retention, payment emolument, and HR policy audits	Procure and supply office furniture & fittings	Quality office furniture & fittings procured in time and at most competitive prices	All time availability of required office supplies	All time availability of required office supplies	All time availability of required office supplies	All time availability of required office supplies	All time availability of required office supplies	All time availability of required office supplies	HR Administration reports	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
while promoting staff well-being through flexible work and wellness initiatives.	Procure and supply office equipment	Quality office equipment procured in time and at most competitive prices	All time availability of required office equipment	All time availability of required office equipment	All time availability of required office equipment	All time availability of required office equipment	All time availability of required office equipment	All time availability of required office equipment	HR Administration reports	DHRA
	Procure and supply quality office consumables	Quality goods and services of all administrative items procured in time and at most competitive prices	All time availability of required office supplies at head office	All time availability of required office supplies at head office	All time availability of required office supplies at head office	All time availability of required office supplies at head office	All time availability of required office supplies at head office	All time availability of required office supplies at head office	HR Administration reports	DHRA
	To maintain and repair NDA premises	NDA owned Property and rented Premises well maintained	NDA premises repaired & maintained	NDA premises repaired & maintained	NDA premises repaired & maintained	NDA premises repaired & maintained	NDA premises repaired & maintained	NDA premises repaired & maintained	Premises repair reports	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Repair broken down equipments	Number of equipment repaired	Quality repairs to equipment	Quality repairs to equipment	Quality repairs to equipment	Quality repairs to equipment	Quality repairs to equipment	Quality repairs to equipment	Equipments repair reports	DHRA
	Engage the services of the property manager	Property Management fees paid	Property Management fees paid	Property Management fees paid	Property Management fees paid	Property Management fees paid	Property Management fees paid	Property Management fees paid	HR Administration reports	DHRA
	Pay Ground rent	Payments for ground rent made	All Ground rent invoices paid	All Ground rent invoices paid	All Ground rent invoices paid	All Ground rent invoices paid	All Ground rent invoices paid	All Ground rent invoices paid	HR Administration reports	DHRA
	Pay Rent for all rented office premises	Payments for office rent made	All office rent invoices paid	All office rent invoices paid	All office rent invoices paid	All office rent invoices paid	All office rent invoices paid	All office rent invoices paid	HR Administration reports	DHRA
	Pay for Courier services	Payments for courier services made	All courier service invoices paid	All courier service invoices paid	All courier service invoices paid	All courier service invoices paid	All courier service invoices paid	All courier service invoices paid	HR Administration reports	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Provide office security for all NDA premises	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	Office security maintained at all times	HR Administration reports	DHRA
	Pay for water bills for all NDA premises	Water provided to staff and water bills paid	All water bills paid for	All water bills paid for	All water bills paid for	All water bills paid for	All water bills paid for	All water bills paid for	All water bills paid for	National water payments	DHRA
	Pay for electricity bills for all NDA premises	Electricity bills paid	All Electricity bills paid for	All Electricity bills paid for	All Electricity bills paid for	All Electricity bills paid for	All Electricity bills paid for	All Electricity bills paid for	All Electricity bills paid for	Yaka subscriptions made	DHRA
	Procure 2 Motor vehicles and two Motorcycles	Two Motor vehicles and two motorcycles procured	All the 20 motor vehicles & 50 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	All the 4 motor vehicles & 10 motorcycles procured	HR Moto vehicles and motorcycles procurement report	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hire vehicle when needed	Vehicles hired	Vehicles hired	Vehicles hired whenever needed	Vehicles hired whenever needed	Vehicles hired whenever needed	Vehicles hired whenever needed	Vehicles hired whenever needed	HR Fleet reports	DHRA
	Provide fuel to vehicles & motorcycles	Fuel provided to vehicles & motorcycles	Fuel provided to all vehicles	Fuel provided to all vehicles	Fuel provided to all vehicles	Fuel provided to all vehicles	Fuel provided to all vehicles	Fuel provided to all vehicles	HR Fleet reports	DHRA
	Repair & maintain Motor vehicle, cycles & generators	Motor vehicle, & generators repaired	All Motor vehicles repaired on time	All Motor vehicles repaired on time	All Motor vehicles repaired on time	All Motor vehicles repaired on time	All Motor vehicles repaired on time	All Motor vehicles repaired on time	HR Fleet reports	DHRA
	Insure vehicle & Motorcycles	Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	All the Vehicle & Motorcycles Insured	HR insurance list for vehicle and motorcycles	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Clean all NDA offices and premises	Offices and premises cleaned	All offices and premises are cleaned on time	All offices and premises are cleaned on time	All offices and premises are cleaned on time	All offices and premises are cleaned on time	All offices and premises are cleaned on time	All offices and premises are cleaned on time	HR Annual report	DHRA
	Pay of NDA staff salaries	Staff salaries paid monthly	Staff salaries paid monthly	Staff salaries paid monthly	Staff salaries paid monthly	Staff salaries paid monthly	Staff salaries paid monthly	Staff salaries paid monthly	Staff Payroll	DHRA
	Remit NSSF contributions for all NDA staff	NSSF contributions remitted	All NSSF remittances paid on a monthly basis	NSSF remittances paid on a monthly basis	NSSF remittances paid on a monthly basis	NSSF remittances paid on a monthly basis	NSSF remittances paid on a monthly basis	NSSF remittances paid on a monthly basis	NSSF Payment list	DHRA
	Pay staff Gratuity	Staff gratuity paid	All Staff gratuity paid	Staff gratuity paid	Staff gratuity paid	Staff gratuity paid	Staff gratuity paid	Staff gratuity paid	Staff gratuity payment list	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Pay Temporary staff & interns	Temporary staff & interns paid	All temporary staff and interns paid on time	All temporary staff and interns paid on time	All temporary staff and interns paid on time	All temporary staff and interns paid on time	All temporary staff and interns paid on time	All temporary staff and interns paid on time	Temporary ad interns payment list	DHRA
	Pay for overtime worked	Staff working overtime paid	All staff working overtime paid	All staff working overtime paid	All staff working overtime paid	All staff working overtime paid	All staff working overtime paid	All staff working overtime paid	Overtime payment list	DHRA
	Pay Duty Allowance	Staff duty allowance paid	All staff due for duty allowance paid on time	All staff due for duty allowance paid on time	All staff due for duty allowance paid on time	All staff due for duty allowance paid on time	All staff due for duty allowance paid on time	All staff due for duty allowance paid on time	Duty allowance payment list	DHRA
	Pay Special duty allowance	Special duty allowance paid	All staff due for special duty allowance paid on time	All staff due for special duty allowance paid on time	All staff due for special duty allowance paid on time	All staff due for special duty allowance paid on time	All staff due for special duty allowance paid on time	All staff due for special duty allowance paid on time	Special duty allowance payment list	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Pay Staff transport facilitation	Staff transport facilitation paid	All staff paid their transport facilitation per month	All staff paid their transport facilitation per month	All staff paid their transport facilitation per month	All staff paid their transport facilitation per month	All staff paid their transport facilitation per month	All staff paid their transport facilitation per month	Transport facilitation list	DHRA
	Support training opportunities	Staff with approved training programs supported	All Staff with approved training programs supported	All Staff with approved training programs supported	All Staff with approved training programs supported	All Staff with approved training programs supported	All Staff with approved training programs supported	All Staff with approved training programs supported	Approved training programs	DHRA
	Enroll staff on medical insurance	Proportion of Staff enrolled on medical insurance	100% of staff enrolled on medical insurance	100% of staff enrolled on medical insurance	100% of staff enrolled on medical insurance	100% of staff enrolled on medical insurance	100% of staff enrolled on medical insurance	100% of staff enrolled on medical insurance	Medical insurance list	DHRA
	Provide corporate wear for staff.	Proportion of staff provided with Corporate wear	100% of staff provided with Corporate wear	100% of staff provided with Corporate wear	100% of staff provided with Corporate wear	100% of staff provided with Corporate wear	100% of staff provided with Corporate wear	100% of staff provided with Corporate wear	Corporate wear distribution list	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Provide meals for staff	Staff provided with meals	All Staff provided with meals	Staff provided with meals	Staff provided with meals	Staff provided with meals	Staff provided with meals	Staff provided with meals	Staff provided with meals	Meals list	DHRA
	Facilitate staff professional membership.	Proportion of eligible staff enrolled into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	100% enrollment of the eligible staff into the professional bodies	Staff enrollment reports into professional bodies	DHRA
	Conduct staff recruitment in line with the human rights.	Proportion of approved vacant positions filled	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	All approved vacant positions filled (100%)	Job offer letters and confirmation letters	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Carryout Performance management while complying with the human rights.	All staff undergo performance appraisals	All staff undergo performance appraisals	All staff undergo performance appraisals	All staff undergo performance appraisals	All staff undergo performance appraisals	All staff undergo performance appraisals	All staff undergo performance appraisals	Annual appraisal database and reports	DHRA
	Occupational health and safety management in line with human rights.	Proportion of human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	100% human rights and occupational health activities implemented.	HR Occupational reports	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Implementation of employee relationship activities	Employee relationship policies and budget developed and implemented	Annual employee relationship activities implemented	Annual employee relationship activities implemented	Annual employee relationship activities implemented	Annual employee relationship activities implemented	Annual employee relationship activities implemented	Annual employee relationship activities implemented	HRA Annual reports	DHRA
	Conduct visits to regional offices	Number of regional offices visited by the HR staff	45 Regional offices visited by the HR staff	Nine (9) Regional offices visited by the HR staff	Nine (9) Regional offices visited by the HR staff	Nine (9) Regional offices visited by the HR staff	Nine (9) Regional offices visited by the HR staff	Nine (9) Regional offices visited by the HR staff	Regional trip reports	DHRA
	Conduct Technical Regulatory visits to Regulatory Drug Authorities	Number of Technical Regulatory visits to Regulatory Drug Authorities held	20 Visits to DRAs	4 Visits to DRAs	4 Visits to DRAs	4 Visits to DRAs	4 Visits to DRAs	4 Visits to DRAs	Technical Regulatory Study reports	DHRA
	Pay bereavement allowances to bereaved staff	Bereavement allowances paid to bereaved staff	All bereaved staff paid as per the policy	All bereaved staff paid as per the policy	All bereaved staff paid as per the policy	All bereaved staff paid as per the policy	All bereaved staff paid as per the policy	All bereaved staff paid as per the policy	Bereaved payment list	DHRA

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Provide printing services and stationary to staff	Printing services and stationary provided to staff	All printing and stationary needs of staff are met	All printing and stationary needs of staff are met	All printing and stationary needs of staff are met	All printing and stationary needs of staff are met	All printing and stationary needs of staff are met	All printing and stationary needs of staff are met	Printing and stationary payment vouchers	DHRA
	Pay for office telephone services and provide airtime to staff	Payments for airtime and telephone services made	All telephone bills paid for	All telephone bills paid for	All telephone bills paid for	All telephone bills paid for	All telephone bills paid for	All telephone bills paid for	Telephone subscription list	DHRA
	Procure Newspapers for offices	Newspapers procured for offices and availed to all offices	All offices availed with Newspapers	All offices availed with Newspapers	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	Newspaper distribution list	DHRA
	Insure all staff and assets of NDA	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	All staff and assets of NDA insured	Staff and assets insurance report	DHRA

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct staff training to ensure that medicines are of the required quality, safety and efficacy through update on current regulatory trends of medicines and Assessments of API's, Biosimilar / Bio-therapeutics / Vaccines / Biologicals / Bioequivalence / Biostatics / Clinical data	Number of staffs trained as a way of building their skills and capacity to deliver to NDA's mandate	DPAR officers trained as per training plan	DPAR officers trained as per training plan	DPAR officers trained as per training plan	DPAR officers trained as per training plan	DPAR officers trained as per training plan	DPAR officers trained as per training plan	Training reports	DPAR

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct staff transfer to others regional offices	Number of regulatory officers transferred to different stations		10 regulatory officers transferred to different stations	10 regulatory officers transferred to different stations	15 regulatory officers transferred to different stations	15 regulatory officers transferred to different stations	20 regulatory officers transferred to different stations	Transfer schedule for Regulatory officers	DIE
	Conduct Group or staff training including GMP inspections for FPPs, Herbals, Biologicals, APIs, Medical devices, GDPs and others	Number of trainings conducted for the staff	5 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 5 surgical instrument manufacturers	1 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 1 surgical instrument manufacturer	1 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 1 surgical instrument manufacturer	1 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 1 surgical instrument manufacturer	1 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 1 surgical instrument manufacturer	1 group training Conducted for GMP inspections for FPPs, Herbals, Biologicals, APIs and 1 surgical instrument manufacturer	Admission Letters and Enrollment records	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of staff enrolled into Masters in Public Health	5 Staff enrolled into Masters in Public Health	5 Staff enrolled into Masters in Public Health					Admission Letters and Enrollment records	DIE
		Number of Staff enrolled for PHD programs in regulatory affairs	4 Staff enrolled for PHD programs in regulatory affairs	4 Staff enrolled for PHD programs in regulatory affairs					Admission Letters and Enrollment records	DIE
		Number of staff enrolled into Masters in pharmaceutical analysis	1 Staff into Masters in pharmaceutical analysis	1 Staff into Masters in pharmaceutical analysis					Admission Letters and Enrollment records	DIE

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
		Number of staff enrolled into Masters in Pharmaceutical and Health supplies management	1 Staff enrolled into Masters in Pharmaceutical and Health supplies management	1 Staff enrolled into Masters in Pharmaceutical and Health supplies management						Admission Letters and Enrollment records	DIE
		Number of Staff enrolled into Masters in Business Administration	1 Staff enrolled into Masters in Business Administration	1 Staff enrolled into Masters in Business Administration						Admission Letters and Enrollment records	DIE
		1 Staff enrolled in Masters in Pharmaceutical Microbiology program	1 Staff enrolled in Masters in Pharmaceutical Microbiology program	1 Staff enrolled in Masters in Pharmaceutical Microbiology program						Admission Letters and Enrollment records	DIE

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend Trainings	Number of trainings attended	216 trainings attended	36 trainings attended	40 trainings attended	40 trainings attended	50 trainings attended	50 trainings attended	Training/ capacity-building reports	DLS
	Conduct Trainings for internal and external stakeholders	Number of trainings conducted	196 trainings conducted	36 trainings conducted	40 trainings conducted	40 trainings conducted	40 trainings conducted	40 trainings conducted	Training / capacity-building reports	DLS
	Under-take capacity-building initiatives for regulated stakeholders	Number of industry support activities undertaken	25 capacity building activities undertaken	05 capacity building activities undertaken	05 capacity building activities undertaken	05 capacity building activities undertaken	05 capacity building activities undertaken	05 capacity building activities undertaken	Training / capacity-building reports	DLS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Under-take activities that enhance a quality culture for laboratory staff	Number of activities geared to enhance a quality culture for laboratory staff	23 activities undertaken to enhance a quality culture for laboratory staff	03 activities undertaken to enhance a quality culture for laboratory staff	05 activities undertaken to enhance a quality culture for laboratory staff	05 activities undertaken to enhance a quality culture for laboratory staff	05 activities undertaken to enhance a quality culture for laboratory staff	05 activities undertaken to enhance a quality culture for laboratory staff	DLS Activity reports	DLS
	Performance monitoring	Number of quarterly reports submitted	70 quarterly reports submitted	14 quarterly reports submitted	14 quarterly reports submitted	14 quarterly reports submitted	14 quarterly reports submitted	14 quarterly reports submitted	Quarterly reports	DLS
	Participate in collaborative inter-directorate activities	Number of activities participated in	150 collaborative inter-directorate activities	30 collaborative inter-directorate activities	30 collaborative inter-directorate activities	30 collaborative inter-directorate activities	30 collaborative inter-directorate activities	30 collaborative inter-directorate activities	Inter-directorate collaborative reports	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 4.3 Enhanced Innovation and production of new knowledge										
NDA Strategic Intervention 4.3.1 Integrate innovative regulatory services, and adopt an agile research approach for regulatory efficiency and effectiveness.										
4.3.1.1 Advance regulatory innovation and capacity development framework by fostering research including partnerships and collaborations with like-minded institutions in the regulatory space.	Conduct staff capacity building in Research methods	Number of research trainings conducted	9 Research Trainings conducted	1 Research Training conducted	2 Research Trainings done	2 Research Trainings done	2 Research Trainings done	2 Research Trainings done	Research training report	Research

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Develop a 5 Year Research agenda tailored to the needs of the dynamic needs of the National Drug Authority	Research Agenda developed and approved	One (1) Research Agenda developed and reviews and mid-term review of the NDA Research Agenda	One (1) research Agenda Developed	Disseminate Research agenda to select institutions	Mid-term review of the NDA Research Agenda			Research Agenda in place and mid-term review report	Research
	Coordinate the conduct of Research at the National Drug Authority according to the approved Research agenda and Research Strategy	3 studies conducted and results presented to management	27 Research studies coordinated and findings disseminated.	3 Research Studies Done	4 Research Studies done. 2 Primary Researches and evidence Synthesis studies	4 Research Studies done. 2 Primary research and evidence Synthesis studies	4 Research Studies done. 2 Primary research and evidence Synthesis studies	4 Research Studies done. 2 Primary research and evidence Synthesis studies	Research studies disseminated	Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Submit Grant Application for available opportunities for funding	Number of Grant applications submitted	15 Grant Applications submitted	One (3) grant application submitted	One (3) grant application submitted	One (3) grant application submitted	One (3) grant application submitted	One (3) grant application submitted	List of submitted grant applications	Research
	Conduct scientific Advisory Committee Meetings	Number of Scientific Advisory Committee meetings held	20 Scientific Advisory Committee Meetings	4 Scientific Advisory Committee meeting annually	4 Scientific Advisory Committee meeting annually	4 Scientific Advisory Committee meeting annually	4 Scientific Advisory Committee meeting annually	4 Scientific Advisory Committee meeting annually	Advisory Committee meeting attendance list	Research
	Data Resource Center set up		8 Actional Insights drawn from Data Resource Center	Data Resource Center set up	Actionable reports readily available to track all activities and processes across all the regulatory functions.	Actionable reports readily available to track all activities and processes across all the regulatory functions.	Actionable reports readily available to track all activities and processes across all the regulatory functions.	Actionable reports readily available to track all activities and processes across all the regulatory functions.	Actional Insights report	Research

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Sub- scribe to different data- bases to ensure access to scientific knowl- edge and Reg- ulatory and safe- ty intel- ligence. These include Cortellis, EM- BASE,	Number of Plat- forms for accessing Safety and regulatory intelligence subscribed to	Access to at least 11 Regulator intelli- gence or Scientific Knowledge databases for at least 5 users	Access to at least 2 Regulator intelli- gence or Scientific Knowl- edge databases for at least 5 users	Access to at least 2 Regulator intelli- gence or Scientific Knowl- edge databases for at least 5 users	Access to at least 3 Regulator intelli- gence or Scientific Knowl- edge da- tabases for at least 5 users	Access to at least 2 Regulator intelli- gence or Scientific Knowl- edge databases for all In- spectors/ Regulatory Officers	Access to at least 2 Regulator intelli- gence or Scientific Knowl- edge databases for all In- spectors/ Regulatory Officers	intelligence resource subscrip- tion list	Re- search

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Disseminate Research Findings	Number of dissemination meetings/ publications	10 Results dissemination held either through Meetings or Policy briefs	2 Results Dissemination engagements	2 Results Dissemination engagements	2 Results Dissemination engagements	2 Results Dissemination engagements	2 Dissemination Meetings held	Meeting minutes	Research
	Publication of findings	Number of publications in a peer-reviewed journal	Publish ten (10) papers in a peer-reviewed high-impact journal	Publish two (2) papers in a peer-reviewed high-impact journal	Publish two (2) papers in a peer-reviewed high-impact journal	Publish two (2) papers in a peer-reviewed high-impact journal	Publish two (2) papers in a peer-reviewed high-impact journal	Publish two (2) papers in a peer-reviewed high-impact journal	Published papers	Research
	Set up NDA agile Innovation think tank	Number of high-quality innovations for NDA Innovation challenges	10 Action-oriented innovations	Set up a framework for innovation think tank and implement 10 action-oriented and measurable Innovation discussions tanks held	2 action-oriented Innovation think tanks held	2 action-oriented Innovation think tanks held	2 action-oriented Innovation think tanks held	2 action-oriented Innovation think tanks held	Research and Innovation report	Research

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hold innovation Challenges for problem-solving competitions to generate novel regulatory solutions to identified NDA challenge	Number of high-quality innovations for NDA Innovation challenges	4 innovation challenges conducted		1 Innovation Challenge	1 innovation challenge	1 innovation challenge	1 innovation challenge	Research and Innovation report	Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Develop a Regulatory sandbox to test innovations for regulatory processes before they are deployed for routine practice. simple low-cost regulatory sandbox for testing new regulatory innovations	Regulatory sandbox developed and functional for innovative processes	3 process innovations tested in the regulatory sandbox	Feasibility study for regulatory s	Pilot Regulatory Sandbox	1 Process innovations tested	1 Process innovations tested	1 Process innovations tested	Process Innovations report	Re-search

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Set up NDA Research and Innovation hub	Research and Innovation hub set up and functional	Innovation hub set up and functional	Secure space for the NDA innovation hub	Equip the NDA innovation hub with chairs, shelves, and 2 workstations					Innovation hub in place	Research
	Participate in regional and international/regulatory science and research meetings	International and regional collaborations for regulatory Science and Research	5 Meetings on regional and international collaborations attended	1 international meeting on regulatory science and research meetings	1 international meeting on regulatory science and research meetings	1 international meeting on regulatory science and research meetings	1 international meeting on regulatory science and research meetings	1 international meeting on regulatory science and research meetings		Trip reports	Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 4.4 Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.										
NDA Strategic Intervention 4.4.1 Enhancing the performance management programs, and decision-making by strengthening planning, monitoring and evaluation, risk management, statistics, and project management for improved institutional development.										
4.4.1.1 Implement institutional development programs including planning, monitoring and evaluation, risk management, project management, business process development and compliance, statistical analysis and management for performance improvement.	Engage the Consultant for the strategic plan review and redesign of the plan.	Number of developed, reviewed and redesigned Strategic Plans	Approved Strategic Plan FY 2030-2035.	Approved Strategic Plan with incorporation of the widened scope of NDA FY 2026-2030.				Approved Strategic Plan FY 2030-2035.	Approved Strategic Plan Document	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Training of budget holders in planning and business development programmes.	Number of trainings conducted in the regions	Nine (9) training conducted per region.	1 training conducted per region.	2 training conducted per region.	2 training conducted per region.	2 training conducted per region.	2 training conducted per region.	Training reports	BPD
	Coordinate the development of performance improvement programmes across the organization.	Number of programme performance across the Directorates shared	Five (5) reports on programme performance across the Directorates shared.	1 report on programme performance across the Directorates shared.	1 report on programme performance across the Directorates shared.	1 report on programme performance across the Directorates shared.	1 report on programme performance across the Directorates shared.	1 report on programme performance across the Directorates shared.	Program performance reports	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordinate work plan development with all Directorates.	Number of work plans developed	Five (5) Work Plans coordinated	One (1) Work Plan for FY 2026-2027	One (1) Work Plan for FY 2027-2028	One (1) Work Plan for FY 2028-2029	One (1) Work Plan for FY 2029-2030	One (1) Work Plan for FY 2030-2031	Approved Institutional work plan document	BPD
	Carryout technical scientific learning study on performance management systems in; planning, risk management, statistics and monitoring and evaluation.	Number of technical scientific learning study conducted	Five (5) Technical scientific learning study report shared.	Technical scientific learning study report shared.	One (1) Technical scientific learning study report shared.	One (1) Technical scientific learning study report shared.	One (1) Technical scientific learning study report shared.	One (1) Technical scientific learning study report shared.	Technical scientific learning study report	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordinate the implementation of the Laboratory Tower.	Number of monthly Project Management reports shared.	Sixty (60) Monthly Project Management reports shared	Twelve (12) Monthly Project Management reports shared	Twelve (12) Monthly Project Management reports shared	Twelve (12) Monthly Project Management reports shared	Twelve (12) Monthly Project Management reports shared	Twelve (12) Monthly Project Management reports shared	Monthly Project Management reports	BPD
	Develop the SOP for developing, approval, implementing and reporting of projects	Number of SOPs developed for projects.	1 Project SOP developed.	1 Project SOP developed.					Approved SOP document	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Engage the consultant to train management and staff in Enterprise risk management and integration including initiating the procurement for venue.	Number staff trained in ERM	250 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	50 staff trained in Enterprise risk management and integration	Training report in Enterprise risk management and integration	BPD
	Conduct ERM risk monitoring and validation throughout the organization and training of staff.	Number of risk monitoring, validation, and regional training visits conducted	18 (eighteen) Risk monitoring, validation, and regional training visits conducted	Two (2) risk monitoring, validation, and regional training visits conducted	Four (4) risk monitoring, validation, and regional training visits conducted	Four (4) risk monitoring, validation, and regional training visits conducted	Four (4) risk monitoring, validation, and regional training visits conducted	Four (4) risk monitoring, validation, and regional training visits conducted	Four (4) risk monitoring, validation, and regional training visits conducted	Activity reports for validation and trainings	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Update the risk register.	Number of risk registers updated and approved.	Five (5) Risk Register updates.	Approved risk register	Approved risk register	Approved risk register	Approved risk register	Approved risk register	Approved risk register	Approved risk register document	BPD
	Develop and implement a Business Continuity (crisis management) Management plan	Monitoring reports for business continuity resilience.	Five BCP resilience tests	1 Monitoring reports for business continuity resilience.	1 Monitoring reports for business continuity resilience.	1 (One) BCP Monitoring report for business continuity resilience.	1 Monitoring report for business continuity resilience.	1 Annual report for business continuity resilience.	Annual report for business continuity resilience		BPD
	Develop the Risk Treatment plan for all directorates.	Number of approved risk treatment plans	5 (Five) Approved Risk Treatment Plan	Approved risk treatment plan	Approved risk treatment plan	Approved risk treatment plan	Approved risk treatment plan	Approved risk treatment plan	Approved risk treatment plan	Approved risk treatment plan	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct routine risk monitoring and evaluation of implementing the risk treatment plan.	Number of quarterly performance reports on risk treatment and evaluation.	20 (Twenty) Quarterly Risk Management Performance reports	4 risk performance monitoring report	4 risk performance monitoring report	4 risk performance monitoring report	4 risk performance monitoring report	4 risk performance monitoring report	Risk performance monitoring reports	BPD
	Test and monitor the implementation of a disaster recovery plan	Number of the DRP testing done	1 DRP developed	1 developed DRP	1 developed DRP	1 developed DRP	1 developed DRP	1 developed DRP	Developed DRP Document	BPD
		Number of DRP monitoring reports.	five DRP monitoring reports	1 DRP monitoring reports	1 DRP monitoring reports	1 DRP monitoring reports	1 DRP monitoring reports	1 DRP monitoring reports	DRP monitoring reports	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordination Meetings for both M&E and risk champions and performance report validation workshop.	Number of coordination meetings and performance report validation conducted.	Five (5) Coordination meetings for Risk and M&E conducted	1 Coordination meetings for Risk and M&E conducted	1 Coordination meetings for Risk and M&E conducted	1 Coordination meetings for Risk and M&E conducted	1 Coordination meetings for Risk and M&E conducted	1 Coordination meetings for Risk and M&E conducted	Participants attendance list	BPD
	Procure and establish an automated risk management system	Established an automated risk management system.	Implement an automated Risk management process	Implement an automated Risk management process	Implement an automated Risk management process	Implement an automated Risk management process	Implement an automated Risk management process	Implement an automated Risk management process	Risk Management PMIS report	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Facilitate the Coordinators quarterly to monitor the activities of M&E, Risk, and Statistics	Number of quarterly facilitations given to M&E, Risk, and Statistics coordinators.	Twenty (20) quarterly facilitations given to M&E, Risk, and Statistics coordinators.	Four (4) quarterly facilitations given to M&E, Risk and Statistics coordinators.	Four (4) quarterly facilitations given to M&E, Risk and Statistics coordinators.	Four (4) quarterly facilitations given to M&E, Risk and Statistics coordinators.	Four (4) quarterly facilitations given to M&E, Risk, and Statistics coordinators.	Four (4) quarterly facilitations given to M&E, Risk, and Statistics coordinators.	Payment or facilitation list	BPD
	Update the M&E plan to align with the redesigned strategic plan that incorporates the widened scope of NDA Act	Number of M&E plan updated	Two (2) Approved M&E Plans	Approved M&E Plan with the redesigned strategic plan that incorporates the widened scope of NDA Act				Approved M&E Plan in line with the newly developed strategic plan for 2030-2035	Approved M&E Plan document	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Carryout Performance Monitoring and evaluation.	Number of monitoring reports	Twenty (20) Quarterly M&E reports.	Four (4) Quarterly M&E reports.	Four (4) Quarterly M&E reports.	Four (4) Quarterly M&E reports.	Four (4) Quarterly M&E reports.	Four (4) Quarterly M&E reports.	Shared M&E reports	BPD
	Implement M&E web-based data management system.	Utilization rate of a web-based DBMS	Submission of M&E reports using the Web-based DBMS	Submission of M&E reports using the Web-based DBMS	Submission of M&E reports using the Web-based DBMS	Submission of M&E reports using the Web-based DBMS	Submission of M&E reports using the Web-based DBMS	Submission of M&E reports using the Web-based DBMS	M&E PMIS Reports	BPD
	Conduct Data Validation or Data Quality Assessment	Number of Quarterly DQA reports.	Five (5) Annual M&E reports incorporated with DQA findings.	Annual M&E reports incorporated with DQA findings.	One (1) Annual M&E report incorporated with DQA findings.	One (1) Annual M&E report incorporated with DQA findings.	One (1) Annual M&E report incorporated with DQA findings.	One (1) Annual M&E report incorporated with DQA findings.	Annual M&E reports incorporated with the DQA document	BPD

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Preparation of Quarterly activity Reports for Programme heads, Drug Authority and MoH	No. of quarterly reports shared	Twenty (20) Quarterly Work Plan performance reports.	Four (4) Quarterly Work Plan performance reports.	Four (4) Quarterly Work Plan performance reports.	Four (4) Quarterly Work Plan performance reports.	Four (4) Quarterly Work Plan performance reports.	Four (4) Quarterly Work Plan performance reports.	Work Plan performance reports shared	BPD
	Conduct field monitoring visits to make sure that the program activities are implemented the way they are described in the work plan	Number of Field visit Monitoring reports	Ten (10) field visit monitoring report	2 Field visit Monitoring report	2 Field Visit Monitoring report	2 Field visit Monitoring report	2 Field visit Monitoring report	2 Field visit Monitoring report	Field monitoring visit reports	BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct corporate compliance reviews.	Number of corporate compliance reviews conducted	Ten (10) corporate compliance reviews	Two (2) corporate compliance reviews conducted	Two (2) corporate compliance reviews conducted	Two (2) corporate compliance reviews conducted	Two (2) corporate compliance reviews conducted	Two (2) corporate compliance reviews conducted	Corporate compliance review	BPD
Outcome 4.5 Improved Governance, Legal and Regulatory Effectiveness, and value for money.										
NDA Strategic Intervention 4.5.1 Enhance the Drug Authority/ and NDA management transparency through a strong legal and regulatory mechanism, regulatory oversight, timely decision-making and implementation, performance reporting, and strengthening procurement and disposal mechanisms.										
4.5.1.1 Implement the Drug Authority/ and NDA management transparency and	Conduct Authority performance reviews.	Number of performance review meetings held	5 performance review	1 performance review	1 performance review	1 performance review	1 performance review	1 performance review	Resolutions	Drug Authority
	Conduct meetings of the drug authority and committees.	Number of Authority Meetings held	35 Authority meetings held	7 Authority meetings held	7 Authority meetings held	7 Authority meetings held	7 Authority meetings held	7 Authority meetings held	Meeting minutes	Drug Authority

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
accountability mechanisms through policy and performance reviews appraisals and reporting.		Number of Commission Meetings held	40 Commission Meetings held	8 Commission Meetings held	8 Commission Meetings held	8 Commission Meetings held	8 Commission Meetings held	8 Commission Meetings held	Meeting minutes	Drug Authority
		Number of Committee meetings held	210 meetings (20 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	42 meetings (4 meetings for 7 committees, 6 for FAC and 8 for HRC)	Meeting minutes

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hold Technical Scientific Regulatory Visit activities for members of the drug Authority	Number of Authority benchmarking visits implemented	9 Technical-Scientific Regulatory Visit carried out	1 Technical-Scientific Regulatory Visit carried out	2 Technical-Scientific Regulatory Visit carried out	2 Technical-Scientific Regulatory Visit carried out	2 Technical-Scientific Regulatory Visit carried out	2 Technical-Scientific Regulatory Visit carried out	Technical-Scientific Regulatory visit reports	Drug Authority
	Conduct Extra-ordinally meetings of the drug authority and committees	Number of Extra-ordinary meetings of the drug authority and committees	60 Extra-ordinary meetings of the drug authority and committees carried out	12 Extra-ordinary meetings of the drug authority and committees carried out	12 Extra-ordinary meetings of the drug authority and committees carried out	12 Extra-ordinary meetings of the drug authority and committees carried out	12 Extra-ordinary meetings of the drug authority and committees carried out	12 Extra-ordinary meetings of the drug authority and committees carried out	Meeting minutes	Drug Authority
	Facilitation of Authority members with retainer.	Number of Authority members' retainer requested and timely paid on a monthly basis	20 Authority members' retainer paid for 60 months	20 Authority members' retainer paid for 12 months	20 Authority members' retainer paid for 12 months	20 Authority members' retainer paid for 12 months	20 Authority members' retainer paid for 12 months	20 Authority members' retainer paid for 12 months	Retainer lists	Drug Authority

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Airtime and data for 20 Authority members paid	Number of Authority members' airtime and data requested and timely paid on a monthly basis	20 Authority members airtime and data paid for 60 months	20 Authority members airtime and data paid for 12 months	20 Authority members airtime and data paid for 12 months	20 Authority members airtime and data paid for 12 months	20 Authority members airtime and data paid for 12 months	20 Authority members airtime and data paid for 12 months	Airtime and data payment lists	Drug Authority
	Bereavement	Bereavement	30 Bereavement	6 Bereavement	6 Bereavement	6 Bereavement	6 Bereavement	6 Bereavement	Bereavement lists	Drug Authority

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordinate activities of the drug authority (Authority meetings, NDA Commission meetings, Committee meetings, capacity building trainings/ workshops and fact-finding missions)	Number of Authority meetings, Commission meetings and Committee meetings coordinated and resolutions shared & implemented.	40 Drug Authority regional supervisory visits to NDA regions coordinated	8 Drug Authority regional supervisory visits to NDA regions coordinated	8 Drug Authority regional supervisory visits to NDA regions coordinated	8 Drug Authority regional supervisory visits to NDA regions coordinated	8 Drug Authority regional supervisory visits to NDA regions coordinated	8 Drug Authority regional supervisory visits to NDA regions coordinated	Field reports	SA's Office

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of capacity building trainings/ workshops and fact-finding missions coordinated	10 capacity building trainings coordinated	2 capacity building trainings coordinated	2 capacity building trainings coordinated	2 capacity building trainings coordinated	2 capacity building trainings coordinated	2 capacity building trainings coordinated	Training reports	SA's Office
	Conduct fact finding and supervisory visits to the NDA regions (SA & Directors)	Number of regional visits carried out	40 regional supervisory visits to NDA regions conducted	8 regional supervisory visits to NDA regions conducted	8 regional supervisory visits to NDA regions conducted	8 regional supervisory visits to NDA regions conducted	8 regional supervisory visits to NDA regions conducted	8 regional supervisory visits to NDA regions conducted	Field reports	SA's Office

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct Business Information gathering	Number of Business information gathering groups met	300 Business information-gathering groups met	60 Business information-gathering groups met	60 Business information-gathering groups met	60 Business information-gathering groups met	60 Business information-gathering groups met	60 Business information-gathering groups met	Confidential reports	SA's Office
	Under-take market assessments, procurement initiation, and contract management	Percentage of procurements initiated as per approved procurement plan	75% timely procurements initiated	75% timely procurements initiated	75% timely procurements initiated	75% timely procurements initiated	75% timely procurements initiated	75% timely procurements initiated	Procurement reports	DLS
	Develop the EAC CRS proposal	Number of funding proposals drafted	01 proposal drafted, 1 stakeholder engagement	01 proposal drafted, 1 stakeholder engagement	Implementation of the approved proposal	Implementation of the approved proposal	Implementation of the approved proposal	Established EAC_CRS Center	approved proposal and the CRS center established	DLS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
4.5.1.2 Undertake legal and regulatory programs to foster compliance.	Close gaps in the legal framework through collaboration with MOH, MoT, MAAIF, Min of Justice, and URA to enable NDA to widen the scope of regulation	No. of engagements with relevant stakeholders	10 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	Legal stakeholder engagement report	Legal Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Develop the new legal framework with expanded mandate.	Number of stakeholder engagements conducted to lobby and advocate for the enactment of the National Drug and Health Products Bill	10 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	2 engagements with relevant stakeholders conducted	Legal stakeholder engagement report	Legal Dep't
	Review and update regulations made under the current Act	Proportion of regulations submitted for review and updating	90% of the regulations submitted reviewed and updated	90% of the regulations submitted reviewed and updated	90% of the regulations submitted reviewed and updated	90% of the regulations submitted reviewed and updated	90% of the regulations submitted reviewed and updated	90% of the regulations submitted reviewed and updated	Regulations folder on the NDA server	Legal Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Review and update guidelines and SOPs.	Proportion of guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	90% of the guidelines and SOP's submitted for review and updating	SOPs and Guidelines folder on the NDA server	Legal Dep't
	Review and draft MOU's	proportion of MOU's submitted for drafting/review	90% of MOU's that have been submitted for review or drafting.	90% of MOU's that have been submitted for review or drafting.	90% of MOU's that have been submitted for review or drafting.	90% of MOU's that have been submitted for review or drafting.	90% of MOU's that have been submitted for review or drafting.	90% of MOU's that have been submitted for review or drafting.	MoU's folder on the NDA server	Legal Dep't
	Prosecution of non-compliant persons.	Number of criminal cases successfully prosecuted	All sanctioned cases prosecuted	All sanctioned cases prosecuted	All sanctioned cases prosecuted	All sanctioned cases prosecuted	All sanctioned cases prosecuted	All sanctioned cases prosecuted	Legal quarterly report	Legal Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Representation of NDA in Courts of Law	Number of civil cases defended or prosecuted	All civil cases defended	All civil cases defended	All civil cases defended	All civil cases defended	All civil cases defended	All civil cases defended	All civil cases defended	Legal quarterly report	Legal Dep't
	Provide legal advisory	Number of Legal opinions given	All requests received resolved	All requests received resolved	All requests received resolved	All requests received resolved	All requests received resolved	All requests received resolved	All requests received resolved	Legal quarterly report	Legal Dep't
	Conduct training for Inspectors of Drugs	Number of trainings conducted for Inspectors of Drugs	10 Trainings for inspectors of drugs conducted	2 Training for inspectors of drugs conducted	2 Training for inspectors of drugs	2 Training for inspectors of drugs	2 Training for inspectors of drugs	2 Training for inspectors of drugs	2 Training for inspectors of drugs	Legal training reports	Legal Dep't
	Draft contracts	Number of contracts submitted for review and/ or drafting	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	All contracts submitted reviewed/ drafted	Contracts folder on the NDA server	Legal Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
4.5.1.3 Implement the procurement and disposal mechanisms to promote value for money.	Prepare the procurement plan for financial years.	Signed procurement plan	5 Procurement plans signed	Procurement plan for FY 2025/26 Prepared By the 15th of July 2025	Procurement plan for FY 2026/27 Prepared By the 15th of July 2026	Procurement plan for FY 2027/28 Prepared By the 15th of July 2027	Procurement plan for FY 2028/29 Prepared By the 15th of July 2028	Procurement plan for FY 2029/30 Prepared By the 15th of July 2029	Signed procurement plan	PDU
	Preparation of solicitation documents for all the procurements as required and submissions to the Contracts Committee	Proportion of procurements solicited that require use Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	100% of procurement requirements submitted to PDU that require the use of Solicitation documents and CC decisions/ Minutes	Contracts Committee Decisions and minutes

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordination of evaluation of bids.	Proportion of bids evaluated that require evaluation.	100% of all bids submitted that require evaluation evaluated	100% of all bids submitted that require evaluation evaluated	100% of all bids submitted that require evaluation evaluated	100% of all bids submitted that require evaluation evaluated	100% of all bids submitted that require evaluation evaluated	100% of all bids submitted that require evaluation evaluated	Bids file	PDU
	Purchase of relevant Literature-Amended Act, Regulations 2024 and Guidelines	Number of sets of the literature procured	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	Obtain the literature for all PDU Staff, Accounting officer, and Contracts Committee.	PDU literature procured	PDU
	Conduct training and Capacity building of PDU staff	Number of Trainings conducted and reports documented.	Fifteen (15) in house trainings conducted facilitated by IPPU/PPDA	Three in house (3) trainings conducted and facilitated by IPPU/PPDA	Three in house (3) trainings conducted and facilitated by IPPU/PPDA	Three in house (3) trainings conducted and facilitated by IPPU/PPDA	Three in house (3) trainings conducted and facilitated by IPPU/PPDA	Three in house (3) trainings conducted and facilitated by IPPU/PPDA	Training reports	PDU

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Attend IPPU CPDS and the annual summit	Number of CPDS summits Attended	All PDU Staff to attend the CPD	All PDU Staff to attend the CPD	All PDU Staff to attend the CPD	All PDU Staff to attend the CPD	All PDU Staff to attend the CPD	All PDU Staff to attend the CPD	CPD Reports	PDU
	Conduct due diligence on both local and foreign firms for all complex and high-value procurements in accordance with the PPDA Regulations 31(PDES) Regulations 2014	Proportion of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	100% of the procurement processes that require due diligence have the due diligence conducted	Due diligence reports	PDU

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct Technical Regulatory visits	Number of Technical Regulatory visits done	At least ten (10) technical-scientific visits on related regulatory bodies outside Uganda conducted	At least two (2) technical-scientific visits on related regulatory bodies outside Uganda conducted	At least two (2) technical-scientific visits on related regulatory bodies outside Uganda conducted	At least two (2) technical-scientific visits on related regulatory bodies outside Uganda conducted	At least two (2) technical-scientific visits on related regulatory bodies outside Uganda conducted	At least two (2) technical-scientific visits on related regulatory bodies outside Uganda conducted	Technical scientific visit reports	PDU
	Coordinate Contracts Committee activities	Proportion of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	100% of the procurements that require approvals of CC are considered and approved.	Contracts Committee minutes	PDU

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Tender advertising expense	Proportion of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	100% of all procurements that fall within the threshold that require adverts are advertised.	Adverts file	PDU
4.5.1.4 Implement an effective internal audit program to ensure compliance, advisory, and audit assurance of the authority governance and operation mechanisms to achieve value for money.	Prepare internal audit reports.	Number of internal audit reports prepared.	45 internal audit reports prepared.	09 internal audit reports prepared.	09 internal audit reports prepared.	09 internal audit reports prepared.	09 internal audit reports prepared.	09 internal audit reports prepared.	Internal Audit reports	Internal Audit Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct follow-up audits on the implementation of internal and external audit recommendations.	Number of follow-up audits conducted	At least 20 audit follow-ups executed	At least 4 audit follow-ups executed	At least 4 audit follow-ups executed	At least 4 audit follow-ups executed	At least 4 audit follow-ups executed	At least 4 audit follow-ups executed	Audit follow ups report	Internal Audit Dep't
	Conduct special audits as requested.	Number of special audits conducted as requested.	5 special audits conducted as requested.	1 special audit conducted as requested.	1 special audit conducted as requested.	1 special audit conducted as requested.	1 special audit conducted as requested.	1 special audit conducted as requested.	Internal Audit quarterly reports	Internal Audit Dep't
	Conduct stakeholder's engagements	Number of stakeholder engagements conducted	5 stakeholder's engagements conducted	1 stakeholder's engagement conducted	1 stakeholder's engagement conducted	1 stakeholder's engagement conducted	1 stakeholder's engagement conducted	1 stakeholder's engagement conducted	Stakeholder management reports	Internal Audit Dep't

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Audit advisory services are offered from time to time.	Number of Audit advisory services are offered.	At least 20 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	Internal Audit quarterly reports	Internal Audit Dep't
	Attend CPD Seminars	Continuous Professional development	At least 20 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	At least 4 audit advisories to Management done.	CPD activity reports	Internal Audit Dep't
	Purchase of IPPFs	Number of IPPFs purchased	IPPFs purchased	IPPFs purchased	IPPFs purchased	IPPFs purchased	IPPFs purchased	IPPFs purchased	IPPFs purchased	Internal Audit Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 4.6 Improved Sustainability										
NDA Strategic Intervention 4.6.1 Strengthen the Quality Management Systems across the organization.										
4.6.1.1 Scaling of the Quality Management Systems across the organization including internal quality audits, management reviews, and process improvement.	Co-ordinate the writing, reviewing, checking, and authorization of controlled documents and any required change control:	No. of guidelines reviewed / revised.	50 Guidelines reviewed/ revised.	10 Guidelines reviewed/ revised.	10 Guidelines reviewed/ revised.	10 Guidelines reviewed/ revised.	10 Guidelines reviewed/ revised.	10 Guidelines reviewed/ revised.	Guidelines reviewed	QMS
		Number of manuals and other policy documents reviewed / revised	10 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	2 Manuals reviewed/ revised.	Manuals uploaded on the server

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
		Number of SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	80 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	16 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	16 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	16 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	16 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	16 SOPs, Checklist, TORs & corresponding Forms reviewed / revised.	List of reviewed SOPs, Checklist and TORs	QMS
		Number of forms reviewed / revised.	40 Forms reviewed / revised	8 Forms reviewed / revised	8 Forms reviewed / revised	8 Forms reviewed / revised	8 Forms reviewed / revised	8 Forms reviewed / revised	List of reviewed forms	QMS
	Conduct Stakeholder consultation of new and/ revised guidelines and manuals	Number of stakeholder consultations conducted	20 Stakeholder consultations conducted	4 Stakeholder consultations conducted	4 Stakeholder consultations conducted	4 Stakeholder consultations conducted	4 Stakeholder consultations conducted	4 Stakeholder consultations conducted	Stakeholder attendance lists	QMS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Conduct document expert review & editorial services	Number of documents reviewed and edited by external experts conducted	30 Documents reviewed and edited by external experts	6 Documents reviewed and edited by external experts	6 Documents reviewed and edited by external experts	6 Documents reviewed and edited by external experts	6 Documents reviewed and edited by external experts	6 Documents reviewed and edited by external experts	List of reviewed documents by the external experts	QMS	
	Design and Printing of controlled documents (Strategic plan, Manuals, log books, complaint booklets, registers, Quality Policy pull-ups, mission and vision pull-ups ADR forms e.t.c)	Number of controlled documents designed and printed	20 controlled documents designed and printed	4 controlled documents designed and printed	4 controlled documents designed and printed	4 controlled documents designed and printed	4 controlled documents designed and printed	4 controlled documents designed and printed	4 controlled documents designed and printed	Designed and printed documents	QMS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Coordinated External/Internal Customer satisfaction survey	External / Internal Customer satisfaction survey reports	5 External/Internal Customer Satisfaction Survey	1 External/Internal Customer satisfaction survey	1 External/Internal Customer satisfaction survey	1 External/Internal Customer satisfaction survey	1 External/Internal Customer satisfaction survey	1 External/Internal Customer satisfaction survey	Customer satisfaction survey reports	QMS
	Handle service-related complaints	Service-related complaints handled and feedback given within 21 working day	Complaints are handled within 21 working days	Complaints are handled within 21 working days	Complaints are handled within 21 working days	Complaints are handled within 21 working days	Complaints are handled within 21 working days	Complaints are handled within 21 working days	Service-related complaint reports	QMS
	Conduct Management Review Tier 1 and Tier 2 and reports made.	Number of Management Review meetings conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Reviews conducted	Tier 1 & 2 Performance Review reports	QMS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	ISO 9001: Coordinated Re-certification audit for NDA	Re-certification surveillance audit	1 ISO 9001:2015 Re-certification audit	1 ISO 9001:2015 Re-certification audit	1 ISO 9001:2015 Surveillance audit	1 ISO 9001:2015 Surveillance audit	1 ISO 9001:2015 Surveillance audit	1 ISO 9001:2015 Re-certification audit	Re-certification audit reports	QMS
	Initiate quality audits in the entire NDA	Number of QMS Audits conducted	38 Processes audited	4 Processes audited	6 Processes audited	8 Processes audited	10 Processes audited	10 Processes audited	Process Audit reports	QMS
	Implementation of ISO 27001:2022	Attainment of ISO 27001:2022 Certification	Activities geared toward the attainment of ISO 27001 Certification	Activities geared toward the attainment of ISO 27001 Certification	Activities geared toward the attainment of ISO 27001 Certification	Activities geared toward maintenance of ISO 27001 Certification	Activities geared toward maintenance of ISO 27001 Certification	Activities geared toward maintenance of ISO 27001 Certification	ISO Certification	QMS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	4.6.1.1.12: Conduct meetings for closure of WHO GBT Assessment recommendations	Number of meetings conducted for closure of WHO GBT Assessment recommendations	40 Meetings on Closure of WHO GBT Assessment recommendations held	8 Meetings on Closure of WHO GBT Assessment recommendations held	8 Meetings on Closure of WHO GBT Assessment recommendations held	8 Meetings on Closure of WHO GBT Assessment recommendations held	8 Meetings on Closure of WHO GBT Assessment recommendations held	8 Meetings on Closure of WHO GBT Assessment recommendations held	Meeting minutes	QMS
	Attend the International Standardization / Quality Management/ Quality Assurance meetings / Bench markings / EAC Meetings	Number of International Standardization / Quality Management/ Quality Assurance meetings / Bench markings / EAC Meetings attended	36 International standardization Meetings attended	4 International standardization Meetings attended	8 International standardization Meetings attended	8 International standardization Meetings attended	8 International standardization Meetings attended	8 International standardization Meetings attended	Meeting minutes	QMS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 4.6 Improved Sustainability										
NDA Strategic Intervention 4.6.2 Leverage and enhance regulatory sustainability (ESG) and resilient mechanisms for regulatory efficiency and accountability.										
4.6.1.2 Scaling and introducing regulatory sustainability mechanisms and business resilience including carbon footprint optimization, material sourcing, water resource management, waste management, energy efficiency,	Supervision of the collection, transportation, and safe disposal of obsolete pharmaceuticals	Quantities of obsolete pharmaceuticals destroyed	130,000 kg of obsolete pharmaceuticals destroyed and a number of Certificates of destruction issued	10,000 kg of obsolete pharmaceuticals destroyed and several Certificates of destruction issued	20,000 kg of obsolete pharmaceuticals destroyed and several Certificates of destruction issued	30,000 kg of obsolete pharmaceuticals destroyed and several Certificates of destruction issued	30,000 kg of obsolete pharmaceuticals destroyed and several Certificates of destruction issued	40,000 kg of obsolete pharmaceuticals destroyed and several Certificates of destruction issued	Destruction reports	Imports and Exports

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
complying with labor standards, and business ethics.	Engage a consultant to conduct a performance evaluation of the Drug Authority and its committees	Number of performance evaluations of the Drug Authority and its committees	Five (5) Performance Evaluations of the Drug Authority and Feedback	One (1) Performance evaluation of the Drug Authority and Feedback	One (1) Performance evaluation of the Drug Authority and Feedback	One (1) Performance evaluation of the Drug Authority and Feedback	One (1) Performance evaluation of the Drug Authority and Feedback	One (1) Performance evaluation of the Drug Authority and Feedback	Drug Authority performance evaluation reports	QMS
	Development, Design, and Dissemination of the annual report to stakeholders.	Number of annual reports developed, designed, and disseminated to the stakeholders	Five (5) annual reports developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	One (1) annual report developed, designed, and disseminated to the stakeholders	Annual report to the public uploaded on the NDA website

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Hold Capacity building and fact-finding activities for members of the Authority.	Number of Capacity building and fact-finding activities for members of the Authority.	10 trainings and fact-finding mission activities carried out	2 trainings and fact-finding mission activities carried out	2 trainings and fact-finding mission activities carried out	2 trainings and fact-finding mission activities carried out	2 trainings and fact-finding mission activities carried out	2 trainings and fact-finding mission activities carried out	Training reports	Drug Authority
	Support and undertake CSR activities to assist individuals and communities	Number of Strategic CSR support implemented	300 CSR activities funded	60 CSR activities funded	60 CSR activities funded	60 CSR activities funded	60 CSR activities funded	60 CSR activities funded	CSR reports	SA's Office

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
NDA Outcome 4.7 Improved Institutional Infrastructure Development											
NDA Strategic Intervention 4.7.1 Enhance the NDA infrastructure and facilities for capacity development and growth.											
4.7.1.1 Optimize NDA infrastructure including ICT, equipment, laboratory tower, administrative block, regional offices, fully operationalization iRIMS, Track and Trace, and other digital platforms and transitioning to hybrid cloud platforms, and establishing a Cybersecurity Operations Center to ensure scalability and	Provide ICT support across the organization.	Proportion of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	90% of ICT user requests resolved	ICT Helpdesk/ Tickets Reports	ICT Dep't

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
robust threat protection to promote regulatory efficiency and effectiveness.	Acquire the required ICT accessories	Number of ICT accessories acquired		The required ICT accessories procured in a timely manner	The required ICT accessories procured in a timely manner	The required ICT accessories procured in a timely manner	The required ICT accessories procured in a timely manner	The required ICT accessories procured in a timely manner	ICT accessories reports	ICT Dep't
	Maintain and secure the network security of NDA	Proportion of ICT network secured	100% ICT network secured	100% ICT network secured	100% ICT network secured	100% ICT network secured	100% ICT network secured	100% ICT network secured	ICT Network reports	ICT Dep't
	Acquire ICT infrastructure (Hand-held gadgets/ desktops/ laptops/ printers/ LAN/ WAN infrastructure enhancements/ software / Storage)	Proportion of ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	100% of the planned ICT infrastructure acquired	ICT Infrastructure reports

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
4.7.1.2 Acquire the requisite assets for regional offices, construction of the NDA administrative block, and regional offices, equipment, software, and furniture.	Conduct consultancy design reviews for the NDA Head Office administrative block and regional offices, and supervise the laboratory equipping process	Consultancy design reviews for the NDA Head Office administrative block and regional offices, and supervise the laboratory equipping process conducted			Consultancy design reviews for the NDA Head Office administrative block and regional offices, and supervise the laboratory equipping process conducted				Design review reports	DCS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
NDPIV Program Name: Human Capital Development.											
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.											
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030											
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.											
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.											
	Factory and showroom Inspections and administrative project costs for the construction projects.	Factory and showroom Inspections of the Lab Tower completed			Factory and showroom Inspections of the Lab Tower completed					Factory and showroom inspection reports	DCS
	Remodeling of the Nkrumah Rental Property	Nkrumah Rental Property remodeled				Nkrumah Rental Property remodeled				Contract management reports	DCS
	Undertake renovation works at Plot 95	Renovation works at Plot 95 undertaken		Renovation works at Plot 95 undertaken						Contract management reports	DCS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Focus Area 5: Public Health Impact and Accessibility										
NDA Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.										
NDA Outcome 5.1 Improved Availability of Essential Drugs and Healthcare Products										
NDA Strategic Intervention 5.1.1 Strengthen drug development, distribution, and pricing stability by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.										
5.1.1.1 Implement and collaboratively support the supply chain by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.	Conduct Pharmaceutical costing	Pharmaceutical costing conducted	Six (6) Pharmaceutical costing conducted	Two (2) Pharmaceutical costing conducted	One (1) Pharmaceutical costing conducted	One (1) Pharmaceutical costing conducted	One (1) Pharmaceutical costing conducted	One (1) Pharmaceutical costing conducted	Pharmaceutical costing reports	DIE/BPD

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 5.2 Improved Customer Coverage										
NDA Strategic Intervention 5.2.1 Expand customer engagement channels and strengthen outreach initiatives to improve service accessibility and coverage.										
5.2.1.1 Improve service accessibility and adoption in underserved regions through targeted outreach campaigns and the establishment of regional offices, laboratories, and customer support centers.	Conduct regional mini lab testing	Number of samples tested at regions using mini lab.	18 mini lab testing (2 mini lab testing per region.)	9 mini lab testing (1 mini lab testing per region.)	9 mini lab testing (1 mini lab testing per region.)	18 mini lab testing (2 mini lab testing per region.)	18 mini lab testing (2 mini lab testing per region.)	18 mini lab testing (2 mini lab testing per region.)	PMS Testing reports	PMS
	Establishment of regional offices	Number of regional offices established	Regional offices established		One regional office established	One regional office established		One regional office established	Contract Management Reports	DCS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Focus Area 6: Effective Antimicrobial Resistance Management										
NDA Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.										
NDA Outcome 6.1 Strengthened AMR Surveillance Systems										
NDA Strategic Intervention 6.1.1 Strengthen AMR management by establishing a surveillance unit, enhancing data-sharing frameworks, training and awareness, research, and international collaboration.										
6.1.1.1 Implement an AMR management program by prioritizing research, monitoring, training, and awareness, establishing surveillance sites, creating a national data-sharing framework,	Conduct AMR Activities	Number of AMR stakeholder meetings conducted	Five (5) AMR Stakeholders Meeting conducted	1 AMR Stakeholders Meeting conducted	1 AMR Stakeholders Meeting conducted	1 AMR Stakeholders Meeting conducted	1 AMR Stakeholders Meeting conducted	1 AMR Stakeholders Meeting conducted	AMR attendance lists	Research

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
collaborating with global platforms, and engaging the public through media and capacity-building initiatives.	Participate in one regional meeting on AMR	Number of Regional / International Meetings on research in regulatory science attended	Five (5) Regional / International meetings on research attended	One Regional / International Meeting on research attended	One Regional / International Meeting on research attended	One Regional / International Meeting on research attended	One Regional / International Meeting on research attended	One Regional / International Meeting on research attended	Meeting minutes	Research
	Operationalize drug schedules to control over-the-counter access to antimicrobials.	Number of schedules developed and disseminated	One drug schedule developed and disseminated			One schedule developed and disseminated			Drug schedule developed	DIE/ Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
6.1.1.2 Implement AMR management by enforcing regulatory compliance and funding partnerships to monitor and combat antibiotic production, and acquisition, distribution, and storage in both human and animal health.	Conduct Vet targeted compliance monitoring and support supervision visits in the district.	Number of target districts visited for compliance monitoring and support supervision	420 districts visited compliance monitoring and support supervision	84 districts visited compliance monitoring and support supervision	84 districts visited compliance monitoring and support supervision	84 districts visited compliance monitoring and support supervision	84 districts visited compliance monitoring and support supervision	84 districts visited compliance monitoring and support supervision	Compliance monitoring reports	DVS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 6.2 Promote Optimal Access and use of Antimicrobials										
NDA Strategic Intervention 6.2.1 Enhance AMR awareness and control through public campaigns, professional training, surveillance of misuse of antibiotics, and global partnerships.										
6.2.1.1 Implement antibiotic stewardship by establishing monitoring systems, raising public awareness through diverse channels, and providing clear guidelines for responsible antibiotic use in both human and veterinary health sectors.	Implement the activities in AMR National Action Plan under the National Drug Authority.	Number of drug outlet personnel trained on AMR, rational prescribing, and use of antimicrobials. Support decision support tools in pharmacies and drug shops/ Create IEC Materials to create awareness on AMR/ Engage with patient groups	At least 1200 drug outlet personnel in the private sector trained on AMR and rational prescribing Printing and dissemination of 4,000 IEC materials 16 patient engagements	At least 300 drug outlet personnel in the private sector trained on AMR and rational prescribing	At least 300 drug outlet personnel in the private sector trained on AMR and rational prescribing Printing and dissemination of 1,000 IEC materials 4 patient engagements	At least 300 drug outlet personnel in the private sector trained on AMR and rational prescribing Printing and dissemination of 1,000 IEC materials 4 patient engagements	At least 300 drug outlet personnel in the private sector trained on AMR and rational prescribing Printing and dissemination of 1,000 IEC materials 4 patient engagements	At least 300 drug outlet personnel in the private sector trained on AMR and rational prescribing Printing and dissemination of 1,000 IEC materials 4 patient engagements	AMR Training reports and IEC Materials distribution lists	Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
6.2.1.2 Conduct AMR management by building professional capacity through training, establishing continuous learning platforms, implementing surveillance programs, and fostering international collaboration to ensure a unified approach to antimicrobial resistance stewardship.	Conduct public sensitization on regulations to increase compliance to regulation guidelines	Number of public sensitizations conducted	8 public sensitizations conducted		2 public sensitizations	2 public sensitizations	2 public sensitizations	2 public sensitizations	Sensitization reports	Research

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	Conduct training for Pharmacy technicians, nurses and other cadres on Good Pharmacy Practices	Number of Pharmacy technicians, nurses, and other cadres trained in Good Pharmacy Practices.	500 Pharmacy technicians, nurses, and other cadres trained on GPP	100 Pharmacy technicians, nurses, and other cadres trained on GPP	100 Pharmacy technicians, nurses, and other cadres trained on GPP	100 Pharmacy technicians, nurses, and other cadres trained on GPP	100 Pharmacy technicians, nurses, and other cadres trained on GPP	100 Pharmacy technicians, nurses, and other cadres trained on GPP	Training reports	Research
	Conduct engagements with the professional bodies on rational prescribing and use of Antimicrobial drugs.	Number of engagements with professional bodies on rational prescribing and use of Antimicrobial drugs.	Five (5) engagements with professional bodies on rational prescribing and use of Antimicrobial drugs.	One engagement with the professional bodies on rational prescribing and use of Antimicrobial drugs.	One engagement with the professional bodies on rational prescribing and use of Antimicrobial drugs.	One engagement with the professional bodies on rational prescribing and use of Antimicrobial drugs.	One engagement with the professional bodies on rational prescribing and use of Antimicrobial drugs.	One engagement with the professional bodies on rational prescribing and use of Antimicrobial drugs.	Engagement reports	Research

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
NDA Outcome 6.3 Strengthened Post-Market Safety Surveillance										
NDA Strategic Intervention 6.3.1 Enhance drug safety and control by implementing post-market monitoring, quality control, strengthening surveillance systems, and launching awareness campaigns on substandard and falsified (Counterfeits)										
6.3.1.1 Implement drug safety and regulatory compliance through expanded surveillance systems, improved quality control, collaboration with law enforcement, and robust public awareness campaigns,	Conduct Market surveillance	Number of market surveillance operations conducted	116 market surveillance audits conducted	16 market surveillance audits conducted	25 market surveillance audits conducted	25 market surveillance audits conducted	25 market surveillance audits conducted	25 market surveillance audits conducted	Market surveillance reports	DVS
	Conduct target vet products surveillance on the farm	Number of market surveillance operations conducted on farms	68 market surveillance activities conducted on farm	8 market surveillance activities conducted on farm	15 market surveillance activities conducted on farm	15 market surveillance activities conducted on farm	15 market surveillance activities conducted on farm	15 market surveillance activities conducted on farm	Market surveillance reports	DVS
	Expand the scope of antibiotic sampling for testing in accordance with resistance patterns as a criteria for the selection	Number of Antimicrobials profiled for mandatory testing	20 high-priority antimicrobials tested	4 high priority antimicrobials tested	4 high priority antimicrobials tested	4 high priority antimicrobials tested	4 high priority antimicrobials tested	4 high priority antimicrobials tested	Antimicrobial results analysis report	PMS

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
while ensuring rapid responses to emergencies and crises.	Sampling of drugs, health care products, and medical devices	Number of batches sampled	9,300 Samples picked	1400 samples picked	1400 samples picked	2000 samples picked	2000 samples picked	2500 samples picked	PMS Sampling report	PMS
	Conduct market surveillance	Number of market surveillance operations conducted (1 per region)	90 market surveillance operations conducted	18 market surveillance operations conducted	18 market surveillance operations conducted	18 market surveillance operations conducted	18 market surveillance operations conducted	18 market surveillance operations conducted	Market Surveillance reports	PMS
	Follow up on complaints and recalls	Proportion of complaint and recall followed-up	100% (65 market complaints and 65 recalls followed up)	100% (10 market complaints and 10 recalls followed up)	100% (10 market complaints and 10 recalls followed up)	100% (15 market complaints and 15 recalls followed up)	100% (15 market complaints and 15 recalls followed up)	100% (15 market complaints and 15 recalls followed up)	Market complaints and recall database	PMS

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

NDA Strategic Actions	NDA Activities	NDA Output Indicators	NDA Output Targets	Annual Targets					Means of verification	Responsible Party
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30		
NDPIV Program Name: Human Capital Development.										
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.										
NDA Goal: To attain and maintain global leading practices in drug and healthcare product regulation by 2030										
NDPIV Program Objective 3: To improve population health, safety, and management; Access to safe water, sanitation, and hygiene services.										
NDPIV Strategic Intervention 7: Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative, and palliative healthcare services.										
	PMS training of staff on PMS regulations, guidelines, and procedures	Number of PMS trainings conducted for staff.	5 PMS training to Staff in the technical directorates conducted	1 PMS training for Staff in the technical directorates conducted	1 PMS training for Staff in the technical directorates conducted	1 PMS training for Staff in the technical directorates conducted	1 PMS training for Staff in the technical directorates conducted	1 PMS training for Staff in the technical directorates conducted	PMS Training reports	PMS
	Compile national level Anti-microbial consumption data for reporting into the WHO GLASS	Number of Anti-microbial consumption data reports submitted to the Ministry of Health	Five Anti-microbial consumption data report submitted to MoH	One Anti-microbial consumption data report submitted to MoH	One Anti-microbial consumption data report submitted to MoH	One Anti-microbial consumption data report submitted to MoH	One Anti-microbial consumption data report submitted to MoH	One Anti-microbial consumption data report submitted to MoH	Anti-microbial consumption data report	Research

Annex 2: Cost Implementation Matrix (Billions)

Table 33: Showing the Cost Implementation Matrix

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 1: Strengthen regulatory frameworks, systems, and enforcement to ensure the safety, efficacy, and quality of drugs and healthcare products while aligning with international, regional, and national standards.								
Outcome 1.1: Enhanced drug and healthcare product quality, safety, and efficacy	Strategic Intervention 1.1.1: Strengthen regulatory systems by enhancing quality control programs, licensing, inspection and verification frameworks, product safety, and drug evaluation processes to ensure the quality, safety, and efficacy of drug and healthcare products.	1.1.1.1 Implement the laboratory testing program to achieve regulatory excellence.	2,479,460,100	6,050,000,000	4,050,000,000	4,050,000,000	4,050,000,000	20,679,460,100
		1.1.1.2 Perform licensing, inspection, sampling, import and export control, and supply chain monitoring and supervision of drugs and healthcare products	4,149,619,700	2,832,129,740	3,993,608,807	9,676,899,678	5,606,156,529	26,258,414,454
		1.1.1.3 Conduct pre and post-market authorization of drug and healthcare products.	1,177,079,996	1,443,755,000	1,467,355,002	1,489,950,003	1,489,950,004	7,068,090,005
		1.1.1.4 Implement product safety regulatory mechanisms including pharmacovigilance (existing and emerging products, accessible ADR reporting platforms for healthcare professionals, and training), and drugs and healthcare promotion.	531,600,000	564,050,000	660,050,000	713,550,000	1,032,550,000	3,501,800,000

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 1.2: Improved local manufacturing capacities and capabilities	Strategic Intervention 1.2.1 Strengthen local manufacturing capacity through technical support, policy advocacy, and stakeholder engagements.	1.2.1.1 Implement local manufacturing program including GMP capacity building, quality control, developing compliance tools, and engaging policymakers for incentives and regulatory support. .	141,890,000	194,590,000	250,730,000	267,930,000	324,414,000	1,179,554,000
Outcome 1.3: Timely availability and accessibility of regulated products and services on the market	Strategic Intervention 1.3.1 Streamline regulatory processes by automating the regulatory processes, regulatory capacity building, and improving the regulatory workflows.	1.3.1.1 Implement an integrated online system, build the capacity of the regulatory professionals, and align the regulatory workflows.	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	2,500,000,000

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 1.4 Improved regulatory compliance among stakeholders	Strategic Intervention 1.4.1 Strengthen compliance and enforcement through stakeholder engagement, training, sensitization, collaboration with law enforcement institutions, and professional bodies, and the provision of practical compliance tools.	1.4.1.1 Promote compliance through automated self-regulatory compliance mechanisms, stakeholder engagements, capacity building, distribution of compliance toolkits, and unannounced inspections	734,205,000	953,455,000	1,015,970,000	1,054,360,000	1,095,700,000	4,853,690,000
		1.4.1.2 Undertake enforcement compliance mechanisms	797,872,500	718,872,500	847,317,500	762,317,500	886,392,500	4,012,772,500

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 2: To deepen relationships with stakeholders to foster trust and shared accountability.								
Outcome 2.1 Increased Public Trust in NDA Operations	Strategic Intervention 2.1.1 Enhance public confidence and understanding by raising awareness of NDA's functions and fostering greater transparency in its regulatory decisions.	2.1.1.1 Expedite public engagement and transparency by executing nationwide awareness campaigns, monitoring public perception, publishing decision-making reports, and developing a public portal and mobile app for real-time tracking of regulatory processes.	548,400,800	548,400,800	548,400,800	548,400,800	548,400,800	2,742,004,000

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 2.2 Improved stakeholder awareness and satisfaction of the regulated products and services	Strategic Intervention 2.2.1 Enhance drug safety, efficacy, and quality through targeted communication campaigns, regulatory publications, regular training, and transparent reporting while strengthening internal quality management systems.	2.2.1.1 Conduct drug safety and public awareness through collaborative national and sub-national communication campaigns with organizations and healthcare professionals, community outreach, regular progress reporting, stakeholder engagement, and sharing of educational toolkits.	1,409,139,540	976,889,286	1,219,199,021	2,809,390,087	1,531,852,886	7,946,470,822
		2.2.1.2 Collaborate with law enforcement institutions, professional bodies, and healthcare associations for compliance with drug and healthcare regulatory programs.	170,227,600	170,227,600	188,738,686	194,049,771	228,110,857	951,354,514

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 2.3 Stronger Regional and International Collaboration	Strategic Intervention 2.3.1 Foster global, continental, and regional collaboration and harmonization initiatives for regulatory system strengthening and knowledge sharing and partnerships that align with the NDA mandate.	2.3.1.1 Participate and implement international, continental, and regional regulatory collaborative and harmonization initiatives including joint laboratory testing, training and workshops, joint inspections, joint Dossier assessments, and knowledge sharing of regulatory information on best practices and emerging healthcare developments.	1,846,449,600	1,995,311,600	2,083,319,600	2,171,327,600	2,259,335,600	10,355,744,000

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 3: To leverage advanced technologies to automate regulatory processes, enhance data-driven decision-making, and improve service accessibility for all stakeholders.								
Outcome 3.1 Digitalized Operations for Regulatory Efficiency	Strategic Intervention 3.1.1 Leverage digital transformation by assessing ICT maturity, automating regulatory workflows, expanding digital systems, and providing staff and stakeholder training to improve service delivery and real-time data management.	3.1.1.1 Advance digital transformation by implementing an Integrated Regulatory Information Management System (IRIMS), digitalization and automation of key regulatory processes, and enhancing ICT systems with blockchain-based supply chain traceability and integrated governance modules.	1,737,756,631	1,579,313,956	1,689,600,180	2,506,151,450	1,846,003,733	9,358,825,950
		3.1.1.2 Promote training of stakeholders and staff on digital systems, implementing real-time performance dashboards, and launching user-friendly online portals and mobile apps for streamlined services and feedback.	179,165,000	180,165,000	181,165,000	182,165,000	183,165,000	905,825,000
		3.1.1.3 Implement regulatory data-driven decision-making by deploying advanced analytical tools, and integrating real-time data into a centralized regulatory framework.	442,580,000	42,580,000	42,580,000	442,580,000	42,580,000	1,012,900,000

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 4: To diversify revenue streams, and infrastructure development, invest in staff capacity-building, and foster innovation to enhance operational efficiency, institutional resilience, and financial sustainability.								
Outcome 4.1 Financial Sustainability of NDA Operations	Strategic Intervention 4.1.1 Diversify revenue streams, optimize fee structures and costs, and secure funding through donor proposals for sustainable growth.	4.1.1.1 Develop sustainable revenue streams and cost-efficiency measures by offering fee-based services, revising fee structures, and establishing sustainable donor funding mechanisms to engage development partners.	341,408,500	314,613,167	321,279,833	327,946,500	334,613,167	1,639,861,167
Outcome 4.2. Increased staff capacity, productivity, and satisfaction	Strategic Intervention 4.2.1 Strengthen organizational capacity by implementing staff development programs, staff performance management, staff health and safety, and staff retention while fostering flexible work policies.	4.2.1.1 Provide institutional capacity and staff development by implementing leadership training, mentorship programs, staff performance management systems, staff health and safety, staff retention, payment emolument, and HR policy audits while promoting staff well-being through flexible work and wellness initiatives.	60,546,402,275	57,819,785,424	62,067,905,271	91,305,111,294	68,789,744,781	340,528,949,045

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 4.3 Enhanced Innovation and production of new knowledge	Strategic Intervention 4.3.1 Integrate innovative regulatory services, and adopt an agile research approach for regulatory efficiency and effectiveness.	4.3.1.1 Advance regulatory innovation and capacity development framework by fostering research including partnerships and collaborations with like-minded institutions in the regulatory space.	298,244,000	357,744,000	332,744,000	315,744,000	315,744,000	1,620,220,000
Outcome 4.4 Improved organizational Performance and Data-Driven Decision-Making for improved institutional development.	Strategic Intervention 4.4.1 Enhancing the performance management programs, and decision-making by strengthening planning, monitoring and evaluation, risk management, statistics, and project management for improved institutional development.	4.4.1.1 Implement institutional development programs including planning, monitoring and evaluation, risk management, project management, business process development and compliance, statistical analysis and management for performance improvement.	576,089,000	802,310,200	450,972,200	454,972,200	858,972,200	3,143,315,800

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 4.5 Improved Governance, Legal and Regulatory Effectiveness, and value for money.	Strategic Intervention 4.5.1 Enhance the Drug Authority/ and NDA management transparency through a strong legal and regulatory mechanism, regulatory oversight, timely decision-making and implementation, performance reporting, and strengthening procurement and disposal mechanisms.	4.5.1.1 Implement the Drug Authority/ and NDA management transparency and accountability mechanisms through policy and performance reviews appraisals and reporting.	3,936,706,198	4,088,706,198	4,088,706,198	4,088,706,198	4,095,106,198	20,297,930,990
		4.5.1.2 Undertake legal and regulatory programs to foster compliance.	1,059,745,000	1,059,745,000	1,059,745,000	1,059,745,000	1,059,745,000	5,298,725,000
		4.5.1.3 Implement the procurement and disposal mechanisms to promote value for money.	292,101,333	321,311,467	353,442,613	388,786,875	388,786,875	1,744,429,163
		4.5.1.4 Implement an effective internal audit program to ensure compliance, advisory, and audit assurance of the authority governance and operation mechanisms to achieve value for money.	97,563,960	97,563,960	97,563,960	97,563,960	97,563,960	487,819,800

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 4.6 Improved Service Quality, resilience and sustainability	Strategic Intervention 4.6.1 Strengthen the Quality Management Systems across the organization.	4.6.1.1 Scaling of the Quality Management Systems across the organization including internal quality audits, management reviews, and process improvement.	518,176,000	702,552,000	719,552,000	736,552,000	738,552,000	3,415,384,000
	Strategic Intervention 4.6.2 Leverage and enhance regulatory sustainability (ESG) and resilient mechanisms for regulatory efficiency and accountability (Annex).	4.6.1.2 Scaling and introducing regulatory sustainability mechanisms and business resilience including carbon footprint optimization, material sourcing, water resource management, waste management, energy efficiency, complying with labor standards, and business ethics.	738,954,415	1,040,494,415	1,092,034,415	1,095,034,415	1,146,574,415	5,113,092,075

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 4.7 Improved institutional efficiency and infrastructure development	Strategic Intervention 4.7.1 Enhance the NDA infrastructure and facilities for capacity development and growth.	4.7.1.1 Optimize NDA infrastructure including ICT, equipment, laboratory tower, administrative block, regional offices, fully operationalization iRIMS, Track and Trace, and other digital platforms and transitioning to hybrid cloud platforms, and establishing a Cybersecurity Operations Center to ensure scalability and robust threat protection to promote regulatory efficiency and effectiveness.	1,584,500,000	1,604,500,000	1,624,500,000	1,644,500,000	1,684,500,000	8,142,500,000
		4.7.1.2 Acquire the requisite assets for regional offices, construction of the NDA administrative block, and regional offices, equipment, software, and furniture.	560,000,000	3,800,000,000	5,175,000,000	-	-	9,535,000,000

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 5: To expand NDA's role in supporting Uganda's public health goals, focusing on equitable access to medicines, enhancing preparedness for emerging health threats, and improving public health outcomes.								
Outcome 5.1 Improved Availability of Essential Drugs and Healthcare Products	Strategic Intervention 5.1.1 Strengthen drug development, distribution, and pricing stability by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.	5.1.1.1 Implement and collaboratively support the supply chain by conducting pharmaceutical valuation, developing a geo-mapping system, and advocating for government subsidies on essential medicines development and availability.	22,935,000	22,935,000	22,935,000	22,935,000	22,935,000	114,675,000
Outcome 5.2 Improved Customer coverage	Strategic Intervention 5.2.1 Expand customer engagement channels and strengthen outreach initiatives to improve service accessibility and coverage.	5.2.1.1 Improve service accessibility and adoption in underserved regions through targeted outreach campaigns and the establishment of regional offices, laboratories, and customer support centers.	13,337,345,535	23,974,717,374	25,445,407,588	37,988,838	38,531,491,720	101,326,951,055

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Strategic Objective 6: To enhance antimicrobial resistance (AMR) management through improved stewardship, robust surveillance systems, targeted awareness programs, and strengthened regulations across human, animal, and environmental sectors.								
Outcome 6.1 Strengthened AMR Surveillance Systems	Strategic Intervention 6.1.1 Strengthen AMR management by establishing a surveillance unit, enhancing data-sharing frameworks, training and awareness, research, and international collaboration.	6.1.1.1 Implement an AMR management program by prioritizing research, monitoring, training, and awareness, establishing surveillance sites, creating a national data-sharing framework, collaborating with global platforms, and engaging the public through media and capacity-building initiatives.	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
		6.1.1.2 Implement AMR management by enforcing regulatory compliance and funding partnerships to monitor and combat antibiotic production, and acquisition, distribution, and storage in both human and animal health.	214,822,350	124,961,666	143,356,901	510,582,236	208,808,279	1,202,531,432

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 6.2 Promote Optimal Access and use of Antimicrobials	Strategic Intervention 6.2.1 Enhance AMR awareness and control through public campaigns, professional training, surveillance of misuse of antibiotics, and global partnerships.	6.2.1.1 Implement antibiotic stewardship by establishing monitoring systems, raising public awareness through diverse channels, and providing clear guidelines for responsible antibiotic use in both human and veterinary health sectors	26,000,000	26,000,000	26,000,000	26,000,000	26,000,000	130,000,000
		6.2.1.2 Conduct AMR management by building professional capacity through training, establishing continuous learning platforms, implementing surveillance programs, and fostering international collaboration to ensure a unified approach to antimicrobial resistance stewardship.	-	25,000,000	30,000,000	35,000,000	40,000,000	130,000,000

THEME: STRENGTHENING DRUG & HEALTHCARE PRODUCTS REGULATION FOR A HEALTHY AND PRODUCTIVE POPULATION.

Outcome	Strategic Intervention	Strategic Action	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Outcome 6.3 Strengthened Post-Market Safety Surveillance	Strategic Intervention 6.3.1 Enhance drug safety and control by implementing post-market monitoring, quality control, strengthening surveillance systems, and launching awareness campaigns on substandard and falsified (Counterfeits)	6.3.1.1 Implement drug safety and regulatory compliance through expanded surveillance systems, improved quality control, collaboration with law enforcement, and robust public awareness campaigns, while ensuring rapid responses to emergencies and crises.	498,131,799	527,817,500	701,073,928	701,073,928	829,404,285	3,257,501,441
Overall Total			101,534,571,833	115,500,497,853	122,530,253,504	130,257,314,333	140,833,153,789	610,655,791,312

BUDGET SUMMARY

WAGES	53,252,646,154	58,601,012,768	58,601,012,768	58,601,012,768	58,601,012,768	287,656,697,226
NON-WAGES	33,281,925,679	26,899,485,085	33,929,240,736	71,656,301,565	52,232,141,021	217,999,094,086
DEVELOPMENT EXPENDITURE	5,000,000,000	30,000,000,000	30,000,000,000		30,000,000,000	105,000,000,000
TOTAL	101,534,571,833	115,500,497,853	122,530,253,504	130,257,314,333	140,833,153,789	610,655,791,312

Annex 3: Key NDA Envisaged Risk Matrix

Table 34: Key NDA Envisaged Risk Matrix

Score	Risk rank	Management Control Action (MCA)
1 to 4	Very Low	No mitigation, no action is required, the risk is ALARP. Monitor to ensure that the risk remains tolerable at this level.
5 to 8	Low	Maintain assurance that the risk remains tolerable at this level. Monitor and manage by routine procedures, unlikely to need specific application of resources (managers and key staff).
9 to 12	Medium	Tolerable if the cost of reduction would exceed the improvement gained. Mitigate through management by specific reviews and monitoring of procedures (Managers) but regular monitoring should occur.
13 to 15	High	Tolerable only if risk reduction is impractical or if cost is disproportionate to the improvement gained. Mitigate by implementing controls to reduce the risk to as low as is reasonably practicable. Where this cannot happen, continual monitoring should occur.
16 to 25	Very High	Intolerable, the risk cannot be justified, expect in extraordinary circumstances. Mitigate by ceasing all related activities.

Annex 4: NDA Sustainability Strategy

4.1 Introduction

The National Drug Authority (NDA) recognizes the critical importance of sustainability in delivering its mandate to regulate human and animal medicines and health products. In line with global sustainability priorities and the UN Sustainable Development Goals (UN SDGs), this strategy sets out the NDA's commitment to driving impactful change across key sustainability areas. The NDA has developed a Sustainability Index Score framework, built on selected SDGs and additional governance and innovation parameters to ensure NDA's long-term sustainability and societal contribution. NDA's ambition is to achieve an 80% Sustainability (ESG) Index score by FY 2029/30.

4.2 The Context and Objectives

4.2.1 Context

The NDA, as Uganda's regulatory authority for human and animal medicines, operates in a landscape where sustainability is a critical driver for public health and environmental stewardship. With increasing challenges such as climate change, inequality in access to medicines, and rising governance expectations, NDA recognizes the need for a robust ESG framework and all ESG initiatives contribute measurably to the NDA's Sustainability Index metrics.

4.2.1.1 Governance and Oversight

NDA shall establish an ESG Steering Committee dedicated to overseeing the ESG strategy implementation and tracking progress.

The NDA management shall nominate ESG Champions in each Directorate to drive specific initiatives and facilitate reporting.

4.2.1.2 Reporting and Accountability

Align reporting with global frameworks such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards (SASB).

Publish annual progress reports detailing achievements and challenges in ESG initiatives as part of the NDA annual report.

4.2.1.3 Stakeholder Collaboration

Partner with government agencies, civil society, key stakeholders, and private sector actors to strengthen ESG outcomes.

Encourage public-private partnerships to accelerate innovation and impact.

4.3 Alignment with UN SDGs

The NDA's sustainability agenda aligns with the following SDGs:

Goal 3: Good Health and Well-being

Goal 8: Decent Work and Economic Growth

Goal 12: Responsible Consumption and Production

Goal 16: Peace, Justice, and Strong Institutions

The ESG strategy also integrates governance and innovation as cross-cutting pillars to enhance the effectiveness of NDA's regulatory and operational roles.

4.4 Sustainability Focus Areas and Index Parameters

The NDA Sustainability Index Score will be computed based on the following focus areas:

4.4.1 Goal 3: Good Health and Well-being (Weight: 25%)

Ensuring the availability of safe, efficacious, and quality medicines through regulatory excellence.

Monitoring post-market surveillance and improving response times to adverse drug reactions.

Reducing substandard and falsified medicines on the market.

Promoting public health education on drug safety and antimicrobial resistance.

4.4.2 Goal 8: Decent Work and Economic Growth (Weight: 15%)

Providing continuous professional development and training for NDA staff and stakeholders.

Supporting local pharmaceutical manufacturing to create jobs and foster economic development.

Aligning licensing and inspection practices with industry needs to promote sustainable growth.

4.4.3 Goal 12: Responsible Consumption and Production (Weight: 15%)

Promoting rational use of medicines through awareness campaigns.

Strengthening waste management protocols for expired medicines and pharmaceuticals.

Encouraging the adoption of environmentally friendly practices by pharmaceutical manufacturers.

4.4.4 Goal 16: Peace, Justice, and Strong Institutions (Weight: 15%)

Implementing robust governance frameworks to ensure transparency and accountability in regulatory practices.

Adhering to ethical standards and enforcing anti-corruption measures.

Participating in policy advocacy and contributing to national health and economic policies.

4.4.5 Governance (Weight: 15%)

Ensuring adherence to global best practices in decision-making and oversight.

Enhancing internal governance structures to improve efficiency and accountability.

Encouraging compliance and good governance practices among regulated entities.

4.4.6 Innovation (Weight: 15%)

Introducing technology-driven solutions for drug regulation, including AI-powered monitoring tools.

Developing e-learning platforms for regulatory training.

Supporting research and development in pharmaceutical innovations and traditional medicine.

The detailed indicators are shown in the Table 34 below.

Table 35: NDA ESG Strategy Indicators

UN SDG Goal	Parameter	NDA Focus Area	Objectives	Metrics	Key Initiatives
Goal 3: Good Health and Well-being	a) Ensuring safe, efficacious, and quality medicines through regulatory excellence.	Focus Area 1: Regulatory Excellence	- Ensure the availability of quality medicines for the population.	- % of compliant products in post-market surveillance.	Strengthen pre-market evaluation systems. Enhance post-market surveillance mechanisms.
	b) Monitoring post-market surveillance and improving response times to adverse drug reactions.		- Improve response times to adverse drug reaction reports.	- % decrease in response time to adverse reports.	Deploy digital reporting platforms for adverse drug reactions. Conduct training for faster reporting protocols.
	c) Reducing substandard and falsified medicines on the market.		- Decrease the prevalence of falsified drugs in Uganda.	- % reduction in substandard medicines.	Conduct regular inspections of supply chains. Strengthen border controls for counterfeit prevention.

UN SDG Goal	Parameter	NDA Focus Area	Objectives	Metrics	Key Initiatives
	d) Promoting public health education on drug safety and antimicrobial resistance.	Focus Area 6: Effective AMR Management	- Educate the public on antimicrobial resistance and rational drug use.	- % increase in awareness levels through surveys.	Roll out national campaigns on antimicrobial resistance. Develop and distribute educational materials.
Goal 8: Decent Work and Economic Growth	a) Providing professional development and training for NDA staff and stakeholders.	Focus Area 4: Institutional Growth & Sustainability	- Build capacity among NDA staff and industry stakeholders.	- % of staff completing annual training programs.	- Launch a continuous professional development program. Partner with global organizations for best practices.
	b) Supporting local pharmaceutical manufacturing to create jobs and foster economic development.	Focus Area 1: Regulatory Excellence	- Increase local production and job creation in the pharmaceutical sector.	- % growth in local pharmaceutical contributions.	Provide incentives for local manufacturers. Support GMP certifications for local facilities.
	c) Aligning licensing and inspection practices with industry needs to promote sustainable growth.	Focus Area 1: Regulatory Excellence	- Streamline licensing for timely approvals aligned with industry growth.	- Average time taken for licensing approvals.	Digitize and automate licensing and inspection systems. Establish a regular feedback mechanism with stakeholders.

UN SDG Goal	Parameter	NDA Focus Area	Objectives	Metrics	Key Initiatives
Goal 12: Responsible Consumption and Production	a) Promoting rational use of medicines through awareness campaigns.	Focus Area 1: Regulatory Excellence	- Increase public knowledge on rational medicine use.	- % reach of targeted awareness campaigns.	Develop targeted campaigns on medicine safety. Train community health workers as campaign advocates.
	b) Strengthening waste management protocols for expired medicines and pharmaceuticals.	Focus Area 1: Regulatory Excellence	- Establish a safe and efficient waste management framework.	- 70% recycling rate for expired medicines by 2028.	Develop guidelines for pharmaceutical waste disposal. Promote reverse logistics systems for unused medicines.
	c) Encouraging environmentally friendly practices by pharmaceutical manufacturers.	Focus Area 1: Regulatory Excellence	- Encourage the adoption of sustainable practices by industry.	- % of manufacturers adopting eco-friendly systems.	Provide incentives for eco-friendly production. Conduct environmental audits on pharmaceutical facilities.
Goal 16: Peace, Justice, and Strong Institutions	a) Implementing robust governance frameworks to ensure transparency and accountability in regulatory practices.	Focus Area 1: Regulatory Excellence	- Strengthen regulatory systems for transparency.	- % compliance with global governance standards.	Publish regular governance reports. Conduct training sessions on governance best practices.
	b) Adhering to ethical standards and enforcing anti-corruption measures.	Focus Area 1: Regulatory Excellence	- Embed ethics and anti-corruption in all NDA operations.	- % of staff completing ethics training annually.	- Roll out mandatory ethics training programs.- Enforce zero-tolerance anti-corruption policies.

UN SDG Goal	Parameter	NDA Focus Area	Objectives	Metrics	Key Initiatives
	c) Participating in regulation advocacy and contributing to national health and economic policies.	Focus Area 1: Regulatory Excellence	- Actively engage in national regulation formulation.	- Number of regulations influenced annually.	- Partner with government and NGOs for regulation advocacy.- Represent NDA at international policy forums.
Governance	a) Ensuring adherence to global best practices in decision-making and oversight.	Focus Area 1: Regulatory Excellence	- Embed global best practices in NDA decision-making.	- % adherence to global frameworks.	- Regularly benchmark NDA governance practices.- Develop governance dashboards for decision-makers.
	b) Enhancing internal governance structures to improve efficiency and accountability.	Focus Area 4: Institutional Growth & Sustainability	- Strengthen internal governance systems for efficiency.	- % increase in operational efficiency metrics.	- Conduct internal governance reviews bi-annually.- Implement digitized governance monitoring tools.
	c) Encouraging compliance and good governance practices among regulated entities.	Focus Area 1: Regulatory Excellence	- Promote industry-wide compliance to governance standards.	- % of entities adhering to compliance checks.	- Establish governance guidelines for stakeholders.- Conduct regular compliance workshops with entities.

UN SDG Goal	Parameter	NDA Focus Area	Objectives	Metrics	Key Initiatives
Innovation	a) Introducing technology-driven solutions for drug regulation, including AI-powered monitoring tools.	Focus Area 3. Digital Transformation for quality services	- Leverage AI for improved monitoring systems.	- % adoption of AI-powered tools.	- Develop AI-driven tools for market surveillance.- Train staff in using technology for efficient regulation.
	b) Developing e-learning platforms for regulatory training.	Focus Area 3. Digital Transformation for quality services	- Provide accessible and scalable training platforms.	- % of staff utilizing e-learning tools.	- Launch NDA e-learning platform for stakeholders.- Offer certifications for e-learning program participants.
	c) Supporting research and development in pharmaceutical innovations and traditional medicine.	Focus Area 4: Institutional Growth & Sustainability	- Encourage innovation in drug development and traditional medicine.	- % increase in R&D contributions.	- Partner with research institutions for innovative projects.- Fund traditional medicine research initiatives.

Sustainability Index Calculation

The NDA Sustainability Index Score will be calculated annually based on performance in the focus areas. Each parameter will be scored, normalized, and weighted as per the assigned percentages. Using a sample performance:

- a) Goal 3: 85
- b) Goal 8: 75
- c) Goal 12: 70
- d) Goal 16: 80
- e) Governance: 90
- f) Innovation: 95

The Sustainability Index Score is calculated as follows:

- a) Goal 3 (Good Health and Well-being): Weight = 25%, Score = 85 i.e. $25\% \times 85 = 21.25$
- b) Goal 8 (Decent Work and Economic Growth): Weight = 15%, Score = 75 i.e. $15\% \times 75 = 11.25$.
- c) Goal 12 (Responsible Consumption and Production): Weight = 15%, Score = 70 i.e. $15\% \times 70 = 10.51$
- d) Goal 16 (Peace, Justice, and Strong Institutions): Weight = 15%, Score = 80 i.e. $15\% \times 80 = 12.15$
- e) Governance: Weight = 15%, Score = 90 i.e. $15\% \times 90 = 13.51$
- f) Innovation: Weight = 15%, Score = 95 i.e. $15\% \times 95 = 14.25$

Summing up the weighted scores --- $21.25 + 11.25 + 10.5 + 12 + 13.5 + 14.25 = 82.75\%$.


The overall Sustainability Index Score is **82.75 out of 100**. In the NDA's M&E framework, it shall aim to improve the sustainability index score.


The NDA Sustainability Strategy represents a holistic approach to aligning regulatory excellence with global sustainability goals. By leveraging the Sustainability Index Score and ESG Scorecard, the NDA commits to enhancing its contributions to public health, economic growth, environmental stewardship, and good governance.



Safe Drugs Save Lives

National Drug Authority

 **Head Office:** Plot 93, Buganda Road
P.O. Box 23096, Kampala Uganda

 +256 417 788100 / 417 788124/9
Toll Free 0800101999

 druginfo@nda.or.ug

 www.nda.or.ug

Iso 9001: 2005 Certified