FOOD AND DRUGS AUTHORITY

Your Well-being, Our Priority.

2024 ANNUAL REPORT

JUNE 2025

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CEO'S END OF YEAR STATEMENT

As we reflect on the remarkable journey of 2024, I would like to express my deepest gratitude to the Chairperson and Members of the Governing Board, our Technical Advisory Committee, EXCO and MLM Members, partners, and colleagues for their dedication, innovation, and teamwork. Their collective efforts have been instrumental in driving the FDA's achievements and advancing our mission to protect and promote public health.

This year, our strategic focus— "Improving Productivity and Efficiency through Digitalization and Staff Commitment"—guided us to embrace innovation, empower our workforce, and transform operations to serve not only the people of Ghana but also the African continent.

We have also updated our website, developed in partnership with USP/PQM+, launched the Online Advertisement Application Portal, initiated upgrade of the Laboratory Information Management System (LIMS) from version 2.5 to 4.5, which is set to be rolled out in February 2025.

These digital transformation initiatives will modernize our processes, ensuring FDA continues to meet global standards for efficiency, accuracy and data integrity. In the area of upholding Quality Standards, in 2024, we achieved significant milestones in quality management systems by expanding ISO 17025:2017 accreditation scope from 58 to 63 tests, ensuring high-quality and reliable testing services by our CLSR. We also maintained ISO 9001 :2015 certification in HQ. Tema, Ashanti and Volta and further extended our scope to include the Western and Bono Regional Offices. We have successfully completed the WHO-GBT re-assessment, reinforcing compliance with international regulatory standards. Because our workforce remains the backbone of the FDA, in 2024 we invested heavily in strengthening the capacity of over 218 staff, to meet evolving regulatory demands and national vision of domestic vaccine manufacture.

This includes training, workshops and mentorship in Molecular Biology, Bioequivalence, Revenue Mobilization, Formulation of Cosmetics and Detergents, Implementing the Global Harmonization System of Classification and Labelling of Chemicals, Evaluating invitro diagnostics, Programs on genetically modified food labelling, vector control products, and chemical classification and many more. In addition, the Golden Nugget Series launched this year, fostered mentorship between senior management and staff, while these capacity-building efforts reflect our commitment to empowering our staff, maintaining regulatory excellence, and safeguarding public health.

We reinforced our commitment to transparency, open dialogue and collaboration with stakeholders by holding our 2nd Annual Stakeholders Meeting and launching our much awaited FDA-GSA Harmonization Initiative to simplify regulatory processes, enhance data sharing, and provide mutual recognition of registration and certification, ultimately supporting SMEs and MSMEs in meeting compliance standards. This year we signed 7 new MoUs were signed with both local and international partners including UHAS in Ho, Springboard Roadshow Foundation, Korea Ministry of Food and Drug Safety, Malta Medicines Authority and International Vaccines Institute to building strong partnerships and ensuring that stakeholder needs remain at the heart of its operations.

In 2024, we made remarkable progress in advancing public health and strengthening food safety through impactful programs and partnerships. One of our key initiatives was the Universal Salt Iodization (USI) Programme, in collaboration with UNICEF Ghana, Progressive Licensing Scheme (PLS), supported by the Ghana Enterprise Agency (GEA), to facilitate the licensing of small-scale food and cosmetic processors, significantly enhancing compliance. We also prioritized Palm Oil Safety Monitoring this year, which over the years has resulted in a dramatic reduction in Sudan dye adulteration. Further advancing food safety, we collaborated with Bolt Food to deliver comprehensive hygiene training for food couriers. We are in the process of signing an MOU with postal and courier services regulatory services to bring others on board. Through the Rockefeller Foundation's Catalysing Good Food Through School Meal Programme, we provided technical support and training to selected rice millers on fortification techniques and good manufacturing practices.

Our commitment to public health was underscored through observances of key health days such as World Food Safety Day, World No Tobacco Day, and World Consumer Rights Day,

each accompanied by campaigns that raised awareness of critical issues. As you know FDA Ghana is an undisputed Global Leader in regulation. This year we hosted multiple international delegations from Ethiopian Food and Drug Authority, Tanzania Bureau of Standards, Pharmacy Council of Nigeria Senegal NRA, Sierra Leone, Liberia, and The Gambia, with a focus on laboratory capacity building, WHO pre-qualification, regulating high risk foods, clinical trials, and pharmacovigilance.FDA was also elected as the 1st Chair of the Medical Devices Assessment Technical Committee of the African Medical Devices Forum. This leadership role allows the FDA to spearhead the assessment of medical device applications at the continental level.

Awards and Accolades

We were adjudged the Overall Specified Entity of the Year for the third consecutive year, Most Efficient, Most Dynamic - we are unmatched, and we are unrivalled. In recognition of our impact at the regional level, the FDA was presented with the Health and Safety Award at the Northern Ghana Business Merit Awards 2024, and Outstanding Contribution to Economic Development at the 10th Ashanti Business Awards. I even won personal awards in my name. That would not have been possible without to the hard work, and dedication FDA staff. Together, we have set new benchmarks, and I am proud of what we have accomplished this year. At this rate I wonder if we can outdo ourselves next year. But as always, our goals for 2025 are ambitious, from rolling out IRIMS and advancing our laboratory systems to achieving recognition as a WHO Listed Authority for Clinical Trials, Pharmacovigilance and Marketing Authorization. Together, we will continue to break new ground, safeguarding public health and advancing regulatory science.

We have been through challenges, some very harsh. But in all things, we give thanks to God. I want to end by stressing on what has always been dear to my heart – the spirit of commitment and belonging. We will continue to LOVE THE FDA - because it is a profound reflection of who we are as an Agency. Our spirit of commitment and belonging is what drives us to go beyond the ordinary, to see our work not just as tasks, but as a shared purpose. It is the understanding that we are not just individuals working in isolation but part of a larger family striving toward a common goal. we truly embrace this spirit, we create an environment where innovation thrives, relationships deepen, and excellence becomes second nature. We spend more than half of our waking hours at work, making FDA not just a workplace— but more like a second home. Loving the organization, we work for is about

pride in what we achieve together. FDA, is bigger than any one of us. Even when we leave that is still a fact. Each of us plays a vital role, but it is our collective strength, unity of purpose, and shared values that define who we are and the impact we make. We cannot undermine, deceive, or sabotage this organization and still expect to benefit from its success. The effort we invest today directly shapes our personal growth and contributes to a legacy of excellence for everyone. I stand before you as a testament to this truth—what you put in is what you ultimately get out.

Our work safeguards public health, touches lives, and transforms communities and we thank God ultimately for His Wisdom, guidance, protection and all that he has helped us do for this great Authority and for our nation Ghana in 2024. To Him be all the glory and praise. I want to specially Thank the Chairman of the Governing Board and members, it's Committees and our TACs. They made my work peaceful and almost easy. Thank you all EXCO, MLM, staff and National Service persons nationwide, you are simply the best! I won't even put a geographical limit on your rating.

EXECUTIVE SUMMARY

The Food and Drugs Authority (FDA) is Ghana's national regulatory agency, established under Parts 6, 7, and 8 of the Public Health Act, 2012 (Act 851). The Authority is responsible for ensuring the safety, quality, and effectiveness of human and veterinary medicines, food, vaccines, biological products, cosmetics, medical devices, household chemical substances, and for overseeing clinical trials. It also regulates the manufacture, sale, and use of tobacco and tobacco products. To protect public health, the FDA enforces both local laws and international standards in carrying out its mandate. This includes inspecting facilities, monitoring products on the market, and taking regulatory actions when necessary. This report presents an overview of the FDA's performance in accordance to its core functions from January to December 2024.

Product Registration

In 2024, the FDA received a total of Nineteen Thousand Five Hundred and Ninety (19,590) product registration applications, a Five percent (5%) decrease from the previous year performance. The authority however processed 20,794 product applications, comprising submissions made in 2024, as well as carryover of unprocessed applications from preceding years. Sixteen Thousand Nine Hundred and Thirty-Seven (16,937) products were successfully registered, a seven percent (7%) decrease compared to 2023. Four Thousand Eight Hundred and Thirty-Four (4,834) product applications were however deferred due to non-compliance with registration requirements, which includes but not limited to labelling, indication issues, and failure to meet quality control standards. It is important to note that product registration applications are largely client-driven, and therefore not entirely within the control of the FDA. However, the Authority continues to intensify public education and enforcement activities to encourage more individuals and businesses to regularize their products. These efforts are aimed at increasing compliance and reducing the number of unregistered products on the market, in line with both local regulatory frameworks and international standards for public health protection.

Also, the FDA's Progressive Licensing Scheme (PLS) continues to play a vital role in assisting micro, small, and medium-scale enterprises (MSMEs) in achieving regulatory compliance for expedited market entry. Since its establishment, the program has facilitated the registration of Ten Thousand Six Hundred and Seventy-Five (10,675) products, including food, cosmetics,

and household chemical substances. This initiative underscores the FDA's dedication to creating a regulatory environment supportive of MSMEs, ensuring their products adhere to required standards while streamlining their access to the market. In 2023, Three Thousand and Eighty-Three (3,083) food products and Seven Thousand Three Hundred Ninety-Four (7,394) cosmetic products were registered.

Facility Licensing

The number of facility licensing applications received by the FDA increased from Seven Thousand Nine Hundred and Seventy-Eight (7,978) in 2023 to Eight Thousand Eight Hundred and Thirty-Five (8,835) in 2024. During the reporting period, the FDA conducted Eight Thousand One Hundred and Sixty-Nine (8,169) licensing inspections, representing a seventeen percent (17%) increase over the previous year. As a result of these inspections, Four Thousand Three Hundred and Ninety (4,390) facilities were successfully licensed in 2024 an eleven percent (11%) increase compared to 2023. However, it is important to note that not all inspected facilities were licensed. Some failed to meet the necessary regulatory requirements and were deferred due to unresolved Corrective and Preventive Action (CAPA) issues. These may include deficiencies in hygiene, documentation, equipment standards, or general Good Manufacturing Practices, which must be addressed before a license can be granted. In total, the FDA carried out Eleven Thousand Five Hundred and Eighty-Five (11,585) inspections across the country in 2024, marking a five percent (5%) increase over the Eleven Thousand and Thirty-Eight (11,038) inspections conducted in 2023. This reflects the Authority’s continued commitment to strengthening regulatory oversight and ensuring that all facilities comply with the required standards to protect public health.

Market Surveillance

In 2024, the Food and Drugs Authority (FDA) conducted a total of Two Thousand Three Hundred and Eighty-Five (2,385) market surveillance outings nationwide, representing a seventeen percent (17%) decrease compared to the previous year. This decline is largely attributed to resource constraints experienced during the year, which affected the Authority’s capacity to maintain previous levels of field activity. Similarly, the number of outlets visited decreased by three percent (3%), with Twenty-Five Thousand Five Hundred and Seventy-Seven (25,577) outlets covered during the period.

Despite the reduction in field activities, the Authority identified a total of Fifty-Four Thousand Two Hundred and Forty-Four (54,244) non-compliant products representing a forty-two percent (42%) increase over the previous year. This significant rise is a direct result of the FDA's intensified enforcement efforts, including more targeted inspections and stronger follow-up actions aimed at clamping down on non-compliant products in the marketplace.

Product Quality Testing

The Centre for Laboratory Services and Research (CLSR) of the FDA received a total of Four Thousand Two Hundred and Eighty (4,280) samples for testing, reflecting a Twenty-Three percent (23%) decrease compared to the previous year. Out of the samples received, fifty-seven percent (57%) were analysed representing a thirty-nine percent (39%) decline in analytical output relative to 2023. This marked reduction in testing activity was mainly due to the unavailability of key equipment and relevant accessories required for the performance of certain laboratory tests. In addition, the closure of the Microbiological Laboratories for a significant portion of the year to allow for the construction of a new cleanroom facility further affected the Centre's operational capacity.

Safety Monitoring of Medical Products

In 2024, the FDA received Two Thousand Nine Hundred and Thirty-Three (2,933) Individual Case Study Reports (ICSRs), marking a Seventy-Nine percent (79%) increase from 2023. However, Three Thousand Eight Hundred and Forty-Three (3,843) ICSRs were entered into the safety watch system, encompassing reports received in 2024 and carryovers from the previous period. Among these reports, One Thousand and Six Hundred and Fifteen (1,615) serious Adverse Events Following Immunization (AEFIs) were reviewed by the Technical Advisory Committee (TAC) on Safety Monitoring (SM-1,530), TAC on Vaccine Benefits and Policy (VBP-58), and the Joint Monitoring and Verification Committee (JMVC-27). As part of ongoing pharmacovigilance efforts, periodic signal management meetings were also held throughout the year to detect and assess potential safety signals. The following potential signals are currently under tracking:

- Tenofovir/Lamivudine/Dolutegravir associated with increased appetite
- Tenofovir/Lamivudine/Dolutegravir associated with tremors
- Abacavir/Lamivudine/Dolutegravir associated with palpitations

Food Safety Coordination and Consumer Education

A total of Twenty-Eight (28) food safety alerts were received in 2024, indicating a 36% decrease compared to 2023. The low number of alerts identified this year can be attributed to effectiveness of the food safety interventions (e.g. food safety education/sensitisation, inspections, product registration, stakeholder collaborations) implemented by the Authority.

Import and Export Control

Out of the Eighty Thousand Nine Hundred and Ninety-One (80,991) permit applications received, Seventy-Nine Thousand One Hundred and Thirty-Nine (79,139) were processed in 2024, an Eleven percent (11%) increase from the previous year. Seventy-Four Thousand Eight Hundred and Fifty-Four (74,854) permits were approved; Twelve percent (12%) increase compared to the previous year. The number of import and export consignments ins5pected increased by 61%, from Twenty-Four Thousand One Hundred and Fourteen (24,114) inspections in 2023 to Thirty-Eight Thousand Seven Hundred and Sixty-Nine (38,769) import and export inspections.

Clinical Trial Authorization

The FDA received and reviewed Twenty-Two (22) fresh clinical trial applications in 2024. The number of amendment applications received in 2024 was lower than received in 2023. The number of additional clinical trial-related documents submitted received increased from 206 to 220 documents in 2024.

Technical Assistance to Industry

The FDA in 2024 enhanced its technical support to industry through both local interventions and international collaborations aimed at promoting regulatory compliance and strengthening local manufacturing capacity. A key achievement was the collaboration with PUM Netherlands Senior Experts, which provided extended technical assistance in two areas: the formulation of medicines and qualification and validation processes for two pharmaceutical companies. This initiative offered participating firms practical, expert guidance aligned with international standards.

The FDA conducted 90% gap analysis on Fifty (50) applications, improving upon the 80% recorded in the previous year. These assessments were instrumental in identifying regulatory and quality system deficiencies across the sector. Furthermore, out of One Hundred and Sixty-Eight (168) referrals received, One Hundred and Fifty-Three (153) companies were provided with support. Collectively, these efforts underscore the FDA's commitment to fostering industry growth, ensuring compliance, and safeguarding public health through sustained regulatory partnerships and support systems.

Capacity Strengthening

The FDA Ghana conducted extensive training sessions to enhance industry standards across various sectors. A total of three hundred and seven (307) participants from one hundred and sixty-five (165) Food Processing/Manufacturing Companies were trained in various aspects of the current codes of Good Manufacturing Practices. Additionally, Nine hundred and six (906) participants from two hundred and four (204) Food Service Establishments (FSEs) were trained in the principles of Food Safety and Hygiene Practices. Training in good distribution practices was Sixty (60) participants from Thirty-Two (32) pharmaceutical companies whiles Sixty-Three (63) participants from Fifteen (15) companies were trained in good warehousing practices. Forty-Four (44) participants from six companies were trained in good cold storage practices. Thirteen (13) participants from Two (2) facilities were also trained in the introductory course of Hazard Analysis and Critical Control Points (HACCP). These efforts underscore the FDA's commitment to enhancing industry standards.

Tobacco and Controlled Substances Control

In 2024, Eleven (11) tobacco and tobacco product applications were received, with Thirteen (13) granted approval. Two (2) were carried over from the previous year. Import permit applications for controlled substances totalled One Hundred and Ten (110) import permit applications for tobacco products were received, One Hundred and One (101) were approved and Nine (9) rejected due to errors in the application submitted. There was a 15% decrease in permits received over the previous year and this might be due to some importers not re-registering their products. The introduction of the new tax system imposed on tobacco products may have also affected importation.

Public Awareness and Education Creation

A total of Two Thousand and Two Hundred and Fifty-Two (2,252) educational campaigns were organized, reaching an estimated Four Million, Four Thousand, Five Hundred and Fifty-Six (4,004,556) individuals across various settings including schools, marketplaces, transport terminals, and media platforms. The focus of the educational efforts spanned critical areas including food and drug safety issues and tobacco awareness creation.

Business Development and International Partnerships

In 2024, the FDA onboarded Forty-Eight (48) partners and collaborators, securing commitments totalling Five Hundred and Thirty-Four Thousand One Hundred Eighty-Three Euros and Fifty-Five Cents (€ 534,183.55) to bolster various regulatory systems strengthening initiatives.

Also, the Business Development and International Partnerships Directorate of the FDA advanced the FDA's regulatory reach and institutional visibility through strategic collaborations, capacity-building initiatives, and stakeholder engagements.

Key Memoranda of Understanding (MOUs) remained active with international partners, including Market Access Africa, Paul Ehrlich Institute (PEI), Botswana Medicines Regulatory Authority (BoMRA), the National Regulatory Authority of Senegal, and the Medicines Authority of Malta. These partnerships supported regulatory harmonization, self-benchmarking, and knowledge exchange. Locally, the FDA strengthened inter-agency collaboration with institutions such as the National Intelligence Bureau (NIB), Ghana Police, GRA Customs Division, Pharmacy Council, and Ghana Atomic Energy Commission, among others.

Significant capacity-building efforts were delivered through technical training programmes and study visits. These included vaccine lot release training in collaboration with USP at Bloemfontein University, GMP training in vaccine manufacturing at BTF Leiden, the GlobalVax joint study visit on vaccine regulation, and revenue mobilization training on third-party testing. Additionally, IRIMS training was conducted across user departments to enhance digital regulatory operations. International study tours and benchmarking visits were undertaken to institutions in Germany, Senegal, Ethiopia, Tanzania, Nigeria, and Congo, focusing on areas such as vaccine lot release, pharmacovigilance, clinical trials oversight, ISO/IEC 17025 accreditation, and regulation of high-risk food. Notably, the FDA continued its partnership with the Springboard Empower 360 Programme, delivering soft-skills development and leadership training for staff. The Directorate also co-led the successful organization of the 2023 Annual

Stakeholder Meeting in collaboration with PMED and CPED. Through these efforts, the Directorate reinforced the FDA's strategic goal of enhancing regulatory systems, deepening international cooperation, and building institutional resilience.

Certification and Accreditations

The Authority sustained its commitment to quality and international best practices through the maintenance and expansion of key certifications and accreditations. The Authority successfully maintained its ISO 9001:2015 certification for its Quality Management System (QMS), demonstrating continued organizational compliance with global quality standards. Additionally, the Centre for Laboratory Services and Research (CLSR) maintained its ISO/IEC 17025 accreditation, affirming the competence and reliability of its laboratory testing services.

During the year, the FDA laboratory further expanded the scope of accredited tests from 58 to 63, strengthening its technical capacity to support regulatory functions. As part of its decentralization strategy, the Authority also initiated the development and implementation of ISO 9001 systems in its Western and Bono Regional Offices, a step aimed at enhancing service delivery and institutional consistency across all operational levels.

Finance

Total revenue of Two Hundred and Sixty-Two Million, Two Hundred and Thirty-Two Thousand, Five Hundred and Fifty-Four Ghana Cedis, Eighty-Five Pesewas (GHS 262,232,554.85) was collected in 2024, representing a 42% increase compared to the previous year. Out of this amount, Sixty-Three Million, Seven Hundred and Forty-Three Thousand, and Forty Ghana Cedis, and Two Pesewas (GHS63,743,040.02) was transferred to the consolidated fund.

Internal Audit

In the financial year 2024, One Thousand Six Hundred and Twenty-Nine (1,629) payment vouchers (PVs) were reviewed and One Thousand Six Hundred and Twenty-One (1,621) were recorded in the PV register, with Twenty-two (22) PVs returned for the necessary corrections and Eight (8) out of 22 Twenty-two (22) PVs returned were not brought back for Authorisation. These findings highlight the meticulous attention to detail and strict adherence to established procedures in the payment process.

Conclusion

The year 2024 was marked by enhanced regulatory activities, strategic collaborations, and institutional developments. The FDA remains committed to fulfilling its mandate of protecting public health through sound regulatory practices and continued stakeholder engagement.

1.0 INTRODUCTION

The Food and Drugs Authority (FDA) is the national regulatory body mandated by Parts 6, 7, and 8 of the Public Health Act, 2012 (Act 851) to protect public health by regulating the manufacture, importation, exportation, distribution, sale, and use of a broad range of food and drug products. These include food, allopathic and herbal medicines, veterinary medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco and tobacco products, as well as substances of abuse. The FDA also has the statutory responsibility to authorize and oversee clinical trials, ensuring the ethical and scientific integrity of studies conducted in Ghana.

In response to emerging public health challenges and evolving technologies in product development and regulation, the FDA continues to refine its frameworks and operational systems to remain agile, science-driven, and globally aligned. Through a combination of risk-based regulation, evidence-informed decision-making, and stakeholder collaboration, the Authority works to maintain the safety, quality, and efficacy of regulated products.

In line with its strategic vision, the FDA is pursuing institutional excellence and digital transformation, including the ongoing development of the Integrated Regulatory Information Management System (IRIMS). This web-based solution is designed to streamline the end-to-end management of regulatory processes particularly product registration by enhancing transparency, decentralizing evaluations, and improving efficiency across departments and regional offices.

Results from the 2024 Client Satisfaction and Public Confidence Survey, conducted in early 2025, revealed a complex organizational landscape with significant challenges across both external service delivery and internal workforce satisfaction.

While the FDA maintains strong stakeholder confidence (79.45%) and exceptional staff professionalism ratings (97.3% among stakeholders), key areas of improvement include persistent service delivery delays, digital platform inadequacies, and communication deficits.

The survey data demonstrates a clear correlation between internal organizational health and external service quality, as staff reported on areas that impact their ability to deliver timely, efficient services such as compensation dissatisfaction, resource constraints, and limited career development opportunities. This highlights the urgent need for integrated improvements addressing both workforce satisfaction and client service delivery.

Grounded in the values of accountability, integrity, and teamwork, the FDA remains committed to building a responsive, credible, and high-performing regulatory institution that protects public health while supporting innovation and compliance in regulated sectors.

1.1 Vision

To protect the health and safety of people in Ghana and to be a global Centre of excellence for food and medical product regulation.

1.2 Mission Statement

The FDA exists to assure the safety, quality and efficacy of human and veterinary drugs, food, biological products, cosmetics, medical devices, household chemical substances and clinical trials, and the control and use of tobacco products, through the enforcement of relevant standards to protect public health.

1.3 Critical Success Factors

The 2020-25 Strategy Compass of the FDA espouses the following critical success factors:

i. Financial Performance - Attain financial sustainability driven by prudent and innovative resource management.
ii. Clients - Achieve the highest quality of service delivery that aligns with our purpose.
iii. Processes - Achieve system-wide effectiveness and efficiency using cutting edge technology as an enabler. iv. People - Build motivated and highly skilled teams, delivering performance in a model Public Sector institution.

Partnerships - Nurture relationships that support our ambition of excellence.

1.4 Core Values

The core values which define the work culture within the organization are as follows:

i. Accountability
ii. Teamwork
iii. Integrity

1.5 Functions of the Food and Drugs Authority

The functions of the FDA as spelt out in parts six (6), seven (7) and eight (8) of the Public Health Act, 2012 (ACT 851) Act 851; these are reflected by the respective Technical Divisions and Departments as well as Regional Offices within the organization. The daily activities of all operational units of the FDA find their place within the following:

1. Enforce standards for human (allopathic and herbal) and veterinary drugs, food, biological products, cosmetics, medical devices, household chemical substances, clinical trials, and the control and use of tobacco products.
2. Register food, human (allopathic and herbal) and veterinary drugs, biological products, cosmetics, household chemical substances, medical devices and tobacco products.
3. License facilities for manufacture and storage, and vehicles for the transportation of FDA regulated products.
4. Issue food hygiene permit for food service establishments, meat shops, abattoirs and slaughter slabs.
5. Issue import and export permits for FDA regulated products.
6. Free-sale certificate for export of FDA regulated products.
7. Carry out market surveillance of FDA registered products.
8. Monitor adverse effects in the use of FDA regulated products.
9. Approve and monitor advertisement of FDA regulated products.
10. Investigate consumer complaints for FDA regulated products.
11. Provide industrial support services to manufacturers of FDA regulated products.
12. Provide clients services to companies and individuals.

13. Monitor FDA regulated products at all ports of entry.
14. Approve the initiation and conduct of clinical trials.
15. Test all FDA regulated products to ensure conformance to all relevant standards.
16. Educate the public on safe handling and use of FDA regulated products.
17. Monitor through the District Assemblies and any other agency of State, compliance with the provisions of Parts 6, 7 and 8 of Act 851.
18. Develop effective Regulations for the implementation of Parts 6, 7 and 8 of Act 851.
19. Advise the Minister on measures to protect public health.

This report gives an account of the FDA's performance in the execution of its core mandate for the period January – December 2024.

2.0 MANAGEMENT AND STRUCTURE OF FDA

FDA Governing Board

The 6th FDA Governing Board is made up of Eleven (11) members.

See appendix 1 for updated membership list of the Governing Board.

Management Team

Executive Committee

After 22 years of dedicated service, Mr. Bennie, Head of the Legal and Corporate Affairs Directorate, retired from active duty. He was succeeded by Mrs. Perpetual Vincentia Yankson.

Mr. Okyere, Director of Business Partnerships and International Collaborations, resigned after 21 years of service. The responsibilities of his portfolio are currently being overseen in an acting capacity by Mr. Joseph Ofosu Siaw, Head of Quality Management Systems.

See appendix II for the updated list of members of the FDA Executive Committee

Middle Level Management

In the year under review, the team welcomed two new members: Mr. Jacob Amoako-Mensah, who assumed the role of Regional Head for the newly established Northeast Region, and Mrs. Gloria Asum Kwarteng, representing the Centre for Import and Export Control.

Mr. Okyere, Director of Business Partnerships and International Collaborations, resigned after 21 years of service. The responsibilities of his portfolio are currently being overseen in an acting capacity by Mr. Joseph Ofosu Siaw, Head of Quality Management Systems

See appendix III for the updated list of members of FDA Middle Level Management.

Department Heads

During the reviewed year, a new department, the Satellite Laboratory Department, was established to oversee the operations of the minilabs within the regions and ports. This addition brings the total number of departments to forty-two (42).

See appendix IV for the updated list of Department Heads.

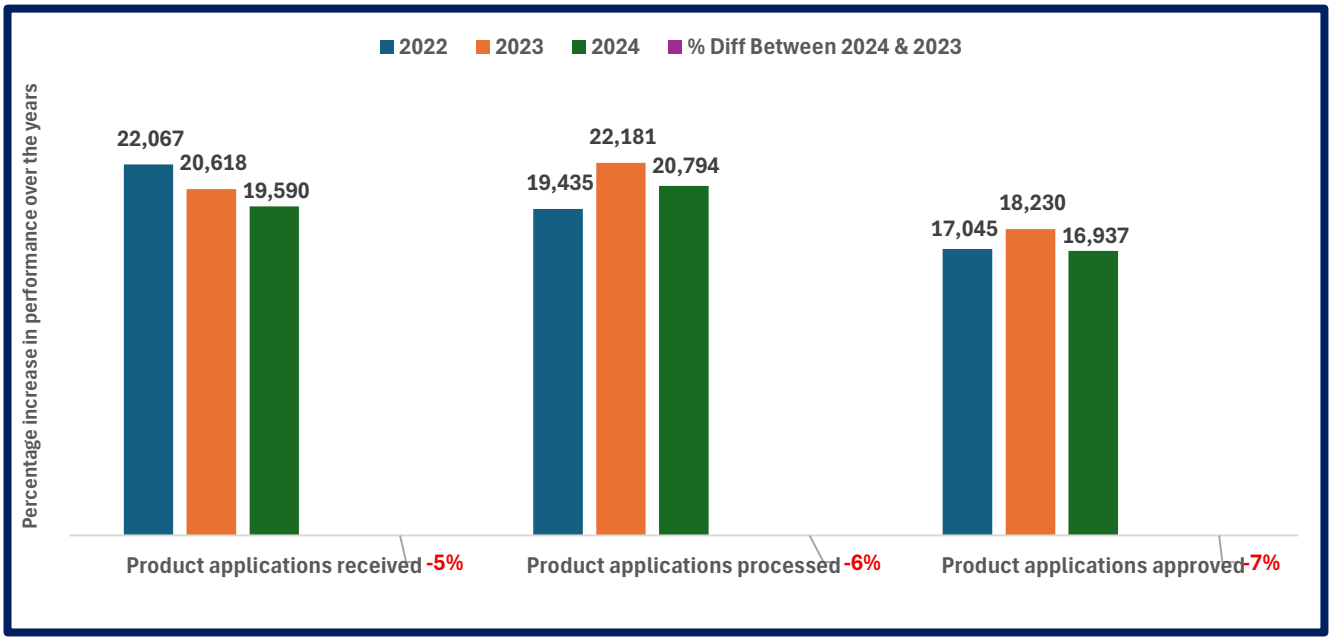
3.0 2024 OPERATIONAL PERFORMANCE

3.1 Registration of FDA regulated products.

The FDA in 2024 continued to exercise its regulatory mandate by ensuring that only safe, quality, and efficacious products were approved for the Ghanaian market. Product registration activities were executed across seven key technical departments, each with a specialized scope: Food Evaluation and Registration, Drugs and Nutraceuticals, Vaccines and Biological Products, Herbal and Homeopathic Medicines, Medical Devices, Tobacco and Tobacco Products and Cosmetics and Household Chemical Substances.

Throughout the year, these departments collaborated to uphold regulatory standards through rigorous product assessment procedures. The registration performance trends over the period 2022 to 2024, as illustrated in the graph below, provide a comparative overview of the evolving landscape of product submissions, evaluations, and approvals across all FDA-regulated categories. The trend analysis informs ongoing efforts to enhance registration efficiency.

Figure 3.1-1: Performance trend for registration of FDA regulated products.



Source: FDA Planning, Monitoring and Evaluation Department (2024)

For the year under review, the FDA set annual targets of Twenty-Five Thousand Nine Hundred and Ninety-Six (25,996) product applications to be received and Twenty-Three Thousand Seven Hundred and Seventy (23,770) to be processed across all regulated product categories. By the end of 2024, a total of Nineteen Thousand Five Hundred and Sixty (19,560) applications had

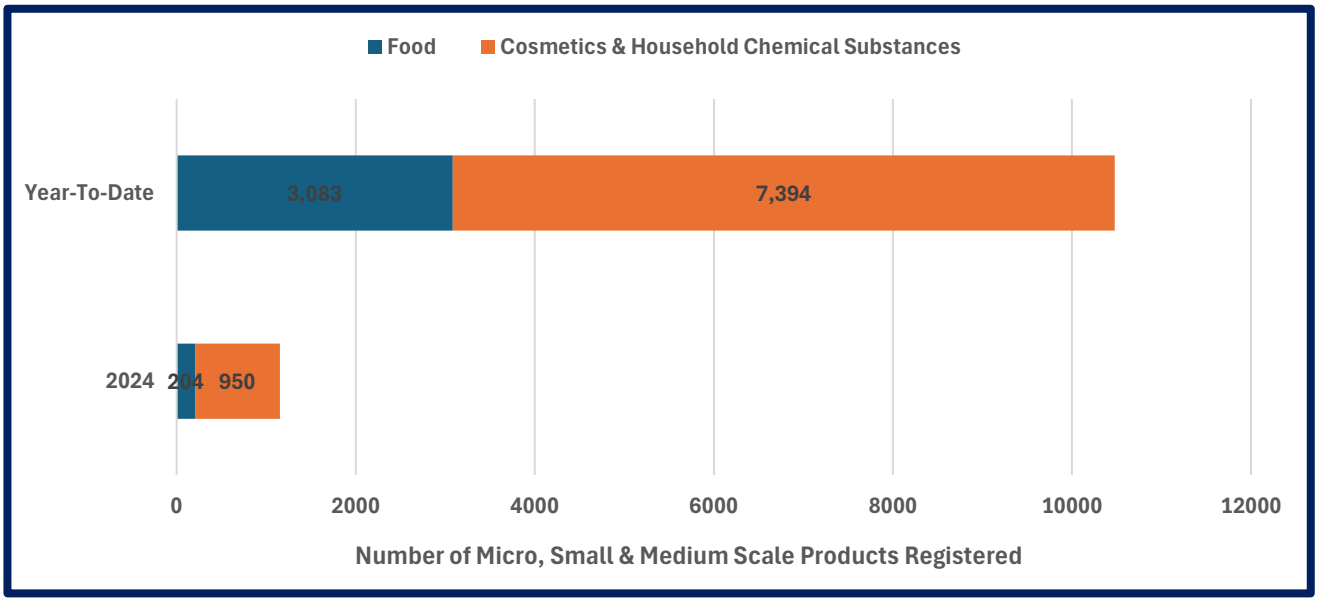
been received, representing 75% of the set target. The shortfall in the number of applications received is attributed to the client-driven nature of product applications. Notwithstanding the lower intake, the Authority processed a total of Twenty Thousand Seven Hundred and Ninety-Four (20,794) product applications by year's end. This included both applications received in 2024 and those carried forward from previous years. The data demonstrates that the FDA exceeded its internal operational efficiency by processing more applications than were received in the year, reflecting a deliberate effort to reduce backlogs and maintain service delivery timelines. A total of Sixteen Thousand Nine Hundred and Thirty (16,930) products were duly registered, marking a 7% decrease compared to the Eighteen Thousand Two Hundred and Thirty (18,230) products registered in 2023.

As of December 2024, the FDA's product register comprised Fifty-Two Thousand Eight Hundred and Eight (52,808) regulated products spanning multiple sectors critical to public health and consumer safety. Food products continued to dominate the registry with Twenty-Two Thousand One Hundred and Eighty-Six (22,186) entries, followed by Cosmetics and Household Chemical Substances with Eleven Thousand Seven Hundred and Eighteen (11,718) products. The Drugs and Nutraceuticals category accounted for Six Thousand Three Hundred and Seventy (6,370) entries, while Medical Devices totalled Three Thousand Six Hundred and Thirty-Two (3,632). Herbal and Homeopathic Medicines contributed Three Thousand Two Hundred and Thirty-Four (3,234) products. Vaccines and Biological Products stood at Three Hundred and Nine (309) entries. The Tobacco and Tobacco Products category was the smallest, comprising Fourteen (14) products and One (1) Homeopathic Medicine.

3.1.1 Progressive Licensing Scheme (products)

The FDA's Progressive Licensing Scheme (PLS) continues to play a vital role in assisting micro, small, and medium-scale enterprises (MSMEs) in achieving regulatory compliance for expedited market entry.

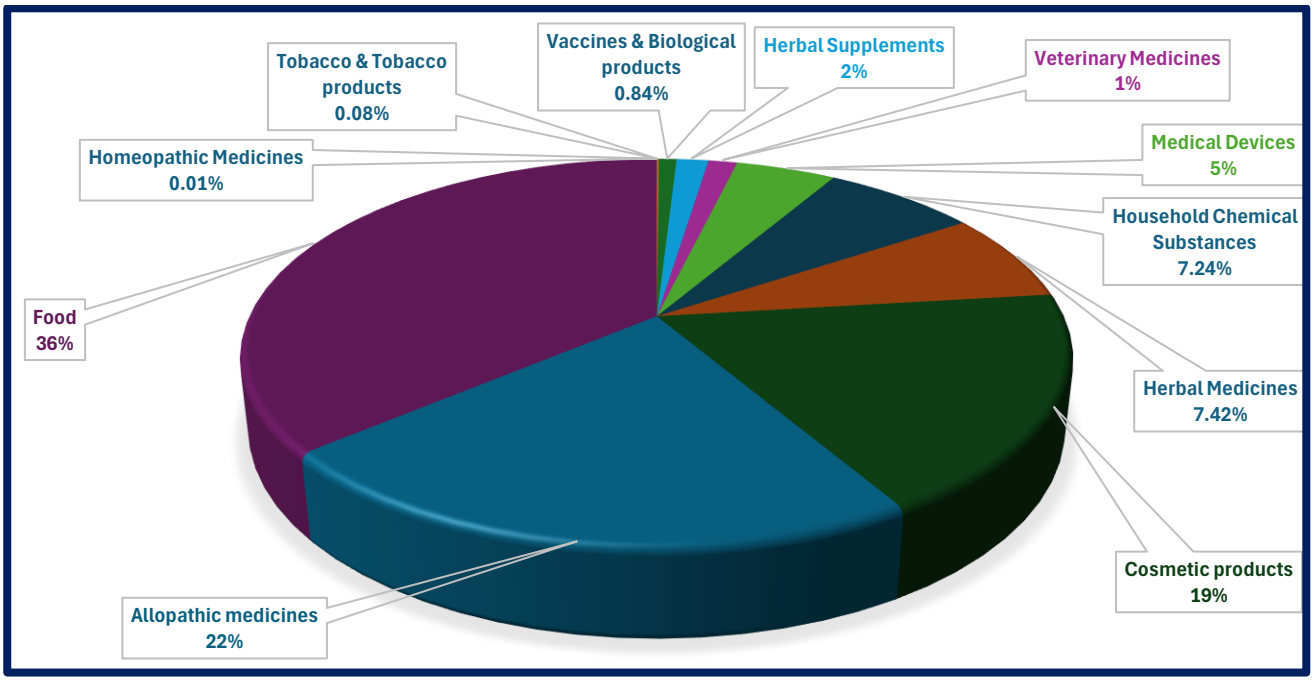
Figure 3.1-2: Performance of registered products for micro, small and medium scale products registered



Source: FDA Planning, Monitoring and Evaluation Department (2024)

A total of Ten Thousand Four Hundred and Seventy-Seven (10,477) products, spanning food, cosmetics, and household chemical substances were registered under the Progressive Licensing Scheme (PLS) since inception. Notably, in 2020, Four Hundred Eight (408) food products and Two Thousand Eighty-Four (2,084) cosmetic products were successfully registered. However, by 2024, a shift occurred, with only Two Hundred and Four (204) food products and Nine Hundred and Fifty (950) cosmetic products being registered. This transition can be attributed to a decrease in applications from the Ghana Enterprise Agency (GEA) for cosmetic products.

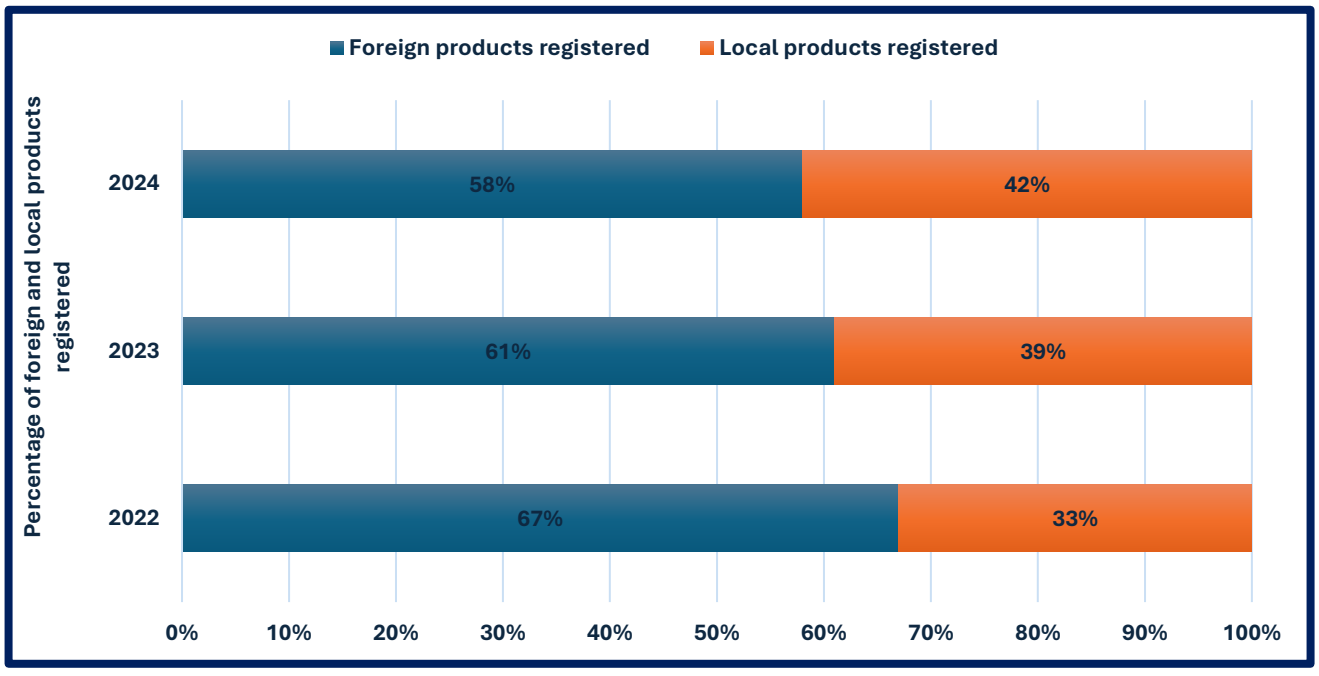
Figure 3.1-3: Categories of Products Registered in 2024



Source: FDA Planning, Monitoring and Evaluation Department (2024)

For the categories of products registered during the period under review, food was 36%, allopathic medicines, 22%, cosmetics, 19% with homeopathic medicines being the least with 0.01%.

Figure 3.1-4: Categories of Products Registered



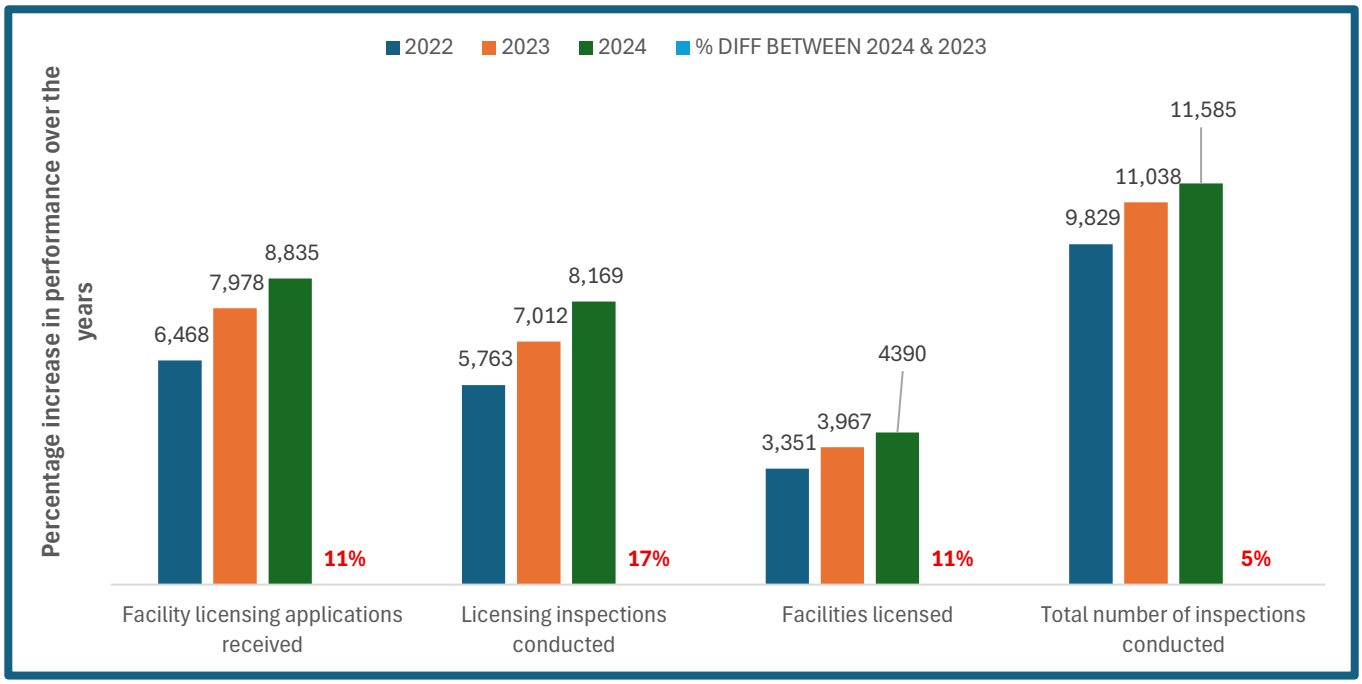
Source: FDA Planning, Monitoring and Evaluation Department (2024)

Over the years, the FDA-regulated product portfolio has comprised both foreign and locally manufactured products. In 2023, foreign-registered products accounted for Sixty-One Percent (61%) of total entries, while locally registered products constituted Thirty-Nine Percent (39%). The trend continued in 2024, with the proportion of foreign products reducing further to Fifty-Eight Percent (58%) and local products increasing to Forty-Two Percent (42%). The steady growth in locally registered products may be attributed, in part, to regulatory initiatives such as the Progressive Licensing Scheme, which continues to support and formalize local small, micro and medium small scale industry participation in the regulated market.

3.2 Licensing of facilities regulated by the FDA

Licensing of facilities under the FDA is undertaken by the Manufacturing Facilities, Storage Facilities, Food Service Establishments Departments, and the Authority's regional offices. The FDA operates a centralized facility licensing system, coordinated from the Head Office in Accra, ensuring uniform standards and oversight across the country.

Figure 3.2-1: Performance trend for licensing of facilities regulated by the FDA

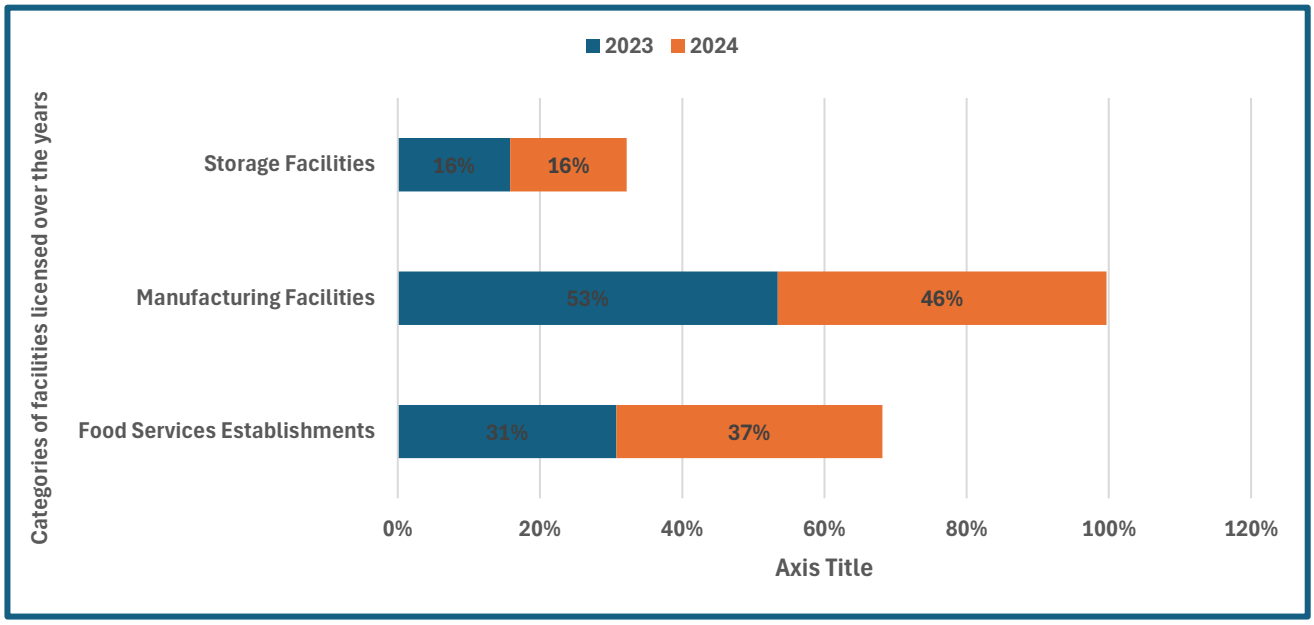


Source: FDA Planning, Monitoring and Evaluation Department (2024)

The FDA in 2024, set annual targets of Nine Thousand One Hundred and Fourteen (9,114) for facility license applications and Eight Thousand One Hundred and Twenty-One (8,121) for licensing inspections. By the end of the reporting year, a total of Eight Thousand Eight Hundred and Thirty-Five (8,835) facility license applications were received, achieving Ninety-Seven Percent (97%) of the annual target. The shortfall is attributed to the client-driven nature of applications, as the number of applications received depends on industry readiness and willingness to initiate the licensing process. In contrast, the Authority exceeded its licensing inspection target, conducting a total of Eight Thousand One Hundred and Sixty-Nine (8,169) licensing inspections equivalent to One Hundred and One Percent (101%) of the target. These inspections led to the successful licensing of Four Thousand Three Hundred and Ninety (4,390) facilities, representing an Eleven Percent (11%) increase over the previous year's licensed facilities. However, it is important to note that not all inspected facilities were licensed, primarily due to outstanding Corrective and Preventive Actions (CAPAs) that are required for full regulatory compliance. In total, Eleven Thousand Five Hundred and Eighty-Five (11,585) inspections were carried out across various facility categories in 2024 which includes pre license, re license, follow ups and unannounced inspections, marking a Five Percent (5%) increase compared to the previous year. The FDA remains committed to strengthening regulatory oversight while supporting industry efforts to meet compliance standards.

The figure below shows the categories of facilities licensed:

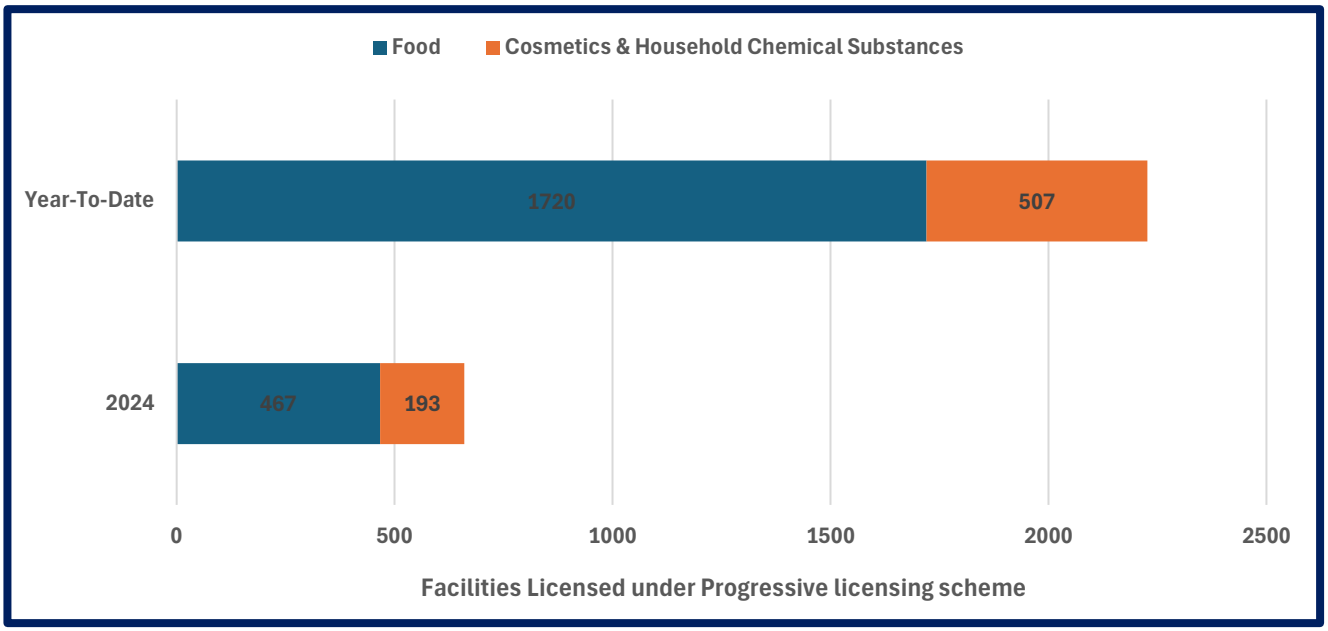
Figure 3.2-2: Categories of Facilities Licensed



Source: FDA Planning, Monitoring and Evaluation Department (2024)

The distribution of licensed facilities by category in 2024 shows a notable increase in Food Service Establishments, which rose to Thirty-Seven Percent (37%) from Thirty-One Percent (31%) in 2023. This upward trend is possibly driven by intensified regulatory engagement and surveillance inspection efforts. Conversely, Manufacturing Facilities made up Forty-Six Percent (46%) of licensed facilities in 2024, down from Fifty-Three Percent (53%) in 2023. The decline may be attributed delays in meeting licensing requirements. Storage Facilities maintained a stable proportion across both years, accounting for Sixteen Percent (16%) of all licensed facilities, indicating consistent performance in that category.

Progressive Licensing Scheme (facilities)



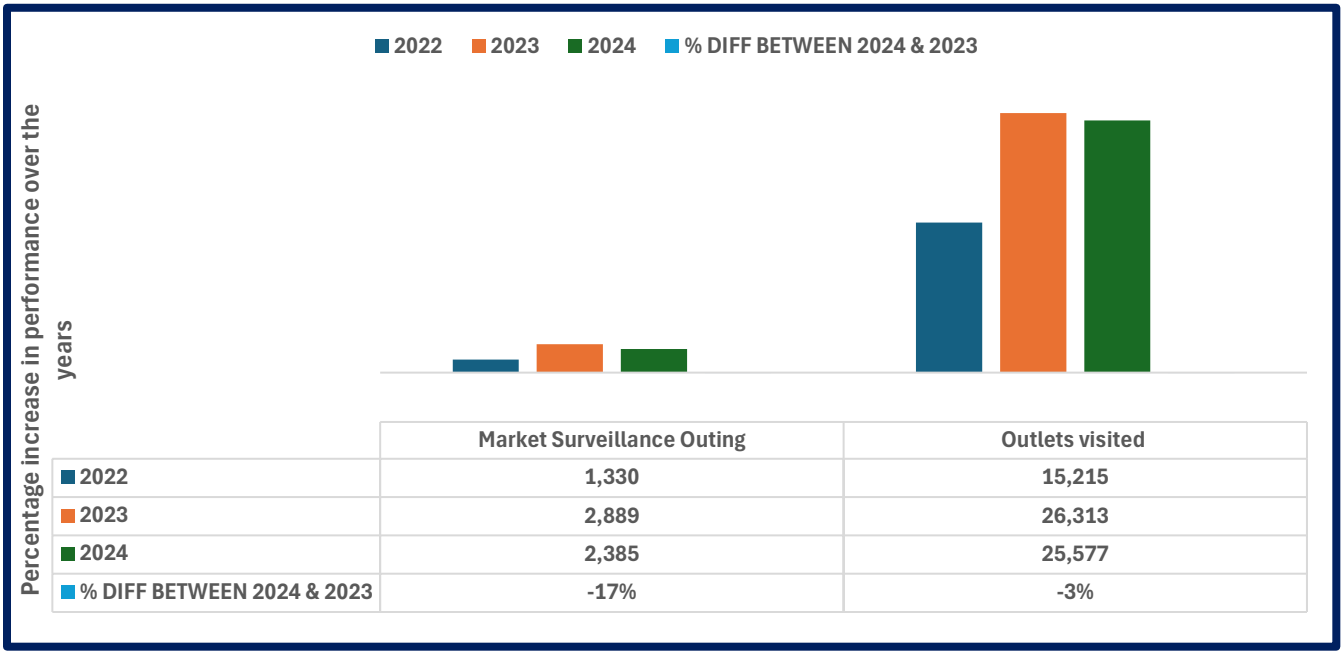
Source: FDA Monitoring and Evaluation Department (2024)

From 2020 to 2024, the FDA licensed a total of Two Thousand Two Hundred and Twenty-Seven (2,227) food and cosmetics and household facilities under the programme.

In 2024, **467** food facilities were licensed, bringing the year-to-date total to **1,720**. For cosmetics facilities, **193** licenses were issued in 2024, contributing to a year-to-date total of **507**.

3.3 Market surveillance operations

Figure 3.3-1: Performance for market surveillance operations



	Market Surveillance Outing	Outlets visited
2022	1,330	15,215
2023	2,889	26,313
2024	2,385	25,577
% DIFF BETWEEN 2024 & 2023	-17%	-3%

Source: FDA Monitoring and Evaluation Department (2024)

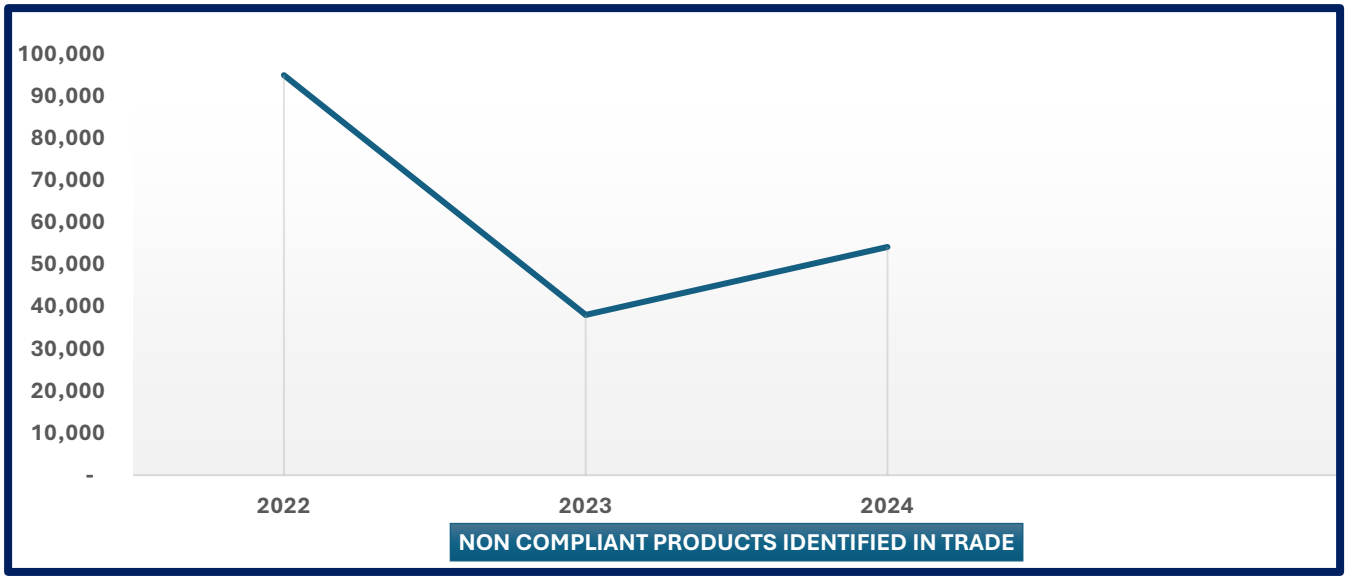
In 2024, the annual targets for market surveillance activities were set at Two Thousand Six Hundred and Eighty-Three (2,683) outings and Twenty-Five Thousand and Thirty (25,030) outlets to be visited. By year-end, the FDA had conducted Two Thousand Three Hundred and Eighty-Five (2,385) market surveillance outings, achieving Eighty-Nine Percent (89%) of the target. The shortfall is largely attributed to resource constraints encountered during the implementation period.

Despite this, the number of outlets visited exceeded expectations. A total of Twenty-Five Thousand Five Hundred and Fifty-Seven (25,557) outlets were covered, surpassing the target by Two Percent (2%). This overachievement reflects intensified field efforts and the Authority's commitment to maintaining market compliance nationwide.

As part of the FDAs market surveillance operations, the FDA continued implementation of the **Take Back Unwanted Medicines (TBUM)** initiative, aimed at promoting safe disposal of expired or unused medications. In 2024, a total of Two Thousand and Eighty-Eight (2,088) unwanted medicines were collected from participating pharmaceutical outlets. The initiative recorded participation from One Hundred and Twenty-Seven (127) pharmacies across four regions Greater Accra, Ashanti, Volta, and Western. Among the medicines retrieved, Seventy-Nine Percent (79%) were Prescription-Only Medicines (POM), while Twenty-One Percent (21%) were Over the Counter (OTC) medications. The TBUM initiative remains a key strategy in the FDA's

efforts to reduce the risks associated with improper medicine disposal, minimize self-medication, and prevent the circulation of expired or unsafe pharmaceutical products.

Figure 3.3-2: Non-Compliant Products Identified in Trade

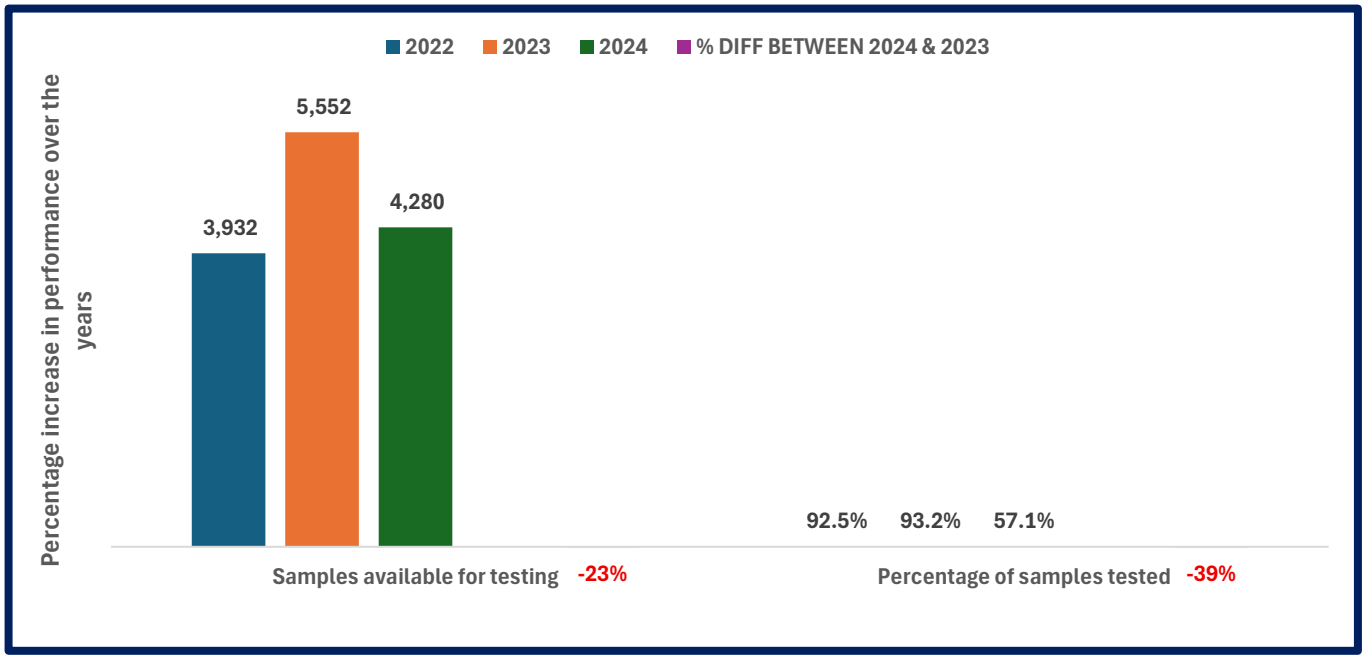


Source: FDA Planning, Monitoring and Evaluation Department (2024)

As part of its market surveillance mandate, the FDA intensified field operations in 2024 to safeguard public health and ensure the integrity of regulated products in trade. These efforts resulted in the identification of Fifty-Four Thousand Two Hundred and Forty-Four (54,244) non-compliant products nationwide, marking a Forty-Two Percent (42%) increase compared to the previous year. This rise is largely attributed to intelligence-led enforcement activities, including targeted raids and swoops carried out to seize unauthorized products.

3.4 Product Quality Testing

Figure 3.4-1: Product Quality Testing Performance



Source: FDA Planning, Monitoring and Evaluation Department (2024)

The Centre for Laboratory Services and Research (CLSR) of the FDA set a target to analyse Eighty-Five Percent (85%) of all samples submitted to the Centre. A total of Four Thousand Two Hundred and Eighty (4,280) samples were received during the year, representing a Twenty-Three Percent (23%) decline compared to the previous year. Of the total samples received, only Fifty-Seven Point One Percent (57.1%) were analyzed, indicating a Thirty-Nine Percent (39%) drop in performance relative to 2023, and falling significantly short of the annual target. This underperformance was primarily due to the unavailability of key laboratory equipment and essential accessories needed to conduct specific tests. In addition, the temporary closure of the Microbiological Laboratory for a greater part of the year to allow for the construction of a cleanroom further contributed to the reduced testing capacity. Despite these setbacks, the FDA remains committed to enhancing laboratory infrastructure and operational efficiency to ensure that testing services meet regulatory and public health demands in the coming years.

The FDA, through its **Product Quality Monitoring (PQM)** exercise, undertook two major national-level activities aimed at verifying the quality and safety of high-risk products on the Ghanaian market. These interventions were executed under the United States Pharmacopeia (USP-PQM) framework and the Authority's internal risk-based surveillance strategy.

USP-PQM/Ghana FDA Risk-Based Product Quality Monitoring

The third round of the USP-PQM/Ghana FDA Risk-Based Product Quality Monitoring exercise began in the third quarter of 2024. A total of One Hundred and Thirty-Six (136) antimalarial and maternal and child health care products were sampled by the Enforcement Directorate from designated locations across the country during the second quarter. An additional Five (5) samples were submitted in the fourth quarter, bringing the total to One Hundred and Forty-One (141). All samples were analyzed, and Certificates of Analysis were issued to relevant stakeholders. The product categories and quantities analyzed included:

- Ferrous Sulfate Tablets – Twenty-One (21)
- Oxytocin Injection – Forty-Six (46)
- Misoprostol Tablets – Thirty-Two (32)
- Artemether-Lumefantrine – Eighteen (18)
- Sulfadoxine and Pyrimethamine Tablets – Ten (10)
- Artemether Injection – Eight (8)
- Artesunate Powder for Injection – Six (6)

Of the One Hundred and Forty-One (141) samples tested, One Hundred and Seventeen (117) passed, representing Eighty-Three Percent (83%), while Twenty-Four (24) failed, accounting for Seventeen Percent (17%). No samples remained pending at the end of the year. These findings informed regulatory decision-making on product quality and reinforced the FDA's commitment to protecting public health from substandard and falsified medicines.

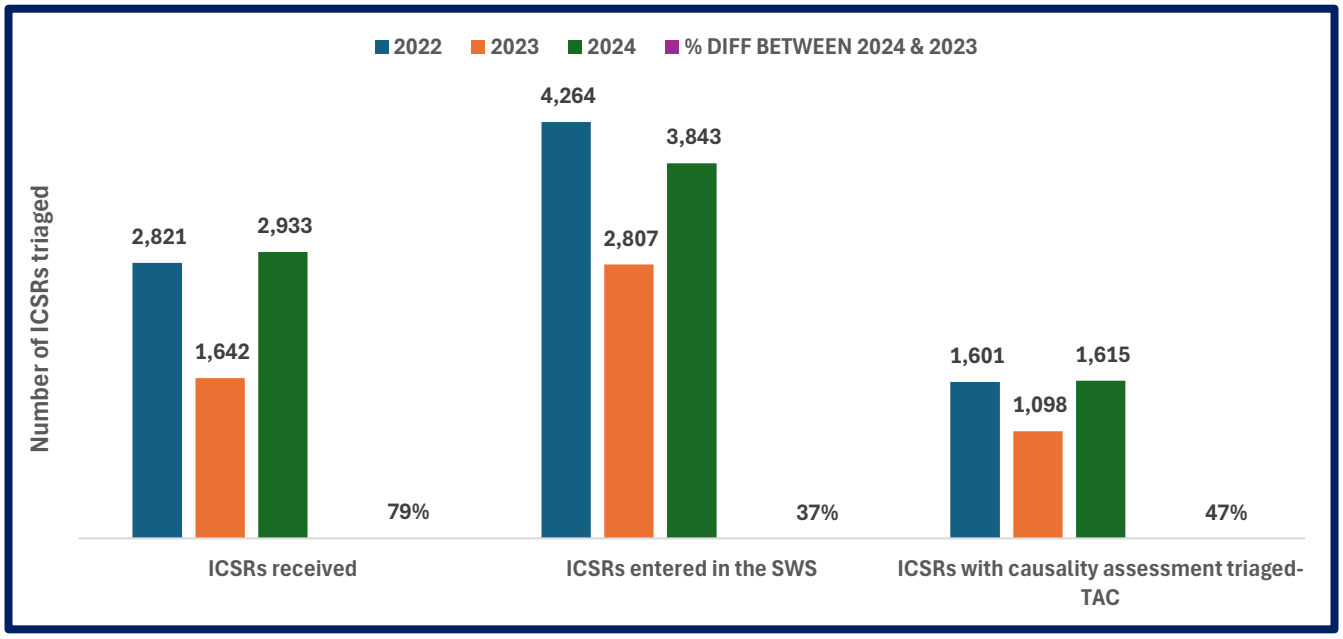
Palm Oil and Iodized Salt Quality Monitoring

As part of food safety surveillance, a total of Four Hundred and Fifty-Five (455) palm oil samples collected from open markets in the fourth quarter of 2023 were analysed in the first quarter of 2024. These tests were aimed at detecting harmful contaminants, particularly Sudan dyes. In the fourth quarter of 2024, an additional Two Hundred and Two (202) palm oil samples were collected; however, they could not be analysed by year-end due to the unavailability of essential High-Performance Liquid Chromatography (HPLC) columns.

Furthermore, the FDA completed the analysis of Two Hundred and Fifty-Six (256) iodized salt samples in the first quarter of 2024, ensuring compliance with national iodine fortification standards.

3.5 Safety Monitoring of Medical Products

Figure 3.5-1: Trend of safety monitoring performance



Source: FDA Planning, Monitoring and Evaluation Department (2024)

The FDA in 2024, continued to strengthen pharmacovigilance systems to ensure early detection, assessment, and mitigation of risks associated with regulated medical products. The annual target for entering Individual Case Safety Reports (ICSRs) into the Safety Watch system was set at One Hundred Percent (100%). By the end of the reporting year, a total of Two Thousand Nine Hundred and Thirty-Three (2,933) ICSRs were received, and Three Thousand Eight Hundred and Forty-Three (3,843) were entered into the system, including carryovers from the previous year. This resulted in a One Percent (1%) overachievement of the set target. To support safety monitoring and regulatory decision-making, Twelve (12) Technical Advisory Committee (TAC) meetings were held throughout the year. The number of ICSRs presented to the Committees rose significantly by Forty-Seven Percent (47%) from One Thousand and Ninety-Five (1,095) in 2023 to One Thousand Six Hundred and Fifteen (1,615) in 2024.

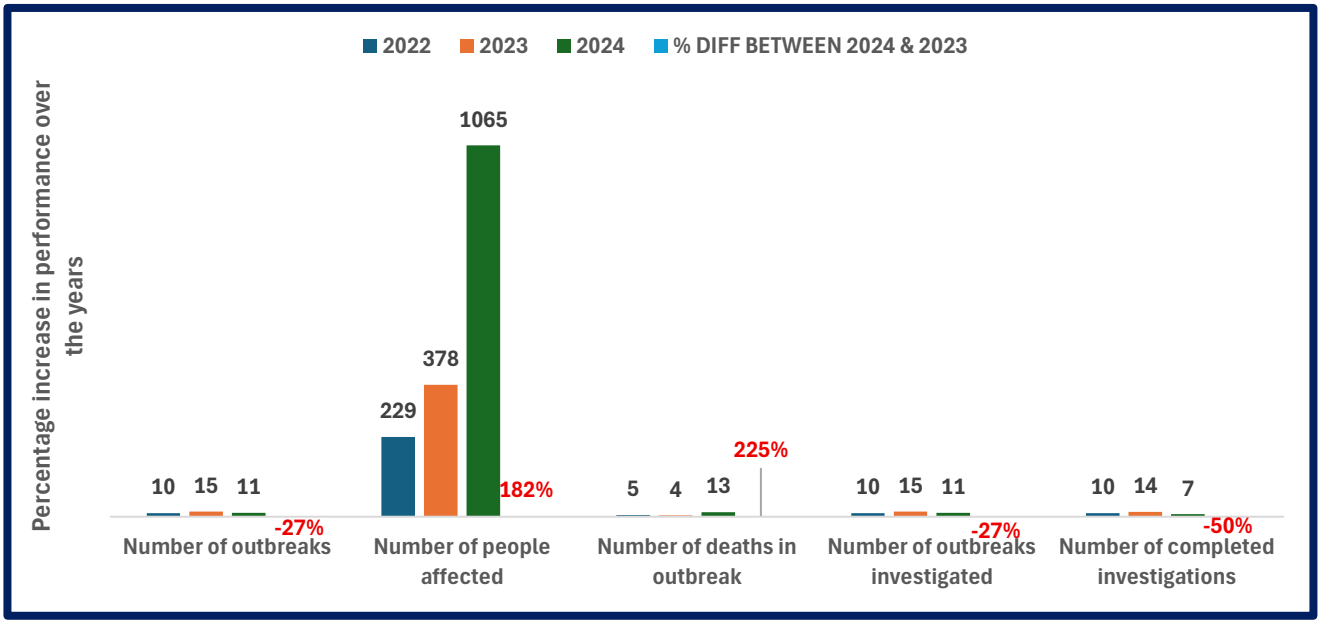
In addition, periodic signal management meetings were held to review emerging safety concerns. The following product-event combinations were identified as potential safety signals and are currently under close monitoring:

- Tenofovir/Lamivudine/Dolutegravir associated with increased appetite
- Tenofovir/Lamivudine/Dolutegravir associated with tremors
- Abacavir/Lamivudine/Dolutegravir associated with palpitations

3.6 Foodborne disease outbreaks and investigations

During the year under review, a total of Eleven (11) disease outbreaks were recorded nationwide, representing a Twenty-Seven Percent (27%) decrease compared to 2023. Despite the reduction in the number of outbreaks, the total number of individuals affected increased significantly by One Hundred and Eighty-Two Percent (182%), with Thirteen (13) deaths. This sharp rise in cases and fatalities is primarily attributed to a cholera outbreak that occurred in the Greater Accra, Central, and Western Regions during the last quarter of the year. Investigations were initiated for all recorded outbreaks.

Figure 3.6-1: Food borne disease outbreaks and investigations



Source: FDA Planning, Monitoring and Evaluation Department (2024)

By the end of 2024, Sixty-Four Percent (64%) of these investigations equivalent to Seven (7) out of Eleven (11) had been completed. The remaining Four (4) investigations remain unresolved, as they are still ongoing.

Figure 3.6-2: Details of all foodborne outbreak recorded in 2024

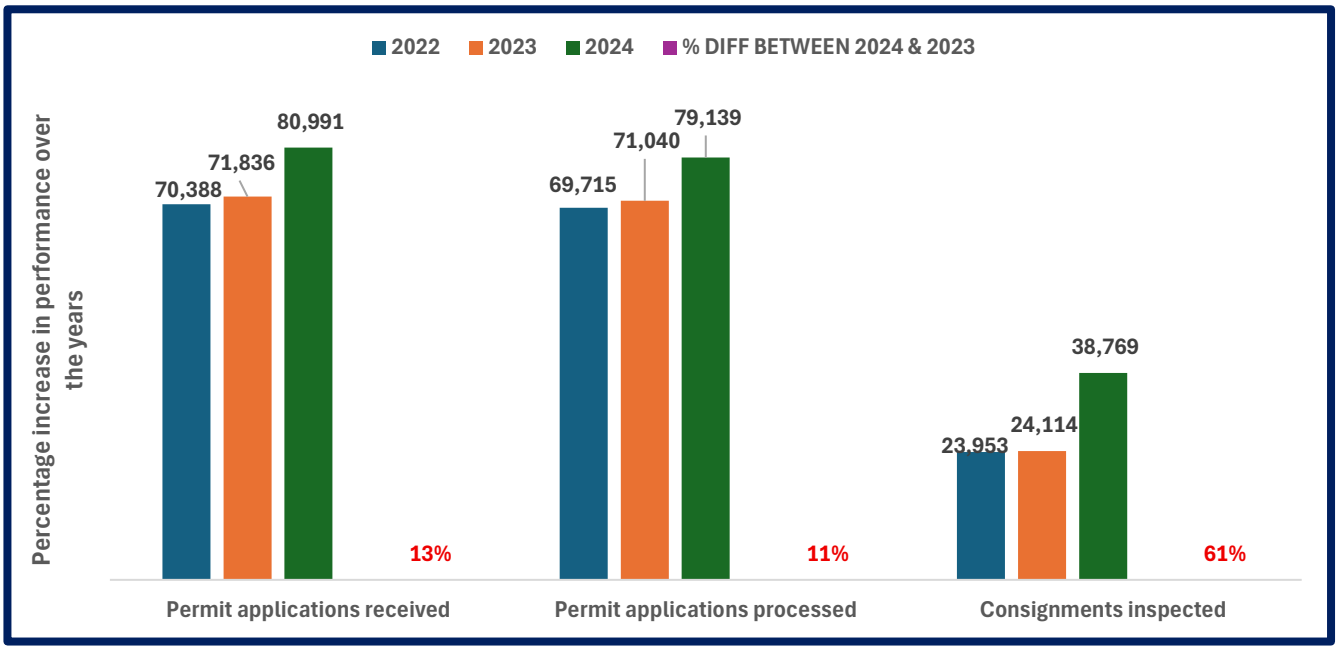
S/N	Site	Source	Affected persons	Suspected pathogen
1	OLA Senior High School (V/R)	Unknown source (meals consumed: spaghetti, fried rice, plain rice, banku and soup)	15	Unknown
2	Nifa Senior High School, Adukrom (E/R)	Waakye	22	Unknown
3	Berekum, Bono-Koraso (B/R)	Homecooked banku and stew	8	Unknown
4	International Community school (GA/R)	Sharwarma	15	*Staphylococcus aureus* or *Bacillus cereus*
5	Ajumako Afransi Technical Institute (C/R)	Waakye	14	Unknown
6	Ada East district	Sachet water'	2	*Vibrio cholerae*
7	Suspected foodborne outbreak at Toase Senior High School (A/R)	Jollof rice, plain rice, beef cabbage and other salad preparations.	4	*Salmonella typhi*
8	Suspected foodborne outbreak at Nchira, Wenchi Municipality (B/R)	Harvested cassava leaves that had been sprayed with weedicide.	7	N/A (weedicide)
9	Suspected cholera outbreak in Sekondi Takoradi Metropolitan Assembly (W/R)	Salad preparations and green pepper	789	*Vibrio cholerae*
10	Cholera outbreak at Awutu Senya district (C/R).	Shito and fish, unsafe drinking water.	138	*Vibrio cholerae*
11	Suspected outbreak in Nkoranza South*	Fufu milled at a commercial fufu mill / machine	51	Unknown

Source: FDA, Foodborne Disease Surveillance (2024)

3.7 Import and Export Control

The FDA targeted to process One Hundred Percent (100%) of all permit applications received. By year-end, a total of Ninety-Eight Percent (98%) of the applications were processed, indicating strong operational performance and a high level of implementation efficiency.

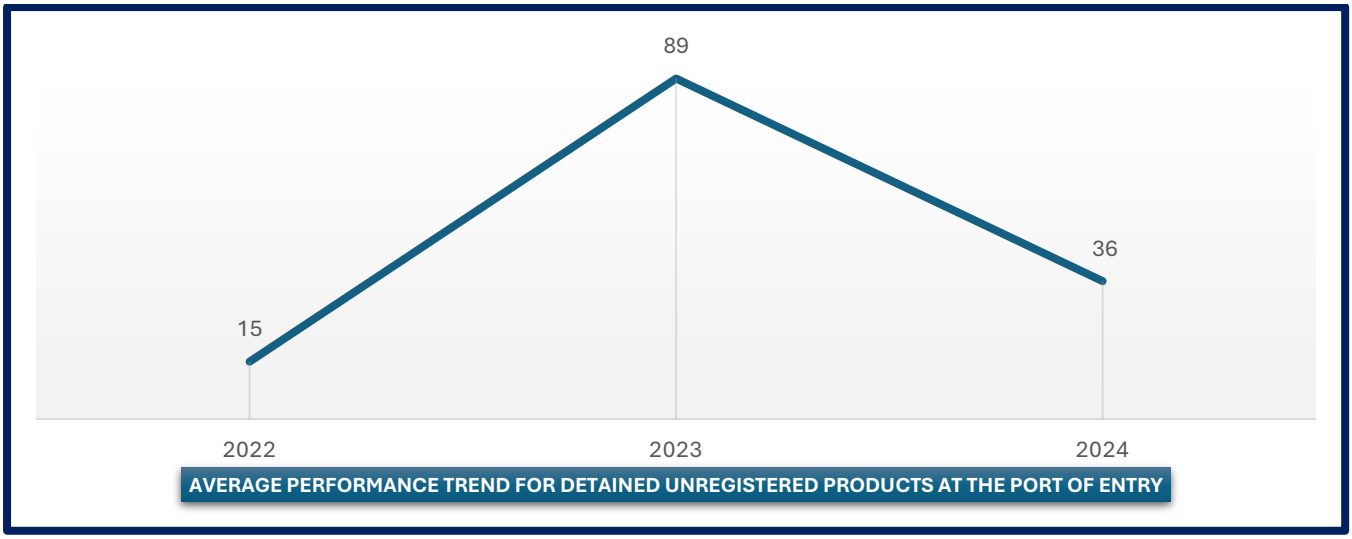
Figure 3.7-1: Trend of import and export control performance



Source: FDA Planning, Monitoring and Evaluation Department (2024)

The number of permit applications received increased to Eighty Thousand Nine Hundred and Ninety-One (80,991), representing a Thirteen Percent (13%) rise compared to the Seventy-One Thousand Eight Hundred and Thirty-Six (71,836) received in 2023. Similarly, permit applications processed grew by Eleven Percent (11%), from Seventy-One Thousand and Forty (71,040) in 2023 to Seventy-Nine Thousand One Hundred and Thirty-Nine (79,139) in 2024. In addition to permit processing, consignment inspections recorded a notable increase. A total of Thirty-Eight Thousand Seven Hundred and Sixty-Nine (38,769) consignments were inspected in 2024—marking a substantial Sixty-One Percent (61%) increase over the Twenty-Four Thousand One Hundred and Fourteen (24,114) consignments inspected in 2023.

Figure 3.7-2*:* Trend of the Monthly Average Detentions for the No Registration No Clearance Programme for 2024

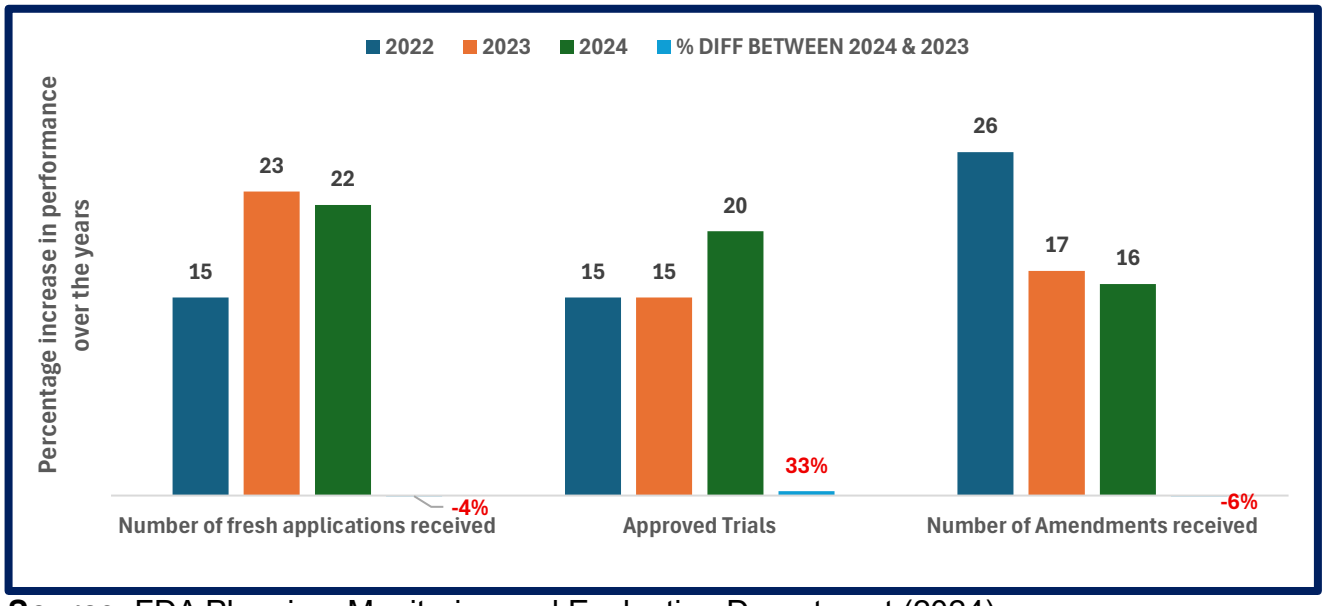


Source: FDA Planning, Monitoring and Evaluation Department (2024)

To address the persistent challenge of unregistered products entering the country through the Tema Port, the FDA implemented the "Zero Tolerance for Unregistered Products" initiative. Central to this effort was the enforcement of the "No Registration, No Importation" policy, which commenced in May 2021. Since its implementation, the policy has yielded significant regulatory gains, resulting in a cumulative Seventy-Eight Percent (78%) reduction in the detention of unregistered consignments at the port. This marked decline has eased the operational burden on enforcement teams, enabling them to allocate more resources and attention to other high-priority regulatory activities.

3.8 Clinical Trial Authorization.

Figure 3.8-1: Trend of clinical trial authorization performance



Source: FDA Planning, Monitoring and Evaluation Department (2024)

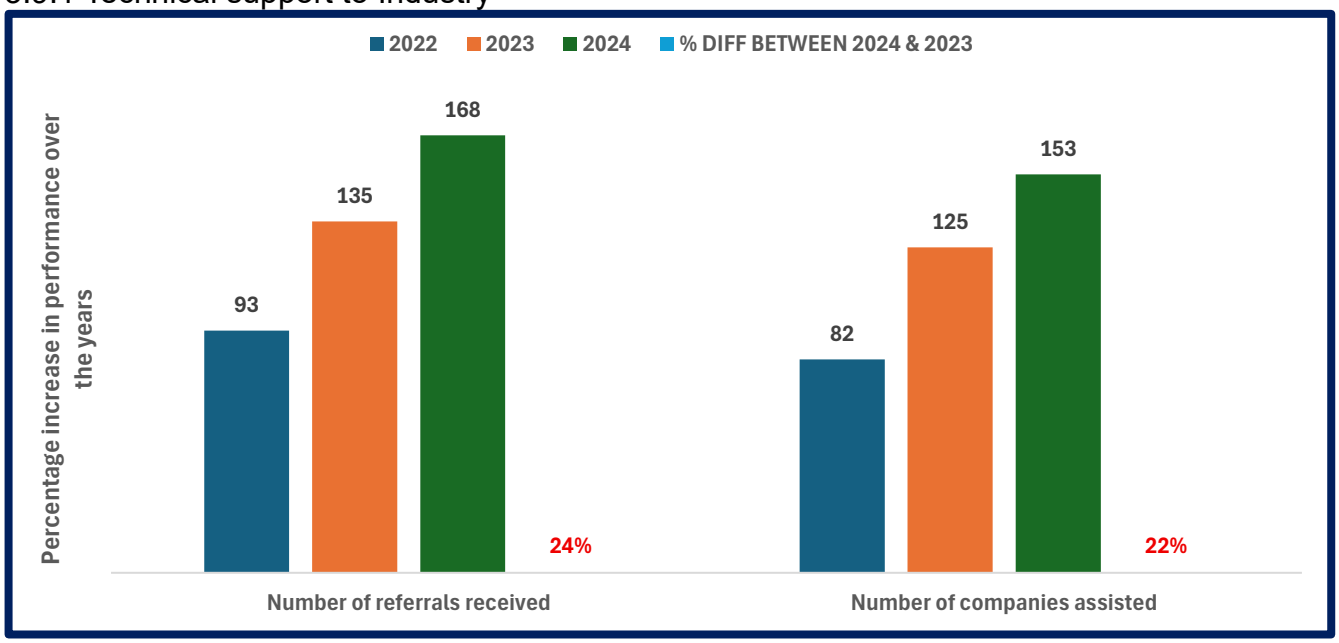
In 2024, the FDA continued to strengthen its regulatory oversight of clinical trials. A total of Twenty-Two (22) fresh clinical trial applications were received and reviewed within the stipulated timeline of Sixty (60) working days, exceeding the annual target of Eight (8) new applications. While this figure reflects a Four Percent (4%) decrease from the Twenty-Three (23) applications received in 2023, the FDA approved Twenty (20) trials in 2024, a Thirty-Three Percent (33%) increase from Fifteen (15) approvals in 2023demonstrating improved review efficiency and regulatory responsiveness. In terms of protocol changes, Sixteen (16) amendment requests were submitted in 2024, slightly lower than the Seventeen (17) recorded in 2023, marking a Six Percent (6%) reduction. This may reflect increased quality and completeness of initial submissions.

The FDA also delivered on key institutional capacity-building and oversight targets in 2024:

- Fifteen (15) Good Clinical Practice (GCP) trainings (in-person and virtual) were organized, along with Four (4) annual training sessions for researchers surpassing the set target of Eleven (11).
- Twelve (12) GCP inspections were conducted, meeting the annual target of Six (6) inspections and reinforcing compliance with ethical and quality standards across trial sites.
- Twelve (12) protocol review meetings were held during the year, fulfilling the expected target of Twelve (12) meetings.
- Additionally, two (2) stakeholder meetings were successfully organized, training over One Hundred and Fifty (150) clinical trial stakeholders on regulatory processes and emerging best practices.
- Notably, the Clinical Trials Department attained Maturity Level Four (4) in the WHO's Global Benchmarking Tool (GBT) audit conducted in 2024 an important milestone that affirms the FDA's position as a functional and globally recognized regulatory authority in clinical trials oversight.

3.9 Support for Local Industry

3.9.1 Technical support to Industry



Source: FDA Planning, Monitoring and Evaluation Department (2024)

In line with its mandate to provide regulatory support to industry, the FDA recorded significant growth in referral services and technical assistance to local manufacturers in 2024. A total of One Hundred and Sixty-Eight (168) referrals were received during the year, exceeding the annual target of One Hundred and Forty-Eight (148) by Fourteen Percent (114%). This also represents a Twenty-Four Percent (24%) increase over the One Hundred and Thirty-Five (135) referrals received in 2023 and an Eighty-One Percent (81%) increase compared to Ninety-Three (93) referrals in 2022. Correspondingly, the number of companies assisted rose from One Hundred and Twenty-Five (125) in 2023 to One Hundred and Fifty-Three (153) in 2024 an increase of Twenty-Two Percent (22%), highlighting the Authority's continued commitment to strengthening industry compliance and regulatory readiness.

Breakdown of Industries Supported in 2024

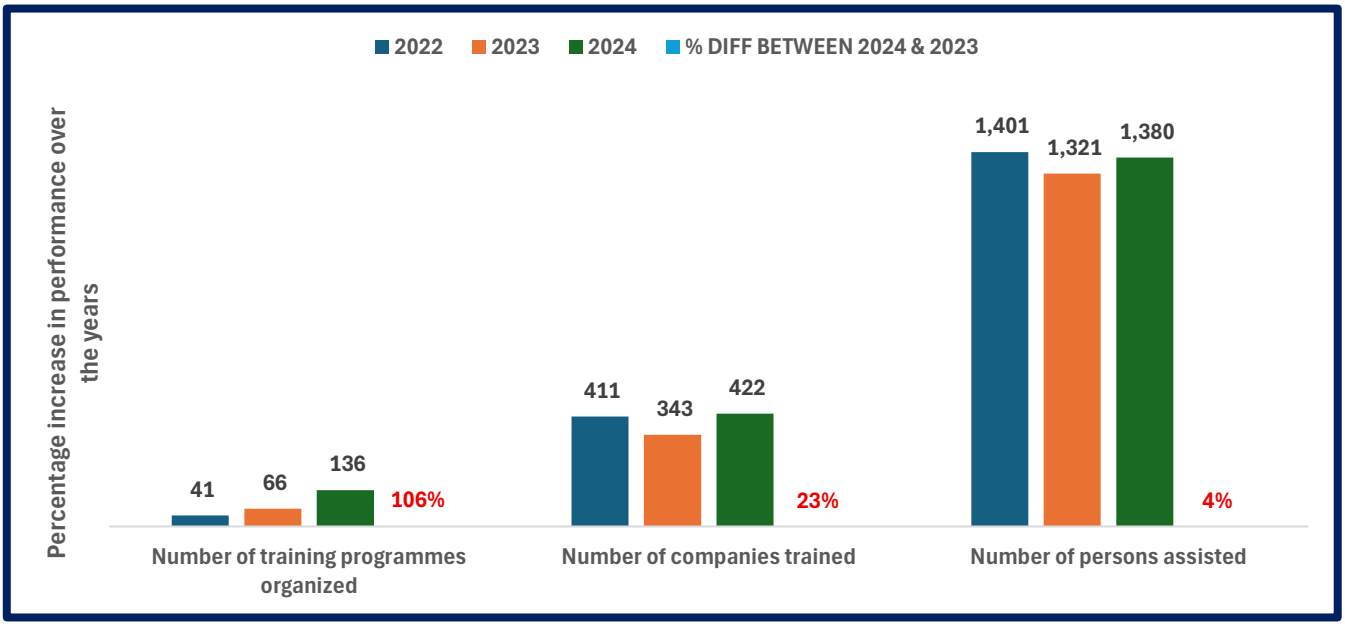
Out of the total companies assisted, the sectoral distribution is as follows:

- Food Manufacturing Companies (Post-Training Follow-Up Assessments): 117 (76.5%)
- Project Monitoring Exercises: 27 (17.6%)
- Bleach Manufacturing Companies: 5 (3.3%)
- Pharmaceutical Manufacturing Companies: 4 (2.6%)

This performance underscores the FDA's role not only as a regulator but also as a facilitator of quality assurance and operational excellence in the regulated industry.

3.9.2 Capacity Strengthening

3.9.2.1 Training Programmes



Source: FDA Planning, Monitoring and Evaluation Department (2024)

In 2024, the FDA significantly expanded its industry training and capacity-building initiatives. A total of 136 training programmes were organized, more than double the number held in 2023 (66), representing a 106% increase. The number of companies trained rose to 422, a 23% increase, while 1,380 individuals were assisted, reflecting a 4% growth over the previous year.

Training efforts were distributed across key regulatory areas, with the following focus:
Good Manufacturing Practices (GMP): 35 sessions, reaching 165 companies and 307 participants
Good Hygienic Practices (GHP): 54 sessions, supporting 204 companies and 906 participants
Good Distribution Practices (GDSP): 33 sessions, involving 32 companies and 60 participants
Good Cold Storage Practices (GCSP): 3 sessions, assisting 6 companies and 44 participants
Good Warehousing Practices (GWP): 11 sessions, targeting 15 companies and 63 participants

This broad and targeted training approach underscores the FDA's sustained commitment to promoting regulatory compliance, improving product quality, and enhancing public health outcomes through structured capacity strengthening.

3.10 Tobacco and Substances of Abuse Control

3.10.1 Tobacco Control

There was 100% implementation of tobacco and tobacco product application registration and import permit processing, with all submissions processed within the reporting year. The FDA also exceeded its annual target for monitoring activities at points-of-sale and public places, largely due to intensified field surveillance conducted under the Tobacco Policy Action Fund for Africa (TOPAFA). This initiative, supported by the Bill & Melinda Gates Foundation and managed by Management Sciences for Health, aims to strengthen tobacco control in sub-Saharan African countries through capacity building, enforcement support, and public education under the frameworks of the WHO FCTC

In 2024, significant progress was made under tobacco control efforts through the implementation of activities under the Tobacco Policy Action Fund for Africa (TOPAFA) and the FCTC 2030 Project. Key highlights included the successful commemoration of World No Tobacco Day, the development of public education materials such as FAQs and concept notes, and nationwide sensitization of public facility owners and managers on tobacco control regulations. The FDA also participated in public advocacy events such as the Presbyterian Church of Ghana Blue Cross Week and “Operation Storm” by the PSGH, promoting awareness on substance misuse and non-communicable diseases. Under the TOPAFA Project, the FDA developed and validated implementation plans, trained enforcement officers and media personnel, conducted baseline studies, and extensively monitored compliance with smoke-free policies across regions. Similarly, through the FCTC 2030 Project, the FDA produced analytical and feasibility reports on tracking systems, plain packaging, and pictorial health warnings, and trained key stakeholders on protocols to eliminate illicit tobacco trade. A draft roadmap for implementing the protocol was also developed.

3.10.2 Controlled Substances Control

In 2024, the FDA received Two Hundred and Fifteen (215) import permit applications for controlled substances. A total of One Hundred and Eighty-Nine (189) permits were issued, Thirty-Four (34) were rejected, and Nine (9) were returned. This reflects a 17% increase in permits issued and a 36% reduction in rejections compared to the previous year an improvement attributed to enhanced applicant guidance on the permitting protocols.

The FDA also strengthened its regulatory oversight and advocacy on substance use and misuse. Key highlights include:

Successful investigations leading to arrests and seizures related to drug-infused drinks.

Active participation in the Presbyterian Church of Ghana's Blue Cross Week and PSGH's Operation Storm, providing technical input on substance misuse and rational drug use.

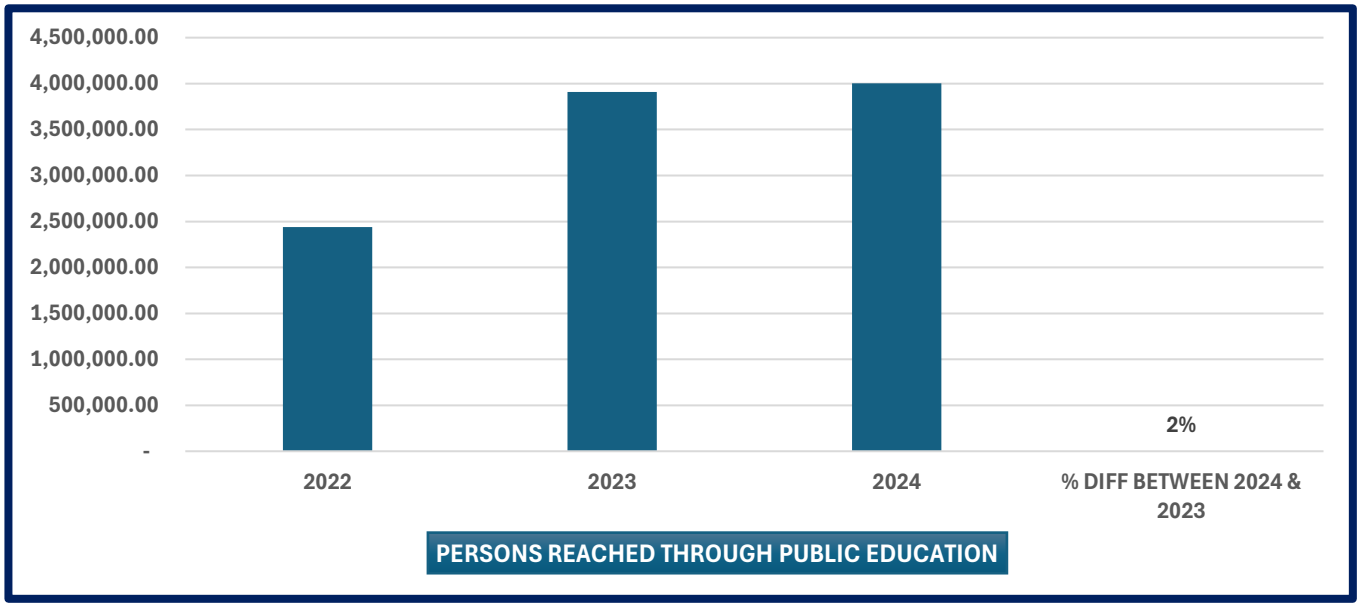
Public education efforts through forums such as the Outreach Substance Abuse Conference focusing on youth and mental health.

A joint investigation with the Enforcement Directorate into the abuse of nitrous oxide, culminating in a proposed ban on its use as a food additive. The recommendation was approved by the Ministry of Health, with an Executive Instrument currently being drafted to support enforcement.

3.11 Public Awareness and Education

The annual target for the number of persons to be reached through public education programmes in 2024 was Four Million Forty-Nine Thousand Eight Hundred and Eighty-One (4,049,881). By the end of the year, the FDA had reached Four Million Four Thousand Five Hundred and Fifty-Six (4,004,556) individuals, achieving 99% of the annual target. This represents a 2% increase over the previous year's performance of Three Million Nine Hundred and Ten Thousand Seven Hundred and Seventy-Six (3,910,776).

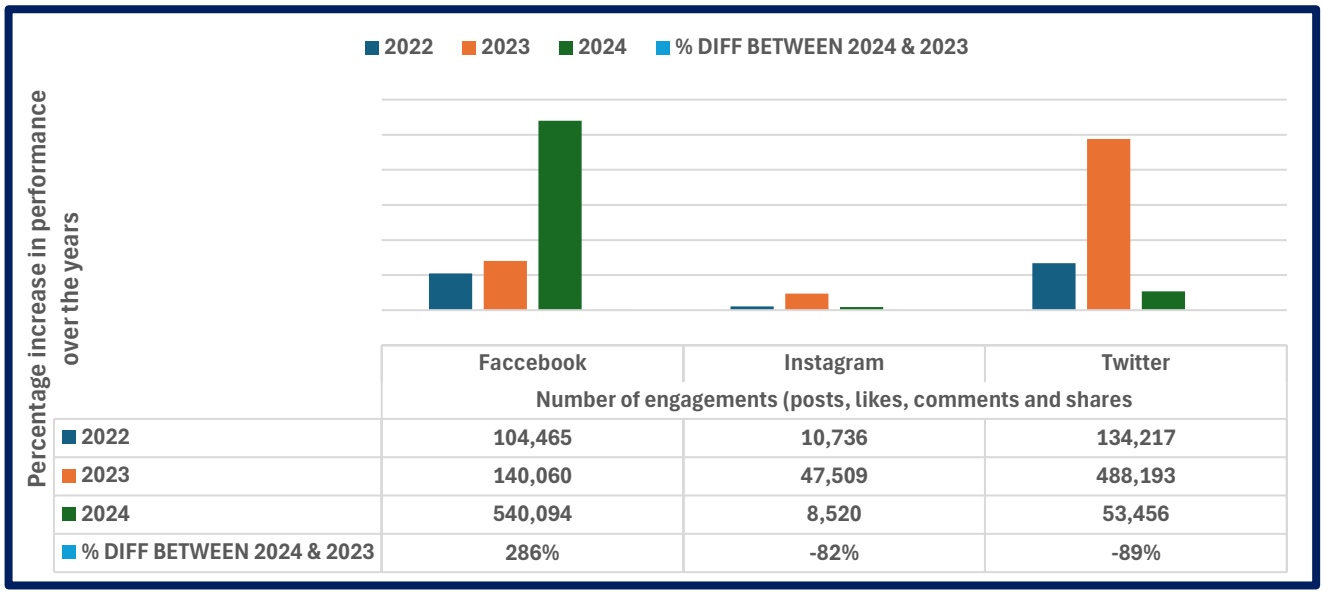
Figure 3.11-1: Trend of public education campaigns performance



Source: FDA Planning, Monitoring and Evaluation Department (2024)

A total of Two Thousand Two Hundred and Fifty-Two (2,252) public education programmes were organized nationwide. These campaigns targeted various population groups, including basic and secondary schools, tertiary institutions, marketplaces, transport terminals, NGOs, religious organizations, and media platforms such as radio, television, and electronic outlets. The public education activities focused primarily on food and drug safety, in line with the FDA's mandate to promote health literacy and consumer protection. The Authority's sustained outreach efforts continue to play a critical role in improving public understanding of regulated products and practices that impact public health.

3.11 Communication and Public Education



	Facebook	Instagram	Twitter
	Number of engagements (posts, likes, comments and shares		
2022	104,465	10,736	134,217
2023	140,060	47,509	488,193
2024	540,094	8,520	53,456
% DIFF BETWEEN 2024 & 2023	286%	-82%	-89%

Source: FDA Planning, Monitoring and Evaluation Department (2024)

In 2024, FDA's social media engagement showed varied trends across platforms. Facebook engagements rose significantly by 286%, from 140,060 in 2023 to 540,094, reflecting stronger campaign visibility. However, Instagram and Twitter saw declines of 82% and 89% respectively, likely due to shifts in content strategy and audience behaviour.

Additionally, the FDA issued a total of Seventeen (17) press releases during the year, reinforcing its commitment to timely public communication and regulatory transparency. The Authority remains focused on enhancing its digital and media outreach for greater impact.

3.12 Donor Funded Projects

During the review year, the institution undertook various activities for donor-funded projects:

Project	Key Activities / Milestones	Status / Remarks
EU–GIZ Joint Action	- Grant contract amendment signed (Phase 1 ends Jan 2024) - Cleanroom upgrade tender prepared & contract with Paddox signed - Feasibility study commenced (Nov 2023 – Jan 2024) - QC Training: 8 FDA staff nominated for Ireland training	In progress. Awaiting GIZ feedback & disbursement of €160,500
Bill & Melinda Gates Foundation	- Strategy development to position FDA as a regional training hub underway - Tendering for molecular biology lab refurbishment completed ($727,778) - Gates Foundation disbursed $50,000; awaiting mobilization of $109,000 - LIMS upgrade contract signed (Dec 1, 2023) for $152,650 - Procurement of servers and ICT equipment awaiting PPA approval	Activities progressing in phases; funding gap ($627,778) included in proposal to Africa CDC
Global Vaccine Project – USP/PQM+ Ghana	- Website upgrade launched with Digits Innova Agency - IRIMS infrastructure assessment & deployment (6 virtual machines, 2 servers) complete - Equipment (Capillary Gel Electrophoresis, Flow Cytometer) installed and qualified - Hands-on vaccine testing (Phase 2) completed -	Ongoing. Training, infrastructure and outreach milestones achieved

	Medsafety App & SBCC advocacy reached 120,000 people in 8 regions	
AUDA–NEPAD Sub-Delegation Project	- Sentinel sites for COVID-19 therapeutic safety monitoring established - Training materials and stakeholder engagements completed - Ongoing engagement on clinical trial regulatory systems	Sentinel site activities completed; stakeholder work in progress
ProPerSeals Implementation	- Level 2: 188 client registrations completed; non-compliant consignments detained - Level 3: 12 companies confirmed for serialization pilot - Advertisement Workflow: Submission & testing complete; approval testing next	Phase-wise implementation ongoing; pilot meetings with companies planned
TFGH – CDC	Task Force for Global Health / CDC	Final implementation report prepared
BMGF Project	Bill and Melinda Gates Foundation	Progress Report 1 and periodic update slides submitted
EU-GIZ Support Programme	European Union – GIZ	Periodic update slides prepared; no report due this quarter
PQM+ (Product Quality Monitoring Plus)	United States Pharmacopeia (USP)	Periodic update slides prepared; no formal report due this quarter
AU-3s Sub-delegation Project	AUDA-NEPAD	Narrative implementation report submitted; biweekly/monthly updates ongoing
FDA Scientific Forum	World Health Organization (WHO)	Technical and financial report on event organization submitted
TOPAFA Project	Tobacco Policy Action Fund for Africa (CTFK)	Fully implemented with final report to be developed in 2025 January
FCTC Project 2030	WHO Framework Convention on Tobacco Control	Feasibility studies and analytical reports submitted; capacity-building completed

Source: FDA Strategy Partnerships and International Collaboration & TTPD (2024)

4.0 2024 Financial Performance

The FDA commenced the fiscal year 2024 with a revenue target of Two Hundred and Fifty Million, Three Hundred and Forty-Three Thousand, Five Hundred and Fifty-Six Ghana Cedis, Twenty-Nine Pesewas (GH¢250,343,556.29). This figure represents a significant increase of 36% compared to the One Hundred and Eighty-Four Million, Two Hundred and Twenty-Four Thousand, Eight Hundred and Forty-Five Ghana Cedis, Fifty-Two Pesewas (GH¢184,224,845.52) generated in the previous year.

Out of the total revenue collected, Sixty-Three Million, Seven Hundred and Forty-Three Thousand, and Forty Ghana Cedis, Two Pesewas (GH¢63,743,040.02) was transferred to the consolidated fund, while One Hundred and Ninety-Eight Million, Four Hundred and Eighty-Nine Thousand, Five Hundred and Fourteen Ghana Cedis, Eighty-Three Pesewa (GH¢198,489,514.83) were allocated to operational activities as detailed below:

Table 4.0-1: **Revenue Budget and Actual Performance**

2024 ANNUAL BUDGET (GHS)			
	BUDGETED	**ACTUAL**	**VARIANCE**
Total Revenue	250,343,556.29	262,232,554.85	11,888,998.56
FDA Retention	175,240,489.40	198,489,514.83	23,249,025.43
Transfer to Consolidated Fund	75,103,066.89	63,743,040.02	(11,360,026.87)

Source: FDA Financial Report (2024)

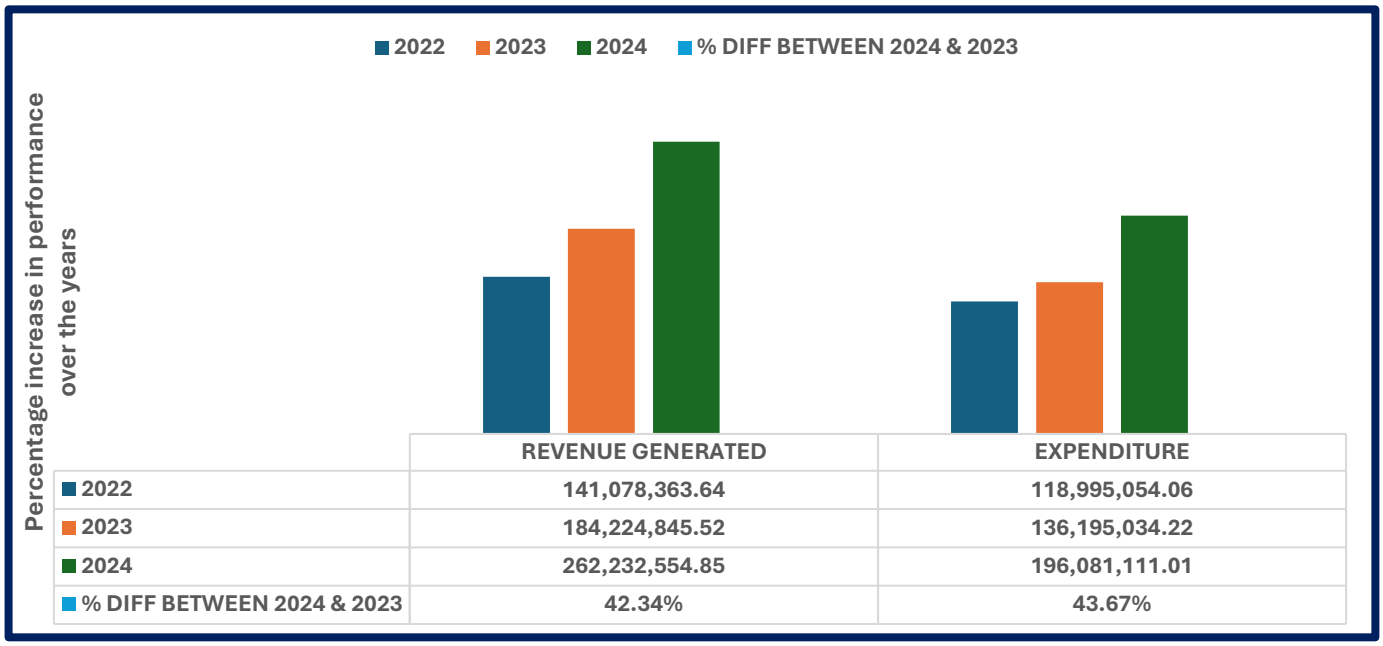
Table 4.0-2: **Expenditure Budget Performance**

EXPENDITURE ITEMS	**BUDGET(GHS)**	**ACTUAL (GHS)**	**VARIANCE (GHS)**
IGF Compensation	52,572,146.82	52,570,146.82	2,000.00
Goods & Services	87,620,244.70	117,118,370.82	(29,498,126.12)
Capital Expenditure	35,048,097.88	26,392,593.37	8,655,504.51
Total	175,240,489.40	196,081,111.01	(20,840,621.61)

Source: FDA Financial Report (2024)

In 2024, the FDA missed the budget allocated for IGF Compensation by 1% and exceeded the budget for Goods and Services budgets by 33.67%, as delineated in Table 4.0-2 above. Additionally, there was a 24.70% decrease in the Capital Expenditure budget compared to the allocated amount. The overall expenditure budget for 2024 surpassed its target by 11.89%, primarily due to general increases in the prices of goods and services, expansion in staff strength, fluctuations in exchange rates, and revisions in previously contracted agreements by the institution.

Figure 4-0-1: Revenue and Expenditure Performance



	REVENUE GENERATED	EXPENDITURE
2022	141,078,363.64	118,995,054.06
2023	184,224,845.52	136,195,034.22
2024	262,232,554.85	196,081,111.01
% DIFF BETWEEN 2024 & 2023	42.34%	43.67%

Source: FDA Financial Report (2024)

The Authority targeted to generate Two Hundred and Fifty Million, Three Hundred and Forty-Three Thousand, Five Hundred and Fifty-Six Ghana Cedis and Twenty-Nine Pesewas (GH¢250,343,556.29). However, a total of Two Hundred and Sixty-Two Million, Two Hundred and Thirty-Two Thousand, Five Hundred and Fifty-Four Ghana Cedis and Eighty-Five Pesewas (GH¢262,232,554.85) was generated by the end of the year exceeding the target by 4.75% and represented an increased revenue collection by 42.34% compared with 2023 figures. The annual budget for expenditure was One Hundred and Seventy-Five Million, Two Hundred and Forty Thousand, Four Hundred and Eighty-Nine Ghana Cedis, Forty Pesewas (GH¢175,240,489.40) however, the institution spent One Hundred and Ninety-Six Million, and Eighty-One Thousand and One Hundred and Eleven Ghana Cedis, and One Pesewa (GH¢196,081,111.01) exceeding the target by 12% and an increased in expenditure by 43.67% compared to 2023 expenditure figures due the general increase in the prices of goods and services, increase in exchange rates and upward review of contracts.

4.1 Internal Audit

In accordance with Sections 16 (3 & 4) of the Internal Audit Agency Act, 2003 (Act 658), and Section 83 of the Public Financial Management Act, 2016 (Act 921), the Internal Audit Directorate (IAD) submitted its annual audit plan to both Management and the Audit Committee of the Board. The plan was duly approved and guided the Directorate's activities throughout the 2024 reporting year.

During the year under review, the Directorate conducted three (3) financial audits at the FDA's Head Office, Tema Port, and Kotoka International Airport (KIA), thereby achieving 75% of the annual target of four (4) audits. Additionally, 1,629 payment vouchers (PVs) were reviewed under pre-audit processes, reflecting an 11% decrease compared to the 1,831 PVs reviewed in 2023. Of these, 1,621 PVs were successfully authorized on the GIFMIS platform, while 22 PVs were returned for necessary corrections due to issues such as discrepancies between PV amounts and approved budgets, as well as missing supporting documentation (e.g., budgets, attendance sheets, payslips, waybills, admission letters, bond forms). Notably, 8 out of the 22 returned PVs were not resubmitted for final authorization.

The year's performance reflects enhanced pre-audit controls and improved document verification procedures. Pre-audit and verification efforts focused on both pre-expenditure payments and payroll vouching, ensuring all payments and salary-related requests were thoroughly reviewed prior to disbursement. Procurement items and supplies delivered to FDA Stores were also systematically verified, with no exceptions reported during the review period.

5.0 SUMMARY OF KEY ACHIEVEMENTS FOR 2024

The FDA in 2024 achieved the following in Operation, Regional Operations, Projects, Partnership and Collaborations, Trainings/Educational and Awards.

Awards

In September 2024, the FDA celebrated a remarkable achievement by winning the Overall Specified Entity of the Year Award for the third consecutive year. This honour underscores the FDA's dedication to regulatory excellence and public health safety.

Certification and Accreditations

- The Authority maintained its ISO 9001:2015 certification for technical and administrative functions.
- The Centre for Laboratory Service and Research has increased and maintained ISO 17025:2017 accreditation for 63 tests.
- Maintained and expanded scope of the ISO 9001 certification to Western and Bono regional offices, enhancing operational excellence and consistency across multiple region
- The Drug Laboratory maintains WHO prequalification and attains WHO-ML4 status, first in Africa
- Clinical Trials Department maintains WHO-ML4 status

Collaboration, Engagements and Grants

As part of strengthening partnerships and international collaborations towards the promotion of regulatory excellence, the following activities took place in the first quarter of 2024.

Fostered global regulatory partnerships through:

- MOU with the UK's Medicines and Healthcare Regulatory Authority (MHRA) for biological product regulation and capacity building.
- MOU with the Egyptian Drug Authority (EDA) for ongoing collaboration and capacity building.
- Successfully secured $919,622.89 from the Gates Foundation and the European Union MAV+ for FDA projects and programs.
- Established a Technical Working Group (TWG) on Marketing Authorization and Licensing Requirements (MA & LR) for locally manufactured vaccines and biological products. This

group facilitates information sharing among stakeholders, ensuring effective regulatory oversight and support local production

- Successfully working towards the execution and Implementation of FDA's 9th WHO Regulatory Function (Lot release) by:
    - Creating of Lot Release Unit to be responsible for a new WHO regulatory function; Lot release (LR)
    - Completing the development and review of LR regulatory documents for full implementation of LR function in 2nd quarter of 2025.

The FDA undertook the following operational activities in line with its mandate in the year 2024.

- Successful organization and facilitation of Bioequivalence training for thirty-five (35) FDA staff form the Drugs and Nutraceuticals, Industrial Support Services, Safety Monitoring, Clinical Trials, Enforcement, Centre for Import and Export, Substances of Abuse, Center for Laboratory Services and Research Departments.

- Global adoption of modification of the Med Safety App as a result of the outcome of the Phase I Implementation Research on the App.

- Establishment of sentinel sites for monitoring the safety of selected medicines and vaccines in all 16 regions of Ghana (84 ADRs and 25 AEFIs received from various sites).

- Launching of a project funded by the Food and Agriculture Organization titled "Promotion of Food Safety, Healthy Diets, and Competitiveness of Food Processors in Ghana (TCP/GHA/3906)." The project's inception session was held at the Coconut Grove Regency Hotel in Accra.

- The FDA and the Program for Biosafety Systems successfully conducted a one-day sensitization workshop to inform food makers and importers on the new regulations for labelling genetically modified organisms (GMOs) in food and feed.

- The FAO-supported project, "Promotion of Food Safety, Healthy Diets, and Competitiveness of Food Processors in Ghana (TCP/GHA/3906)," was launched under the direction of the FDA. The project's inception session took place in Accra.

- Participated in the 4th Ghana Poultry Festival highlights its commitment to public health and the importance of safe livestock. By promoting awareness and sharing information on their activities, the FDA can help ensure that consumers are informed about the safety standards in place for poultry and other livestock. Events like these are great for fostering collaboration between regulatory bodies and local producers, ultimately benefiting public health and the agricultural community, this activity took place

Capacity Strengthening Hub

- In September,2024, the FDA engaged with a delegation from the Traditional Medicine Practice Council (TMPC) to discuss shared interests and enhance regulatory measures concerning traditional medicine. This meeting aimed to foster collaboration and ensure that traditional practices meet safety and efficacy standards while respecting cultural 0traditions. The discussions likely covered topics such as best practices for regulation, research into traditional remedies, and the integration of traditional medicine into broader healthcare systems.

- FDA organized study tours for Agence de Réglementation Pharmaceutique in the areas of Pharmacovigilance, held from 2nd to 6th September 2024, and Clinical Trials from 30th September to 3rd October 2024. Additionally, the FDA hosted the National Agency for Food and Drug Administration and Control (NAFDAC) of Nigeria for a Pharmacovigilance inspection tour from 30th September to 3rd October 2024.

- Organization of Quality Control training course in molecular biology techniques, sponsored by GIZ, took place in Ireland from September to 18th October 2024, providing FDA personnel with advanced technical training.

- In August 2024, the FDA participated in a 5-day training workshop organized by Quality of Medicines Plus (PQM+), implemented by USP, at the Eastern Premier Hotel in Koforidua. The workshop, attended by staff from CLSR, QMSD, SPICD, and Finance, focused on enhancing revenue mobilization through third-party testing. Interactive sessions covered quality control, finance, costing, and business development, achieving a participation rate of 100% with a notable increase in post-training assessment scores from 69% to 83%. The FDA staff from the 1st to the 31st of July 2024 underwent an important training program on the Integrated Regulatory Information Management Suite (iRIMS). This

training in the USP Conference Room aimed to enhance the skills of the officers in managing regulatory information effectively.

- In September 2024, the FDA introduced the Golden Nugget Series. The Golden Nuggets Series is a great way to bridge the gap between senior management and staff, fostering a culture of learning and mentorship within the FDA.

REGIONAL OPERATIONS

- In January 2024, there was a public education at YEM Radio 89.1fm in Bolgatanga on issues regarding general regulation by FDA.

- The FDA on the 7th of March 2024 embarked on Public Education exercise on the Effects of Drug Abuse and Importance of Food Safety at Sunyani Area 4 Community

- The Northern Regional Office of the FDA from the 11th to the 15th of March embarked on a sensitization exercise on Pre-Licensing and Re-Licensing inspections of Food Manufacturing Facilities (Sachet Water), Pharmaceutical Storage Facilities, Cold Storage Facilities, cosmetic manufacturing facilities, Food Service Establishments as well as Post Market Surveillance of Cosmetics and Household Chemicals Post Market Surveillance of Food facilities (Supermarkets and provision shops) including Post Market Surveillance of Medical Device.

Projects

- The construction of the road in front of FDA Head Officer, Shiashie, Accra was completed.

Partnership and Collaborations

- With funding from USAID-GTI, the Food Safety Coordination and Consumer Education Department held training sessions on April 23, 2024, for exporters of agricultural products. The workshops covered the most recent versions of the Coordinated Export Procedures for Agro Produce as well as the Packhouse Operator Code of Practice. Two sessions, one for the Southern Sector and one for the Northern Sector, were used for the training workshops.

- On May 28, 2024, the FDA held a training session on the manufacturing processes of cosmetics. Projecten Uitvoering Management (PUM) Netherlands Expert led the session, which aimed to reinforce the agency's commitment to consumers, safeguard public safety,

uphold high standards, and ensure efficacy. Additionally, the organization trained Ghana's pharmaceutical industry in quality risk management in partnership with PUM Netherlands Senior Experts.

- Dr. Ali AL-Ghamrawy, Chairman of the Egyptian Drug Authority (#EDA), honoured the CEO of the FDA with an invitation to discuss a creative cooperation that aims to transform the pharmaceutical industry in Egypt and Ghana on June 5, 2024.From the 30th October through to the 4th October 2024, the FDA hosted delegation from Senegal National Regulatory Authority and Nigeria National Agency for Food and Drug Administration (NAFDAC). These collaborative visits fostered knowledge- sharing and mutual growth. The delegation praised the FDA's pharmacovigilance expertise and expressed confidence in their enhanced clinical trial Capacities.

- On October 6th, 2024, the FDA hosted Mr. Helmut Hauschild, Head of the Division for West Africa, along with a delegation from GIZ (the German Federal Ministry for Economic Cooperation and Development) and the National Vaccines Institute. The purpose of the visit was to familiarize himself with the Ghana FDA. During the visit, discussions focused on the ongoing GIZ PFS Support for Local Vaccine Production project, as well as the new GIZ PharmaVax Project. The visit was concluded with a tour of the FDA laboratory, which included a visit to the EU-GIZ funded cleanroom construction site within the microbiology laboratory.

- On the 6th November, the FDA partnered with the Springboard Roadshow Foundation to empower young MSMEs by providing them with essential knowledge on product registration, safety, and quality. This collaboration aimed to foster job creation, drive industrialization, and ensure the protection of public health.

- The FDA signed a Memorandum of Understanding (MOU) with the Ministry of Food and Drug Safety of the Republic of Korea on the same day, this agreement outlines their cooperation in the fields of food and medical products.

- Dr. Delese Mimi Darko, CEO of the FDA in November 2024 welcomed a delegation from the Africa CDC. Their discussions centred on strengthening regulatory frameworks for vaccine production, building capacity and fostering collaboration among National Regulatory Authorities (NRAs) across Africa.

- On November 19th, the FDA partnered with Catholic Relief Services (CRS) as part of the Large-Scale Food Fortification (LSFF) project. This collaboration aims to raise awareness about food safety, improve compliance standards, and strengthen the capacity for food testing and inspection.
- The Greek Honorary Consulate made a courtesy visit to the FDA On November 26th to discuss measures or enhancing bilateral relations and improving healthcare between Ghana and Greece.

- The FDA on the 27th November hosted representatives from UNIDO for a courtesy visit. The meeting centred on exploring opportunities for collaboration to strengthen Ghana's pharmaceutical industry.

6.0 Staff Trainings/Educational Achievements

- Successful organization and facilitation of Bioequivalence training for thirty-five (35) FDA staff form the Drugs and Nutraceuticals, Industrial Support Services, Safety Monitoring, Clinical Trials, Enforcement, Centre for Import and Export, Substances of Abuse, Center for Laboratory Services and Research Departments.

7.0 Stakeholder Capacity Strengthening

- The FDA and the Ghana Standards Authority (GSA) convened to discuss harmonizing their regulations, aiming to benefit the business community. This collaboration reflects a commitment to fostering a more streamlined regulatory environment that supports growth and compliance.

- The FDA's involvement in the Africa CDC Pharmacovigilance Workshop highlights the significance of ensuring drug safety and monitoring in the region, by bringing together experts from various national regulatory agencies enhancing collaboration and strengthening pharmacovigilance systems in Africa.

- Organization of 2024 Annual Stakeholder Meeting, building on the success of the previous year, the 2024 meeting saw a significant expansion in participation, fostering stronger communication channels through enhanced interactive engagement. The event facilitated productive discussions, networking, and in-depth dialogues on progress updates,

collaborative initiatives, established objectives, and the concerns of the Authority's partners and stakeholders.

8.0 Organisation of the 2024 Annual Performance Review Meeting

As part of the Authority's commitment to performance evaluations and institutional accountability, the Planning, Monitoring and Evaluation Division (PMED) successfully coordinated the 2024 Annual Performance Review (APR) Meeting. In response to the expansion of the Authority's operational scope, the meeting was extended from the traditional three (3) days to four (4) days to accommodate the participation of additional departments specifically, the Satellite and Financial Audit Departments and to provide ample time for critical discussions that had previously been constrained by tight scheduling.

Held from Tuesday, 18th March to Friday, 21st March 2025, the meeting brought together representatives from all Directorates and Regional Offices to evaluate performance in implementing the 2024 Programme-Based Budget (PBB) and their contributions to the FDA's overall regulatory objectives. The APR adopted a hybrid format, with Executive Committee members, PMED, IT, and Communications teams participating in person, while Middle-Level Management joined virtually except during their scheduled presentations. The sessions were streamed live across all FDA offices to ensure broad institutional engagement and transparency.

Each Department and Regional Office presented a performance report using a standardized format, which enabled clear tracking of progress against indicators, identification of lessons learned, and performance-based justification for future resources.

8.1 Key Improvement: Enhanced Peer Review Structure Using Evaluation Criteria and Weights

A notable improvement in the 2024 APR was the enhancement of the peer review structure through the introduction of a formalized Annual Performance Review Evaluation Criteria and Weights framework. This framework introduced objectivity, consistency, and accountability into the assessment of presentations, enabling a more transparent appraisal process.

The criteria were organized under two main categories with corresponding weights:

ANNUAL PERFORMANCE REVIEW EVALUATION CRITERIA/WEIGHTS		
Category	Evaluation Criteria	Weight
I. Presentation Quality and Content	Performance Chart	**10%**
	Two notable achievements	
	Impact of a project Executed Project (Donor funded projects)	
	Interdependencies Between Directorate/Regional Office	
	Institutional Flagship Programme i.e. if applicable	
	Critical Performance Inhibiting Issues and Management Strategies	
	Lessons learnt	
	Performance-Based linked justification for additional resources	
	Notable Innovation That Has Enhanced Work Efficiency	
II. Performance Results	Performance Improvement – Improvement over previous years (performance trend analysis)	**40%**
	Ability to Meet/Exceed Targets – Achievement beyond annual targets (Implementation of Plan of work)	**40%**
	Innovations – Justified innovations that improved performance	**10%**
Total		**100%**

Each Department or region was evaluated by assigned peers using this framework. Appraisers received the annual performance reports in advance and submitted their evaluations within 24 hours of the presentation. This process introduced structured peer learning, strengthened cross-departmental accountability, and aligned departmental assessments with corporate performance indicators.

8.2 Performance Inhibiting Issue/ Aide Memoire

The review highlighted critical institutional constraints affecting departmental and regional efficiency. Key issues included inadequate logistics (e.g., vehicles, computers, and workspace), limited staff strength, delays in processing permits and licenses, and inefficient interdepartmental coordination. Several regions reported weak internet connectivity, poor access to registration systems, and delays in supply of laboratory consumables and equipment maintenance. Compliance and audit units cited the lack of digital tools and delayed responses, while enforcement and regulatory departments were constrained by insufficient field resources and limited stakeholder collaboration. Overall, these bottlenecks contributed to delays in service delivery, regulatory oversight, and data management. Addressing these challenges requires strategic investment in logistics, improved digital infrastructure, staff capacity building, and enhanced collaboration across departments and with external partners.

Department	Issues Observed	Actions Taken	Peer Reviewers' Comments	Decision Made	Next Course of Action	Persons Responsible
Vaccines & Biological Products	1. Inadequate space/logistics2. Certificate printing and tech issues3. Reliance on regions for audits4. Audit before payment causes compliance issues	Applied for remote work Funding support from banksJoint audits with regions	1. Address low registration meeting frequency2. Train regions on audit processes	Sensitize facilities and support blood product regulation	Train regional staff and set penalties regardless of impact	HOD
Safety Monitoring	1. Delayed updates in Safety Watch2. High turnover of facility contacts3. Poor internet and logistics4. Underperfor	Simplified reporting forms Initiated corrective phases	1. Changes to app simplified reporting2. Report declines due to complexity3. Donor-funded programs aid capacity	Recognizing the importance of system changes and donor support	Complete app reform, track user feedback, and improve logistics	HOD

	mance of MedSafety App					
Clinical Trials	1. Lack of laptops/scanners2. Absence of clinical trial database3. Increased unapproved fertility meds4. Pandenstine trials	Provided cabinets Initial sensitization Review of journals	1. Decrease in trials due to post-COVID normalization 2. Need in-house gynecological trial capacity	Engage regions and monitor media & health facilities	Build capacity, resensitize regional staff, develop trial DB	HOD, Regional Heads
Eastern Region	1. Low renewal rate for food & cosmetics2. Incomplete reports on vending & PLS	Outreach via radioFile revision ongoing	1. New strategies needed to improve renewals2. Omission of flagship program noted	Revise presentation, highlight “Say No to Drugs”	Include flagship programme and improve renewal strategy	Focal Person, HOD
Manufacturing Facilities	1. Logistics & inspector gaps2. Facility license non-renewals3. Delay in inspections	Linked CEIC to license acquisition	1. Write memos & involve enforcement for expired licenses2. Delay due to logistics confirmed	Improve turnaround time for inspections	Prioritize inspection schedule, automate reminders	HOD

Storage Facilities	1. Logistics (boots, internet, transport)2. No CAPA follow-up by regions	–	1. Need regional coordination2. Clarify lack of segregation in vet/drug inspections	Engage sponsors for regional follow-up support	Discuss with sponsors to facilitate funding	Director, HOD
Applied Nutrition & Research	1. Logistics issues2. Reactive media responses	Created website section Pré-publication vetting with media	1. Clarify delays in processing few applications2. Confirm target setting approach	Improve research strategy and communication	Streamline application processing and proactive media work	HOD
Food Evaluation & Registration	1. Local product registration prompts	–	1. Follow-up with applicants on renewals2. Address local manufacturer challenges	Renewals to be monitored closely	Query system, contact applicants, provide support	HOD
Drugs & Nutraceuticals	1. Limited references2. High carryovers	Stakeholder training Late-year submissions flagged	1. Clarify deferral reasons2. Minimize carryover impact on revenue	Improve planning to reduce carryovers	Schedule processing to align with application patterns	HOD
Bono Region	1. Outdated product info online2. Poor logistics (internet, power)	–	1. Address PLS facility classification2. Clarify no recalls/repackaging	Include segregation and recall updates in future reports	Upgrade logistics and ensure timely updates	HOD
Herbal & Homeopathic	1. Limited resources2. Late renewals affecting	Work-from-home policy Added caution to conditions	–	Ensure timely renewals	Strengthen follow-up and	HOD

	market authorization				awarenes ss	
Intelligen ce	1. Need for staff training2. Lack of funds for sampling/test ing3. Underutilized intelligence reports	Online training Partnered with labs Ongoing external project	1. Product failure linked to bleach testing2. 16 arrests on Sudan IV cases3. Training improved compliance	Improve detection and evidence-led actions	Increase sampling budget and expand enforce ment	HOD
Investigat ions	1. Inability to access real-time registration/a pproval status (except foods)2. True caller used to identify FDA calls3. Call centers and courier services obstructing investigation s	Use of NSS phones to conceal ID Collaborati on with CID Joint advertising operations	1. Department issues sanctions, enforcement executes2. Investigates non-approved adverts using alternate means	Explore alternativ e funding and digital tracking	Reduce depende ncy on grants, enhance tech use	HOD
Operation s	Lack of logistics (vehicle and fuel)	–	–	Resource mobilizati on needed	Prioritize vehicle and fuel provision ing	Director
Medical Devices	1. Inadequate logistics2. Work-from-home unsupported by database	Adopted OneDrive & MS Teams	1. Share KPI strategies2. Clients driven by trends, followed up quarterly	Renewals influence d by market shifts	Continue client verificati on & renewals	HOD

Cosmetics & Household	1. Inadequate logistics2. Insufficient workspace3. Importers registering for others	Education of businesses Database for public reference	1. Engage more clients2. Collaborate with depts for product removal3. Use NSPS to monitor	Enhance database transparency	Track unlicensed firms using NSPS	HOD
Substance Abuse	1. Lack of PA system, projector2. Low staff strength	Collab with departments Logistics targets reviewed	1. Non-compliance: recording gaps2. 2025 plan: Mental Health Authority collab3. Permit rejections due to excess allocation	Improve PE and permit control	Scale up PE efforts and refine permit processes	HOD
Tobacco	1. Lack of logistics, low staff2. Monitoring of illicit use and designated smoking zones	Monitoring ongoing Snuff seizures suggested	1. Curbing illicit trade through surveillance2. Smoking areas monitored3. Advocacy affecting registration	Monitor youth trends and seize illicit snuff	Strengthening enforcement and outreach	HOD
Import Control	1. Import of banned products2. Concealment & under-declaration3. No FDA terminal at bulk port	–	1. Sanctions by enforcement2. Unregistered goods: personal effects exempt3. 80% decline in unregistered products	Strengthen port presence	Establish terminal FDA office	Director

Export Control	1. Low staffing for terminal coverage2. Non-compliance due to poor knowledge3. ICUMS portal inactive	–	1. Ignorant importers fined and guided2. Drop in certs due to fewer salt exports & COVID spike	Improve border monitoring	Re-activate UCUMS portal & educate exporters	HOD
Data Management	1. ICUMS platform disruptions2. Incorrect client submissions 3. Inadequate staff	–	1. FDA risk assessment based on NPS scan points2. Clarify shipping manifest roles	Improve accuracy and staffing	Build client awareness & add staff	Director, HOD
Food Safety Coordination & Consumer Education	1. Inadequate logistics, especially printer	Request for printer placed	1. Measured knowledge through pre-/post-tests2. Strong interdepartmental collaboration reduced adulteration 3. Outbreak identification through media & GHS collaboration	Display of hygiene certificates to be added to guidelines	Train regions on outbreak identification	HOD

Food Service Establishment	1. Inadequate logistics and vehicles	Shared zoning model with regions	1. Ongoing training with courier services2. Focal persons exist in regions3. Display of hygiene certs must be enforced4. Vendor permits delayed (avg. 1 month)	Process vendor permits in-house	Develop in-house processing proposal Sensitize vendors before fee collection	HOD, Focal Person
Revenue	1. Logistics gaps2. Limited database access3. Missing value books4. Institutional debtors (MOH)	–	1. Double-check table totals2. Regions may request access3. Palm oil revenue from exports4. Revenue > expenditure5. Departmental revenue not measured separately	Share financial summaries periodically	Promote electronic payments Optimize revenue strategies	HOD, Finance Unit
Expenditure	1. Delayed memos2. Poor understanding of payment process3. Unjustified allowance requests	Developed creditor DB for prioritization	1. Sensitize staff on full payment flow2. Encourage early request submission3. Improve travel request timelines	Ensure timely fund disbursement	Enforce 2-week advance notice for requests	Director, Finance Unit

Ashanti Region	–	–	1. ICSR not conducted due to system issues2. No inspections reported due to lack of facilities	Clarify data entry issues	Address system and scheduling gaps	Regional HOD
Technical Support	1. Internet unreliability2. Inadequate projectors, workstations	–	1. Why no challenges reported?2. Explained interdepartmental support via bleach example	Improve resource documentation	Justify budget with operational interlinks	HOD
Capacity Strengthening	1. Difficulty in assessing training impact2. Limited industry exposure	Met with Directorates to review training outcomes	1. Evaluate training via Q&A2. Explore broader engagement beyond referrals	Improve engagement and metrics	HOD	
Upper West Region	–	–	1. Border drug trafficking issues2. Drug incidents reported to HQ3. Utility use spike due to A/C and NSPs	Maintain surveillance reports	Monitor usage, justify resource needs	Regional HOD
Planning, monitoring and evaluation	–	–	Drop in report reviews due to staffing Proposes biannual reviews	Use infographics and AI tools	Integrate automation for efficiency	PMED Team
Strategy partnership and international	1. Inadequate meeting space2. Poor	–	1. Leverage regional partners2. AI for reporting	Seek local partnerships Scale	Director, SPICD	

colloborations	transport/logistics			AI use in reporting		
Food Lab	1. Equipment deficits2. Adulterant detection tools missing3. Sensitive instruments needed	Liaising with Procurement via biweekly meetings	1. Drop in columns under review2. 60% regulatory/commercial readiness3. Collaborate with external labs when needed4. Z score outcomes: dry melter 0.11, fat 0.675. Innovations tied to SOP training	Develop commercial service model	Proposing sustainability plan	Director, Lab HOD
Drug Lab	1. Inadequate wet lab space2. Limited HPLC systems3. Delayed analytics due to column shortage	–	1. Workload assigned per machine for security & WHO compliance	Streamline processes for efficiency	Requisition HPLC and optimize space	Lab Director
Veterinary Lab	1. Missing equipment, standards2. No operational vehicle	–	1. High alert system led to detentions2. Handled as per protocol	Build mobile capacity for inspections	Request vehicle and logistics	HOD

Satellite Lab	1. Low ICUMS alert level for some raw materials2. Staffing gaps due to transfers3. Logistics and internet lacking	–	1. Slide 21: Correlation exists2. 2022–23 budget gaps explained by late department setup3. Inhibiting port setup challenges noted	Boost infrastructure & staffing	Budget for reagents and connectivity	Lab Director
Administration	1. Logistics deficits2. Limited vehicles3. Gaps in electronic mail systems	Fan supply pending Training ongoing	1. Low mail target due to smart workplace2. Driver feedback used to assess training3. Elevator repair capital-intensive4. Letter tracking system inconsistent	External transport for Tema Fuel vehicles on Fridays	Head of Admin	
Supply Chain	1. Inadequate storage2. Late procurement requests	–	1. Hotel/catering delays noted2. Procurement gives feasibility feedback	Improve request timelines	Enforce early departmental submissions	HOD

Western-North	–	–	1. Electricity reduced due to shared space with other agencies2. Decrease in regulated products3. Website used; only contact HQ when needed	Improve information access	Use website proactively and clarify data reporting	Regional HOD
Upper East	1. Security threats (Bawku conflict)2. Inadequate resources3. No container offices4. Weak interagency collaboration 5. Compliance issues	–	1. Revenue improved via stakeholder engagement2. Strategies needed to prevent negative trend next year	Enhance interagency collaboration	Propose solutions for compliance & security gaps	Regional HOD
Career Development	1. Inadequate logistics2. No designated spaces3. No unique identity for NSPs4. Poor internet	–	1. Structured training needed2. Include attrition in assessment3. Enforce scarf policy for receptionists	Provide uniforms for NSPs	Follow-up on attire policy and structured training	HOD

Staff Welfare	1. Logistics gaps2. Poor ventilation and connectivity	–	1. Number of staff disengaged2. Medical support available for emergencies3. Tema canteen unviable, seeking new caterer	Improve welfare services	Recruit caterers and improve emergency care policy	Director, Staff Welfare Unit
Communication	–	1. FDA Calls TV initiated2. Engaging bloggers3. Iodized salt artwork pending approval	1. Strategies include social media excitement2. TikTok being considered3. Customer survey in progress	Encourage staff engagement with FDA media	Finalize surveys and boost social media presence	Communications Team
QMSD	1. Late document submissions 2. Logistics gaps3. Lack of workspace4. Need for eQMS	–	1. Frequent training and focal person engagement2. ISO awareness via HR webinars	Train on ISO standards	Create awareness on QMS/ISO through HR platform	QMS Lead
Legal & Corporate	1. Admin fines without LSD input2. Fine app not operational	–	1. Lack of training is finance-related2. Refund projections not updated	Legal input required for fines Introduce civil suits for delays	Activate admin app and update projections	Director, Legal Unit
IMTS	1. Laptop shortages2. Limited bandwidth3. Staff skill gaps	–	1. KPI targets not shown for all2. Quarterly innovations not met, propose biannual	Align targets to capacity	Upskilled IT staff, adjust innovation schedule	IT Manager

Volta Region	1. Poor furniture2. Vehicle breakdowns 3. Staff shortages and few computers	Aflao post staffed 24/7	1. 1030 noncompliance cases, only 78 resolved – need clarification	Intensify border supervision	Continue intel-led operations	Regional HOD
Northern Region	1. No electricity at RH residence2. Storage issues3. Vehicle maintenance high4. Inadequate logistics	–	1. 2972 noncompliance, disposal pending warehouse access	Expedite disposal and repair logistics	Track and resolve warehouse gaps	Regional HOD
Central Region	1. Unfurnished conference room2. Kasoa space inadequate3. Vehicle breakdowns 4. Delay in licenses5. Logistic constraints	License generation unit established	1. 35 herbal products disposed2. Delay due to backlog3. QMS training done	Expedite license issuance	Improve QMS feedback loop	Regional HOD
Western Region	1. Vehicle challenges2. Low staff3. Poor logistics and connectivity	Cholera sensitizatio nNSPs report ads daily	1. Innovation lacking2. Surveillance & sensitization suggested3. Legal consultation on ads needed	Continue surveillance and start sampling	Collaborate with Legal & Police on ad control	Regional HOD

North-East	1. No Registrar General presence2. Registration delays	Importer database-built Meetings with importers held	1. Need to list imports2. Suggest risk-based testing for high-risk imports	Test high-risk imports Ban dangerous ones	Regional HOD, Lab	
Microbiology Lab	1. Delay in lab consumables 2. Equipment breakdown3. Aged equipment4. Inadequate logistics	–	1. Outsourced samples due to unavailable reagents or lab capacity gaps	Track outsourced tests and procure essentials timely	Lab Head	
Medical Devices Lab	1. Limited equipment and workspace2. Lack of tensile tester and logistics	Weekend/night shift Rotation system Stop-gap analysis Personal laptops used	1. Re-cost services2. Enforce payment before testing 3. Curb use of FDA tools for private work	Commercialize lab services Expand scope of testing	Lab Director	
Financial Audit	–	–	1. Clarify nature of compliance and staff notifications	Improve audit clarity and staff engagement	Notify staff and align audit scope	Audit Lead
Compliance Audit & Assurance	1. Lack of audit software2. Delayed requests and responses	–	1. Audit software justifies timeline mgmt2. Targets depend on Finance dept requests	Procure audit tool Align expectations with Finance	Audit Unit Head	

9.0. CHALLENGES AND MITIGATING STRATEGIES

Challenge	Mitigation Measure
Proliferation of Non-Compliant Products on the Market	Conduct intelligence-driven swoops to remove unregistered or substandard products.
Unapproved / Unmanned Border Posts	Enforce 100% inspection of consolidated consignments entering through these points.
Clearing of "Consolidated Consignments" at Ports of Entry	Apply risk profiling techniques to importers to flag high-risk entries.
Unregulated Personal Luggage and Courier Packages at Kotoka International Airport (KIA)	Plans are underway to implement routine inspection of personal luggage at KIA Terminal 3 (T3).
Aging Laboratory Equipment	Donor support has enabled the acquisition of select new equipment, especially for vaccine testing. - However, comprehensive upgrades are required, as most equipment is 8–20 years old, causing frequent downtimes and high maintenance costs.
Uncompetitive Remuneration, Conditions of Service, and Pension Schemes	Approval for revised conditions of service is pending at the Fair Wages and Salaries Commission and Ministry of Finance. - The current framework does not reflect the FDA's public health contributions, leading to staff attrition over 67 highly trained staff have resigned in the past five years.
Safety Alerts Related to Unapproved Exports	Ongoing engagement with Ghana Customs and Ghana Link to develop a secure, end-to-end digital export process within the ICUMS platform. Progress remains slow.
Insufficient Vehicles for Inspections	Adopt risk-based scheduling of inspections. - Use of ride-hailing services and national service personnel (NSPs) to supplement logistics. - Despite these efforts, an estimated 6,085 inspections were missed by the end of 2024, and 1,476 in the first quarter of 2025. Over 15,000 facilities remain uninspected.
Inadequate Funding for Operational Activities	- Seek increased donor and partner support. - Internally Generated Funds (IGF) remain capped at 80%, with 20% redirected to government. - Prioritize essential activities to minimize service disruptions and manage limited resources. Expansion plans remain constrained.

10.0 PRIORITIES AND OUTLOOK FOR 2025

Thematic Area	Planned Activities / Targets
Accreditations	- Maintain WHO GBT Maturity Level 3 (ML3) - Achieve WHO GBT Maturity Level 4 (ML4)
Digitisation of Operational Activities	- Fully implement Integrated Regulatory Information Management System (IRIMS) by May 2024 (system deployed in November 2025) - Upgrade Laboratory Information Management System (LIMS) by June 2024 (contract signed in November 2023) - Attain Levels 3 and 4 of the ProPer Seals Track & Trace Platform - Continue workflow automation using the Government of Ghana Smart Workplace Platform
Infrastructure Projects	- Construct fence walls on FDA lands in the Northern, Upper West, and Western North Regions - Construct a 3-storey office complex in the Volta Region - Complete additional works at FDA Heights, Tema - Reconstruct official residence for the Northern Regional Head in Tamale - Construct ISO Class 7 & 8 Clean Room at FDA Head Office - Refurbish space for a Molecular Biology Laboratory at FDA Heights - Renovate Food Lab near TUC office (electrical and plumbing works) - Procure ICT equipment
Staff Remuneration and Welfare	- Secure approval for revised staff conditions of service - Pursue 100% retention of Internally Generated Funds (IGF) from Government - Explore alternative salary structure beyond the Single Spine Salary Structure
Partnerships and International Collaborations	- Solicit funding for strengthening regulatory systems for local vaccine production - Strengthen regulatory support for sustainable growth of micro and small-scale industries - Implement capacity-building initiatives for FDA staff - Acquire equipment to improve regulatory capabilities across all departments

11.0 WAY FORWARD

To build on the achievements of the reporting year and address persistent institutional challenges, the FDA will pursue several strategic initiatives. Foremost among these is the continuation of stakeholder dialogue to advance the Authority's quest for autonomy, anchored by a concrete action plan to ensure its realization. The FDA will also intensify advocacy for increased retention of Internally Generated Funds (IGF) to strengthen operational capacity, particularly in the areas of inspection and institutional expansion. Efforts to enhance border and port

inspections will be prioritized by seeking the necessary legislative and operational approvals, alongside resolving the persistent shortage of vehicles by fast-tracking acquisition processes to reduce the growing backlog of inspection requests. Additionally, collaboration with Customs and Ghana Link will be deepened to expedite the development of a digital export control system on ICUMS to enhance compliance. The FDA also intends to modernize its laboratories by investing in advanced equipment for vaccine and product testing to meet international quality standards. Furthermore, it will work closely with the Fair Wages and Salaries Commission and the Ministry of Finance to finalize revised staff conditions of service, with a focus on securing competitive remuneration and pension benefits to retain highly trained personnel. Finally, the Authority will continue to explore avenues for increasing funding through new revenue streams and advocate for a higher cap on IGF retention, thereby ensuring sustained improvements in service delivery and regulatory effectiveness.

12.0 APPENDICES

APPENDIX I – LIST OF GOVERNING BOARD MEMBERS

FDA GOVERNING BOARD MEMBERS				
S/N	**NAME**	**INSTITUTION**	**POSITION IN INSTITUTION**	**POSITIONON THE BOARD**
1	Dr. Sammy Ohene	University of Ghana Medical School	Head of Psychiatry Department	Chairman
2	Dr. Delese A. A. Darko	Food and Drugs Authority	Chief Executive Officer	Member
3	Dr. Daniel Danquah	Pharmacy Council	Registrar	Member
4	Professor Alex Asase	Centre for Plant Medicine and Research	Executive Director	Member
5	Prof. Charles Tortoe	CSIR- Food Research Institute	Acting Executive Director, CSIR-Food Research Institute	Member
6	Dr. Joyce Dontwi	Veterinary Services Directorate	Director	Member
7	Nana. K. Obiri	Ghana Federation of Traditional Medicine Practitioners Ass Medicine Practitioners Association (GHAFTRAM)	National Organizer	Member
8	Dr. Alhassan Emil Abdulai	University of Ghana. Accra.	Senior lecturer & Head of Departmental and Maxillo-Facial Surgery, School of Medicine & Dentistry	Member
9	Mrs. Martha Rosemond Osei	Communication for Development Centre	CEO, Communication for Development Centre	Member
10	Prof. Alexander Dodoo	Ghana Standards Authority	Executive Director	Member
11	Mrs. Anna Pearl Akiwumi-Siriboe	Ministry of Justice and Attorney General's Department	Chief State Attorney	Member

12	Mrs. Yvonne Nkrumah	Food and Drugs Authority	Deputy Chief Executive Officer	Board Secretary

APPENDIX II – LIST OF EXECUTIVE COMMITTEE MEMBERS

EXECUTIVE COMMITTEE MEMBERS				
S/N	**NAME**	**DIVISION/CENTRE/DIRECTORATE**	**POSITION IN DIVISION/DIRECTORATE**	**POSITION ON STRATEGIC MANAGEMENT**
1	Dr. Delese A. A. Darko		Chief Executive Officer	Chairman
2	Mr. Seth K. Seaneke	Health Products & Technologies Division	Deputy Chief Executive Officer	Member
3	Dr. Akua O. Amartey	Technical Operations Division	Deputy Chief Executive Officer	Member
4	Mrs. Yvonne Nkrumah	Corporate Services Division	Deputy Chief Executive Officer	Member
5	Mr. Roderick Daddey Adjei	Food Division	Deputy Chief Executive Officer	Member
6	Mr. Eric Karikari-Boateng	Centre for Laboratory Services and Research	Director	Member
7	Mr. Percy Adomako	Centre for Import & Export Control	Director	Member
8	Mr. Nicholas Agbomadzi	Finance Directorate	Director	Member
9.	Mr. Edem Kofi Kugbey	Internal Audit Directorate	Director	Member
10	Mrs. Perpetual Vincentia Yankson	Legal and Corporate Affairs Directorate	Director	Member
11	Mr. Joseph Ofosu Siaw	Business Development & International Partnership Directorate	Ag. Director	Secretary

APPENDIX III – LIST OF MIDDLE LEVEL MANAGEMENT (ML M)

DIRECTORS/REGIONAL HEADS				
S/N	**NAME**	**DIRECTORATE/REGION/DEPARTMENT**	**POSITION**	**POSITION ON MLM**
1	Mr. Ebenezer Kofi Essel	Industrial Support Services Directorate	Director	Chairman
2	Mrs. Faustina Atupra	Food Safety and Consumer Education Directorate	Director	Member
3	Mr. Vigil Eshun Prah	Enforcement Directorate	Director	Member
4	Ms. Maria Lovelace-Johnson	Inspectorate Directorate	Director	M ember
6	Ms. Nora Narkie Terlabie	Regional Operations Directorate	Director	Member
7	Mr. Samuel Asante Boateng	Drug and Herbal Medicine Registration Directorate	Director	Member
8	Mr. Emmanuel Nkrumah	Medical Devices, Cosmetics and Household Chemicals Directorate	Director	Member
9	Dr. Edwin Nkansah	Clinical Trials and Safety Monitoring Directorate	Director	Member
10	Mr. James Y. Lartey	Administration Directorate	Director	Member
11	Dr. Mrs. Olivia Agyekumwaa Boateng	Tobacco and Substances of Abuse Directorate	Director	Member
12	Mrs. Maureen Lartey	Food Registration and Applied Nutrition Directorate	Director	Member
13	Joseph Ofosu Siaw	Business Development and International Partnership Directorate	Ag. Director	Member
15	Ms. Francisca Obeng	Central Regional Office	Ag. Regional Head	Member
16	Mr. Gorden Akurugu	Volta Regional Office	Regional Head	Member
17	Dr. Martin Kusi	Western Regional Office	Regional Head	Member
18	Mr. John Odai Tettey	Ashanti Region	Regional Head	Member

19	Ms. Akua Amponsah Owusu-Antwi	Bono Regional Office	Regional Head	Member
20	Ms. Anita Kuffour	Eastern Regional Office	Ag. Regional Head	Member
21	Mr. Albert Ankomah	Western North Regional Office	Regional Head	Member
22	Mr. Zakariah Braimah	Northern Regional Office	Regional Head	Member
23	Mr. Abel Ndego	Upper East Regional Office	Regional Head	Member
24	Mr. Kelvin Dafaari Sunkpal	Upper West Regional Office	Ag. Regional Head	Member
25.	Jacob Amoako Mensah	Northeast Regional Office	Regional Head	Member
26	Mrs. Naana Afrakoma Yawson	Supply Chain Department	Head of Department	Member
27	Mr. Prince Oduro	Internal Audit and Compliance	Head of Department	Member
28	Mrs. Gloria Asum - Kwarteng	Export Control Department	Head of Department	Member
29	Mrs. Harriet Ofori Antwi	Microbiology Laboratory Department	Head of Department	Member/ Secretary
30	Samuel Adom Siaw	Expenditure Department	Head of Department	Member
31	William Agbavitor	Legal Department	Head of Department	Member

APPENDIX IV – LIST OF HEADS OF DEPARTMENTS

DEPARTMENTS			
S/N	**NAME**	**DEPARTMENT**	**POSITION**
1	Jane Amissah Tetteh	Import Control	Head of Department
2	Gloria Asum-Kwarteng	Export Control	Head of Department
3	Nana Afrakoma Ashia	Data Management	Head of Department
4	Marian Kommey	Food Laboratory	Head of Department
5	Patrick Owusu-Danso	Drug Laboratory	Head of Department
6	Frederica Liz Hayford	Veterinary	Head of Department
7	Harriet Ofori-Antwi	Microbiology	Head of Department
8	Ishmael Larkai	Medical Devices	Head of Department
9	Prince Oduro	Internal Audit and Compliance	Head of Department
10	Amma Pokua-Agyenim Boateng	Financial Audit	Head of Department
11	Emmanuel Aguedzi Tetteh	Revenue	Head of Department
12	Samuel Adom Siaw	Expenditure & Reporting	Head of Department
13	Nana Serwah Boateng	Strategy, Partnerships & International Collaboration	Head of Department
14	Joseph Ofosu Siaw	Quality Management System	Head of Department
15	Afua Amoako-Mensah	Planning, Monitoring and Evaluation	Head of Department
16	Mercy A. Owusu-Asante	Technical Support	Head of Department
17	Abu Sumaila	Capacity Strengthening	Head of Department
18	Jennifer Bonnah	Intelligence	Head of Department
19	Daniel Teye	Operations	Head of Department
20	Mathew Gyan Nkum	Investigations	Head of Department
21	Issah Abdul Samad	Manufacturing Facilities	Ag. Head of Department
22	Yvonne Miguela Osei	Storage Facilities	Head of Department
23	Alberta Oduro- Yeboah	Career Development	Ag. Head of Department
24	Bright Seyram Attakpah Tettey	Staff Welfare	Head of Department
25	Pascal Fosu	Administration	Head of Department
26	Naana Afrakoma Yawson	Supply Chain	Head of Department
27	William Korbla Agbavitor, Esq	Legal	Head of Department
28	Rhoda E. Appiah	Communication & Public Education	Head of Department

29	Emmanuel Owusu Adasi	Information Management & Technology Solutions	Ag. Head of Department
30	Eric Owusu	Drugs & Nutraceuticals	Head of Department
31	Ernest Afesey	Herbal & Homeopathic medicine	Head of Department
32	Roland Sefakor	Medical Devices	Head of Department
33	Victor Ofori Antwi	Cosmetics & Household Chemical Substance	Head of Department
34	George Tsey Sabblah	Safety Monitoring	Head of Department
35	Yvonne Ayongo Adu Boahen	Clinical Trial	Head of Department
36	Nathaniel Nkrumah	Vaccines and Biological Products	Head of Department
37	Adah Allotey Pappoe	Substances of Abuse	Head of Department
38	Jemima Donkor	Tobacco and Tobacco Products	Head of Department
39	Percy Adomako	Food Evaluation and Registration	Head of Department
40	Cheetham Mingle	Applied Research and Nutrition	Head of Department
41	Wilhemina Nyanta Quarcoopome	Food Service Establishment	Head of Department
42	Jocelyn Adeline Naa Koshie Egyakwa Amusah	Food Safety Coordination & Consumer Education	Head of Department
43	Barbara Hoffman	Satellite Laboratory Department	Head of Department