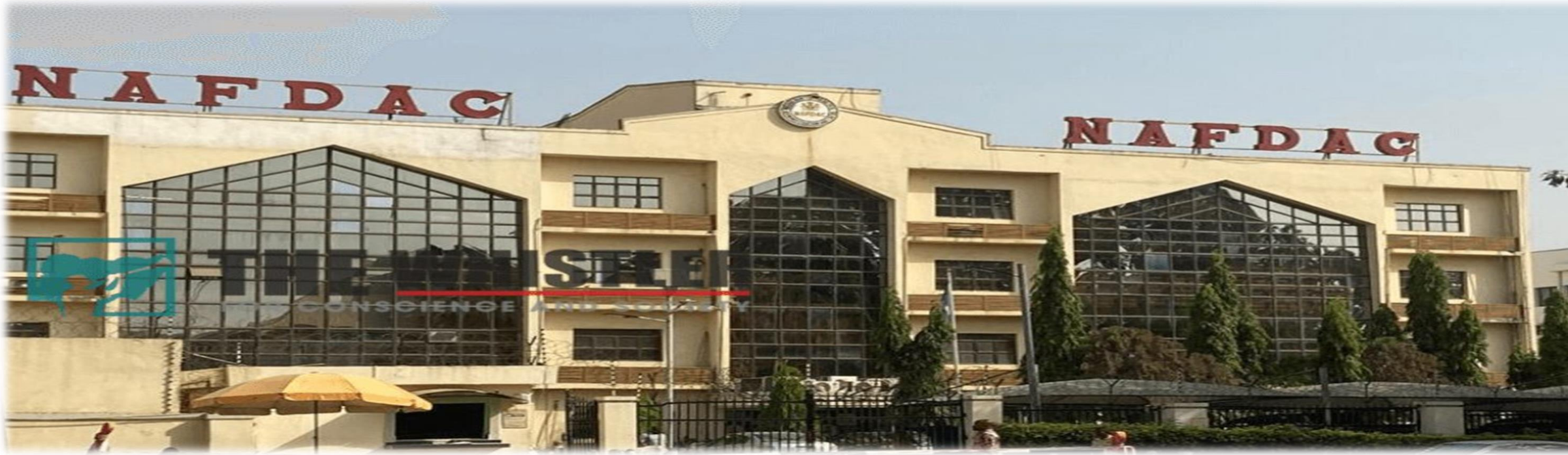
NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL (NAFDAC)

STRATEGIC PLAN

(2024 – 2027)



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LIST OF ABBREVIATIONS

ADR: Adverse Drug Reaction
AEFI: Adverse Events Following Immunization
APIs - Active Pharmaceutical Ingredients
ATM: HIV/AIDs, Tuberculosis and Malaria
AMR: Anti-Microbial Resistance
AMU: Anti-Microbial Usage
BCMS: Business Continuity Management System
CBN - Central Bank of Nigeria
CEO - Chief Executive Officer
CER - Chemical Evaluation & Research
CRIA - Clean Report of Inspection Analysis
CTD - Common Technical Documents
CTAC: Community Treatment and Care
DER - Drug Evaluation and Research
DG - Director General
D, LS (F&C): Director Laboratory Services (Food and Chemicals
D, LS (Drug): Director Laboratory Services, Drug
D, ALS: Director, Agulu Laboratory Services
D, KLS: Director Kaduna Laboratory Services
D, VBM-LS: Director Vaccines, Biologics and Medical Devices Laboratory Services
D, DER: Director, Drug Evaluation and Research Directorate
D, DR&R: Director, Drug Registration and Regulatory Affairs
D, FR&R: Director, Food Registration and Regulatory Affairs
D, PRS: Director Planning Research and Statistics Directorate
D, VMAP: Director Veterinary Medicines & Allied Products
D, HRM: Director, Human Resource Management Directorate
D, PID: Director, Ports Inspection Directorate
D, PA: Director, Public Affairs Unit
D, NCS: Director, Narcotics and Control Substances Directorate
D, LSO: Director, Lagos State Office
D, FCT: Director, Federal Capital Territory
D, I&E: Director, Investigation and Enforcement Directorate
D,LeSD: Director, Legal Services Directorate
D, CER: Director Chemical Evaluation and Research Directorate
DHIS - District Health Information System
EPMS: Employee Performance Management System
F&A - Finance and Accounts
FDA - Food and Drug Administration (United States)
FMoH - Federal Ministry of Health
FSAN - Food Safety and Applied Nutrition
FPPs - Finished Pharmaceutical Products
GAAP: Generally Accepted Accounting Principles
GDP: Good Distribution Practices
cGMP - Current Good Manufacturing Practices
GS1: Global Standard
GMP: Good Manufacturing Practices
GHP: Good Hygienic Practices
HRM - Human Resource Management
KPIs: Key Performance Indicators
HRMIS - Human Resources Management Integrated System
IA - Institutional Assessment/Analysis
ICT - Information Communication Technology
IEC: Information and Education Communication Materials
ICSRs: Individual Case Safety Reports
I&E - Investigation and Enforcement
ICH - International Conference on Harmonization
INGO - International Non-Governmental Organization
IPSAS: International Public Sector Accounting System
ISO - International Organization for Standardization
ISMS: Information Security Management System
INCB - International Narcotics Control Board
LIMS - Laboratory Information Management System
LS - Laboratory Services
NHREC: National Health Research Ethics Committee
NICIS: Nigeria Integrated Customs Information System
NDEPS: National Economy Policy and Strategy
NDPR: Nigeria Data Protection Regulation
NGEA: Nigeria Government Enterprise Architecture
MAHs: Marketing Authorization Holders
MAS - Mobile Authentication Service
MDGs - Millennium Development Goals
MDAs - Ministries, Departments and Agencies
M&E - Monitoring and Evaluation
MRA - Medicines Regulatory Agencies
MoU - Memorandum of Understanding
MSMEs - Micro, Small & Medium Enterprises
NAFDAC - National Agency for Food and Drug Administration and Control
NAPAMS - NAFDAC Automated Product Administration & Monitoring System
NCS - Nigerian Customs Service/Narcotics and Controlled Substances
NEIPS -
NICIS - Nigerian Integrated Customs Information System
NGO - Non-Governmental Organizations
NHREC - Nigerian Health Research Ethics Committee
PA - Public Affairs
PPEs: Personal Protective Equipment
PO: Purchase Orders
PID - Port Inspection Directorate
PIDCARMS:
PRASCOR - Pharmacovigilance Rapid Alert System for Consumer Reporting
PRS - Planning Research & Statistics
PV - Pharmacovigilance
PMS - Post Market Surveillance
PQM - Product Quality Management
RMP: Remote Patient Monitoring
Q1: Quarter one
Q2: Quarter two
Q3: Quarter three
Q4: Quarter four
QA - Quality Assurance
QC - Quality Control
QMS - Quality Management System
R&R - Registration and Regulatory Affairs
REMITA: Payment gateway for Federal Government Funds generated from levies, taxes and tariffs
SF - Strategic Focus
SFs - Substandard and Falsified Medicines
SO - Strategic Objective
SOP - Standard Operating Procedure
SWOT - Strengths, Weaknesses, Opportunities and Threats
TMC - Top Management Committee
UNICEF - United Nations Children's Fund
UNIDO - United Nations Industrial Development Organization
USAID - United States Agency for International Development
USAT: User Satisfaction survey
VAT: Value Added Tax
VMAP - Veterinary Medicines & Allied Products
WHO - World Health Organization
WHO-GTB - World Health Organization-Global Benchmarking Tool

FOREWORD

I am delighted to present to you the NAFDAC Strategic Plan 2023–2027, which outlines the strategic visions and goals we have identified to help the Agency realize its full potential and better fulfil its mission to promote the quality and safety of food, drugs, chemicals, cosmetics, detergents, medical devices, and bottled water by ensuring adherence to global best practices to protect public health.

The process of formulating this current Strategic Plan has given us the opportunities to take stock of past successes and failures, to determine our goals and objectives in the light of current challenges and to put forward strategies to address the challenges and also respond to changes in the regulatory milieu. The strategies are also aligned with the renewed Hope Agenda of the Federal Government of Nigeria.

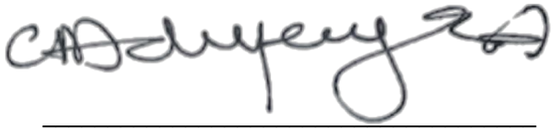
The strategic themes attest to our commitment to safeguard public health through our core values of professionalism, resilience, integrity, dedication as well as exhibiting excellence in our daily efforts to remain customer-focused, Agency-minded.

Our strategies for safeguarding public health are aimed at instituting an effective and efficient regulatory system that ensures only the right quality Food, Drugs and other regulated products are manufactured, exported, imported, advertised, distributed, sold, and used.

To implement our strategic objectives, we need to develop an enabling environment in which our human, financial and physical resources are appropriately allocated and deployed to help us attain sustainable excellence in our regulatory processes. Accordingly, the Agency aims to remain a world-class regulator that ensures the availability of quality and safe food, drugs, and other NAFDAC-regulated products to the consuming public.

The Strategic Plan represents the concerted efforts of our staff and stakeholders, whose valuable feedback and inputs have been incorporated in this document. I would like to acknowledge the work of the Strategic Plan development committee coordinated by the PRS Directorate who led the process of preparing this Strategic Plan.

I am sure that, with the collaboration of our hardworking staff and external stakeholders the goals we aspire to accomplish will in time translate into milestones of which we can be proud of. I invite you to read the Plan and collaborate with the Agency to effectively safeguard the health of our people.



Prof. Christianah Mojisola Adeyeye, *FAS*

DIRECTOR-GENERAL (NAFDAC)

CHAPTER ONE
INSTITUTIONAL ANALYSIS

The Agency's 2018-2023 Strategic Plan expired by the end of December 2023. In line with the global best practices, the plan was evaluated after its expiration on 1st of January 2024. It is pertinent to mention that there was a mid-term review aimed at ensuring that the Agency remained aligned with its goals, adapted to changing environments, and optimally utilized resources. The post-plan evaluation was to assess the level of implementation of the Plan, assess the factors that may have facilitated or hindered the achievement of set goals, and compile lessons learned that would serve as inputs into the next Strategic Plan. The evaluation further ensured that all staff members have a clear understanding of the Agency's direction, which promotes unity and fosters collective efforts towards common goals.

It is therefore worthy of note that a rich harvest of information was gathered from the post-plan evaluation as the data collected and analyzed provided background material for discussing and identifying priority areas for action in this current Strategic Plan. The 2018-2023 Strategic Plan had 84% level of achievement, thus showing that the Agency is on the right track in safeguarding public health.

The challenges confronting the Agency however include inadequate funding, inadequate staff strength, weak legislation etc.

Nevertheless, the evaluation of the last Strategic Plan revealed the existence of the following opportunities in the system that can benefit the Agency; WHO Pre-Qualification status of our Central Drug Laboratory in Yaba, Lagos which has increased the capacity of the laboratory to serve as the Regional Centre for Regulatory Excellence in Drug Analysis and as a reference laboratory for testing of program medicines for Global Fund and other International Agencies and organizations. This has a huge capacity to increase revenue generation. The attainment of WHO ML3 places the Agency on a pedestal towards achieving ML4 and WHO Listed Authority (WLA) Status. The status affords Nigeria the opportunity for global trade of Nigeria-made pharmaceuticals in addition to making local pharmaceutical manufacturers more competitive in AfCFTA. Other identified opportunities are well-equipped and certified laboratories; the availability of NAFDAC Offices in 36 states and FCT as well as highly trained and resourceful workforce.

Aware of the above opportunities and taking note of the lessons learned from the implementation of the last Strategic Plan (2018-2023) the Agency's management has therefore identified strategic areas to better position the Agency to safeguard public health. These strategic foci include **Strong Leadership and Governance**, **Institutionalization of Best Practices**, **Safety and Quality of Regulated Products**, **Continuous Monitoring along the Supply Chain**, and **Efficient Financial and Performance Management.**

CHAPTER TWO
VISION, MISSION, AND CORE VALUES

VISION

To be a world-class regulator that ensures the availability of quality and safe food, drugs, and other NAFDAC-regulated products.

MISSION

To protect and promote the public health by instituting an effective and efficient regulatory system that ensures only the right quality Food, Drugs and other regulated products are manufactured, exported, imported, advertised, distributed, sold, and used.

CORE VALUES

NAFDAC staff members are Customer-focused, Agency-minded, and are guided by the following core values **'PRIDE':**

1. Professionalism

2. Resilience

3. Integrity (Transparency & Good Governance)

4. Dedication & Commitment

5. Excellence

CHAPTER THREE
STRATEGIC FOCUS, GOALS AND OBJECTIVES

NAFDAC in pursuance of its mandate has the underlisted five (5) Strategic Pillars to achieve its goals and objectives in the years 2024 to 2027.

Strategic Pillars

1. Strong Leadership and Governance
2. Institutionalization of Best Practices
3. Safety and Quality of Regulated Products
4. Continuous Monitoring along the Supply Chain
5. Efficient Financial and Performance Management

1. Strong Leadership and Governance

Goal: To sustain a Transparent Quality-Driven Management Structure for a Strong Regulatory Framework

Strategic Objectives and Interventions

1.1 Ensure Disciplined and Motivated Management and Workforce

- Provision of additional human resources
- Provision of additional operational vehicles, Property, Plant and Equipment, including Personal Protective Equipment.
- Improvement of Staff emoluments.
- Provision of a safe and work-friendly environment.

1.2 **Strengthen Regulatory Framework**

- Amendment of NAFDAC Laws
- Develop/ Review regulations and guidelines for regulatory processes.
- Diligent prosecution/defense of civil and criminal cases.

1.3 **Strengthen Quality Management System and WHO Global Benchmarking Tool principles**

- Sustain QMS Certification.
- Attain WHO GBT ML 4 Vaccine Lot Release.
- Attain WHO Listed Authority (WLA).

1.4 Strengthen Overarching Information and Communication Technology

- Expansion of Digital transformation of Agency's Processes for Efficiency and Effectiveness.
- Implement relevant ISO certifications and comply with ICT Policy and regulations.
- Increase Internet bandwidth provisioning and Cloud hosting services.
- Increase IT working tools – PCs, Laptops, tablets, Servers, Printers.

2 Institutionalization of Best Practices

Goal: To improve the Corporate Image of the Agency and the Country.

Strategic Objectives and Interventions

2.1 Improve efficiency in all NAFDAC Processes

- Continued monitoring and improvement of Cycle time of key processes.
- Development of electronic processing for Listing certificate and Permit to Clear.
- Sustenance of the issuance of Permit to Import controlled drugs and other classes of chemicals.
- Deployment of process improvement modules on electronic platforms (PIDCARMS, LIMS, NAPAMS, AHReMS etc.)

2.2 **Build Capacity of Staff and Stakeholders through targeted training and development programmes.**

- Implementation of training and staff development programmes to improve staff performance.
- Increase collaborations with stakeholders through sensitization workshops.
- Participation at Statutory meetings both local and international.

2.3 Improve Customer Satisfaction through Effective Communication and Complaint Resolution.

- Establish an efficient communication system for increased stakeholders' participation
- Improve on the effective customer complaint resolution system.

2.4 **Strengthen Laboratory System for effective service delivery**

- Maintain compliance with requisite standards and achieve accreditation from recognized bodies to demonstrate excellence
- Timely procurement of consumables and laboratory equipment with cutting-edge technology to support testing.

3 Safety and Quality of Regulated Products

Goal: To ensure the quality and safety of regulated products that are fit for both local and/or foreign markets

Strategic Objectives and Interventions

3.1 **Reduce Significantly Substandard and Falsified/Counterfeit Medical Products, Unwholesome Foods, and other NAFDAC-regulated products**.

- Strengthen GMP inspections for Foreign and Local Facilities.
- Strengthen Intelligence and Enforcement activities.
- Enforce ban on sale of pharmaceutical products in open drug markets.
- Strengthen the capacity of local pharmaceutical and other regulated product manufacturers.
- Sustain routine surveys on the level of substandard and falsified medicines.

3.2 Strengthen Clinical Trials

- Optimize Clinical Trials.
- Conduct periodic review meetings with CTAC, NHREC etc

3.3 Strengthen the Regulatory Environment for the Safety of food, feeds, medical products and agro-chemicals and other NAFDAC-regulated products.

- Improve routine inspection and monitoring of Drugs, cosmetics, food/feeds production facilities across the 36 states including FCT.
- Strengthen Field Trial Evaluation/ Bio-efficacy Trial of Pesticides and Agrochemicals
- Institute surveillance system for Anti-microbial agent and Agrochemical in Nigeria

3.4 Ensure Strict Utilization of Narcotics Drugs and Controlled Substances for Medical and Scientific Purposes

- Improve warehouse inspection and sales verification of outlets for narcotic drugs as well as controlled substances to prevent diversion and abuse.
- Risk categorization of importers and manufacturers of narcotic medicines
- Assessment of finished Narcotics utilized by health facilities.

3.5 To strengthen the regulatory framework for the sound management of chemicals

- Improve warehouse inspection and sales verification of outlets for chemicals.
- Improve inspection and monitoring of chemical production and storage facilities.
- Full digitization of all CER operations including digital listing certificate and permit to clear restricted chemicals.

4 Continuous Monitoring along the Supply Chain

Goal: To Safeguard Public Health

Strategic Objectives and Interventions

4.1 Strengthen Post-marketing Surveillance (PMS) of Food and Medical Products

- Improve PMS inspections at wholesale, distributors, and retail facilities across the 36 states including FCT.
- Effective recall of violating products from the supply chain to protect the public.
- Risk-based categorization of food and medical products into high, medium, and low categories.
- Increase the scope of GDP Inspections
- Implementation of Traceability Systems for all pharmaceutical products (using HIV/AIDS, Tuberculosis, Malaria (ATM) commodities and Narcotic drugs as a pilot).

4.2 Strengthen the Pharmacovigilance System for effective Adverse Event reporting and assessment

- Sustain Adverse Event Reporting drive.
- Improve PV inspections of Pharmaceutical Manufacturers and Marketing Authorization Holders across the 36 states including FCT

5 Efficient Financial and Performance Management

Goal: To Promote, Sustain, and reinforce transparency and accountability in the management of the financial resources of the Agency.

Strategic Objectives and Interventions

5.1 Sustain a Responsible and Balanced Budgeting System.

- Enhance processes for tracking Resource Utilization
- Sustain the Standardized Financial Reporting Format
- Sustain existing Internal Control Systems.

5.2 Strengthen the Performance Management System of the Agency

- Strengthen the survey system for Data Integrity and evidence-based decision.
- Strengthen the Monitoring and Evaluation System.

5.3 Effective Revenue Management and Sustainability of Financial Best Practices

- Quarterly Revenue Monitoring to ensure strict adherence to tariff.
- Utilization of user fees for intended purposes
- Development of annual work plans to set goals, track progress, and ensure effective allocation of resources.

5.4 Strengthen Procurement Process

- Institutionalize a Transparent Procurement and Tendering process.
- Reduce Procurement Cycle.

CHAPTER FOUR
STRATEGIC FRAMEWORK

Strong Leadership and Governance	Institutionalization of Best Practices	Safety and Quality of Regulated Products	Continuous Monitoring along the Supply Chain	Efficient Financial and Performance Management
1.1 Ensure Disciplined and Motivated Management and Workforce	2.1 Improve efficiency in all NAFDAC Processes.	3.1 Reduce Significantly Substandard and Falsified/Counterfeit Medical Products, Unwholesome Foods, and other NAFDAC-regulated products.	4.1 Strengthen Post-marketing Surveillance (PMS) of Food and Medical Products.	5.1 Sustain a Responsible and Balanced Budgeting System.
1.2 Strengthen Regulatory Framework.	2.2 Build the Capacity of Staff and Stakeholders through targeted training and development programmes.	3.2 Strengthen Clinical Trials.	4.2 Strengthen the Pharmacovigilance System for effective Adverse Event reporting and assessment.	5.2 Strengthen the Performance Management System of the Agency.
1.3 Strengthen Quality Management System and WHO Global Benchmarking Tool principles.	2.3 Improve Customer Satisfaction through Effective Communication and Complaint Resolution	3.3 Strengthen the Regulatory Environment for the Safety of food, feeds, medical products and Agro-chemicals and other NAFDAC-regulated products.		5.3 Effective Revenue Management and Sustainability of Financial Best Practices.
1.4 Strengthen Overarching Information Communication Technology	2.4 Strengthen the Laboratory System for effective service delivery.	3.4 Ensure Strict Utilization of Narcotics Drugs and Controlled Substances for Medical and Scientific Purposes.		5.4 Strengthen Procurement Process
		3.5 Strengthen the regulatory framework for the sound management of chemicals.		

CHAPTER FIVE
RESULT FRAMEWORK & ACTIVITY TIMELINE

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pillar 1	**Strong Leadership and Governance** **GOAL:** To Build a Transparent Quality-Driven Management Structure for a Strong Regulatory Framework																							
1.1	**Ensure Disciplined and Motivated Management and Workforce**	Provision of additional human resources and well-motivated workforce	Employee growth rate	30% increment in staff strength by 2027	Engage 15% by 2025 and 30% by 2027	D, HRM	Additional employees engaged	1. To select and recruit the right caliber of staff to fill vacant positions in the Agency		x				x				x				x		
			Promotion rate			D, HRM						x				x				x				x
			Absenteeism rates	3% absenteeism rate achieved		D, HRM						x				x				x				x
		Provision of additional Infrastructure, operational vehicles, equipment, and Personal Protective Equipment (PPE)	Operational Vehicles per Senatorial Zone	100% of Senatorial Zones provided with operational vehicles by 2027	40% by 2024, 75% by 2025, 90% by 2026 & 100% by 2027	D, HRM	Additional operational vehicles, procured	Procurement of additional operational vehicles.				x					x				x			
			Prototype offices per state	100% of states provided with prototype offices by 2027	40% by 2024, 75% by 2025, 90% by 2026 & 100% by 2027	D, HRM	Additional prototype offices constructed	Construct prototype offices in targeted states				x				x				x				x
			Personal Protective Equipment (PPEs) per staff in need of PPEs	Provision of 100% of required PPEs by 2027	50% by 2024, 60% by 2025, 70% by 2026 & 100% by 2027	D, HRM	Additional Personal Protective Equipment procured	Procurement of Personal Protective Equipment				x				x				x				x
			User Satisfaction (USAT) survey to measure satisfaction with working tools	Annual USAT survey	4 USAT surveys by 2027	D PRS Head Reforms	USAT survey conducted	Carry out periodic survey to evaluate user satisfaction with working tools				x				x				x				x
		Improvement of Staff emoluments.	Employee turnover ratio			D, HRM																		
			Approved NAFDAC Staff emoluments	Secure approval for NAFDAC Staff emoluments	Secure approval by 2025 and sustain	DGN D, HRM	NAFDAC Staff emoluments implemented	Implementation of NAFDAC Staff emoluments			x													

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Provision of a safe and work-friendly environment	Proportion of NAFDAC Facilities with functional Fire Extinguishers	Ensure 90% functionality of NAFDAC facilities with functional fire extinguishers by 2027	Achieve 70% by 2024, 75% by 2025, 85% by 2026 & 90% by 2027.	SA-DG Head, HSE D, HRM	Functional material resources and equipment provided	1.Provision of functional material resources and equipment 2.Regular and timely maintenance of material resources and equipment				x				x				x				x
			Percentage of planned HSE Audit carried out	90% of planned fire HSE Audit carried out	Achieve 70% by 2024, 75% by 2025, 85% by 2026 & 90% by 2027	SA-DG Head, HSE D, HRM					x				x				x				x	
			Percentage of planned fire drills implemented	90% of planned fire drills implemented	Achieve 70% by 2024, 75% by 2025, 85% by 2026 & 90% by 2027	SA-DG Head, HSE D, HRM	Fire drills conducted	Conduct fire drills at least twice a year		x		x		x		x		x		x		x		x
			Proportion of Customers Satisfaction surveys conducted	Quarterly Customers Satisfaction survey	4 Customers Satisfaction surveys yearly	D PRS Head Reforms	Customers Satisfaction survey conducted	Carry out periodic survey to customers' satisfaction with services received from NAFDAC to ensure continual improvement in service delivery	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
1.2	**Strengthen Regulatory Framework**	Amend/ Review Legal provisions, regulations and guidelines for regulatory processes	Completion level of NAFDAC Laws amendment	80% completion of amendment of Relevant NAFDAC Laws by 2027	Achieve 10% by 2024, 30% by 2025, 70% by 2026 & 80% by 2027	D, LeSD	Relevant NAFDAC Laws submitted for assent	Amend Relevant NAFDAC Laws Gazetting of reviewed laws	x	x			x	x			x	x			x	x		
			Completion level of regulations development/review	80% of required Regulations gazetted by 2027	To achieve 65% by 2024, 70% by 2025, 75% by 2026. & 80% by 2027	D, DR&R D, FR&R	Regulations gazetted	Develop /review relevant Regulations				x				x				x				x
			Proportion of obsolete Guidelines reviewed	90% of obsolete guidelines reviewed	To achieve 65% by 2024, 70% by 2025, 75% by 2026. & 90% by 2027	D, DR&R D, FR&R	Guidelines reviewed	Develop /review obsolete Guidelines.	x				x				x				x			

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Optimize prosecution/defence of civil and criminal cases.	Percentage of cases concluded	80% of all criminal action and civil action are being instituted or responded to yearly	80% of all criminal action and civil action are being instituted or responded to	D, LeSD	Cases charged to court	Receive case files from I&E Study, Draft and Prosecute diligently	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of convictions	60% convictions achieved	60% convictions secured yearly	D, LeSD	Cases charged to court	Receive case files from I&E, Study, Draft and Prosecute diligently				x				x				x				x
			Proportion of successful defences	80% of cases defended successfully yearly	Defend 80% of cases against the Agency yearly	D, LeSD	Cases against the Agency defended	Study, gather relevant information and defend the Agency				x				x				x				x
1.3	**Strengthen Quality Management System and WHO Global Benchmarking Tool principles**	Sustain QMS Certification	Proportion of targeted NAFDAC formations with dedicated quality teams in place.	100% of NAFDAC formations to maintain dedicated Quality Teams.	All NAFDAC formations with dedicated QMS Teams in place by 2024 and sustained till 2027	NAFDAC Quality Manager	Dedicated QMS teams in place in targeted NAFDAC formations	1. Formation of QMS teams in targeted NAFDAC Formations 2. Training and certification				x				x				x				x
			Timely dissemination of Internal Audit report	100% of Internal Audit reports disseminated timely	Achieve 80% by 2024, 85% by 2025, 90% by 2026 and 100% by 2027	NAFDAC QMS Team	Internal audit report disseminated timely	1. Carry out Internal audit as scheduled 2. Disseminate Internal audit report timely			x				x				x				x	
			Timely resolution of Corrective Action	100% of corrective action resolved timely	Achieve 80% by 2024, 85% by 2025, 90% by 2026 and 100% by 2027	NAFDAC QMS Team	Corrective action resolved within timeline	Receive and review resolved corrective action reports			x				x				x				x	
		Attain and sustain WHO GBT ML 4	WHO-GBT Maturity Level 4 attained	Attain WHO GBT ML 4 by 2024 and sustain	Attain Maturity level 4 by 2024	DG (NAFDAC), WHO-GBT Coordinator	WHO GBT ML 4 attained	1. Quarterly assessment of all GBT regulatory functions. 2. Training of staff				x												
		Achieve WHO Listed Authority (WLA)	Percentage of WLA Performance Evaluation indicators implemented	Become a WHO Listed Authority (WLA) by 2026	Attain level 4 by 2024 and become a WLA by 2026	DG (NAFDAC), WHO-GBT Coordinator	WHO Listed Authority (WLA) attained.	1. Quarterly assessment of all GBT regulatory functions. 2. Training of staff							x				x					

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.4	**Strengthen Overarching Information Communication Technology**	Digital transformation of Agency's Processes for Efficiency and Effectiveness	Microsoft 365 Employee usage rate	Increase to 90%, staff usage of emails, outlook, SharePoint, MS Team	Achieve 60% by 2024, 70% by 2025, 80% by 2026 and 90% by 2027	DG (NAFDAC), Head, ICT Unit	MS 365, SharePoint for improved communication and collaboration within the Agency	1. Deploy MS O356 and SharePoint 2. Train Staff on Digital Transformation and SharePoint usage	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of automated processes	90% of targeted processes automated	Achieve 60% by 2024, 70% by 2025, 80% by 2026 and 90% by 2027	DG (NAFDAC), Head, ICT Unit	Targeted NAFDAC processes automated	Identify and automate NAFDAC processes	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of time Internet connection is active and functional						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Laptop access to Employee rate	90% of targeted staff provided with laptops	Achieve 400 by 2024, 600 by 2025 and 700 by 2026	DG Head, ICT Unit	IT working tools provided	Procurement of IT working tools				x				x				x				x
			Website Traffic	Increase site visitors by 20 % yearly.	Achieve 20% every year	DG Head, ICT Unit	NAFDAC information available and accessible on Agency's website	Review and update Website periodically	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Implement relevant ISO certifications and comply with ICT Policy and regulations	Percentage of ICT staff who have completed ICT Policy and Regulations training	To achieve 100% compliance by 2025	Achieve 80% by 2024, 100% by 2025, and sustained	DG Head, ICT Unit	Compliance with NITDA guidelines	1.Ensure Government Digital Services (GDS) and IT projects implementation follows the provisions of National Economy Policy and Strategy (NDEPS), Nigeria e-Government. 2. Master Plan, IT Projects Clearance Policy and Guidelines, Nigeria e-Government. 3. Interoperability Framework (Ne-GIF), Nigeria Government Enterprise Architecture (NGEA), Nigeria Data Protection Regulation (NDPR) and other National ICT/e-Government Documents.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			ISO 27001:2013 Implementation and Certification.	Obtain ISO 27001:2013 Certification by 2025	Achieve 27001:2013 Certification by 2025 and sustain till 2027.	DG Head, ICT Unit	ISO 27001:2013 certification attained	Develop, implement, and maintain Information Security Management System (ISMS) Plan based on ISO 27001 standards.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			ISO 22301 Implementation and Certification Audit – BCMS.	Obtain ISO 22301 Certification by 2026.	Achieve ISO 22301 Certification by 2024 and sustain till 2027	DG Head, ICT Unit	ISO 22301 certification attained	Develop, implement, and maintain Business Continuity and Disaster Recovery Plan based on ISO 22301 standards	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			ISO 27032 Cyber Security Implementation and Strategy Certification.	To obtain ISO 27032: Certification by 2024.	Achieve ISO 27032 Certification by 2024.	DG Head, ICT Unit	ISO 27032 certification attained	Develop, implement, and maintain cybersecurity risk management Plan based on ISO 22301 standards.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Increase Internet bandwidth provisioning and Cloud hosting services	Percentage of Internet capacity used during peak hours	80% of Internet capacity used during peak hours	Achieve 95% by 2024, 90% by 2025, 85% by 2026 and 80% by 2027	DGN Head, ICT	Active internet connectivity in all NAFDAC offices	1. Payment of subscriptions 2. Provision of internet devices 3.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Pillar 2	**Institutionalization of Best Practices** **Goal**: To improve the Corporate Image of the Agency and the Country																							
2.1	**Improve efficiency in all NAFDAC Processes**	Continued monitoring and improvement of Cycle time of key processes	Percentage of Market Authorization applications processed within timelines	90% of Market Authorization applications processed within timelines	Achieve 70% by 2024, 75% by 2025, 80% by 2026 and 90% by 2027	D, R&R	Market Authorization applications processed.	Receive and process Market Authorization applications through NAPAMS platforms within set timelines	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of Advert applications processed on NAPAMS	100% of advert application processed on NAPAMS from 2025	Process 100% of Advert application on NAPAMS in 2025 sustain till 2027	D, R&R	Advert applications are received and processed timely on NAPAMS	Receive and process Advert applications through NAPAMS platforms																
			Percentage of Inspection requests carried out within timeline (Disaggregate by	90% of inspection requests carried within timeline	Process 90% in 2024 and sustain till 2027.	D DER D FSAN D VMAP	Received inspection requests processed timely	Receive and process inspection requests through NAPAMS platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			product type)			D Zones																		
			Percentage of Product Samples Analysis requests carried out within timeline (Disaggregate by product type)	90% of product samples analysed within timeline	Achieve 90% by 2024 and sustain till 2027	D LS	Received product samples processed timely	Receive and process samples through LIMS platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of Imported Clearance approved within timeline (Disaggregate by product type)	90% of import clearance issued within timeline	Achieve 90% by 2024 and sustain till 2027	D PID	Received import clearance processed timely	Receive and process import clearance applications through PIDCARMS platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of Exports Certificates issued within timeline (Disaggregate by product type)	90% of Exports Certificates issued within timeline	Achieve 90% by 2024 and sustain till 2027	D PID	Received Exports Certificates applications processed timely	Receive and process Exports Certificates applications through PIDCARMS platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage Import Permit requests Issued within timeline (Disaggregate by product type)	90% of import permit issued within timeline	Achieve 90% by 2024 and sustain till 2027	D CER D NCS D VMAP	Received import permit request processed timely	Receive and process import permit applications through Single Window Trade Portal	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Deployment of process improvement modules on electronic platforms	Fully functional and integrated electronic platforms with external and Internal systems	90% of NAFDAC electronic platforms Integrated	60% by 2024, 70% by 2025, 80% by 2026, 90% by 2027	Head ICT	NAFDAC electronic platforms Integrated	1. Integrate NAFDAC electronic platforms such as NAPAMS, LIMS, PIDCARMS etc. 2. Integrate NAFDAC electronic platforms with external systems such as NICIS, SWT, REMITA etc.																
2.2	**Build the Capacity of Staff and Stakeholders through targeted training and**	Implementation of training and staff development programs to improve staff	Percentage of approved training plan implemented	To coordinate 70% implementation of yearly approved training plans	Achieve 70% implementation of approved plans yearly	D, PRS	1. Approved training plans implemented. 2. Staff trained	Coordinate trainings and awareness programmes for staff and stakeholders. Collate Assessment of Staff Training Needs	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	development programmes	performance	Training and development hours per employee	20 hours training and development per employee achieved yearly	Achieve 20 hours training and development per employee yearly	D, PRS	1. Approved training plans implemented. 2. Staff trained	Monitor and document implementation of staff training	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Employee Skill Gap Assessment Rate	Employee skill Gap reduced to 10% by 2027	30% by 2024, 20% by 2025, 15% by 2026, 10% by 2027	D, PRS	Skill Gap survey conducted	Conduct survey to assess skill gap of staff				x				x				x				x
			Proportion of implemented training stepped down	100% of trainings stepped down	80% by 2024, 95% by 2025, 100% by 2026, sustain to 2027	D, PRS	Step down trainings conducted	Conduct step down training for all external trainings attended	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Increase collaborations with stakeholders and Partners	Stakeholder Engagement Rate	To conduct 90% of planned sensitization workshops yearly	Achieve 90% implementation of planned sensitization workshops yearly	D,PA D, PRS D (Zones) All relevant Directors	Planned sensitization workshops conducted	Conduct sensitization workshops				x				x				x				x
			Partnership growth rate	10% growth in number of Partners achieved yearly	10% partnership growth yearly	OTIR All relevant Directors	Partnership growth achieved	1. Carry out advocacy visit to partners 2. Sign MoUs with partners				x				x				x				x
			Partnership Fund expansion rate	10% growth in Partners funding achieved yearly	10% partnership fund expansion yearly	D F&A	Partnership fund expansion achieved	1. Carry out advocacy visit to partners 2. Sign MoUs with partners				x				x				x				x
			Percentage of statutory meetings attended	Attend 80% of statutory meetings	Attend 80% statutory meetings yearly	DGO All relevant Directors	Statutory local and international meetings attended	Attend approved statutory meetings as scheduled				x				x				x				x
2.3	**Improve Customer Satisfaction through Effective Communication and Complaint Resolution**	Establish an efficient communication system for increased stakeholders participation	Proportion of approved information disseminated through print, electronic and social media	Disseminate 85% of approved information on NAFDAC activities disseminated through print, electronic and social media yearly	Achieve 85%, disseminated yearly through print, electronic, and social media	D, PA Head, ICT	Approved information on NAFDAC activities disseminated through print, electronic and social media	Continuously convey the Agency's programmes (sensitization, workshops, and events, Press Releases, DGs keynotes/speeches/addresses) on our Digital platforms Quarterly press releases and Weekly NAFDAC and your Health Television programme	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Social Media followers growth rate	100% growth achieved yearly	Achieve 100% yearly	DGO D PA	Social media platforms verified	1. Verify all NAFDAC social media platforms																
			Percentage of approved content published on website within the timeline	To host 90% of approved information on NAFDAC website within the timeline	Achieve 90% yearly	Head, ICT All relevant Directorates	Approved information on NAFDAC hosted on the website	Hosting of approved information on NAFDAC website	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			IEC Materials dissemination rate (Dissagregate by location)	To print 100% of approved IEC material and disseminate every year	Achieve 100% yearly	DGN D, PA	Approved Information and Education Communication (IEC) materials printed and disseminated	Printing and dissemination of Information and Education Communication (IEC) materials	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Improve on the effective customer complaint resolution system	Proportion of customers' complaints resolved within stipulated timelines	90% of complaints resolved within timelines by 2027	Achieve 75%-2024 80%-2025 85% -2026 90% -2027	Head, Reforms All Directorates Zones/States	Customers' Complaints resolved within stipulated timelines.	Receiving and escalate complaints to relevant Directorates within 24 hours. Directorates resolve issues within stipulated timelines		x				x				x				x		
			Complaint resolution ratio	90% of received complaints resolved	Achieve 75%-2024 80%-2025 85% -2026 90% -2027	Head, Reforms All Directorates Zones/States	Customers' Complaints resolved within stipulated timelines.	Receiving and escalate complaints to relevant Directorates within 24 hours. Directorates resolve issues within stipulated timelines		x				x				x				x		
2.4	**Strengthen Laboratory System for effective service delivery**	Maintain compliance with requisite standards and achieve accreditation from recognized bodies to demonstrate excellence	Proportion of NAFDAC laboratories with WHO Pte-Qualification status	Sustain WHO Pre-Qualification for CDCL Yaba and Achieve WHO Pre-Qualification for 2 Laboratories (KLS, ALS) by 2027	Achieve 100% by 2027	DGN D, LS(D) D KLS D ALS	WHO Pre-qualification status achieved for 3 Laboratories	1.Regular training of laboratory staff 2. Pre-Qualification of all laboratories 3. Internal Audits 4. A Scope extension to cover other testing e.g. AAS for herbal samples. 5. Annual calibration of equipment and other measuring devices. 6. Preventive maintenance agreement with the equipment suppliers to ensure equipment are functioning optimally for effective service delivery. 7. Participation in ILT and PT	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Proportion of received samples treated and released	To analyse 95% of received samples	Achieve 95% yearly	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	Received samples treated and released	Analysis of received samples			x			x					x				x		
			Proportion of NAFDAC Laboratories with ISO 17025: 2017 accreditation	100% of NAFDAC Laboratories attain ISO 17025: 2017 accreditation by 2027	80% by 2024 85% by 2025, 90% by 2026, 100% by 2027	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	NAFDAC Laboratories accredited with ISO 17025: 2017	1.Regular training of laboratory staff 2. ISO 17025: 2017 accreditation 3. Internal Audits 4. Annual calibration of equipment, other measuring devices and Preventive maintenance. 5. Participation in PT			x			x					x				x		
			Proportion of Laboratories scopes accredited	90% of Laboratories scopes accredited	60% by 2024 70% by 2025, 80% by 2026, 90% by 2027	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	Laboratory scopes accredited	1.Regular training of laboratory staff 2. Internal Audits 3. Annual calibration of equipment, other measuring devices and Preventive maintenance. 4. Participation in PT				x			x					x				x	
		Timely procurement of consumables and laboratory equipment with cutting-edge technology to support testing	Proportion of consumables procured within timeline	90% of consumables received within timeline	80% by 2024 85% by 2025, 90% by 2026, sustain till 2027	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	Consumables procured	1. Procure consumables																
			Average time taken to procure consumables	Achieve an average of 90 days for procurement of consumables	200 days by 2024, 150 days by 2025, 120 days by 2026, 90 days by 2027	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	Consumables procured	1. Procure consumables	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Proportion of required laboratory equipment with cutting-edge technology provided.	100% of required laboratory equipment with cutting-edge technology provided by 2027	90% by 2024 95% by 2025, 100% by 2026, and sustained	D, LS (F&C), D, LS (Drug) D, ALS D, KLS D, VBM-LS	Required laboratory equipment with cutting-edge technology provided	Continuous procurement of laboratory equipment with cutting-edge technology to support testing	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Pillar 3	**Safety and Quality of Regulated Products** **Goal:** To ensure the quality and safety of regulated products that are fit for both local and/or foreign market																							
3.1	**Reduce Significantly**	Strengthen GMP inspections for	Proportion of requested GMP	Achieve 95% by 2027	Achieve 85% by 2024, 88%	Directors (Inspecting	Requested GMP inspections	1. Conduct regular GMP Inspections of pharmaceutical,	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Substandard and Falsified/Counterfeit Medical Products, Unwholesome Foods, and other NAFDAC-regulated products.	Foreign and Local Facilities	inspections conducted		by 2025, 90% by 2026 and 95% by 2027	Directorates), Directors (Zones)	conducted	herbal medicines, cosmetics & medical devices, food/feeds manufacturing facilities.																
			Compliance rate	95% compliance achieved	Achieve 85% by 2024, 88% by 2025, 90% by 2026 and 95% by 2027	Directors (Inspecting Directorates), Directors (Zones)	Improved Compliance achieved	1. Strengthen capacity of local pharmaceutical manufacturing facilities to improve compliance and self-sufficiency.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of follow-up inspections conducted after non-compliance findings	95% follow up inspections conducted	Achieve 85% by 2024, 88% by 2025, 90% by 2026 and 95% by 2027	Directors (Inspecting Directorates), Directors (Zones)	Follow up inspection conducted	1. Conduct follow up Inspections of pharmaceutical, herbal medicines, cosmetics & medical devices, food/feeds manufacturing facilities.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Strengthen Intelligence and Enforcement activities	Proportion of Scheduled Surveillance Operations Conducted.	To conduct 800 Surveillance Operations yearly	Achieve 800 Surveillance Operations yearly	D, I&E Directors (Zones) D, PMS D (Inspecting Directorates)	Scheduled Surveillance Operations Conducted	1. Conduct surveillance operations	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of Investigations resulting in enforcement actions	80% of investigations resulting in enforcement actions	Achieve 60% by 2024, 65% by 2025, 70% by 2026 and 80% by 2027	D, I&E Directors (Zones) D, PMS D (Inspecting Directorates)	Investigations resulting in enforcement actions Conducted	1. Carry out investigations	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Enforce ban on sale of pharmaceutical products in open drug markets.	Proportion of open drug markets closed in Nigeria.	To close 100% of open drug markets in Nigeria by 2027	Achieve 25% by 2024; 50% by 2025, 75% by 2026 & 100% by 2027	DGN D, I&E D, PMS,	Open drug markets closed in Nigeria	1. Enforcement of the ban on sale of pharmaceutical products in open drug markets.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Strengthen the capacity of local pharmaceutical and other regulated product manufacturers	Proportion of medicines manufactured locally	Achieve 70% local manufacture of medicines by 2027	Achieve 30% by 2024; 40% by 2025, 50% by 2026 & 70% by 2027	D, DER D, VMAP Directors (Zones) D, CER D, PMS	Improved local manufacture of pharmaceuticals	1. Monitor the implementation of the 5+5 registration validity policy for medicines on the ceiling list.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2	**Strengthen Clinical Trials**	Optimize Clinical Trials	Percentage of Clinical Trial Applications approved	Process 100% of Clinical Trials applications by 2027	Achieve 90% by 2024; 92% by 2025, 95% by 2026 & 100% by 2027	D, DER	Authorized clinical trials conducted.	1. Optimize Clinical Trial oversight activities. 2. Conduct periodic review meetings with CTAC, NHREC etc 3. Continuous Training of Staff and stakeholders. 4. Conduct inspection of CT sites																
			Percentage of trial sites inspected	100% of inspection of trial sites by 2027	Achieve 90% by 2024; 92% by 2025, 95% by 2026 & 100% by 2027	D, DER	Trial sites inspected	1. Schedule inspection of trial sites 2. Conduct inspection of trial sites																
		Conduct periodic review meetings with CTAC, NHREC etc	No. of joint activities carried out with relevant stakeholders	Conduct quarterly review meetings with CTAC, NHREC etc	Conduct review meetings with CTAC, NHREC etc every quarter.	D, DER	Quarterly review meetings with relevant stakeholders conducted.	Periodic review meetings with CTAC, NHREC etc	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.3	**Strengthen the Regulatory Environment for the Safety of Food, feeds, Medical Products, agrochemicals, and other NAFDAC-regulated Products.**	Implement an integrated routine inspection and monitoring system for production facilities of Drugs, cosmetics, food/feeds and other regulated products across the 36 states including FCT..	Percentage of registered facilities inspected (Disaggregate by scheduled and unannounced routine inspection)	80% of registered food, feeds and pharmaceuticals, medical products and other NAFDAC Regulated Products manufacturing facilities inspected by 2027	50% by 2024, 60% by 2025, 70% by 2026 & 80% by 2027.	Inspecting Directorates Directors (Zones)	Production facilities of all Food and feeds, medical products, and other NAFDAC regulated products monitored/inspected.	1. Routine monitoring of Drugs, cosmetics, food/feeds production facilities. 2. Training and sensitization of farmers, distributors, and agro dealers on safe and responsible use of pesticides and agro chemicals in 2 geo-political zones. 3. Implementation mandatory HACCP Policy in animal feed premix and animal feed manufacturing facilities. 4. Conduct GMP/GHP Inspections and forward such reports to R&R in a timely manner.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Compliance Rate	80% compliance achieved	Achieve 50% by 2024, 60% by 2025, 70% by 2026 and 80% by 2027	Directors (Inspecting Directorates), Directors (Zones)	Improved Compliance achieved	1. Routine monitoring of Drugs, cosmetics, food/feeds production facilities.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Enforce ban on sale of pesticides and agrochemicals without being listed by the	Proportion of unauthorized sale outlet for pesticides and agrochemicals	To close 100% of unauthorized sale outlets for pesticides and agrochemicals in	Achieve 25% by 2024; 50% by 2025, 75% by 2026 & 100% by 2027	D(VMAP) D(I&E)	Unauthorized sale outlet for pesticides and agrochemicals closed in	1. Enforce ban on sale of unauthorized pesticides and agrochemicals.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Agency	closed	Nigeria by 2027			Nigeria																	
		Strengthen Field Trial Evaluation/ Bio-efficacy Trial of Pesticides and Agrochemicals	Proportion of Field Trial Evaluation and Bio-Efficacy Trial conducted	Achieve 100% inspection and monitoring of field trial evaluation sites	Achieve 100% yearly	D, VMAP	Field Trial Evaluation and Bio-Efficacy Trial Conducted.	1. Collaboration with relevant research institutes and universities. 2. Continuous training of staff and stakeholders	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Institute surveillance system for Antimicrobial agents and Agrochemicals in Nigeria	Number of AMR related surveillance, and pesticides and agrochemical residues levels in agricultural produce and animal feed conducted	Conduct four AMR and pesticides and agrochemical residues levels in agricultural produce and animal feed related surveys by 2027	Achieve one surveys yearly.	D, VMAP Directors (Zones)	AMR related surveillance and pesticides and agrochemical residues levels in agricultural produce and animal feed conducted..	1. Conduct at least 4 advocacy visits to relevant stakeholders on responsible AMU. 2. Augment the knowledge and understanding of AMR among Nigerians, especially health care professionals. 3. Conduct a survey on food/feed-borne AMR in at least 2 geo-political zones. Conduct enlightenment/awareness programs on AMR to ensure rational use of antimicrobial agents.. 5. Conduct structured research on AMR in collaboration with office of research , AMR-OH committee and relevant Institutions such as NCDC, Universities and Research Institutes.. 6. Conduct enlightenment/awareness programs on the rational use of pesticides and agrochemicals.				x				x				x				x
3.4	**Ensure Strict Utilization of Narcotics Drugs and Controlled Substances for Medical and Scientific Purposes**	Improve warehouse inspection and sales verification of outlets for narcotic drugs as well as controlled Narcotics,Psychoactive substances and precursors to prevent diversion and abuse	Proportion of Warehouse Inspections carried out	Issuance of permit to import to 98% of applicants who meet specified requirements yearly	98% of applications for permits to import who meet specified requirements issued yearly	D, NCS	Warehouse Inspections conducted.	1. Carry out drug abuse sensitization awareness programmes. 2. Collaborate with International Narcotics Control Board for alert notification. 3. Increase monitoring to ensure compliance with requirements for distribution, Sales verification, and utilization verification	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
								of controlled substances 5. Timely issuance of permits to import and clear narcotic drugs, psychotropic substances and precursors. 6. Carry out routine inspection of warehouses															
		Risk categorization of importers and manufacturers of narcotic medicines	Proportion of importers and manufacturers of Narcotic Medicines categorized.	Achieve 100% categorization by 2027	Achieve 25% by 2024 50% by 2025; 75% by 2026 & 100% by 2027	D, NCS	Importers and manufacturers of Narcotic Medicines categorized	Risk categorization of importers and manufacturers of narcotic medicines	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Assessment of finished Narcotics utilized by health facilities	Proportion of finished Narcotics utilized by Health facilities.	Achieve 100% assessment of health facilities in Nigeria by 2027	Achieve 50% by 2024, 70% by 2025; 85% by 2026 & 100% by 2027	D, NCS	Health facilities assessed	Continuous assessment of finished Narcotics utilized by health facilities in Nigeria	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Proportion of health facilities assessed	Achieve 100% assessment of health facilities in Nigeria by 2027	Achieve 50% by 2024 70% by 2025; 85% by 2026 & 100% by 2027	D, NCS	Health facilities assessed	Continuous assessment of finished Narcotics utilized by health facilities in Nigeria	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.5	**To strengthen the regulatory framework for the sound management of chemicals**	Improve warehouse inspection and sales verification of outlets for chemicals.	Proportion of Warehouse Inspections Conducted	85% of scheduled warehouse inspections conducted within timelines yearly	Achieve 85% yearly	D, CER	Warehouse Inspections Conducted	1. Routine inspection of chemicals warehouses. 2. Sustained electronic issuance of permits and authorizations. 3. Capacity building/training of staff on electronic processing	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Improve inspection and monitoring of chemical production facilities	Proportion of chemical production facilities inspected	80% of chemical manufacturing facilities inspected yearly.	Achieve 80% yearly	D, CER	Chemical production facilities inspected	Continuous inspection and monitoring of chemical production facilities	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Full digitization of all CER operations including digital listing certificate and permit to clear restricted chemicals	Proportion of CER operations digitalized	Achieve 100% digitalization of CER operations by 2025	Achieve 100% by 2025 and sustain till 2027	D, CER	CER processes digitalized.	Sustained electronic issuance of permits and authorizations			x			x										
Pillar 4	**Continuous Monitoring along the Supply Chain** **Goal:** To Safeguard Public Health																							

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1	**Strengthen Post-marketing Surveillance (PMS) of Food and Medical Products**	Improve PMS inspections at wholesale, distributors, and retail facilities across the 36 states including FCT	Proportion of planned PMS inspections conducted	Achieve 80% inspection of outlets yearly	Achieve 50% by 2024, 60% by 2025,70% by 2026 & 80% by 2027	D, PMS	Outlets inspected	1. Routine surveillance to retail Pharmacies, PPMVLs and other dispensing facilities to ensure compliance with regulatory requirements of pharmaceuticals and other regulated products across the country. 2. Deploy acquired upgraded version of the TruScan devices as a field screening device for identification and authentication of medicines used in Nigeria.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Effective recall of violating products from the supply chain to protect the public	Proportion of violating products recalled from the supply chain	Recall 100% of violating products recalled from the supply chain yearly	Achieve 100% yearly	D, PMS	Violating products recalled from the supply chain.	Coordination of products recalls	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Risk-based categorization of food and medical products outlets into high, medium, and low categories	Proportion of food and medical products outlets captured in the database that are categorized.	Achieve 100% categorization by 2027	Achieve 25% by 2024 50% by 2025; 75% by 2026 & 100% by 2027	D, PMS	Food and medical products outlets categorized	Categorization of food and medical and other regulated products outlets into high, medium, and low risk categories	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Increase the scope of GDP Inspections.	Proportion of scheduled GDP inspections conducted.	Conduct 90% of scheduled GDP inspections yearly	Achieve 90% yearly	D, PMS	Scheduled GDP inspections conducted	1.Conduct continuous Good Distribution Practice (GDP) in distribution and wholesaler facilities. 2. Training of relevant staff on GDP inspections	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Compliance rate of GDP Inspections			D, PMS			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Implementation of Traceability Systems for all pharmaceutical products (Using HIV/AIDS, Tuberculosis,	Proportion of identified pharmaceutical products tracked and traced	To track and trace 80% of identified pharmaceutical products	Achieve 80% yearly	D, PMS D, NCS DGO	Identified pharmaceutical products tracked and traced	1. Procurement and deployment of detection devices 2. Training of relevant staff 3. Tracking and tracing of identified products along the supply chain.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Malaria (ATM) commodities, and Narcotic drugs as a pilot)	Proportion of manufacturers complying with traceability requirements	80% of manufacturers complying with traceability requirements by 2027	Achieve 20% by 2024, 40% by 2025, 60% by 2026 and 80% by 2027	D, PMS D, NCS DGO	GS1 barcode printed on all ATM and Narcotic drugs	1. Ensure GS1 barcode printed on packaging of ATM and Narcotic drugs	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
4.2	**Strengthen the Pharmacovigilance System for effective Adverse Event reporting and assessment**	Expand and scale up the download and use of the Mobile Safety Application (Med Safety App) for ADR/AEFI reporting in Nigeria	Proportion of ICSRs received through electronic platforms	80% ADR reports submitted through electronic platforms yearly	Achieve 80% yearly	D, PV	ADR reported through electronic platforms	1. Conduct Active Surveillance for high-risk/ new pharmaceuticals. 2. Identify facilities to be used as sentinel sites for active surveillance. 3. Develop protocol for active surveillance. 4.Ethical review, clearance, or approval of protocol and conformity to international best standards 5. Identify and deploy tools for PV data collection and reporting in strict adherence to relevant PV guidelines and SOPs. 6. Sustained awareness creation on use of Med Safety App and e- reporting for reporting of Adverse events following immunizations and Adverse Drug Reactions.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of Causality assessment conducted for received ICSRs	90% of received ICSRs assessed	Achieve 60% by 2024, 70% by 2025, 80% by 2026 and 90% by 2027	D PV	Causality assessment carried out	1. Carry out causality assessment of ICSRs	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
			Percentage of ADR/AEFI uploaded to Vigibase and VigiFlow	100% of ADR/AEFI uploaded to Vigibase and VigiFlow	Achieve 60% by 2024, 70% by 2025, 80% by 2026 and 100% by 2027	D PV	ADR/AEFI uploaded to VigiFlow and Vigibase	1. Upload ADR/AEFI to VigiFlow and Vigibase	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Improve PV inspections of Pharmaceutical Manufacturers and Marketing Authorization	Proportion of scheduled PV inspections of Pharmaceutical Manufacturers and Marketing	Eight PV inspections conducted by 2027	Conduct 2 PV inspections c annually.	D, PV	Scheduled PV inspections conducted.	(i) Conduct PV inspection in compliance with National PV Policy and NAFDAC Good PV Practice Guidelines (ii) Effective RMP monitoring of MAHs	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Holders across the 36 states including FCT	Authorization Holders across the 36 states including FCT conducted.																					
Pillar 5	**Efficient Financial and Performance Management** **Goal**: To Promote, Sustain, and reinforce transparency and accountability in the management of the financial resources of the Agency.																							
5.1	**Sustain a Responsible and Balanced Budgeting System**	Enhance processes for tracking Resource Utilization.	Proportion of the approved budget implemented within specified timeline.	90% of planned/approved budget implemented yearly.	Achieve 90% yearly	D, F&A	Improved evaluation of financial goals.	1.Examination of the Agency's financial records. 2.Reports on levels of compliance with laid down rules, regulations and procedures for keeping and recording govt. accounting books as stipulated by financial regulation, constitution, GAAP and other extant circulars.		**x**				**x**				**x**				**x**		
		Sustain the Standardized Financial Reporting Format.	Compliance level with IPSAS	Track 100% compliance with IPSAS	Sustain 100% compliance till 2027	D, F&A	Resource utilization tracked	Deploy ICT mechanism for tracking resource utilization	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**
		Sustain existing Internal Control Systems.	Proportion of revenue reconciled	100% of revenue GL reconciled		D, F&A	Resource utilization tracked	Deploy ICT mechanism for tracking resource utilization	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**
5.2	**Strengthen the Performance Management System of the Agency**	Strengthen the survey system for Data Integrity and evidence-based decision.	Proportion of approved surveys implemented	Implement 100% of approved surveys	Achieve 100% yearly.	D, PRS	Developed survey tools deployed.	1. Develop survey tools 2. deployment of survey tools 3. data analysis and management 4. report writing 5. disseminate survey findings 6. reports archiving	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**
		Strengthen the Monitoring and Evaluation System.	Proportion of scheduled M&E exercise conducted.	Sixteen (16) M&E Exercises conducted by 2027.	Conduct 4 M&E exercises yearly	D, PRS	M&E exercise conducted for evidence-based decision making	1. Develop/Review M&E tools 2. Schedule M&E exercise 3. Conduct M&E Exercise 4. Evaluate findings 5. Report writing 6. Disseminate findings	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**
			Proportion of reports monitored for timeliness	100% of reports monitored for timeliness	70% by 2024, 80% by 2025, 90% by 2026, 100% by 2027	D PRs	Periodic reports collated	1. Receive and collate periodic reports from Directorates/units/zones	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**	**x**

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Percentage of KPIs tracked	100% of KPIs tracked	70% by 2024, 80% by 2025, 90% by 2026, 100% by 2027	D PRS	Approved KPIs tracked	1. Track Approved KPIs in the strategic plan	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Implement the performance management system for staff evaluation	Proportion of staff evaluated using Employee Performance Management System (EPMS)	100% of staff evaluated using EPMS format	100% sustained till 2027	D HRM D PRS	EPMS reports collated	1. Receive and collate EPMS reports from directorates/ zones/ units quarterly	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
5.3	**Effective Revenue Management and Sustainability of Financial Best Practices**	Quarterly revenue monitoring to ensure strict adherence to tariffs	Proportion of Revenue Monitoring Exercise conducted	Sixteen (16) Revenue Monitoring Exercise conducted by 2027	Conduct 4 Revenue Monitoring Exercise yearly.	D, F&A	Revenue Monitoring Exercise conducted	1. Conduct quarterly revenue surveillance visits. 2. Automation of payment platform	x	x	x	x	x	x	x	x	x	x	*	x	x	x	x	x
		Utilization of user fees for intended purposes	Proportion of user fees utilized for intended purposes.	100% of user fees utilized for intended purposes yearly.	Achieve 100%, yearly	DGN D, F&A	User fees utilized for intended purposes.	1.Monitoring of user fees utilization 2. Visitation to all NAFDAC offices: Confirm that the amount on the payment advice tallies with the receipts issued. Ensure that VAT is properly calculated and charged.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		Development of Annual Work Plans to set goals, track progress, and ensure effective allocation of resources	Proportion of Annual workplans developed within timelines	Develop 4 Annual Workplans by 2027	Annual Workplan developed yearly within timeline	D, PRS	Annual Workplans developed yearly	1. Collate Directorates/Zones Annual workplans 2. Develop the Agency's workplan	x				x				x				x			
5.4	**Strengthen Procurement Process**	Institutionalize the Transparent Procurement and Tendering process	Proportion of procurement /tendering activities carried out in compliance with laid down procedure	Carry out 100% of procurement/tendering activities in line with the Procurement Act 2007 yearly	Achieve 100% compliance yearly	DG Head, Procurement	Procurement /tendering activities carried out in compliance with laid down procedure	1. Review and categorize the proportion of Agency's spending managed and unmanaged by the Procurement Unit. 2. Digitalize internal requisition process. 3. Centralized purchasing to reduce unmanaged spending 4. Effectively track and monitor supplier contracts 5. Adopt and deploy Procurement Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

S/N	OBJECTIVES	INITIATIVE	KPIs	PERFORMANCE TARGET	JOURNEY TRACKER	RESPONSIBLE	TIMELINE		2024				2025				2026				2027			
							OUTPUT	ACTIVITY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
								Software to help bring more spend under management.																
		Reduce Procurement Cycle	Proportion of Procurements completed within timelines	90% of Procurement Activities done within timelines yearly	Achieve 90%, yearly	DG Head, Procurement	Procurements completed within timelines	1. Minimize the time it takes to produce and approve a requisition 2. Get approved Purchase Orders (PO) into the hands of vendors more quickly 3. Proactively monitor open orders 4. Provide vendor self-service portals to empower vendors to enter their own invoices	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x