FOOD AND DRUGS AUTHORITY

Your Well-being, Our Priority.

2025

ANNUAL REPORT

JUNE 2026

FOOD AND DRUGS AUTHORITY
ANNUAL REPORT 2025
Protecting Public Health Through Regulatory Excellence, Innovation and Partnership
Reporting Period - 1 January – 31 December 2025

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CORPORATE PROFILE

About the Food and Drugs Authority

The Food and Drugs Authority (FDA) is Ghana's premier regulatory authority responsible for protecting and promoting public health through the regulation of food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products and other regulated commodities.

Over the years, FDA Ghana has evolved into one of Africa's leading National Regulatory Authorities, recognized for regulatory innovation, scientific excellence and contributions to regional and global regulatory harmonization.

Legal Basis
Established under the Public Health Act, 2012 (Act 851), the Authority ensures that regulated products manufactured, imported, exported, distributed, marketed and consumed in Ghana meet internationally recognized standards of safety, quality and efficacy.

Our Mandate
To regulate food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products, clinical trials and substances of abuse to protect public health and safety.

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

Mission
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.

Core Values
Accountability
Teamwork
Integrity

Postal Address
Food and Drugs Authority
P.O. Box CT 2783
Cantonments, Accra, Ghana

Telephone:
+233 (0) 302 233 200

Website:
www.fdaghana.gov.gh

Email:
fda@fda.gov.gh

LETTER OF TRANSMITTAL

June 2026
The Honorable Minister
Ministry of Health
Accra

Dear Honorable Minister,

SUBMISSION OF THE FOOD AND DRUGS AUTHORITY 2025 ANNUAL REPORT

In accordance with the provisions of the Public Health Act, 2012 (Act 851), I have the honour to submit the Annual Report of the Food and Drugs Authority for the year ended 31 December 2025.

The report presents the Authority's operational, financial and institutional performance during the reporting period and highlights key achievements, challenges, governance activities and strategic initiatives undertaken in fulfilment of the Authority's mandate to protect public health and safety.

The year under review marked the successful conclusion of the Authority's Strategic Compass 2020–2025 and recorded significant progress in regulatory system strengthening, digital transformation, laboratory infrastructure development, international collaboration and support to local industry.

On behalf of the Governing Board, I wish to express our appreciation to the Ministry of Health, development partners, stakeholders and staff of the Authority for their support and commitment throughout the year.

Please accept the assurances of my highest consideration.

Ag. Chairperson
Governing Board
Food and Drugs Authority

PERFORMANCE DASHBOARD & STRATEGIC HIGHLIGHTS

Protecting Public Health Through Regulatory Excellence

2025 AT A GLANCE

KEY PERFORMANCE DASHBOARD

Table 1: Regulatory Performance Dashboard


FOOD AND DRUGS AUTHORITY
FDA
GHANA
Your Well-being. Our Priority.
2025
PERFORMANCE
DASHBOARD
Key Regulatory Performance Indicators
24,446
Product Applications Received
9,933
Licence Applications Received
86,810
Permit Applications Received
15,457
Inspections Conducted
12.13M
People Reached
215,876
Non-Compliant Products Removed
1
Global First Regulatory Approval
1 PRODUCT REGULATION
24,446
Applications Received
24,225
Applications Processed
20,205
Products Approved
25%
Increase over 2024
2 FACILITY LICENSING & INSPECTIONS
9,933
Licence Applications Received
4,876
Facilities Licensed
15,457
Inspections Conducted
33%
Increase in Inspection Activities
3 MARKET SURVEILLANCE & ENFORCEMENT
2,250
Market Surveillance Outings
24,755
Outlets Covered
215,876
Non-Compliant Products Removed
298%
Increase in Enforcement Outcomes
4 IMPORT & EXPORT CONTROL
86,810
Applications Received
84,740
Applications Processed
79,661
Permits Approved
47,189
Consignments Inspected
5 LABORATORY SERVICES
7,551
Samples Received
77%
Samples Analysed
ISO/IEC 17025
Accreditation Maintained
Cleanroom Facility Construction Progressed
6 PHARMACOVIGILANCE
3,089
Safety Reports Processed
100%
ICSRs Entered into National Database
7
Foodborne Disease Outbreaks Investigated
100%
Outbreak Investigations Completed
7 PUBLIC EDUCATION & AWARENESS
2,040
Public Education Campaigns
12.13M
People Reached Nationwide
120
Participating Pharmacies in Medicine Take-Back Initiative
Strengthening Public Awareness for Safe, Effective and Quality Regulated Products.
PROTECTING CONSUMERS
ENABLING INDUSTRY
ADVANCING REGULATORY EXCELLENCE
Your Well-being. Our Priority.
Ensuring Safe, Effective and Quality Regulated Products for Public Health Protection.

FOOD AND DRUGS AUTHORITY
FDA GHANA
Your Well-being. Our Priority.

2025 STRATEGIC HIGHLIGHTS

Major Milestones & Public Health Impact

1 GLOBAL FIRST REGULATORY APPROVAL

GLOBAL FIRST

FDA Ghana became the **FIRST NATIONAL REGULATORY AUTHORITY GLOBALLY** to approve the fixed-dose combination of

IVERMECTIN + ALBENDAZOLE

for the treatment of soil-transmitted helminth infections.

A landmark contribution to global public health and regulatory science.

2 VACCINE SECURITY STRENGTHENED

- ✓ Vaccine Lot Release Programme launched
- ✓ Independent verification of vaccine quality
- ✓ Strengthened vaccine safety oversight
- ✓ Enhanced national health security

3 DIGITAL TRANSFORMATION

- ✓ Expanded implementation of GFIRMS
- ✓ Strengthened ICT infrastructure
- ✓ Advancement of Laboratory Information Management Systems (LIMS)
- ✓ Increased automation of regulatory services
- ✓ Improved data-driven decision making

4 STRENGTHENING SCIENTIFIC INFRASTRUCTURE

- ✓ Significant progress on Cleanroom Facility
- ✓ Commencement of Molecular Biology Laboratory Project
- ✓ ISO/IEC 17025 laboratory accreditation maintained
- ✓ Enhanced scientific testing capacity and capability

5 REGIONAL & INTERNATIONAL LEADERSHIP

- ✓ Maintained WHO Global Benchmarking Tool Maturity Level 3 status
- ✓ Advanced preparations toward WHO Listed Authority status
- ✓ Hosted regulatory delegations from across Africa
- ✓ Expanded regulatory harmonisation and reliance initiatives
- ✓ Strengthened international partnerships and technical cooperation

WORKING TOWARDS WHO LISTED AUTHORITY STATUS

6 SUPPORTING INDUSTRY & ECONOMIC GROWTH

- ✓ Expanded Progressive Licensing Scheme implementation
- ✓ Increased technical support to local manufacturers
- ✓ Enhanced stakeholder capacity-building programmes
- ✓ Supported MSME participation in regulated sectors
- ✓ Local products accounted for **62%** of registrations

7 PUBLIC HEALTH IMPACT

GH₵20 MILLION
Unauthorized opioid products intercepted

215,876
Non-compliant products removed from trade

- ✓ Continued Palm Oil Safety Monitoring Programme
- ✓ Expanded pharmacovigilance activities
- ✓ Strengthened border control (No Registration, No Importation)

8 AWARDS & RECOGNITION

OVERALL BEST PERFORMING SPECIFIED ENTITY
for the year 2024

THIRD CONSECUTIVE YEAR OF RECOGNITION
A mark of consistency and excellence

NATIONAL RECOGNITION FOR INNOVATION, EFFICIENCY AND SERVICE EXCELLENCE

GLOBAL FIRST REGULATORY APPROVAL
A historic achievement for Ghana and Africa

2025 IMPACT IN NUMBERS

24,446	86,810	15,457	215,876	12.13M	1
Product Applications Received	Import & Export Permit Applications Received	Inspections Conducted	Unsafe Products Removed from Trade	Citizens Reached Nationwide	Global First Regulatory Approval

Protecting Consumers • Enabling Industry • Advancing Regulatory Excellence

FOREWORD BY THE CHAIRPERSON OF THE GOVERNING BOARD

Steering the Authority Through a Year of Transformation and Achievement.
It is my honour to present the Food and Drugs Authority Annual Report for the year ended 31 December 2025.

The year under review represents a significant milestone in the Authority's history as we concluded the implementation of the Strategic Compass 2020–2025. Throughout this period, the Authority demonstrated resilience, innovation, and a steadfast commitment to safeguarding public health.

Despite operating within a rapidly evolving regulatory landscape, the Authority achieved remarkable results across its regulatory functions. Product registration activities expanded significantly, surveillance systems were strengthened and digital transformation initiatives continued to improve efficiency and transparency. Particularly noteworthy was the Authority's historic approval of the fixed-dose co-formulation of ivermectin and albendazole, making FDA Ghana the first regulatory authority globally to authorize this important therapeutic innovation.

The launch of Ghana's Vaccine Lot Release Programme further strengthened our national health security architecture and enhanced public confidence in vaccines.
The Governing Board remains proud of the achievements recorded during the year and is confident that the strong institutional foundations established under the Strategic Compass will support successful implementation of the Strategic Plan 2026–2030.

On behalf of the Governing Board, I extend appreciation to Government, the Ministry of Health, our partners, stakeholders, Management and staff whose dedication made these achievements possible.
Together, we remain committed to protecting public health, strengthening regulatory systems and advancing Ghana's reputation as a centre of excellence in regulatory science.

Ag. Chairperson
Governing Board

REPORT OF THE CHIEF EXECUTIVE OFFICER

Sustaining Excellence, Advancing Innovation

Introduction

The year 2025 was a defining year for the Food and Drugs Authority. As the final year of our Strategic Compass 2020–2025, it provided an opportunity not only to consolidate gains made over the previous five years but also to position the Authority for a new era of strategic growth and regulatory leadership. Through the collective efforts of our staff and stakeholders, we continued to strengthen regulatory systems, improve service delivery, support industry development, and advance public health protection.

Delivering Regulatory Excellence

The Authority processed 24,225 product applications and approved 20,205 products for marketing authorization. These achievements reflect growing stakeholder confidence in the Authority's regulatory systems and the effectiveness of our scientific review processes.
Facility licensing and inspection activities also expanded significantly, with over 15,000 inspections conducted nationwide and nearly 5,000 facilities licensed to operate in compliance with regulatory requirements.

At our ports of entry, strengthened import and export controls supported the processing of more than 84,000 permit applications while ensuring that only compliant products entered the Ghanaian market.

Protecting Public Health

Protecting consumers remained at the centre of our work. Through market surveillance and enforcement activities, the Authority removed 215,876 non-compliant products from circulation and intensified efforts to combat the distribution of falsified, expired and unauthorized products.

A major enforcement success was the interception of unauthorized opioid products valued at approximately GH¢20 million through collaboration with partner agencies.
Food safety monitoring, pharmacovigilance activities and outbreak investigations further contributed to protecting the health and wellbeing of the Ghanaian population.

Advancing Scientific Leadership

One of the most significant achievements of the year was FDA Ghana's approval of the fixed-dose co-formulation of ivermectin and albendazole, making us the first regulatory authority globally to authorize the product.

This milestone demonstrates the maturity of our scientific review systems and reinforces Ghana's growing influence within the international regulatory community.The Authority also launched the Vaccine Lot Release Programme, representing a major advancement in vaccine regulation and national health security.

Driving Digital Transformation

Digital transformation remained a strategic priority throughout 2025.
The continued implementation and optimization of the Integrated Regulatory Information Management System improved operational efficiency, enhanced transparency and provided stakeholders with improved access to regulatory services. These investments are transforming the Authority into a modern, technology-enabled regulator capable of responding effectively to emerging regulatory challenges.

Strengthening Institutional Capacity
The Authority continued to invest in people, systems, and infrastructure. Significant progress was made on the Cleanroom Facility, while activities commenced towards establishing a Molecular Biology Laboratory. These investments will strengthen the Authority's scientific capabilities and support emerging regulatory priorities. Capacity-building programmes for staff and stakeholders continued to enhance technical competencies and institutional effectiveness.

Supporting Industry Development
The Authority remained committed to supporting local industry development through regulatory guidance, technical assistance, and implementation of the Progressive Licensing Scheme. These initiatives have enabled many small and medium-scale enterprises to improve compliance, strengthen quality systems, and participate more effectively in regulated sectors of the economy.

Regional and Global Leadership
FDA Ghana continued to strengthen its reputation as a leading National Regulatory Authority in Africa. We hosted regulatory delegations, contributed to regional harmonization initiatives and advanced preparations toward WHO Listed Authority recognition. Our commitment to collaboration and knowledge sharing continues to support regulatory strengthening across the continent.

Looking Ahead
As we transition into implementation of the Strategic Plan 2026–2030, we remain focused on strengthening regulatory systems, expanding digital transformation, enhancing scientific capacity, and improving service delivery. We will continue to pursue excellence in regulation while remaining responsive to emerging public health challenges and stakeholder needs.

Appreciation
The achievements recorded during 2025 would not have been possible without the commitment and professionalism of our staff, the strategic guidance of the Governing Board, the support of the Ministry of Health and the collaboration of our partners and stakeholders.
I extend my sincere appreciation to all who contributed to our success.

Together, we will continue to advance regulatory excellence and protect public health for the benefit of all Ghanaians.

Prof. Kwabena Frimpong-Manso Opuni
Ag. Chief Executive Officer

STRATEGIC COMPASS 2020–2025 PERFORMANCE REVIEW

Reflecting on Five Years of Strategic Transformation

The year 2025 marked the conclusion of the Food and Drugs Authority's 'Strategic Compass 2020–2025,' a five-year roadmap that drove institutional transformation, regulatory strengthening, and organizational growth.

Over the implementation period, the Authority achieved significant progress across its critical success factors, strengthening regulatory systems, expanding digital transformation initiatives, enhancing stakeholder engagement, modernizing laboratory infrastructure and advancing public health protection.

While substantial progress was made across most strategic objectives, some initiatives could not be fully completed within the implementation period due to evolving regulatory priorities, resource constraints, changing operating conditions and the emergence of new public health and organizational demands. outstanding initiatives integrated into the Strategic Plan 2026–2030 for continued implementation.

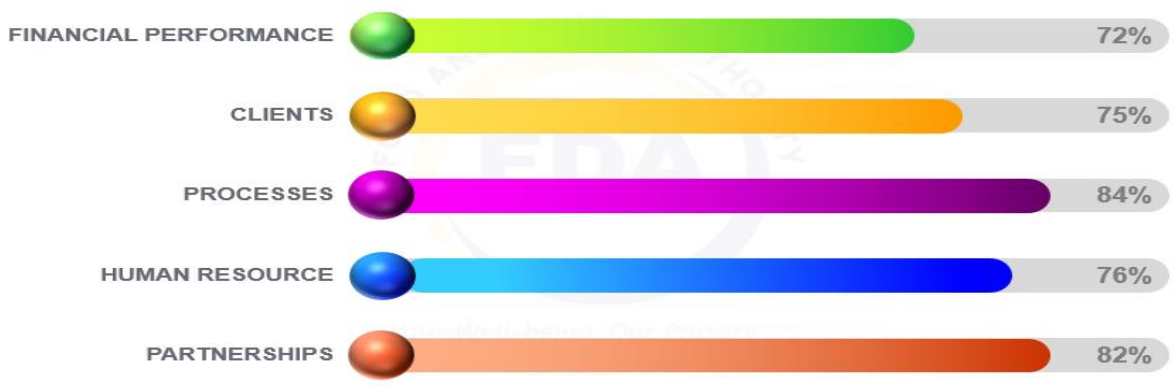
Overview of 5-year Strategic Plan

OVERVIEW OF 5-YEAR STRATEGIC PLAN

Performance Analysis Details

CRITICAL SUCCESS FACTORS	OBJECTIVES	ACTIVITIES	COMPLETED/ IMPLEMENTED		IN PROGRESS / PARTIALLY IMPLEMENTED		NOT STARTED / NOT IMPLEMENTED	
	NO.	NO.	NO.	%	NO.	%	NO.	%
FINANCIAL PERFORMANCE	2	7	5	72%	1	14%	1	14%
CLIENTS	5	16	12	75%	4	25%	0	0%
PROCESSES	6	25	21	84%	4	16%	0	0%
HUMAN RESOURCE	7	29	22	76%	5	17%	2	7%
PARTNERSHIPS	3	11	9	82%	1	9%	1	9%
TOTAL	23	88	69	78%	15	17%	4	5%

PERFORMANCE: CRITICAL SUCCESS FACTORS



While substantial progress was made across most strategic objectives, some initiatives could not be fully completed within the implementation period due to evolving regulatory priorities, resource constraints, changing operating conditions and the emergence of new public health and organizational demands. Outstanding initiatives will be integrated into the Strategic Plan 2026–2030 for continued implementation. This approach ensures continuity in implementation, protects value already created, and enables the Authority to complete critical initiatives while responding to emerging regulatory challenges and opportunities. The Strategic Plan 2026–2030 therefore serves both as a new strategic roadmap and as a vehicle for completing priority interventions carried forward from the previous planning cycle.

Looking Forward
Building on the achievements of the Strategic Compass 2020–2025, the Authority enters the next strategic period with stronger systems, enhanced technical capacity and a renewed commitment to becoming a globally recognized centre of excellence in regulatory science and public health protection.

CORPORATE GOVERNANCE SNAPSHOT
Strengthening Accountability, Transparency and Institutional Excellence

The Food and Drugs Authority remains committed to the highest standards of corporate governance as a cornerstone of effective regulation, public accountability and institutional sustainability. The Authority's governance framework provides strategic direction, promotes responsible decision-making, and ensures effective stewardship of public resources.

The governance architecture of the Authority is designed to support regulatory independence, accountability and operational effectiveness while maintaining alignment with national laws, policies and international best practices.
Governance Principles

The Authority's governance framework is anchored on the following principles:
• Accountability
• Transparency
• Integrity
• Professionalism
• Fairness
• Responsibility
• Ethical Leadership

Governance Structure

Minister for Health
↓
Governing Board
↓
Chief Executive Officer
↓
Executive Management Committee
↓
Directorates
↓
Departments and Regional Offices

Governance Highlights in 2025
During the year, the Governing Board provided strategic oversight in the following areas:

• Implementation of the Strategic Compass 2020–2025
• Development of the Strategic Plan 2026–2030
• Financial sustainability and resource mobilization
• Digital transformation initiatives
• WHO Listed Authority preparedness activities
• Infrastructure development projects
• Risk management and internal control systems
• Human capital development, welfare issues and succession planning

Board Committees
The Board discharged its responsibilities through various committees established to provide specialized oversight and recommendations.
These included:

- Finance Sub-Committee
- Food Sub-Committee
- Drugs Sub-Committee
- Human Resource, Legal and Administration Sub-Committee
- Audit Committee
- Entity Tender Committee
- Risk Governance

The Authority continued to strengthen enterprise risk management systems to identify, assess and mitigate strategic, operational, financial and regulatory risks.

Priority risk areas monitored during the year included:

• Regulatory compliance risks
• Cybersecurity and information security
• Supply chain vulnerabilities
• Public health emergencies
• Financial sustainability
• Emerging technologies and product categories

EXECUTIVE MANAGEMENT TEAM

Leadership Driving **Regulatory Excellence**
The Executive Management Team provides strategic and operational leadership for the Authority and is responsible for implementing Board decisions, achieving strategic objectives, and ensuring effective delivery of regulatory services.

Chief Executive Officer

Prof. Kwabena Frimpong- Manso Opuni, the Chief Executive Officer, takes executive responsibility for operational management, service delivery and strategic issues of the FDA (Food and Drugs Authority) Ghana. The following directorates and centers report directly to the Office of the Chief Executive:

1.Internal Audit Directorate,
2. Business Development, Monitoring and Evaluation Directorate,
3. Finance Directorate,
4. Centre for Import and Export Control,
5. Centre for Laboratory Services and Research
6. Finance Directorate

Deputy Chief Executive Officer, Health Product and Technologies Division
Mr. Seth Kwaku Seaneke oversees Part 6 (Tobacco Control Measures), Part 7 (Organization and Responsibility), and Part 8 (Clinical Trials) of the Public Health Act of 2012, Act 851. With an overarching mandate within the FDA to regulate health products and technologies, including the regulatory oversight for the conduct of clinical trials, monitoring the safety of registered health products and technologies, and the control of tobacco products through the enforcement of relevant provisions of the tobacco control measures. It serves as the secretariat for three Technical Advisory Committees (TACs) for the safety of medicines, vaccines and biological products and Medical Devices. In addition to its core mandate, the HPTD is the implementing Division of AUDA-NEPAD's Regional Centre of Regulatory Excellence (RCORE) capacity building programme for Clinical Trials, Marketing Authorization and Pharmacovigilance.

The Division fulfills its mandate through the following four directorates:

1. Vaccines, Vigilance and Clinical Trials
2. Medical Devices, Cosmetics and Household Chemicals
3. Drugs and Herbal Medicines
4. Tobacco and Substance of Abuse

Deputy Chief Executive Officer, Food Division
Mr. Roderick Daddey Adjei oversees the availability of safe and quality food on the Ghanaian market as enshrined Part 7 of the Public Health Act 2012, Act (851). The key regulatory activities of the Division include product registration, vetting advertisement, coordination of research and nutrition-related activities, licensing of food service establishments, issuance of street food vendor permits, stakeholder engagement and collaborations, coordinating the implementation of the National Food Safety Policy, responding to food safety emergencies and implementing appropriate control measures, product quality monitoring and public education on food safety.

These regulatory activities are executed by two directorates.

1. Food Safety and Consumer Education Directorate
2. Food Registration and Applied Nutrition Directorate

Deputy Chief Executive Officer, Technical Operations Division
Dr. George Sabblah leads the Division to provide **Strategic Direction**, **Technical** and **Operational Support** for the achievement of the mandate of the Authority.
The Division has oversight responsibilities of four (4) Directorates under its jurisdiction, viz,

1. Industrial Support Services Directorate (ISSD)
2. Inspectorate Directorate (ID)
3. Enforcement Directorate (ED)
4. Regional Operations Directorate (ROD)

Deputy Chief Executive Officer, Corporate Services Division
Mr. Gayheart Mensah leads the seamless functioning of the Authority, ensuring the overall well-being of its workforce, efficient administrative operations, and legal compliance.

The division is structured into three key directorates, each contributing to different aspects of corporate governance and organizational effectiveness.

1. Human Resource Directorate
2. Administration Directorate
3. Legal and Corporate Affairs Directorate

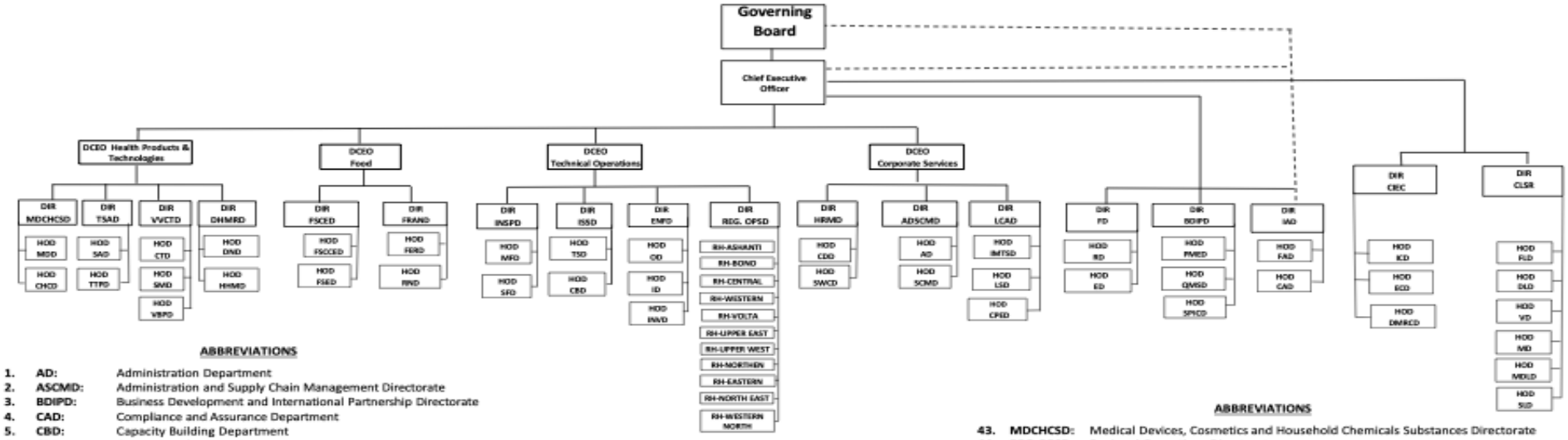
ORGANISATIONAL STRUCTURE

How We Are Structured

The Authority's organisational structure is designed to support efficient delivery of its regulatory mandate and facilitate collaboration across technical and operational functions.

Figure 2: Organizational Structure of the Authority

FOOD AND DRUGS AUTHORITY (FDA)
ORGANISATIONAL STRUCTURE



ABBREVIATIONS

1. **AD:** Administration Department
2. **ASCMD:** Administration and Supply Chain Management Directorate
3. **BDIPD:** Business Development and International Partnership Directorate
4. **CAD:** Compliance and Assurance Department
5. **CBD:** Capacity Building Department
6. **CDD:** Career Development Department
7. **CHCD:** Cosmetics and Household Chemicals Department
8. **CIEC:** Centre for Import and Export Control
9. **CLSR:** Centre for Laboratory Services and Research
10. **CPED:** Communications and Public Education Department
11. **CTD:** Clinical Trials Department
12. **DCEO:** Deputy Chief Executive Officer
13. **DIR:** Director
14. **DLD:** Drug Laboratory Department
15. **DHMRD:** Drug and Herbal Medicines Registration Directorate
16. **DMRCD:** Data Management and Risk Control Department
17. **DND:** Drug and Nutraceuticals Department
18. **ECD:** Export Control Department
19. **ED:** Expenditure Department
20. **ENFD:** Enforcement Directorate
21. **FAD:** Financial Audit Department
22. **FERD:** Food Evaluation and Registration Department
23. **FD:** Finance Directorate
24. **FLD:** Food Laboratory Department
25. **FRAND:** Food Registration and Applied Nutrition Directorate

ABBREVIATIONS

24. **FSCCED:** Food Safety Coordination and Consumer Education Department
27. **FSCED:** Food Safety and Consumer Education Directorate
28. **FSED:** Food Service Establishment Department
29. **HHMD:** Herbal and Homeopathic Medicine Department
30. **HRMD:** Human Resource Management Directorate
31. **IAD:** Internal Audit Directorate
32. **ICD:** Import Control Department
33. **ID:** Intelligence Department
34. **IMTSD:** Information Management and Technology Systems Department
35. **INSPD:** Inspectorate Directorate
36. **INVD:** Investigations Department
37. **ISSD:** Industrial Support Services Directorate
38. **LSD:** Legal Services Department
39. **MD:** Microbiology Department
40. **MDD:** Medical Devices Department
41. **MDLD:** Medical Devices Laboratory Department
42. **MFD:** Manufacturing Department

ABBREVIATIONS

43. **MDCHCSD:** Medical Devices, Cosmetics and Household Chemicals Substances Directorate
44. **REG.OPSD:** Regional Operations Directorate
45. **OD:** Operations Department
46. **PMED:** Planning, Monitoring and Evaluation Department
47. **QMSD:** Quality Management Systems Department
48. **RD:** Revenue Department
49. **RH:** Regional Head
50. **RND:** Research and Nutrition Department
51. **SAD:** Substances of Abuse Department
52. **SCMD:** Supply Chain Management Department
53. **SFD:** Storage Facilities Department
54. **SLD:** Satellite Laboratory Department
55. **SMD:** Safety Monitoring Department
56. **SPICD:** Strategy, Partnership, and Collaboration Department
57. **SWCD:** Staff Welfare and Compensation Department
58. **TSAD:** Tobacco and Substances of Abuse Directorate
59. **TSD:** Technical Support Department
60. **TTPD:** Tobacco & Tobacco Products Department
61. **VD:** Veterinary Department
62. **VVCTD:** Vaccines, Vigilance and Clinical Trials Directorate
63. **VBPD:** Vaccines and Biological Products Department

Reporting Framework

The Food and Drugs Authority Annual Report for the year 2025 provides a comprehensive account of the Authority's activities, achievements, financial performance and strategic progress during the period 1 January to 31 December 2025.
The report has been prepared in accordance with applicable statutory reporting requirements and public sector accountability principles.

Purpose of the Report

This report seeks to:
• Demonstrate accountability to stakeholders.
• Communicate organizational performance.
• Report on strategic and operational achievements.
• Provide transparency on financial stewardship.
• Highlight public health outcomes and regulatory impact.

Intended Audience

This report is intended for:
• Parliament
• Government and the Ministry of Health
• Regulated Industry
• Development Partners
• Healthcare Professionals
• Academia and Researchers
• Consumers and the General Public

Reporting Boundaries

The report covers all activities undertaken by the Food and Drugs Authority across its headquarters, FDA Heights, laboratories and regional offices during the reporting period.

Forward-Looking Statements

Certain sections of this report contain forward-looking statements regarding future plans, priorities and expectations. Actual outcomes may differ due to changes in the operating environment and other external factors.

LIST OF ACRONYMS AND ABBREVIATIONS

ACC - Africa Collaboration Centre for Pharmacovigilance and Surveillance

ADR - Adverse Drug Reaction

API - Active Pharmaceutical Ingredient

CAPA - Corrective and Preventive Action

CEO - Chief Executive Officer

CLSR -Centre for Laboratory Services and Research

EXCO -Executive Committee

FDA -Food and Drugs Authority

GDP Good Distribution Practice

G-FIRMS Ghana FDA Integrated Regulatory Management System

GHP Good Hygienic Practice

GMP - Good Manufacturing Practice

GPP - Good Pharmacy Practice

GRA – Ghana Revenue Authority

GSP - Good Storage Practice

ICSR – Individual Case Safety Report

IEC - International Electrotechnical Commission

IRIMS - Integrated Regulatory Information Management System

ISO - International Organization for Standardization

LMICs - Low- and Middle-Income Countries

MSMEs - Micro, Small and Medium Enterprises

NACOC - Narcotics Control Commission

NRA - National Regulatory Authority

OTC - Over the Counter

POM - Prescription-Only Medicine

QMS - Quality Management System

QPPV - Qualified Person for Pharmacovigilance

SIGA - State Interests and Governance Authority

TBUM - Take Back Unwanted Medicines

TAC -Technical Advisory Committee

WHO - World Health Organization

WLA - WHO Listed Authority

EXECUTIVE SUMMARY

The year 2025 marked a defining milestone in the evolution of the Food and Drugs Authority (FDA) as it successfully concluded the implementation of its Strategic Compass 2020–2025 and consolidated its position among Africa's leading National Regulatory Authorities.

Throughout the year, the Authority remained focused on its mandate of protecting public health through the regulation of food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products, clinical trials and substances of abuse. The Authority continued to strengthen regulatory systems, enhance scientific capacity, improve service delivery and deepen stakeholder engagement while advancing its ambition of becoming a WHO Listed Authority and a global Centre of Excellence for food and medical product regulation.

A major global regulatory milestone was achieved when FDA Ghana became the first regulatory authority in the world to approve the fixed-dose co-formulation of ivermectin and albendazole for the treatment of soil-transmitted helminth infections. This landmark achievement reinforced the Authority's growing reputation for scientific excellence and regulatory innovation.

The Authority also successfully launched Ghana's Vaccine Lot Release Programme, strengthening national capacity for independent oversight of vaccines and contributing to the country's health security agenda.

During the year, the Authority received 24,446 product registration applications and processed 24,225 applications, ultimately granting marketing authorization to 20,205 regulated products. These activities ensured that products placed on the Ghanaian market met established standards of safety, quality and efficacy.

Regulatory oversight of facilities continued to expand. A total of 15,457 inspections were conducted nationwide, while 4,876 facilities were successfully licensed. The Progressive Licensing Scheme continued to support compliance among micro, small and medium enterprises, contributing to business formalization and improved manufacturing standards.

Post-market surveillance remained a key pillar of public health protection. The Authority conducted 2,250 surveillance outings covering 24,755 outlets nationwide and removed 215,876 non-compliant products from circulation through targeted enforcement actions. A major inter-agency operation also prevented unauthorized opioid products valued at approximately GH¢20 million from entering the Ghanaian market.

The Centre for Laboratory Services and Research continued to provide critical scientific support for regulatory decision-making. During the year, 7,551 samples were received for analysis, while significant progress was made in constructing the Authority's Cleanroom Facility and initiating activities toward the establishment of a Molecular Biology Laboratory.

The Authority further strengthened pharmacovigilance systems through the processing of 3,089 Individual Case Safety Reports and expanded its role as a regional leader in safety monitoring through training, mentorship and technical support to other National Regulatory Authorities.

Public education and stakeholder engagement remained central to the Authority's preventive public health strategy. Through community outreach programmes, media engagements and

digital platforms, more than 12.1 million people were reached with critical information on food safety, medicine safety, tobacco control, and consumer protection.

Institutionally, the Authority continued to strengthen governance, risk management, internal controls, and digital transformation initiatives. The implementation of the Integrated Regulatory Information Management System enhanced transparency, operational efficiency, and stakeholder access to regulatory services.

Financially, the Authority maintained prudent stewardship of public resources and continued to invest strategically in infrastructure, technology, laboratory modernization and workforce development to support long-term institutional sustainability.

The Authority's achievements during the year were made possible through the guidance of the Governing Board, the support of the Ministry of Health, the commitment of staff, the collaboration of stakeholders, and the partnership of development agencies.

As the Authority enters the implementation phase of its Strategic Plan 2026–2030, it remains committed to strengthening regulatory excellence, advancing innovation, supporting national development and protecting the health and safety of the people of Ghana.

2025 in Brief

- 24,446 Product Registration Applications Received
- 20,205 Products Approved
- 15,457 Inspections Conducted
- 4,876 Facilities Licensed
- 86,810 Import and Export Permit Applications Received
- 47,189 Consignments Inspected
- 7,551 Laboratory Samples Received
- 3,089 Safety Reports Processed
- 215,876 Non-Compliant Products Removed from the Market
- 12.1 million Citizens Reached Through Public Education
- First Regulatory Authority Globally to Approve Fixed-Dose Ivermectin–Albendazole Co-formulation
- Launch of Ghana's Vaccine Lot Release Programme
- Continued Progress Toward WHO Listed Authority Recognition

CHAPTER 1

INSTITUTIONAL PROFILE AND STRATEGIC CONTEXT

Introduction

The Food and Drugs Authority (FDA) continues to advance its mandate of protecting public health and safety in 2025 through the effective regulation of food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products and clinical trials.

The year 2025 marked a significant milestone in the Authority's institutional journey as it concluded the implementation of its Strategic Compass 2020–2025. Over the past five years, the Strategic Compass has served as the Authority's roadmap for strengthening regulatory systems, enhancing operational efficiency, building institutional capacity and positioning the FDA as a leading National Regulatory Authority on the African continent.

Against a backdrop of evolving public health challenges, increasing demand for regulatory services, rapid technological advancement and growing expectations from stakeholders, the Authority remained focused on delivering on its mandate through science-based regulation, risk-informed decision-making and stakeholder-centred service delivery.

The year was characterized by notable achievements across the Authority's regulatory and corporate functions. These included the successful launch of Ghana's Vaccine Lot Release Programme, continued progress towards World Health Organization (WHO) Listed Authority (WLA) status, expansion of digital regulatory services through the Integrated Regulatory Information Management System (IRIMS), strengthening of support to local industry and enhanced participation in regional and international regulatory harmonisation initiatives.

The Ghana Food and Drugs Authority became the first global regulatory authority to approve the fixed-dose co-formulation of ivermectin and albendazole for the treatment of soil-transmitted helminth infections. This milestone further solidifies the institution’s reputation as a center of excellence in regulatory science and innovation

In recognition of its continued institutional excellence, the Authority was adjudged the Overall Best Performing Specified Entity for the fourth consecutive year and received additional recognition for efficiency and innovation in public sector service delivery.

These accomplishments reflect the commitment of the Governing Board, Management, Staff, Technical Advisory Committees and strategic partners whose collective efforts continue to strengthen public confidence in the Authority and contribute to improved public health outcomes.

This Annual Report presents the Authority's performance, achievements, challenges and financial results for the period 1 January to 31 December 2025 and provides an account of the significant progress made towards achieving the objectives of the Strategic Compass 2020 2025.

About the Food and Drugs Authority

Historical Background

The Food and Drugs Authority is Ghana's National Regulatory Authority responsible for regulating food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products and clinical trials.

The Authority was established in 1992 as the Food and Drugs Board under the Food and Drugs Law, 1992 (PNDCL 305B) with responsibility for ensuring the safety and quality of food, drugs and related products within Ghana.

The enactment of the Public Health Act, 2012 (Act 851) transformed the Food and Drugs Board into the Food and Drugs Authority and significantly expanded its regulatory mandate and enforcement powers. Since then, the Authority has evolved into one of Africa's most mature and respected regulatory institutions, earning international recognition for its regulatory systems, laboratory capacity, quality management systems and contribution to global public health.

Today, the Authority serves as a reference institution for several countries within the African region and continues to play a leading role in regulatory harmonisation, capacity building and international regulatory cooperation.

Regulatory Scope

The Authority exercises regulatory oversight across the entire life cycle of regulated products, including product development, clinical evaluation, registration, manufacturing, importation, distribution, post-market surveillance and disposal.
The Authority's regulatory scope covers:

- Human medicines
- Veterinary medicines
- Vaccines
- Biological products
- Food products
- Food supplements
- Herbal medicines
- Cosmetics
- Medical devices
- Household chemical substances
- Tobacco products
- Clinical trials

Through its regulatory activities, the Authority seeks to ensure that products placed on the Ghanaian market meet established standards of safety, quality and efficacy and do not pose unacceptable risks to public health.

Legal Mandate and Regulatory Functions

The Authority derives its mandate principally from Parts Six, Seven and Eight of the Public Health Act, 2012 (Act 851), together with other subsidiary legislation and regulations governing regulated products.

In accordance with its statutory mandate, the Authority is responsible for:

Product Registration and Marketing Authorization
The scientific evaluation and authorization of regulated products to ensure compliance with established safety, quality and efficacy requirements before market entry.

Licensing and Inspection
The licensing and inspection of manufacturing facilities, warehouses, distribution centres, food processing establishments and other regulated facilities to ensure compliance with applicable standards and regulatory requirements.

Laboratory Services
The testing and analysis of regulated products through accredited laboratories to verify compliance with approved specifications and quality standards.

Market Surveillance and Enforcement
The monitoring of products on the market and the implementation of enforcement actions against non-compliant operators and products.

Clinical Trials Regulation
The review, authorization and monitoring of clinical trials to safeguard the rights, safety and well-being of research participants.

Pharmacovigilance and Safety Monitoring
The monitoring, assessment and management of adverse events and safety signals associated with regulated products.

Import and Export Control
The regulation of imported and exported products to ensure compliance with national and international standards.

Tobacco Control
The implementation and enforcement of measures aimed at reducing the health impact of tobacco use and exposure.

Public Education and Stakeholder Engagement
The provision of information and educational programmes to promote compliance and informed consumer decision-making.

Institutional Profile

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

Mission
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.

Core Values

Accountability
We accept responsibility for our actions and decisions and remain answerable to the public, government, and stakeholders.

Teamwork
We foster collaboration and mutual respect in pursuit of our shared mandate.

Integrity
We uphold honesty, professionalism, transparency, and ethical conduct in all our operations.

Headquarters and Regional Presence
The Authority operates through its Head Office in Accra, FDA Heights in Tema and a network of regional offices strategically located across the country to facilitate effective regulatory oversight, stakeholder engagement and service delivery. These offices provide decentralized regulatory services and enhance the Authority's ability to respond promptly to emerging public health concerns and stakeholder needs.

Operating Environment in 2025

The Authority operated within a dynamic and increasingly complex environment during 2025. The continued growth of Ghana's pharmaceutical, food processing and cosmetic industries created increasing demand for efficient regulatory services and technical support. At the same time, advances in science and technology, globalization of supply chains and increasing product complexity required regulators to adopt more sophisticated approaches to regulation and oversight. The growing emphasis on regulatory reliance, convergence and harmonization at regional and global levels also presented opportunities for the Authority to leverage international partnerships and strengthen its regulatory systems.

Within this environment, the Authority remained focused on strengthening regulatory maturity, enhancing operational efficiency, expanding digital service delivery and supporting local industry competitiveness while maintaining its primary responsibility of protecting public health.

Strategic Compass 2020–2025: Final Year Review

The year 2025 marked the final year of implementation of the Authority's Strategic Compass 2020–2025. The Strategic Compass was designed to transform the Authority into a high-performing, client-focused and internationally respected regulatory institution and was anchored on five critical success factors:

Financial Performance
To attain financial sustainability driven by prudent and innovative resource management.

Clients
To achieve the highest quality of service delivery that aligns with the Authority's purpose.

Processes
To achieve system-wide effectiveness and efficiency through the application of innovative and technology-driven solutions.

People
To build motivated, competent, and high-performing teams capable of delivering regulatory excellence.

Partnerships
To nurture strategic relationships that support the Authority's ambition of becoming a global centre of excellence. The performance achieved across these five pillars during 2025 demonstrated the successful culmination of the Strategic Compass and laid a strong foundation for the Authority's next strategic phase.

Organizational Structure

The Food and Drugs Authority maintained a robust organizational structure in 2025 to support the effective execution of its regulatory mandate and strategic objectives. The structure is designed to promote accountability, operational efficiency, scientific excellence, and responsive service delivery across all regulatory functions.

The Authority operates under the strategic direction and oversight of the Governing Board and the executive leadership of the Chief Executive Officer. The Chief Executive Officer is supported by the Four (4) Deputy Chief Executive Officers, Sixteen (16) Directors, forty-nine (49) Heads of Departments and Eleven (11) Regional Heads who collectively oversee the implementation of the Authority’s regulatory and corporate programmes.

The Authority's organizational structure aligns technical regulatory functions with enabling corporate services to ensure efficient delivery of its mandate. This structure supports integrated decision-making, risk-based regulation, and effective stakeholder engagement while facilitating collaboration across departments and regional offices.

The FDA's operational framework comprises regulatory, scientific, technical and administrative functions covering product registration, inspections, laboratory services, market surveillance, clinical trials oversight, pharmacovigilance, import and export control, tobacco control, public education, legal services, human resource management, finance, information technology, procurement, internal audit and quality management systems.

During the year under review, Management continued to strengthen organizational effectiveness through process optimization, digital transformation initiatives and capacity enhancement programmes aimed at improving productivity and service delivery.

Governance Architecture

The Authority remains committed to the principles of good corporate governance, transparency, accountability, and ethical leadership in the discharge of its mandate. The governance framework is designed to ensure effective oversight, prudent resource management, sound decision-making and compliance with applicable laws, regulations and international best practices.

Governing Board

The Governing Board provides strategic direction and oversight for the Authority and ensures that management actions are aligned with the Authority's mandate, national health priorities and strategic objectives.

The Board is responsible for:

1. Providing strategic policy guidance
2. Approving institutional plans and budgets
3. Monitoring organizational performance
4. Overseeing risk management and internal controls
5. Ensuring accountability and transparency and
6. Supporting the long-term sustainability of the Authority

Throughout 2025, the Board continued to provide effective leadership and oversight, contributing significantly to the Authority's achievements and institutional growth.

Board Committees

The Board executes portions of its oversight responsibilities through specialized/subcommittees that provide focused review and recommendations on strategic and operational matters. The committees support the Board in strengthening governance, financial oversight, risk management, and organizational performance.

Executive Management
Executive Management, led by the Chief Executive Officer, is responsible for the day-to-day administration of the Authority and the implementation of Board-approved policies, programmes and strategic initiatives. The Executive Committee (EXCO) provides leadership and coordination across the Authority's regulatory and corporate functions and ensures effective execution of operational priorities.

Technical Advisory Committees

The Authority relies on multidisciplinary Technical Advisory Committees comprising independent experts drawn from academia, research institutions, healthcare facilities and industry. These committees provide scientific and technical advice on matters relating to product registration, clinical trials, pharmacovigilance, food safety, medical devices, and other specialized regulatory areas. The work of these committees continues to strengthen the scientific rigor, transparency, and credibility of regulatory decisions.

Risk Management and Internal Controls

The Authority maintained a comprehensive framework for risk management and internal control throughout 2025. Management continued to identify, assess, and monitor strategic, operational, financial, and regulatory risks to ensure the effective achievement of institutional objectives.

Internal control mechanisms were continuously strengthened to safeguard assets, ensure compliance with applicable requirements, and promote operational efficiency.

Internal Audit Assurance

The Internal Audit Directorate continued to provide independent and objective assurance on the effectiveness of governance, risk management, and internal control processes.

During the year, audit reviews were undertaken across selected operational and administrative areas, and recommendations were provided to strengthen compliance, accountability, and performance improvement.

Management remained committed to implementing audit recommendations and promoting a culture of continuous improvement throughout the Authority.

Highlights of Institutional Performance in 2025

The year 2025 was one of the most successful and transformative periods in the history of the Food and Drugs Authority. The Authority achieved significant milestones across its regulatory, scientific, operational and institutional functions, further strengthening Ghana's position as a leader in regulatory excellence.

Global Regulatory Leadership

A major milestone during the year was the Authority's approval of the fixed-dose co-formulation of ivermectin and albendazole for the treatment of soil-transmitted helminth infections. This historic decision made FDA Ghana the first regulatory authority in the world to approve the product, demonstrating the Authority's growing influence in global regulatory science.

Launch of the Vaccine Lot Release Programme

The Authority successfully launched Ghana's Vaccine Lot Release Programme, representing a major advancement in the country's capacity to independently verify the quality, safety and efficacy of vaccines entering the national health system.
The programme further strengthened Ghana's health security architecture and enhanced confidence in vaccine oversight systems.

Progress Towards WHO Listed Authority Status

The Authority continued to implement strategic interventions aimed at achieving recognition as a WHO Listed Authority in key regulatory functions. Significant investments were made in regulatory systems strengthening, quality management systems, staff development and process improvement to support this objective.

International Recognition and Influence

During the year, the Authority hosted several regulatory delegations from African countries seeking to learn from Ghana's regulatory systems and institutional experiences. These engagements reinforced the Authority's position as a Regional Centre of Regulatory Excellence and a respected contributor to regulatory capacity strengthening initiatives across the continent.

Digital Transformation

Implementation of the Integrated Regulatory Information Management System (IRIMS) continued during the year, contributing to improved operational efficiency, enhanced stakeholder experience, and increased automation of regulatory processes. The digital transformation agenda remains central to the Authority's efforts to provide modern, efficient, and accessible regulatory services.

Strengthening Food Safety Systems
The Universal Salt Iodization Programme continued to support national nutrition objectives through strengthened monitoring and stakeholder engagement activities. The Authority also sustained intensive surveillance of palm oil production and distribution channels to maintain gains achieved in reducing Sudan dye adulteration and other food safety concerns.

Support to Local Industry
The Progressive Licensing Scheme continued to provide technical and regulatory support to micro, small, and medium-scale enterprises within the food and cosmetics sectors. Through collaboration with the Ghana Enterprise Agency and other stakeholders, the Authority strengthened compliance levels and supported the growth of local manufacturing enterprises.

Awards and Institutional Recognition
The Authority was adjudged the Overall Best Performing Specified Entity for the fourth consecutive year. The Authority also received recognition for efficiency, innovation and excellence in public sector service delivery, reflecting the commitment and professionalism of its staff.

Looking Ahead: Transition to the 2026–2030 Strategic Framework

The year 2025 represented both the culmination of the Strategic Compass 2020–2025 and the beginning of a new phase in the Authority's institutional development. Over the past five years, the Strategic Compass has guided the Authority's transformation into a stronger, more resilient, and internationally recognized regulatory institution. Significant progress has been achieved across the five critical success factors of Financial Performance, Clients, Processes, People, and Partnerships.

Building on these achievements, the Authority is poised to commence implementation of its new Strategic Plan for the period 2026–2030. The new strategic framework will seek to consolidate gains made under the Strategic Compass while positioning the Authority to respond effectively to emerging regulatory challenges and opportunities.

Key priorities for the next strategic period will include:

- Attainment of WHO Listed Authority status;
- Full optimization of the Ghana FDA Integrated Regulatory Management System;
- Strengthening of regulatory reliance and harmonization initiatives;
- Enhancement of laboratory and scientific capabilities;
- Expansion of stakeholder engagement and public education programmes;
- Increased support for local industry competitiveness;
- Strengthening organizational sustainability and institutional resilience.

As the Authority enters this new strategic phase, it remains committed to protecting public health, promoting regulatory excellence and contributing to national development through effective regulation.

CHAPTER 2

CORPORATE GOVERNANCE AND LEADERSHIP

2.1 Statement from the Governing Board

Providing Strategic Leadership for Regulatory Excellence
The year 2025 marked a significant milestone in the history of the Food and Drugs Authority as the Authority concluded the implementation of its Strategic Compass 2020–2025 and consolidated its position among the leading National Regulatory Authorities on the African continent. The Governing Board is pleased to present its report on the performance of the Authority for the year ended 31 December 2025.

The Board remained steadfast in providing strategic direction and oversight to ensure that the Authority effectively discharged its mandate of protecting public health through the regulation of food, medicines, vaccines, biological products, medical devices, cosmetics, household chemical substances, tobacco products and clinical trials.

The achievements recorded during the year demonstrate the maturity, resilience, and growing international stature of the Authority. Notable among these achievements was the historic approval of the fixed-dose co-formulation of ivermectin and albendazole, making FDA Ghana the first regulatory authority in the world to approve this innovative product. This milestone reflects the scientific competence and regulatory excellence that continue to distinguish the Authority globally.

The successful launch of the Vaccine Lot Release Programme also represented a major step towards strengthening national health security and enhancing the country's capacity for independent oversight of biological products.

The Board is particularly encouraged by the Authority's continued progress towards attaining WHO Listed Authority status and its growing role in regional and international regulatory harmonization initiatives.

The Authority's recognition as the Overall Best Performing Specified Entity for the fourth consecutive year further demonstrates its commitment to excellence, accountability, and continuous improvement.

The Board expresses its appreciation to the Honourable Minister for Health, development partners, stakeholders, Management and Staff for their invaluable contributions throughout the year.

As we transition into the implementation of the 2026–2030 Strategic Plan, the Board remains committed to supporting Management in advancing the Authority's vision of becoming a global Centre of Excellence for food and medical product regulation.

2.2 Report of the Chief Executive Officer

Sustaining Excellence, Advancing Innovation

The year 2025 was a year of remarkable achievement, transformation and institutional growth for the Food and Drugs Authority. As the final year of the Strategic Compass 2020–2025, it provided an opportunity to reflect on the significant progress made over the past five years while laying the foundation for a new phase of strategic development and regulatory leadership.

The Authority continued to strengthen its regulatory systems, expand stakeholder engagement, support local industry development, and enhance public health protection through science-based and risk-informed regulation.

One of the most significant achievements during the year was the approval of the fixed-dose co-formulation of ivermectin and albendazole, making FDA Ghana the first regulatory authority globally to authorize this important therapeutic innovation.

The Authority also successfully launched the Vaccine Lot Release Programme, strengthening Ghana's capacity to independently verify the quality, safety and efficacy of vaccines supplied within the country.

Digital transformation remained a key strategic priority. Significant progress was made in implementing the Integrated Regulatory Information Management System (IRIMS), which continues to improve efficiency, transparency and stakeholder access to regulatory services. The Authority further strengthened support for local industry through the Progressive Licensing Scheme and other capacity-building initiatives aimed at improving compliance and promoting industrial growth.

Internationally, FDA Ghana continued to strengthen its leadership role within Africa by hosting regulatory delegations from several countries and contributing to regional regulatory harmonization and capacity-strengthening programmes.

These achievements would not have been possible without the commitment and professionalism of our staff, the guidance of the Governing Board, the support of the Ministry of Health, and the collaboration of our partners and stakeholders.

As we enter the implementation phase of our new Strategic Plan 2026–2030, we remain committed to innovation, excellence and the continuous improvement of our regulatory systems to better serve the people of Ghana.

Prof. Kwabena Frimpong-Manso Opuni
Chief Executive Officer

2.3 Corporate Governance Framework

The Food and Drugs Authority recognizes that effective corporate governance is essential for achieving its mandate, maintaining public confidence and ensuring institutional sustainability. The Authority's governance framework is founded on the principles of accountability, transparency, integrity, responsibility, and fairness. The framework provides clear lines of authority and accountability between the Governing Board, Executive Management and operational directorates, departments and regions while ensuring compliance with applicable legal, regulatory and policy requirements.

The Authority's governance structure comprises:

- The Governing Board
- Executive Management
- Directors
- Departments and Regions

These structures collectively support strategic oversight, operational effectiveness, and prudent management of institutional resources.

2.4 Governing Board Composition and Meetings

The Governing Board is the highest decision-making body of the Authority and is responsible for providing strategic leadership and policy direction. The Board comprises representatives from key stakeholder institutions and individuals appointed in accordance with the Public Health Act, 2012 (Act 851).

The Governing Board's responsibilities include:

- Approval of strategic plans
- Approval of annual budgets and work plans
- Monitoring institutional performance
- Oversight of risk management and internal controls
- Approval of major policies and strategic initiatives
- Ensuring compliance with statutory obligations

Board Meetings

During the year under review, due to the absence of substantial Board Chair due to organizational restructuring, the Board could not hold all its regular meetings to review institutional performance, consider strategic matters and provide policy guidance to Management.

Key matters considered by the Board included:

- Strategic Compass implementation progress
- Financial performance
- WHO Listed Authority roadmap
- Vaccine Lot Release Programme implementation
- Digital transformation initiatives
- Infrastructure development projects
- Human resource and organizational development matters
- Risk management and audit reports.

Attendance records of Board members are presented in Appendix II.

2.5 Executive Management

Executive Management is responsible for the day-to-day administration of the Authority and implementation of Board-approved policies and strategic initiatives.

Management is led by the Chief Executive Officer and supported by the Deputy Chief Executive Officer, Directors and Heads of Departments.
The Executive Committee (EXCO) serves as the principal management decision-making body and provides leadership and coordination across the Authority's regulatory and corporate functions.

Throughout 2025, Management focused on:

- Delivering strategic priorities under the Strategic Compass
- Strengthening regulatory systems
- Improving service delivery
- Advancing digital transformation
- Supporting workforce development
- Enhancing stakeholder engagement
- Promoting organizational sustainability.

The collaborative efforts of Management contributed significantly to the achievements recorded during the year.

2.6 Technical Advisory Committees

The Authority relies on Technical Advisory Committees (TACs) to provide independent scientific and technical advice on specialized regulatory matters.
The committees comprise experts drawn from academia, research institutions, healthcare facilities, professional associations, and industry.

The committees support the Authority in areas including:

- Medicines evaluation
- Vaccine assessment
- Clinical trials oversight
- Food safety
- Medical devices regulation
- Pharmacovigilance
- Public health risk assessment

The recommendations of the Technical Advisory Committees contribute significantly to the scientific rigor, transparency and credibility of regulatory decision-making.

Throughout 2025, the committees continued to provide essential expertise in support of the Authority’s regulatory mandate.

2.7 Internal Audit, Risk Management and Internal Controls

The Authority maintained a strong system of internal controls and risk management throughout 2025 to support accountability, operational effectiveness and compliance with statutory requirements.

Internal Audit
The Internal Audit Directorate provided independent assurance on the adequacy and effectiveness of governance, risk management, and internal control processes.
Audit assignments undertaken during the year covered both regulatory and corporate functions and focused on identifying opportunities for strengthening controls, improving efficiency and enhancing compliance.
Management remained committed to implementing audit recommendations and addressing identified gaps.

Risk Management
Risk management continued to be integrated into institutional planning and decision-making processes.
The Authority monitored strategic, operational, financial, technological and regulatory risks through established risk management mechanisms.
Risk mitigation measures were implemented to address emerging threats and ensure business continuity.

Internal Controls
Management continued to strengthen internal control systems through:

- Policy reviews
- Process automation
- Segregation of duties
- Periodic management reviews
- Compliance monitoring
- Performance management systems

These measures contributed to the efficient and accountable utilization of institutional resources.

2.8 Corporate Governance Assessment

The Governing Board and Management are satisfied that the Authority maintained effective governance arrangements throughout 2025.
The Authority continued to demonstrate strong leadership, sound financial stewardship, effective risk management, and a commitment to transparency and accountability.
The governance structures and systems in place provided a solid foundation for the achievement of institutional objectives and the successful implementation of the Strategic Compass 2020–2025.

The Authority remains committed to continuous improvement in corporate governance and institutional performance as it embarks on the implementation of its Strategic Plan 2026–2030.

CHAPTER 3

3.0 OPERATIONAL PERFORMANCE OVERVIEW

The year 2025 was characterized by strong regulatory performance across the Authority's core mandate areas. Despite operating within an increasingly complex regulatory environment marked by evolving public health challenges, technological advancements and expanding stakeholder expectations, the Food and Drugs Authority (FDA) demonstrated resilience, innovation and effectiveness in delivering on its mandate to protect public health and safety.

Throughout the year, the Authority continued to strengthen regulatory systems, enhance service delivery, improve stakeholder engagement, and expand its influence within regional and global regulatory networks. Strategic investments in laboratory infrastructure, digital transformation, capacity building and regulatory harmonization further positioned the FDA as one of Africa's leading National Regulatory Authorities.

Key regulatory achievements recorded during the year included the receipt and processing of Twenty-Four Thousand Four Hundred and Forty-Six (24,446) product registration applications, resulting in the registration of Twenty Thousand Two Hundred and Five (20,205) products. These activities ensured that only products meeting established standards of safety, quality and efficacy were authorized for placement on the Ghanaian market.

The Authority conducted Fifteen Thousand Four Hundred and Fifty-Seven (15,457) inspections across manufacturing facilities, storage facilities, food service establishments and other regulated premises nationwide. In addition, Four Thousand Eight Hundred and Seventy-Six (4,876) facilities were licensed to operate in compliance with applicable regulatory requirements.

Post-market surveillance activities remained a critical component of the Authority's consumer protection efforts. During the year, Two Thousand Two Hundred and Fifty (2,250) market surveillance outings were conducted, covering Twenty-Four Thousand Seven Hundred and Fifty-Five (24,755) outlets nationwide. These activities led to the identification and removal of Two Hundred and Fifteen Thousand Eight Hundred and Seventy-Six (215,876) non-compliant products from the market through various regulatory interventions.

The Centre for Laboratory Services and Research received Seven Thousand Five Hundred and Fifty-One (7,551) samples for testing and successfully analysed Seventy-Seven Percent (77%) of all samples received. Significant progress was also made towards strengthening laboratory infrastructure through the construction of the Cleanroom Facility and commencement of activities for the establishment of a Molecular Biology Laboratory.

The Authority continued to strengthen its pharmacovigilance and safety monitoring systems through the receipt and processing of Three Thousand and Eighty-Nine (3,089) Individual Case Safety Reports (ICSRs), achieving One Hundred Percent (100%) entry of reported cases into the national safety monitoring system.

Food safety surveillance activities resulted in the investigation of Seven (7) foodborne disease outbreaks recorded nationwide. All outbreaks were investigated and resolved, contributing to improved public health outcomes and a reduction in the number of persons affected compared to the previous year.

Import and export control activities recorded strong performance during the year. A total of Eighty-Six Thousand Eight Hundred and Ten (86,810) permit applications were received, of which Eighty-Four Thousand Seven Hundred and Forty (84,740) were processed. Furthermore, Forty-Seven Thousand One Hundred and Eighty-Nine (47,189) consignments were inspected at various ports of entry across the country.

The Authority also maintained its commitment to supporting local industry development through technical assistance, capacity-building programmes and implementation of the Progressive Licensing Scheme. These interventions contributed to increased compliance levels and enhanced participation of local manufacturers within regulated sectors.

Public education and stakeholder engagement remained central to the Authority's preventive public health strategy. Through community outreach programmes, media engagements, institutional collaborations and digital communication platforms, the FDA reached Twelve Million One Hundred and Thirty-One Thousand Four Hundred and Eighty-Eight (12,131,488) people nationwide with critical information on food safety, medicine safety, tobacco control and other public health issues.

At the international level, the Authority achieved several notable milestones, including becoming the first regulatory authority in the world to approve the fixed-dose coformulation of ivermectin and albendazole for the treatment of soil-transmitted helminths. The Authority also officially launched Ghana's Vaccine Lot Release Programme and continued preparations towards attaining World Health Organization (WHO) Listed Authority status in key regulatory functions.

These achievements collectively demonstrate the Authority's unwavering commitment to regulatory excellence, innovation and public health protection while supporting national development objectives and contributing to regional and global regulatory advancement.

3.1 Product Registration and Marketing Authorization

Product registration and marketing authorization remain among the most important regulatory functions performed by the Food and Drugs Authority. Through robust scientific assessment processes, the Authority ensures that only products that meet established standards of safety, quality and efficacy are authorized for marketing and use in Ghana.

During 2025, the Authority continued to strengthen regulatory review systems across all regulated product categories, including food products, medicines, vaccines, biological products, herbal medicines, medical devices, cosmetics, household chemical substances and tobacco products.

Product evaluation activities were undertaken through specialized technical departments and supported by multidisciplinary scientific review processes designed to ensure consistency, transparency, and evidence-based decision-making.

The Authority's continued investment in digital transformation, process optimization, and regulatory reliance mechanisms contributed significantly to improved efficiency and enhanced service delivery during the reporting period.

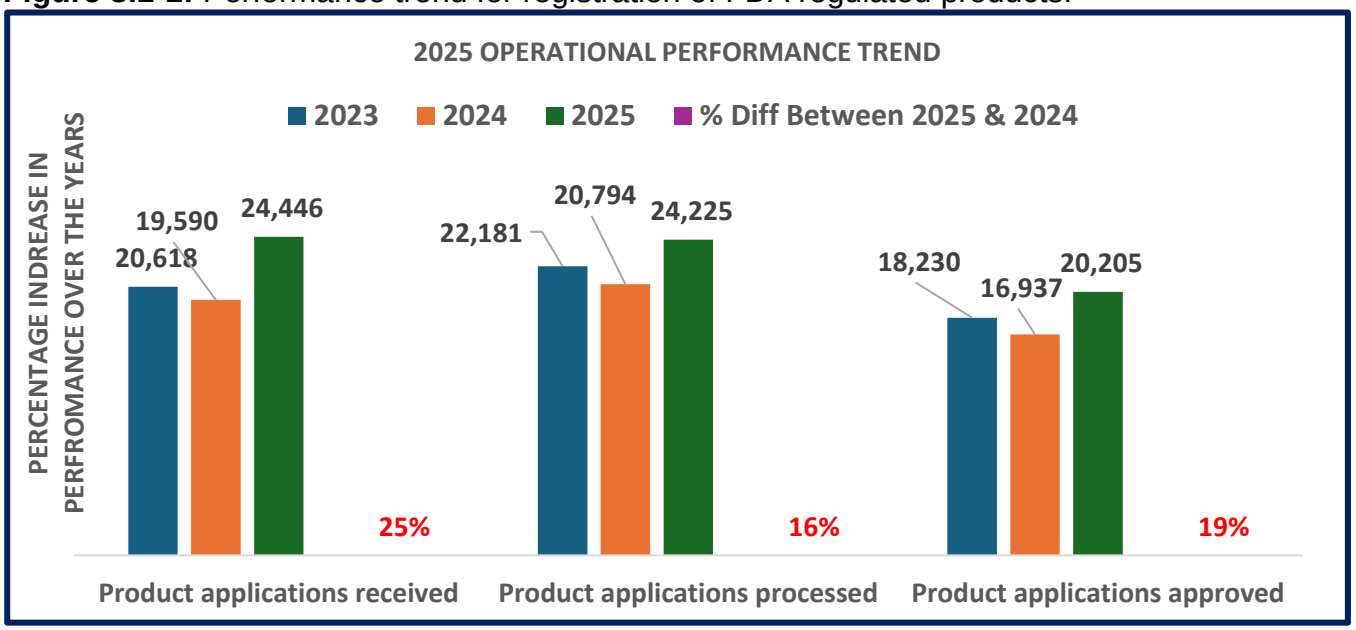
Registration Performance

The Authority experienced substantial growth in product registration activities during 2025. A total of **Twenty-Four Thousand Four Hundred and Forty-Six (24,446)** product applications were received during the year compared with **Nineteen Thousand Five Hundred and Ninety (19,590)** applications received in 2024, representing an increase of **Twenty-Five percent (25%)**.

The Authority processed **Twenty-Four Thousand Two Hundred and Twenty-Five (24,225)** applications during the year compared with **Twenty Thousand Seven Hundred and Ninety-Four (20,794)** applications processed in 2024, representing a **Sixteen percent (16%)** increase in regulatory output.

Of the applications processed, **Twenty Thousand Two Hundred and Five (20,205)** products were approved for marketing authorization compared with **Sixteen Thousand Nine Hundred and Thirty-Seven (16,937)** approvals recorded in 2024, representing a **Nineteen percent (19%)** increase.

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



Source: FDA Planning, Monitoring and Evaluation Department (2025)

The growth recorded across all key performance indicators reflects increasing stakeholder confidence in the Authority's regulatory systems, expanding industrial activity and improved operational efficiency within the product registration framework.

Regulatory Innovation and Scientific Leadership

A major milestone achieved during the year was the approval of the fixed-dose co-formulation of ivermectin and albendazole for the treatment of soil-transmitted helminth infections. This landmark decision made FDA Ghana the first regulatory authority in the world to approve the innovative product and further strengthened the Authority's position as a leader in regulatory science and public health innovation.

The achievement reflects the maturity of the Authority's scientific review systems and its growing international recognition as a trusted regulatory institution.

Digital Transformation and Process Improvements

The continued optimization of the Ghana FDA Integrated Regulatory Management System (G-FIRMS) significantly enhanced the efficiency of registration activities during the year.
The system facilitated:

(i) Improved workflow management.
(ii) Greater transparency in application processing.
(iii) Enhanced stakeholder access to regulatory services.
(iv) Better tracking of application status and
(v) Reduced administrative bottlenecks.

These improvements contributed to increased productivity and supported the Authority's broader objective of delivering efficient and client-centred regulatory services.

Public Health Impact

The registration and authorization of regulated products play a critical role in protecting public health by ensuring that products available on the Ghanaian market meet appropriate standards before reaching consumers.

The Authority's rigorous scientific evaluation processes contributed to:
(i) Increased access to quality-assured products.
(ii) Enhanced patient and consumer safety.
(iii) Improved confidence in regulated products.
(iv) Strengthened public health protection; and
(v) Promotion of regulatory compliance among industry operators.

Outlook
The Authority will continue to strengthen registration systems through further optimization of the GFIRMS, adoption of innovative regulatory approaches, and expansion of reliance and recognition mechanisms.

Priority attention will be given to improving review timelines, enhancing stakeholder experience and strengthening scientific capacity in support of the Authority's strategic ambition of becoming a WHO Listed Authority and a global Centre of Excellence for food and medical product regulation.

Key Performance Indicators – Product Registration and Marketing Authorization (2025)

Indicator	Performance
Product applications received	Twenty-Four Thousand Four Hundred and Forty-Six (24,446)
Product applications processed	Twenty-Four Thousand Two Hundred and Twenty-Five (24,225)
Product applications approved	Twenty Thousand Two Hundred and Five (20,205)
Increase in applications received compared with 2024	Twenty-Five percent (25%)
Increase in applications processed compared with 2024	Sixteen percent (16%)
Increase in applications approved compared with 2024	Nineteen percent (19%)
Major regulatory milestone	First regulatory authority globally to approve fixed dose ivermectin/albendazole co-formulation
Digital platform supporting registration	Ghana FDA Integrated Regulatory Management System (GFIRMS)
Strategic outcome	Enhanced efficiency, transparency and regulatory responsiveness

3.2 Facility Licensing and Inspections

Facility licensing and inspections constitute a key component of the Food and Drugs Authority's regulatory oversight framework. These activities ensure that facilities involved in the manufacture, storage, distribution, and sale of regulated products comply with established regulatory requirements and internationally recognized standards.

Throughout the year 2025, the Authority continued to strengthen its inspection and licensing systems through risk-based inspection approaches, enhanced regulatory monitoring, and increased stakeholder engagement.

Licensing and Inspection Performance

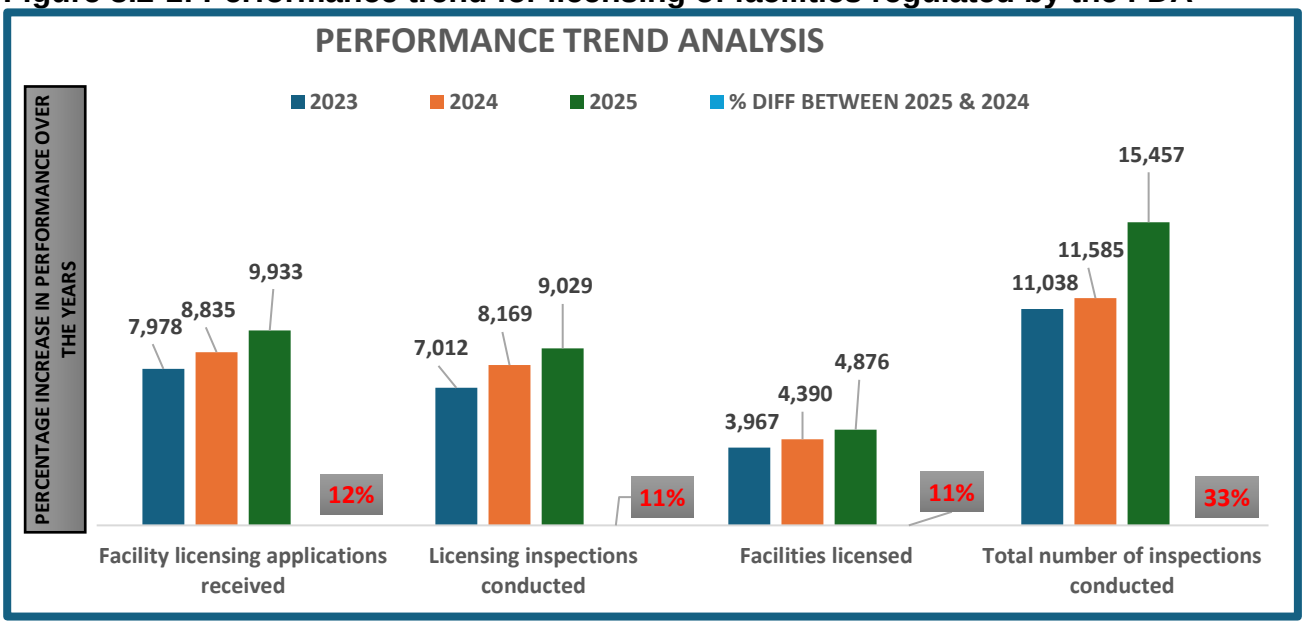
During the year under review, the Authority received Nine Thousand Nine Hundred and Thirty-Three (9,933) facility license applications, compared with Eight Thousand Eight Hundred and Thirty-Five (8,835) applications received in 2024, representing a Twelve percent (12%) increase in applications received. The Authority conducted Nine Thousand and Twenty-Nine (9,029) licensing inspections during the year, representing an Eleven percent (11%) increase over the previous year.

At the end of the reporting period, Four Thousand Eight Hundred and Seventy-Six (4,876) facilities had been successfully licensed, compared with the previous year's performance, representing an Eleven percent (11%) increase in licensed facilities.

In addition to licensing inspections, the Authority carried out a total of Fifteen Thousand Four Hundred and Fifty-Seven (15,457) inspections nationwide during 2025, compared with Eleven Thousand Five Hundred and Eighty-Five (11,585) inspections conducted in 2024,

representing a substantial Thirty-Three percent (33%) increase in inspection activity. These inspections covered manufacturing facilities, warehouses, distribution centres, food service establishments, and other regulated premises across the country.

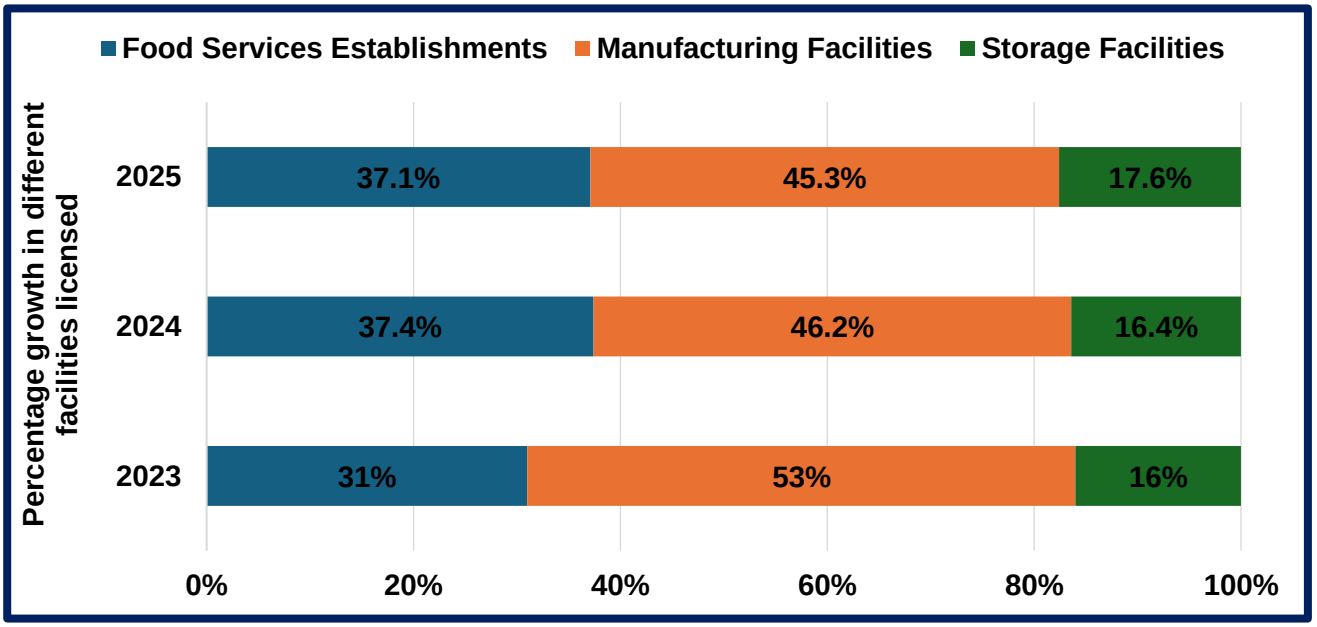
Figure 3.2-1: Performance trend for licensing of facilities regulated by the FDA



Source: FDA Planning, Monitoring and Evaluation Department (2025)

The figure below shows the categories of facilities licensed:

Figure 3.2-2: Categories of Facilities Licensed



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Strengthening Compliance Across Regulated Facilities

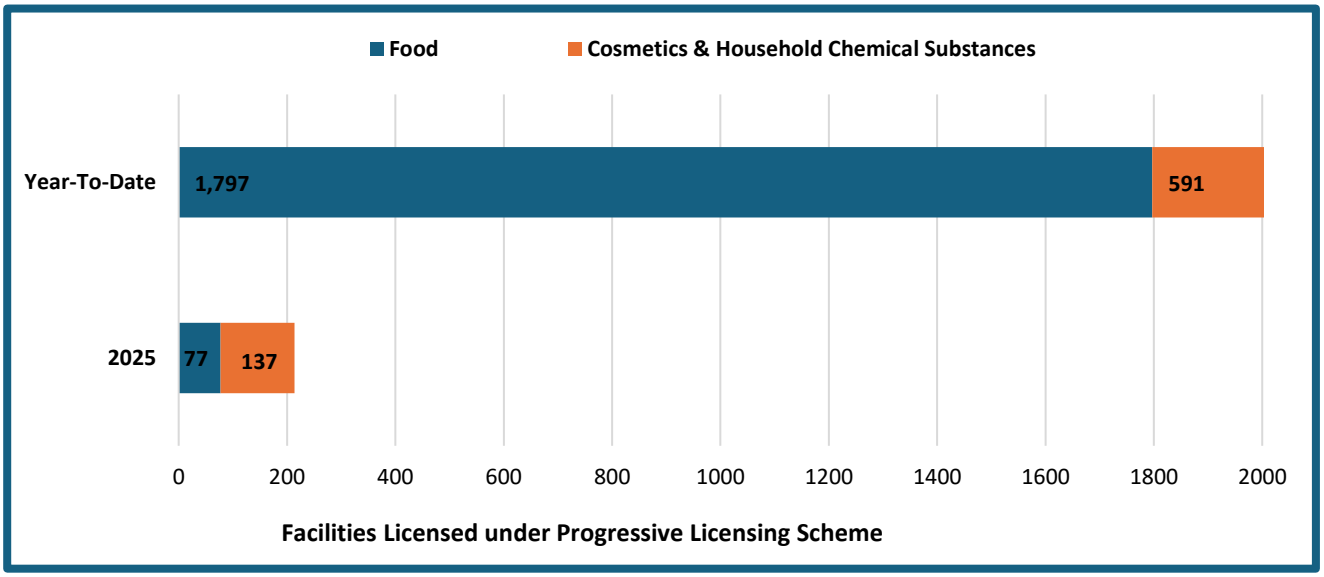
Inspection findings were used to identify compliance gaps and provide technical guidance to operators on corrective and preventive actions required to meet regulatory standards. Facilities that did not initially meet licensing requirements were supported through targeted regulatory guidance, technical assistance, and follow-up inspections to facilitate compliance and eventual certification. The Authority continued to promote adherence to Good Manufacturing Practices (GMP), Good Hygienic Practices (GHP), Good Storage Practices (GSP), Good Distribution Practices (GDP) and other applicable standards aimed at safeguarding public health.

Supporting Small-Scale Enterprises Through Progressive Licensing

The Progressive Licensing Scheme remained an important tool for improving compliance among small-scale manufacturers and processors. The Scheme provides a structured pathway that enables operators to progressively improve infrastructure, processes, and quality management systems while maintaining regulatory oversight.

Since its introduction, the Scheme has facilitated the licensing of more than Two Thousand Three Hundred and Eighty-Eight (2,388) food, cosmetic and household chemical manufacturing facilities across the country.

This intervention continues to contribute significantly to business formalization, improved product quality, and increased participation of MSMEs in regulated sectors of the economy.



Source: FDA Monitoring and Evaluation Department (2025)

Public Health Impact

The Authority's licensing and inspection activities contributed significantly to public health protection during 2025 by ensuring that regulated facilities complied with standards necessary for the production, storage and distribution of safe and quality products. The increase in inspection activity reflects the Authority's continued commitment to strengthening regulatory oversight, improving compliance, and protecting consumers from risks associated with substandard or improperly handled products.

Outlook
Going forward, the Authority will continue to strengthen inspection systems through enhanced digitalization, risk-based regulatory approaches, increased inspector capacity and improved stakeholder engagement to ensure sustained compliance and protection of public health.

Key Performance Indicators – Facility Licensing and Inspections (2025)

Indicator	Performance
Facility license applications received	Nine Thousand Nine Hundred and Thirty-Three (9,933)
Increase in applications compared with 2024	Twelve percent (12%)
Licensing inspections conducted	Nine Thousand and Twenty-Nine (9,029)
Increase in licensing inspections compared with 2024	Eleven percent (11%)
Facilities successfully licensed	Four Thousand Eight Hundred and Seventy-Six (4,876)
Increase in licensed facilities compared with 2024	Eleven percent (11%)
Total inspections conducted nationwide	Fifteen Thousand Four Hundred and Fifty-Seven (15,457)
Inspections conducted in 2024	Eleven Thousand Five Hundred and Eighty-Five (11,585)
Increase in total inspections compared with 2024	Thirty-Three percent (33%)
Facilities supported under Progressive Licensing Scheme since inception	More than Two Thousand Three Hundred (2,300)

3.3 Import and Export Control

Import and export control remains a critical component of the Food and Drugs Authority's regulatory mandate. Through these activities, the Authority safeguards the integrity of Ghana's borders by ensuring that imported and exported regulated products comply with applicable national requirements and internationally recognized standards of safety, quality and efficacy. During 2025, the Authority continued to strengthen regulatory oversight at ports of entry through enhanced compliance verification measures, intelligence-led interventions and stakeholder engagement initiatives. These efforts supported the facilitation of legitimate trade while preventing unauthorized and potentially harmful products from entering the Ghanaian market.

Permit Processing Performance

During the reporting period, the Authority received **Eighty-Six Thousand Eight Hundred and Ten (86,810)** import and export permit applications.
Of this number, **Eighty-Four Thousand Seven Hundred and Forty (84,740)** applications were successfully processed, representing **Ninety-Eight percent (98%)** achievement against the annual target and a **Seven-point-One percent (7.1%)** increase over the previous year's performance.

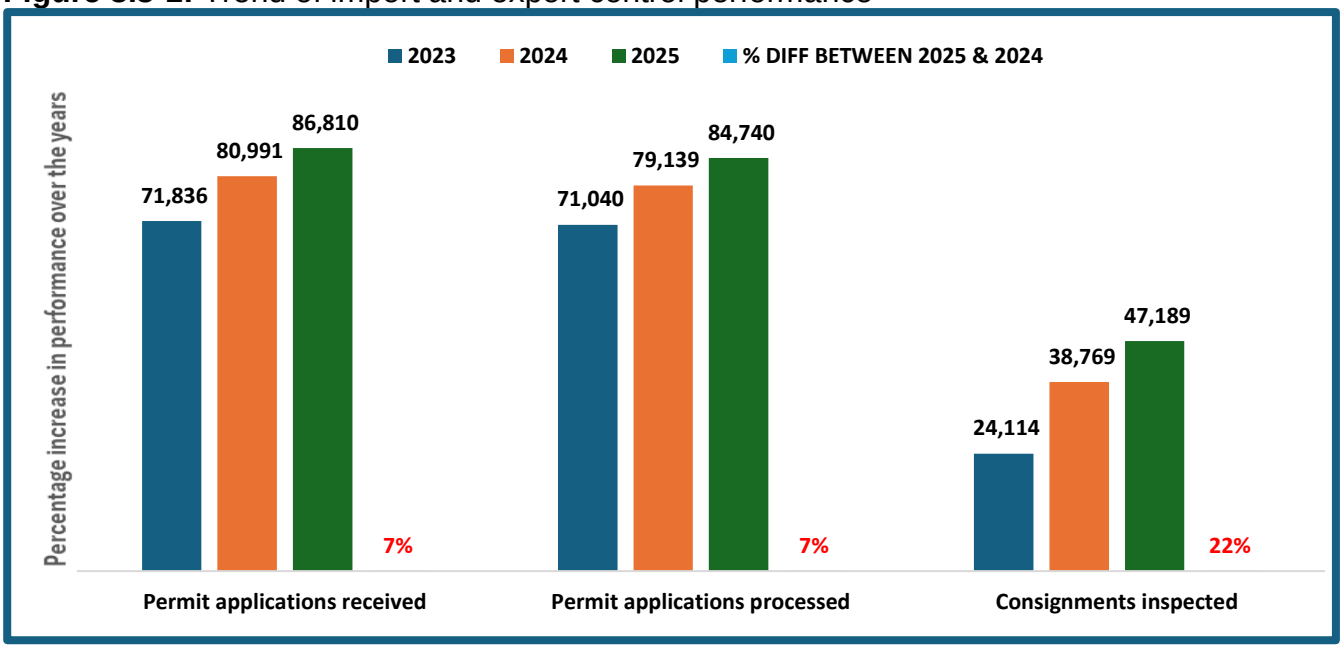
In addition, **Seventy-Nine Thousand Six Hundred and Sixty-One (79,661)** permits were approved during the year, representing a **Six-point-Four percent (6.4%)** increase compared with 2024.

This performance recorded reflects the Authority's commitment to improving efficiency in service delivery while maintaining the integrity of regulatory processes.
Inspection of Import and Export Consignments.

The Authority conducted **Forty-Seven Thousand One Hundred and Eighty-Nine (47,189)** inspections of import and export consignments during the year.
This represented a **Twenty-Two percent (22%)** increase over the **Thirty-Eight Thousand Seven Hundred and Sixty-Nine (38,769)** consignments inspected in 2024.

The increase in inspection activities reflects growing commercial activity, increasing utilization of FDA regulatory services and strengthened oversight mechanisms at Ghana's ports of entry.
Inspection activities focused on verifying compliance with regulatory requirements relating to product registration status, labelling standards, documentation, and applicable quality and safety requirements.

Figure 3.3-1: Trend of import and export control performance



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Strengthening Border Controls

The Authority continued the implementation of the **"No Registration, No Importation"** policy under its Zero Tolerance for Unregistered Products initiative.
This intervention remains an important regulatory measure for preventing unauthorized products from entering the Ghanaian market and protecting consumers from exposure to potentially unsafe, substandard or falsified products.
Enhanced enforcement measures implemented during the year included:

- Increased compliance verification activities;
- Intensified border inspections;
- Regulatory review of import documentation;
- Follow-up investigations on non-conforming consignments; and
- Collaboration with relevant border agencies and stakeholders.

These interventions contributed significantly to strengthening border controls and enhancing public confidence in the safety and quality of imported products.

Detentions and Compliance Monitoring

The Authority recorded increased detentions of consignments during the reporting period. The rise in detentions was attributable to several factors, including:

- Enhanced enforcement activities
- Increased product registration requirements
- Safety alerts and intelligence reports
- Identification of non-conforming consignments and
- Expanded regulatory compliance verification measures

Appropriate regulatory actions were implemented to ensure that products failing to meet established requirements did not gain access to the local market.

Public Health Impact

Import and export control activities continue to serve as important safeguards against the entry and circulation of unauthorized products within the country.
By strengthening oversight at ports of entry, the Authority minimizes the risk of exposure to unsafe products while facilitating access to quality-assured regulated commodities.
The interventions implemented during 2025 contributed to strengthening national health security, supporting legitimate trade and reinforcing public confidence in the regulatory system.

Outlook

Going forward, the Authority will continue to strengthen import and export control systems through increased digitalization, enhanced collaboration with border agencies, and greater application of risk-based regulatory approaches.

Priority attention will be given to improving processing efficiency, expanding compliance verification activities and leveraging technology to strengthen border surveillance and regulatory decision-making.
These efforts will support the Authority's commitment to protecting public health while facilitating efficient trade in regulated products.

Key Performance Indicators – Import and Export Control (2025)

Indicator	**Performance**
Import and export permit applications received	Eighty-Six Thousand Eight Hundred and Ten (86,810)
Import and export permit applications processed	Eighty-Four Thousand Seven Hundred and Forty (84,740)
Achievement against annual processing target	Ninety-Eight percent (98%)
Increase in permit applications processed compared with 2024	Seven-point-One percent (7.1%)

Indicator	Performance
Permits approved	Seventy-Nine Thousand Six Hundred and Sixty-One (79,661)
Increase in permits approved compared with 2024	Six-point-Four percent (6.4%)
Import and export consignments inspected	Forty-Seven Thousand One Hundred and Eighty-Nine (47,189)
Import and export consignments inspected in 2024	Thirty-Eight Thousand Seven Hundred and Sixty-Nine (38,769)
Increase in consignments inspected compared with 2024	Twenty-Two percent (22%)
Key regulatory initiative	Implementation of the "No Registration, No Importation" policy under the Zero Tolerance for Unregistered Products initiative

3.4 Laboratory Services

The Centre for Laboratory Services and Research (CLSR) continued to play a pivotal role in supporting the Authority's regulatory mandate through the provision of scientific testing and analytical services. Laboratory activities underpin evidence-based regulatory decision-making and contribute significantly to ensuring that regulated products placed on the Ghanaian market comply with established standards of safety, quality and efficacy.

During the year under review, the Authority's laboratories provided analytical support for product registration, market surveillance, import and export control, enforcement activities and public health investigations. Despite operational challenges encountered during the year, the CLSR remained committed to maintaining the integrity, reliability, and credibility of laboratory results.

Laboratory Performance

During 2025, the Authority received Seven Thousand Five Hundred and Fifty-One (7,551) samples for laboratory analysis, representing a Seventy-Six percent (76%) increase over the number of samples received in 2024. The increase reflects growing demand for laboratory services arising from increased regulatory activities, enhanced market surveillance operations, and expanded stakeholder utilization of FDA laboratory services.

Of the samples received, the laboratories successfully analyzed Seventy-Seven percent (77%), against an annual target of Eighty-Five percent (85%). Although the target was not achieved, the analytical output recorded during the year represented a Twenty percent (20%) increase compared with the previous year's performance, demonstrating the resilience and dedication of laboratory personnel in the face of operational constraints.

Quality Assurance and Accreditation

The Authority remained committed to maintaining internationally recognized standards in laboratory operations. During the reporting period, the Centre for Laboratory Services and

Research continued to operate under the requirements of ISO/IEC 17025, thereby ensuring the competence, impartiality, and consistency of testing activities.

The maintenance of this accreditation provides assurance that laboratory results generated by the Authority are reliable, technically valid and internationally accepted.
The quality management systems implemented within the laboratories continued to support regulatory decision-making and reinforce stakeholder confidence in the Authority's scientific capabilities.

Laboratory Infrastructure Development

The Authority continued to invest in strengthening laboratory infrastructure to enhance its scientific capacity and support emerging regulatory priorities. Significant progress was made in the construction of the Cleanroom Facility, which is expected to improve the Authority's capability in the testing and regulation of sterile products and vaccines.

In addition, preparatory activities commenced towards the establishment of a Molecular Biology Laboratory to support advanced testing and strengthen the Authority's readiness to respond to evolving public health challenges.
These initiatives form part of broader institutional efforts aimed at positioning the Authority as a leading centre of excellence in regulatory science within the African region.

Challenges Affecting Performance

Despite the progress made, the Authority encountered several challenges that affected laboratory performance during the year.

These included:

- The unavailability of key laboratory equipment and essential accessories required for specific analytical procedures
- The temporary closure of the Microbiological Laboratory to facilitate the construction of the Cleanroom Facility and
- Reduced sampling of product consignments following adjustments in laboratory fees.

These factors contributed to the inability to achieve the annual target for sample analysis.
Management continued to implement mitigation measures to address these constraints and improve overall laboratory performance.

Public Health Impact

The Authority's laboratory services remain central to the protection of public health.
Through rigorous scientific testing, the laboratories provide evidence necessary to support regulatory actions, facilitate the registration of quality-assured products, identify non-compliant products and strengthen post-market surveillance activities.

The analytical services provided during 2025 contributed significantly to ensuring that products available to consumers met established quality standards and did not pose unacceptable risks to public health.

Outlook

The Authority will continue to strengthen laboratory systems through investments in infrastructure, provision of modernized analytical equipment, and enhancement of staff competencies. Priority attention will be given to completing the Cleanroom Facility, operationalizing the Molecular Biology Laboratory, and expanding analytical capabilities to meet emerging regulatory demands. These interventions will enhance the Authority's ability to provide timely, reliable, and internationally recognized laboratory services in support of its public health mandate.

Key Performance Indicators – Laboratory Services (2025)

Indicator	Performance
Annual target for sample analysis	Eighty-Five percent (85%)
Samples received for laboratory analysis	Seven Thousand Five Hundred and Fifty-One (7,551)
Increase in samples received compared with 2024	Seventy-Six percent (76%)
Samples successfully analysed	Seventy-Seven percent (77%)
Increase in analytical output compared with 2024	Twenty percent (20%)
Achievement of annual target	Target Not Achieved
Quality standard maintained	ISO/IEC 17025 Accreditation
Major infrastructure development	Progress made in the construction of the Cleanroom Facility
Strategic laboratory initiative	Commencement of activities towards the establishment of a Molecular Biology Laboratory
Key operational challenge	Temporary closure of the Microbiological Laboratory during Cleanroom construction
Additional operational challenge	Unavailability of critical laboratory equipment and accessories required for testing

The Authority recognizes that robust laboratory systems are indispensable to effective regulation. Accordingly, investments in laboratory infrastructure, equipment and human resource capacity will remain a strategic priority as the Authority transitions into the implementation of its Strategic Framework 2026–2030.

3.5 Market Surveillance and Enforcement

Market Surveillance and Enforcement remained a critical pillar of the Food and Drugs Authority's regulatory activities in 2025. Through risk-based surveillance, intelligence-led enforcement operations and collaborative regulatory interventions, the Authority continued to safeguard public health by ensuring that products circulating on the Ghanaian market complied with established standards of safety, quality and efficacy.

The Authority's surveillance activities focused on identifying and removing substandard, falsified, expired, unregistered, and otherwise non-compliant products from the supply chain while promoting compliance among regulated entities.

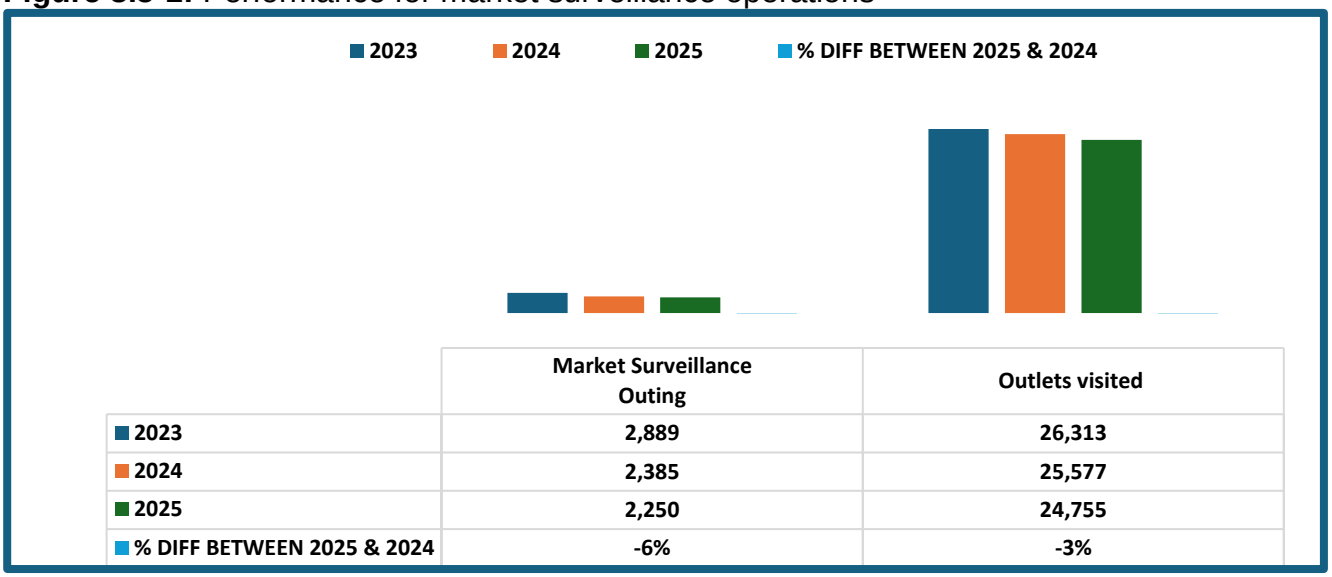
Market Surveillance Performance

During 2025, the Authority conducted **Two Thousand Two Hundred and Fifty (2,250)** market surveillance outings across the country. These activities covered **Twenty-Four Thousand Seven Hundred and Fifty-Five (24,755)** retail outlets, pharmacies, licensed chemical sellers, supermarkets, open markets and other points of sale.

Compared with 2024, the number of surveillance outings decreased by **Six percent (6%)**, while the number of outlets covered declined by **Three percent (3%)**. Although these indicators recorded marginal reductions, the Authority adopted a more targeted and intelligence-driven surveillance approach that focused resources on higher-risk products, geographical areas and distribution channels.

The reduction in surveillance coverage was primarily attributable to operational constraints, including logistics limitations, competing regulatory priorities and the reallocation of resources to support strategic initiatives such as WHO maturity level advancement activities and intensified facility licensing inspections.

Figure 3.5-1: Performance for market surveillance operations



	Market Surveillance Outing	Outlets visited
2023	2,889	26,313
2024	2,385	25,577
2025	2,250	24,755
% DIFF BETWEEN 2025 & 2024	-6%	-3%

Source: FDA Monitoring and Evaluation Department (2025)

Enforcement Activities

The Authority significantly strengthened enforcement activities during the reporting period. A total of **Two Hundred and Fifteen Thousand Eight Hundred and Seventy-Six (215,876)** non-compliant products were identified and removed from the market, representing an increase of **Two Hundred and Ninety-Eight percent (298%)** over the previous year's performance.

The categories of products removed included:

- Unregistered products
- Expired products
- Counterfeit and falsified products
- Improperly labelled products and
- Products that failed to comply with regulatory requirements.

Appropriate regulatory actions were implemented, including seizures, detentions, market withdrawals, destruction exercises, and administrative sanctions where applicable. The substantial increase in non-compliant products identified demonstrates the effectiveness of strengthened market intelligence systems, targeted surveillance programmes and collaborative enforcement operations undertaken during the year.

Major Enforcement Operations

One of the most significant enforcement achievements during 2025 was the successful interception of unauthorized opioid products at the Tema Port. Through a coordinated operation involving the Food and Drugs Authority, the Customs Division of the Ghana Revenue Authority, the Narcotics Control Commission (NACOC) and National Security, unauthorized high-dose opioid products valued at approximately **Twenty Million Ghana Cedis (GH¢20 million)** were prevented from entering the Ghanaian market.
This intervention protected public health and demonstrated the effectiveness of inter-agency collaboration in combating the illegal trade in regulated products.

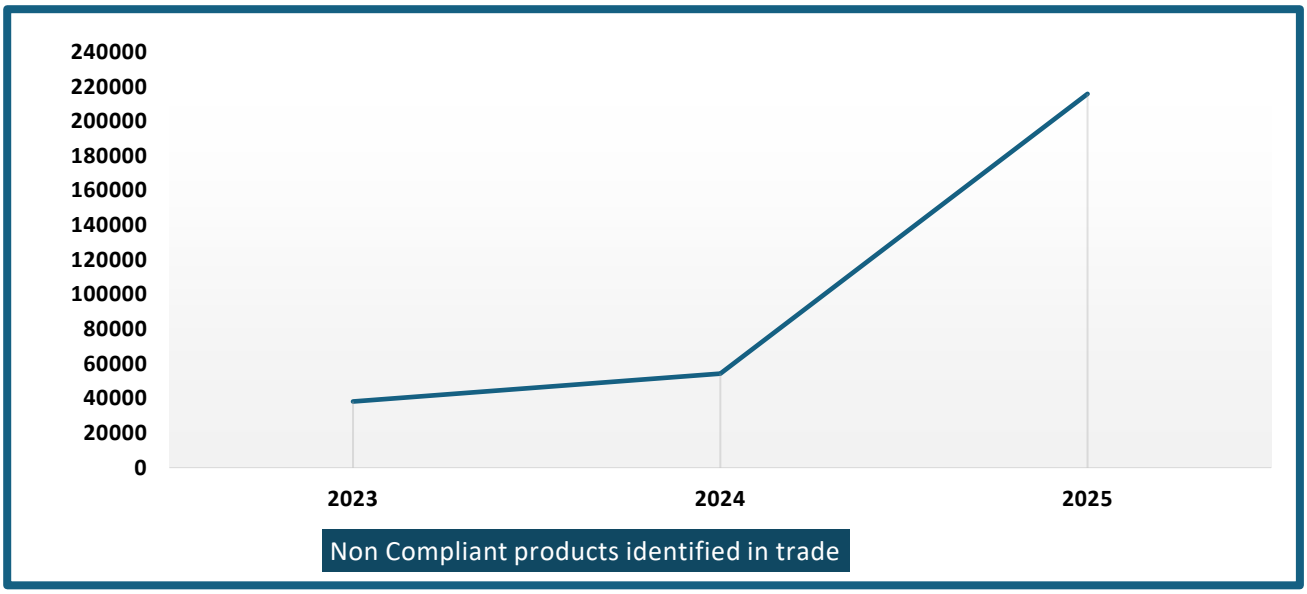
Take Back Unwanted Medicines Initiative

The Authority continued to implement the Take Back Unwanted Medicines (TBUM) Initiative, which promotes the safe collection and disposal of expired, damaged and unused medicines. During the year:

Two Thousand Five Hundred and Twenty (2,520) unwanted medicines were collected through designated collection points and participating pharmacies.
One Hundred and Twenty (120) pharmacies participated in the programme across selected regions.
Seventy-Seven percent (77%) of medicines collected were Prescription-Only Medicines (POMs) whilst Twenty-Three percent (23%) were Over-the-Counter (OTC) medicines.

The initiative continues to contribute to medicine safety, environmental protection and responsible pharmaceutical waste management.

Figure 3.5-2: Non-Compliant Products Identified in Trade



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Palm Oil Safety Monitoring Programme

The Authority sustained implementation of the Palm Oil Safety Monitoring Programme to consolidate gains made in reducing Sudan dye adulteration in palm oil products. Routine surveillance and laboratory testing activities were conducted in selected production centres and markets across the country. These activities contributed to maintaining low levels of adulteration and strengthened consumer confidence in locally produced palm oil. The programme remains an important public health intervention and demonstrates the Authority's commitment to food safety and consumer protection.

Public Health Impact

The Authority's surveillance and enforcement interventions contributed significantly to the protection of public health during 2025.

These activities:
Reduced consumer exposure to unsafe and non-compliant products;
Strengthened compliance among regulated operators;
Enhanced confidence in regulated products;
Improved market integrity; and
Supported evidence-based regulatory decision-making.

The Authority's risk-based and intelligence-led approach continues to strengthen post-market oversight and improve the effectiveness of regulatory interventions nationwide.

Challenges

Despite notable achievements, surveillance and enforcement activities were affected by several challenges, including:

- Resource constraints affecting nationwide coverage

- Increasing complexity of informal and online trade channels
- Logistics limitations in some Regional Offices
- Growing sophistication of illegal distribution networks and
- Emerging threats associated with cross-border movement of regulated products.

The Authority continued to implement mitigation measures to address these challenges and strengthen surveillance effectiveness.

Outlook

In 2026, the Authority will continue to strengthen market surveillance and enforcement systems through enhanced intelligence gathering, expanded use of digital technologies, strengthened inter-agency collaboration and improved product traceability mechanisms.

Priority attention will be given to intelligence-led enforcement, surveillance of emerging product categories, and strengthening regional surveillance capacity to support effective post-market regulatory oversight.

Key Performance Indicators – Market Surveillance and Enforcement (2025)

Indicator	Performance
Market surveillance outings conducted	Two Thousand Two Hundred and Fifty (2,250)
Change in surveillance outings compared with 2024	Negative Six percent (-6%)
Outlets covered	Twenty-Four Thousand Seven Hundred and Fifty-Five (24,755)
Change in outlets covered compared with 2024	Negative Three percent (-3%)
Non-compliant products identified and removed	Two Hundred and Fifteen Thousand Eight Hundred and Seventy-Six (215,876)
Increase in non-compliant products identified compared with 2024	Two Hundred and Ninety-Eight percent (298%)
Unwanted medicines collected under TBUM Initiative	Two Thousand Five Hundred and Twenty (2,520)
Participating pharmacies	One Hundred and Twenty (120)
Prescription-Only Medicines collected	Seventy-Seven percent (77%)
Over-the-Counter Medicines collected	Twenty-Three percent (23%)
Value of intercepted unauthorized opioid products	Approximately Twenty Million Ghana Cedis (GH¢20 million)
Strategic food safety intervention	Palm Oil Safety Monitoring Programme

The Authority remains committed to strengthening post-market regulatory systems to ensure that products available on the Ghanaian market continue to meet established standards of safety, quality and efficacy and do not pose unacceptable risks to public health.

3.6 Pharmacovigilance and Safety Monitoring of Medical Products

Pharmacovigilance remains a critical component of the Authority's regulatory system and plays a central role in ensuring the continued safety of medicines, vaccines, biological products and other regulated health products after they have been authorized for use.

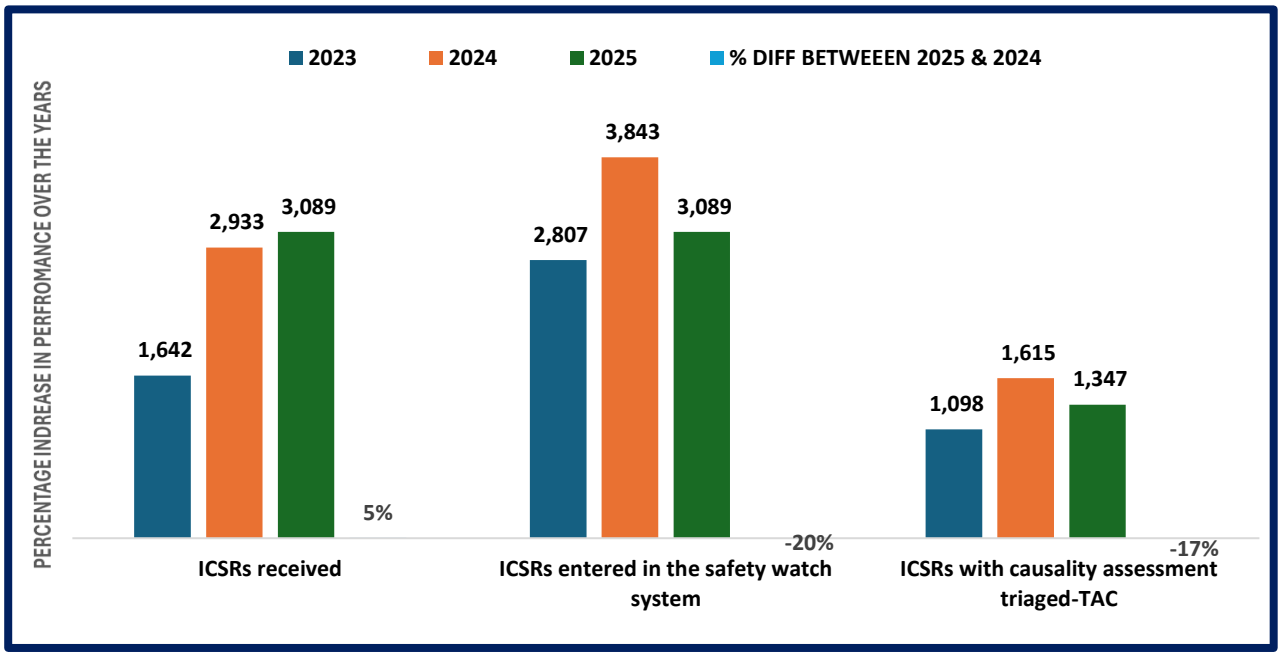
During 2025, the Food and Drugs Authority continued to strengthen its pharmacovigilance systems through enhanced adverse event reporting, stakeholder engagement, capacity building and international collaboration. These activities contributed significantly to the Authority's efforts to protect patients, strengthen regulatory decision-making and advance its journey towards WHO Listed Authority recognition in the areas of Pharmacovigilance, Clinical Trials and Marketing Authorization.

Pharmacovigilance Performance

During the reporting period, the Authority received and processed Three Thousand and Eighty-Nine (3,089) Individual Case Safety Reports (ICSRs) relating to adverse events associated with medicines, vaccines and other regulated medical products. These reports were assessed, documented, and incorporated into the Authority's safety monitoring systems to support evidence-based regulatory action and risk management.

The Authority continued to strengthen mechanisms for adverse drug reaction reporting by healthcare professionals, pharmaceutical companies, patients, and other stakeholders. The increasing use of digital reporting platforms and stakeholder sensitization initiatives contributed to improved reporting and surveillance capabilities.

Figure 3.6-1: Trend of safety monitoring performance



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Capacity Building and Systems Strengthening

Recognizing that effective pharmacovigilance depends on strong institutional and stakeholder capacity, the Authority implemented several initiatives aimed at strengthening national safety monitoring systems. In July 2025, with support from the Infectious Disease Institute, the FDA hosted an intensive virtual training and study visit involving regulators from Five (5) National Regulatory Authorities, namely Nigeria, Burkina Faso, Liberia, Sierra Leone and the Sahrawi Republic. The programme focused on strengthening adverse drug reaction reporting systems and improving pharmacovigilance practices across sub-Saharan Africa.

In October 2025, the Authority collaborated with the Africa Collaboration Centre for Pharmacovigilance and Surveillance (ACC) to organize a comprehensive Ten-day (10-day) training programme for Qualified Persons for Pharmacovigilance (QPPVs). The programme targeted both FDA staff and pharmaceutical industry professionals and contributed to strengthening safety monitoring systems for authorized medicinal products.

Pharmacovigilance performance during the year was furthermore supported through the Saving Lives Initiative, which involved One Hundred (100) participants drawn from Seventy (70) pharmaceutical companies and related organizations. The initiative contributed to improving safety reporting practices and strengthening stakeholder awareness of pharmacovigilance obligations.

Regional and International Leadership

The Authority continued to strengthen its reputation as a regional leader in pharmacovigilance and regulatory science. Through partnerships with regional and international institutions, FDA Ghana contributed to the harmonization of safety monitoring systems across Africa and supported capacity development efforts among other National Regulatory Authorities. These activities align with the Authority's broader strategic objective of positioning Ghana as a Regional Centre of Regulatory Excellence and a leading contributor to medicines safety systems on the continent.

Public Health Impact

The Authority's pharmacovigilance activities contributed significantly to public health protection during 2025 by:

I. Strengthening the detection of adverse events associated with medical products
II. Improving evidence-based regulatory decision-making
III. Supporting benefit-risk assessments of authorized products
IV. Enhancing patient safety
V. Promoting responsible product use and
VI. Strengthening public confidence in regulated health products.

The processing of safety reports and the implementation of stakeholder-focused interventions enabled the Authority to maintain effective oversight of product safety throughout the product lifecycle.

Challenges

Despite progress made during the year, pharmacovigilance activities experienced some operational challenges, including reductions in certain reporting indicators and inconsistencies between planned targets and reported outcomes. These issues highlighted the need for continued strengthening of reporting systems, stakeholder engagement, and data management processes. Management has initiated measures to improve reporting quality, enhance data consistency and strengthen pharmacovigilance capacity among healthcare providers and industry stakeholders.

Outlook

The Authority will continue to strengthen pharmacovigilance systems through enhanced digital reporting platforms, increased stakeholder engagement, expanded safety monitoring activities and continued capacity development initiatives. Emphasis will be placed on supporting the Authority's roadmap towards WHO Listed Authority recognition and strengthening Ghana's position as a leader in medicines safety surveillance within Africa.

Key Performance Indicators – Pharmacovigilance and Safety Monitoring (2025)

Indicator	Performance
Individual Case Safety Reports (ICSRs) received and processed	Three Thousand and Eighty-Nine (3,089)
Regional NRAs participating in pharmacovigilance study visit	Five (5)
Duration of QPPV Training Programme	Ten (10) days
Participants under Saving Lives Initiative	One Hundred (100)
Companies represented under Saving Lives Initiative	Seventy (70)
Strategic focus	Strengthening ADR reporting and medicines safety surveillance
Strategic outcome	Enhanced patient safety and evidence-based regulatory decision-making
Contribution to WLA roadmap	Pharmacovigilance systems strengthening

3.7 Clinical Trial Authorization and Oversight

The Food and Drugs Authority (FDA) continued to strengthen Ghana's clinical trial regulatory framework during 2025 through the rigorous assessment, authorization and oversight of clinical research activities. The Authority remained committed to ensuring that all clinical trials conducted within Ghana complied with internationally accepted ethical, scientific and regulatory standards, while safeguarding the rights, safety and wellbeing of research participants.

As Ghana's designated National Regulatory Authority for clinical trial regulation, the FDA plays a critical role in facilitating high-quality clinical research that supports public health innovation, advances medical knowledge and contributes to the development of safe and effective health products.

Clinical Trial Application Review and Authorization

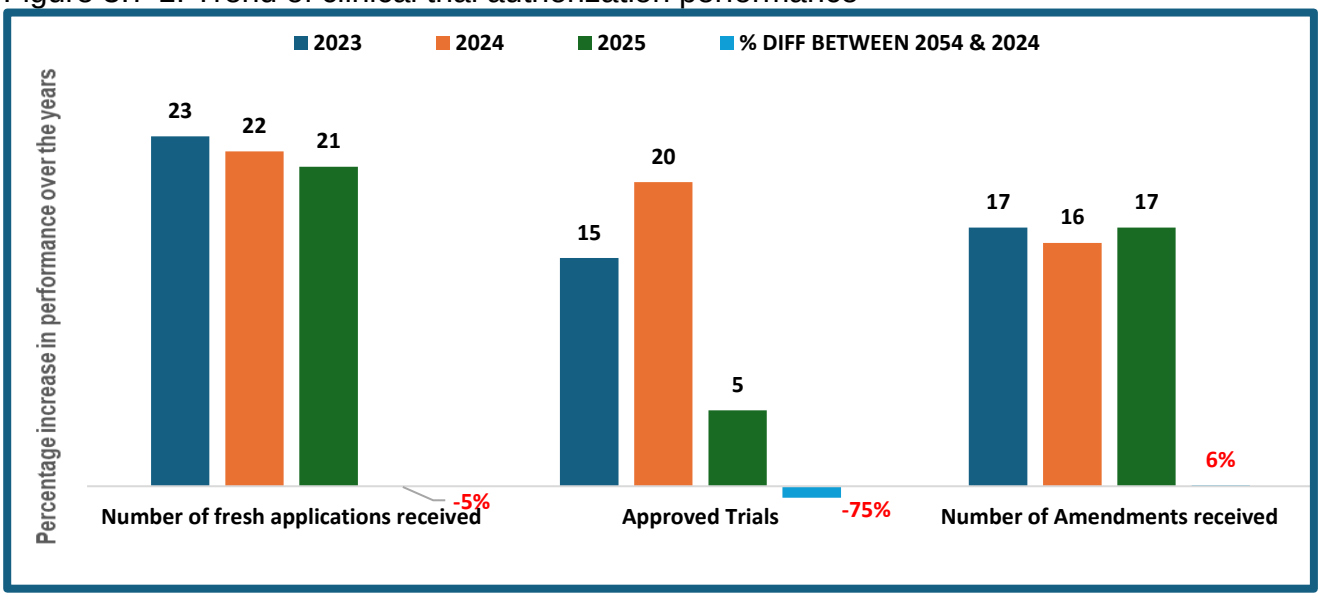
During the year under review, the Authority received and reviewed **Twenty-One (21)** new clinical trial applications. Although this represented a **Five percent (5%)** decrease compared to 2024, all applications were reviewed within the stipulated regulatory timelines, demonstrating the Authority's continued commitment to efficiency, regulatory responsiveness and service excellence. Following comprehensive scientific, technical and ethical evaluations, **Five (5)** clinical trials were approved for implementation. While the number of approvals was lower than that recorded in 2024, the outcome reflects the Authority's commitment to maintaining rigorous regulatory standards and ensuring that only scientifically sound, ethically acceptable and adequately designed studies are authorized.

The Authority recognizes that the quality of clinical research is of greater importance than the quantity of applications approved. Consequently, all clinical trial applications underwent robust benefit-risk assessments to ensure participant protection and adherence to Good Clinical Practice (GCP) principles.

Clinical Trial Amendments and Ongoing Regulatory Oversight

The Authority received **Seventeen (17)** clinical trial amendment applications during 2025, representing a **Six percent (6%)** increase compared with the previous year. The increase in amendment applications reflects the growing complexity of clinical research and the increasing need for protocol modifications, safety updates and operational adjustments throughout the lifecycle of clinical studies.

Figure 3.7-1: Trend of clinical trial authorization performance



Source: FDA Planning, Monitoring and Evaluation Department (2025)

In addition, the Authority reviewed **Two Hundred and Sixty-One (261)** additional clinical trial-related documents, compared with **Two Hundred and Twenty (220)** documents reviewed in 2024. This represents an increase of approximately **Nineteen percent (19%)** and demonstrates growing research activity as well as the increasing demand for regulatory oversight.

These submissions included:

I. Protocol amendments
II. Annual progress report
III. Safety reports
IV. Investigator brochures
V. Clinical study updates
VI. Site-related documentation and
VII. Other regulatory submissions required throughout the conduct of clinical trials.

Regulatory Monitoring and Compliance Activities

Throughout the reporting period, the FDA undertook comprehensive regulatory oversight activities aimed at ensuring compliance with approved protocols and applicable regulatory requirements.

Key activities included:
I. Scientific and technical protocol reviews
II. Good Clinical Practice (GCP) inspections
III. Safety monitoring and pharmacovigilance oversight
IV. Stakeholder consultations and engagement
V. Review of protocol deviations and amendments and
VI. Continuous monitoring of trial conduct.

These activities contributed significantly to safeguarding research participants and maintaining the integrity and credibility of clinical research conducted in Ghana.

Technical Assistance and Stakeholder Support
The Authority continued to provide technical assistance to sponsors, investigators, research institutions, and other stakeholders involved in clinical research.

Technical support activities focused on:
I. Regulatory requirements for clinical trial authorization
II. Good Clinical Practice compliance
III. Protocol development and review
IV. Safety reporting obligations and
V. Regulatory expectations throughout the lifecycle of clinical studies.

These interventions contributed to improving the quality of applications submitted to the Authority and strengthening compliance among clinical trial stakeholders.
Strategic Advancement Towards WHO Listed Authority Recognition
As part of its strategic priorities, the FDA continued preparations towards achieving recognition as a WHO Listed Authority (WLA) in the area of Clinical Trial Regulation.
This work forms part of the Authority's broader regulatory strengthening agenda and builds upon Ghana's successful attainment and maintenance of WHO Global Benchmarking Tool (GBT) Maturity Level 3.

The Authority's ongoing investments in regulatory systems, staff competencies, digital transformation and international collaboration continue to position Ghana as a preferred destination for high-quality clinical research within Africa.

Public Health Impact

The Authority's clinical trial oversight activities contributed significantly to public health protection during 2025 by:

I. Ensuring participant safety and welfare
II. Strengthening ethical conduct in clinical research
III. Promoting compliance with international standards
IV. Supporting evidence-based medical innovation
V. Facilitating access to quality clinical research opportunities and
VI. Enhancing Ghana's reputation as a trusted clinical research environment.

These efforts support the development of safe, effective, and quality-assured health products while strengthening national and regional health research systems.

Outlook

The Authority will continue to strengthen clinical trial regulation through enhanced digitalization, improved review processes, increased inspection capacity, and expanded stakeholder engagement.

Priority attention will be given to advancing the WHO Listed Authority roadmap, strengthening Good Clinical Practice oversight and supporting Ghana's emergence as a regional hub for high-quality clinical research.

Key Performance Indicators – Clinical Trial Authorization and Oversight (2025)

Indicator	**Performance**
New clinical trial applications received and reviewed	Twenty-One (21)
Change compared with 2024	Negative Five percent (-5%)
Clinical trials approved	Five (5)
Clinical trial amendment applications received	Seventeen (17)
Change in amendment applications compared with 2024	Six percent (6%) increase
Additional clinical trial-related documents reviewed	Two Hundred and Sixty-One (261)
Additional documents reviewed in 2024	Two Hundred and Twenty (220)
Increase in additional documents reviewed	Nineteen percent (19%)
Regulatory oversight activities	Protocol reviews, GCP inspections, safety monitoring and stakeholder engagement
Strategic priority	WHO Listed Authority recognition for Clinical Trial Regulation
Strategic outcome	Strengthened participant protection and clinical research oversight

3.8. Under Food Safety and Nutrition Programmes,

3.8.1 Foodborne Disease Outbreak Surveillance and Investigations

The Food and Drugs Authority (FDA) continued to strengthen its food safety surveillance systems during 2025 through the timely investigation and management of foodborne disease outbreaks across the country. Foodborne disease surveillance remains a critical component of the Authority's public health protection mandate, providing an important mechanism for identifying food safety risks, preventing further illness and supporting evidence-based regulatory interventions.

The Authority worked closely with the Ghana Health Service, Metropolitan, Municipal and District Assemblies (MMDAs), educational institutions, healthcare facilities and other stakeholders to investigate reported outbreaks and implement corrective measures aimed at preventing recurrence.

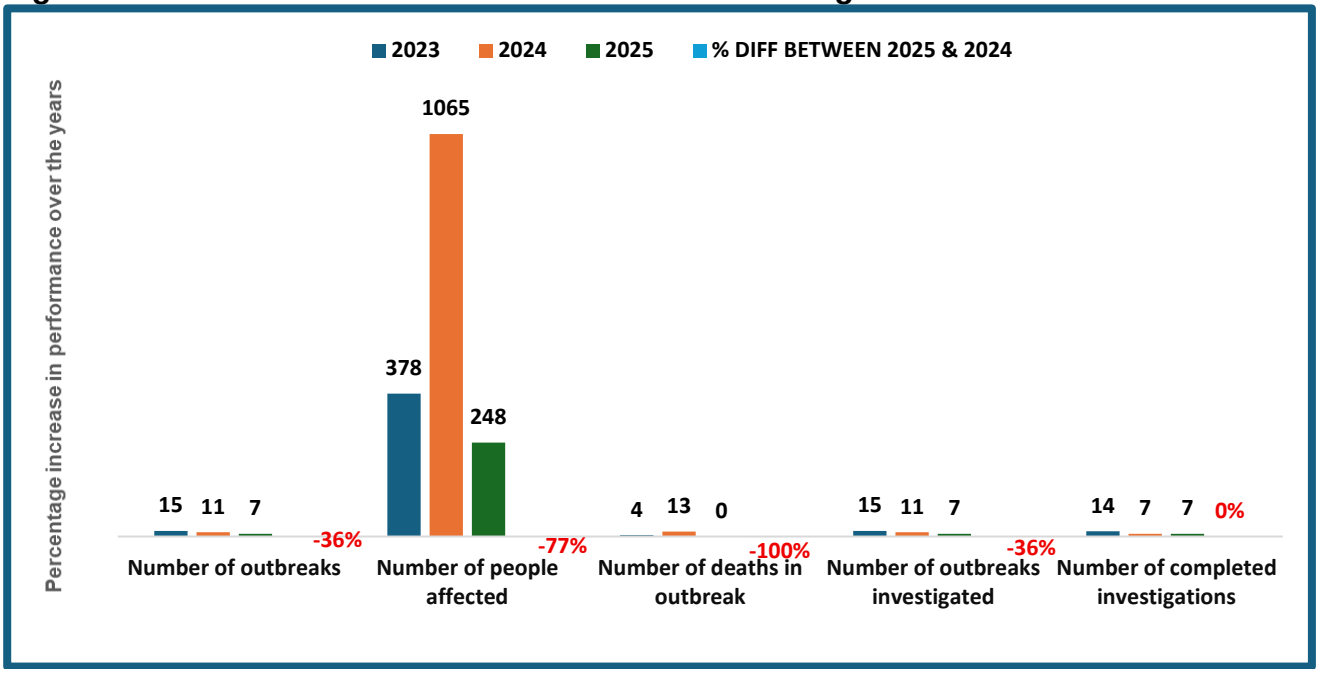
Foodborne Disease Outbreak Performance

During the year under review, a total of **Seven (7)** foodborne disease outbreaks were recorded nationwide, representing a **Thirty-Six percent (36%)** reduction compared with 2024. This decline reflects improvements in food safety awareness, regulatory oversight and stakeholder compliance with food hygiene requirements.

In addition to the reduction in the number of outbreaks, the total number of persons affected decreased significantly by **Seventy-Seven percent (77%)** compared with the previous year. Importantly, **Zero (0)** deaths were recorded from foodborne disease outbreaks during the reporting period, representing a notable improvement in public health outcomes.

The Authority initiated investigations into all reported outbreaks and successfully completed investigations for **One Hundred percent (100%)** of cases by the end of the year, equivalent to **Seven (7) out of Seven (7)** outbreaks investigated.

Figure 3.8-1: Foodborne disease outbreaks and investigations



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Outbreak Investigation and Response

The FDA deployed multidisciplinary teams to investigate all reported outbreaks. Investigations typically involved:

Epidemiological assessments;

I. Collection of food, water and environmental samples
II. Laboratory analysis
III. Inspection of food preparation and storage facilities
IV. Interviews with affected persons and food handlers
V. Traceability investigations and
VI. Implementation of appropriate regulatory and public health interventions.

These activities enabled the Authority to identify likely sources of contamination and provide recommendations to prevent future occurrence

Details of Foodborne Disease Outbreaks Recorded in 2025

The outbreaks investigated during 2025 occurred across educational institutions, hospitality establishments, community settings and households.

S/N	Location	Suspected Food/Source	Persons Affected	Suspected Pathogen/Cause
1	Kibi Technical Institute, Eastern Region	Waakye, banku with chilli pepper; mechanised well/borehole water, pipe-borne water and sachet water	Twenty-Nine (29)	Biological (suspected)
2	Mystical Rose Academy, Sowutuom,	Spaghetti, sauce, boiled egg/fried sausage; water from underground tank	Ninety-Six (96)	Biological (suspected)

	Greater Accra Region			
3	Techiman, Bono East Region	Fufu with soup prepared from tomatoes, garden eggs, groundnut paste or tomato mix	Thirty-Four (34)	Unknown
4	Ningo-Prampram D/A Basic 'B' School and Methodist Freeman Basic School, Greater Accra Region	Locally prepared maize drink (Asanaa)	Twenty-Eight (28)	Chemical (suspected)
5	Ga Central Municipality, Greater Accra Region	Rice, stew, sausage, egg and spaghetti	Four (4)	Biological (suspected)
6	Best Western Hotel, Greater Accra Region	Grilled chicken	Forty-Four (44)	Biological (suspected)
7	Households in Ada East District, Greater Accra Region	Buye and bush meat pepper soup	Thirteen (13)	Chemical (suspected)

A total of **Two Hundred and Forty-Eight (248)** persons were affected by the outbreaks recorded during the year.
Analysis of Outbreak Trends

Analysis of the outbreaks investigated during the year revealed that biological contamination remained the most frequently suspected cause of foodborne illness. Educational institutions accounted for a significant proportion of recorded outbreaks, highlighting the need for continued food safety education and strengthened hygiene practices within school feeding and food service environments.

The investigations also identified potential food handling, storage and water quality concerns in some settings, reinforcing the importance of preventive food safety measures throughout the food supply chain.

Public Health Impact
The Authority's outbreak surveillance and response activities contributed significantly to public health protection during 2025 by:

I. Ensuring the timely investigation of all reported outbreaks
II. Preventing further disease transmission
III. Identifying potential contamination sources
IV. Strengthening food safety risk management systems
V. Supporting evidence-based regulatory interventions; and

Enhancing stakeholder awareness of food safety requirements.

The achievement of a **One Hundred percent (100%)** outbreak investigation rate demonstrates the Authority's commitment to protecting consumers and maintaining confidence in national food safety systems.

Outlook

The FDA will continue to strengthen foodborne disease surveillance through enhanced inter-agency collaboration, improved laboratory support, expanded food safety education programmes and strengthened food traceability mechanisms. Priority attention will be given to educational institutions, food service establishments, and high-risk food categories to further reduce the incidence of foodborne disease outbreaks and strengthen national food safety outcomes.

Key Performance Indicators – Foodborne Disease Outbreak Surveillance and Investigations (2025)

Indicator	Performance
Foodborne disease outbreaks recorded	Seven (7)
Change compared with 2024	Thirty-Six percent (36%) decrease
Persons affected	Two Hundred and Forty-Eight (248)
Change in affected persons compared with 2024	Seventy-Seven percent (77%) decrease
Deaths recorded	Zero (0)
Outbreaks investigated	Seven (7)
Investigation completion rate	One Hundred percent (100%)
Most common suspected cause	Biological contamination
Regions affected	Eastern, Bono East and Greater Accra Regions
Strategic outcome	Improved food safety surveillance and public health protection

3.8.2 Universal Salt Iodization and Food Fortification Initiatives

The Food and Drugs Authority (FDA) continued to support national efforts aimed at improving nutrition outcomes and preventing micronutrient deficiencies through the implementation of the Universal Salt Iodization (USI) Programme and related food fortification initiatives. These programmes form an important component of Ghana’s public health strategy, contributing to the prevention of iodine deficiency disorders and supporting improved health and developmental outcomes, particularly among vulnerable populations.

The Authority worked in close collaboration with development partners, industry stakeholders and government institutions to strengthen compliance with iodization requirements and enhance the capacity of local producers to meet established quality and safety standards

Strengthening Universal Salt Iodization

The **Universal Salt Iodization (USI) Programme**, implemented in partnership with **United Nations Children’s Fund**, remained a key intervention supporting Ghana’s national nutrition agenda during 2025.

Recognizing the critical role of adequately iodized salt in preventing iodine deficiency disorders, the Authority continued to promote compliance with iodization standards through stakeholder engagement, technical support and capacity-building initiatives targeting salt producers across the country. The programme contributed to ongoing national efforts aimed at ensuring the availability of safe, quality and adequately iodized salt to consumers.

Capacity Building for Artisanal Salt Producers
During the first quarter of 2025, the FDA strengthened national food fortification efforts through the organization of a two-day **Training of Trainers Workshop** in partnership with **United Nations Children's Fund** and the **Environmental Health Directorate**.

The workshop equipped **Thirty-Seven (37)** artisanal salt producers from the **Ketu South District** with critical knowledge and practical skills in:

I. Universal salt iodization practices
II. Food safety requirements
III. Quality assurance systems
IV. Production standards and
V. Regulatory compliance obligations.

The training sought to strengthen the capacity of producers to manufacture safe and adequately iodized salt while promoting compliance with national regulatory requirements.

Collaboration and Industry Support

The Authority continued to leverage strategic partnerships to advance nutrition-related public health objectives. Through collaboration with development partners and government institutions, the FDA promoted awareness of food fortification requirements and supported interventions aimed at improving product quality within the food sector.

These efforts complement broader initiatives implemented under the Progressive Licensing Scheme and other industry development programmes, which seek to strengthen compliance among small-scale processors while supporting sustainable growth within Ghana's food industry.

Public Health Impact
The Universal Salt Iodization Programme continues to contribute to:

I. Prevention of iodine deficiency disorders
II. Improved maternal and child health outcomes
III. Enhanced cognitive development among children
IV. Increased public awareness of nutrition and food safety and
V. Strengthened compliance with food fortification standards.

By supporting producers and strengthening regulatory oversight, the programme contributes to ensuring that consumers have access to safe and adequately fortified food products.

Outlook

The Authority will continue to collaborate with key stakeholders to strengthen implementation of the Universal Salt Iodization Programme and other food fortification initiatives. Priority attention will be given to expanding capacity-building programmes, strengthening monitoring mechanisms and supporting compliance among artisanal and small-scale producers.
These efforts will contribute to improved nutrition outcomes and support Ghana's broader public health and food security objectives.

Key Performance Indicators – Universal Salt Iodization and Food Fortification Initiatives (2025)

Indicator	Performance
Strategic programme implemented	Universal Salt Iodization (USI) Programme
Key development partner	UNICEF Ghana
Capacity-building workshop conducted	One (1)
Duration of training	Two (2) days
Artisanal salt producers trained	Thirty-Seven (37)
Location of training beneficiaries	Ketu South District
Key focus areas	Food safety, quality assurance and universal salt iodization practices
Strategic outcome	Strengthened capacity for production of safe and adequately iodized salt

3.8.3 Palm Oil Safety Monitoring Programme

The Food and Drugs Authority (FDA) continued to strengthen its Palm Oil Safety Monitoring Programme during 2025 as part of its broader commitment to safeguarding food safety and protecting public health. Palm oil remains one of the most widely consumed food products in Ghana, making its safety and quality a regulatory priority for the Authority.

The Authority maintained intensive surveillance and enforcement activities aimed at preventing the adulteration of palm oil with Sudan dyes and other unauthorized substances that pose significant health risks to consumers.

Sustaining Gains in Palm Oil Safety

During the year under review, the Authority recorded a measurable reduction in the adulteration of palm oil with Sudan dyes, representing a significant achievement in national food safety efforts. This outcome reflects sustained regulatory interventions, strengthened market surveillance, and enhanced stakeholder compliance across the palm oil value chain.

The continued reduction in Sudan dye contamination demonstrates the effectiveness of the Authority's risk-based regulatory approach and contributes to improved consumer confidence in locally produced palm oil.

Zero-Tolerance Campaign Against Palm Oil Adulteration

In response to the persistent public health threat posed by chemical adulteration, the FDA implemented an intensive Zero-Tolerance Campaign Against Palm Oil Adulteration.

The campaign was jointly led by the Authority's regional offices in:

I. Greater Accra
II. Ashanti and
III. Western Regions.

The initiative targeted retail markets, distribution channels, and production hubs identified as potential sources of adulterated palm oil products.

The campaign combined:
I. Enhanced market surveillance
II. Targeted inspections
III. Regulatory enforcement actions
IV. Vendor sensitization and compliance education and
V. Stakeholder engagement activities.

Through these coordinated interventions, the Authority successfully disrupted supply chains associated with compromised products and strengthened compliance among operators within the palm oil sector.

Public Health Impact

The Palm Oil Safety Monitoring Programme contributed significantly to the Authority's public health mandate during 2025.
Key outcomes included:

I. Sustained reduction in Sudan dye adulteration
II. Improved quality of palm oil products on the Ghanaian market
III. Enhanced consumer protection
IV. Increased compliance among producers and traders and
V. Strengthened confidence in Ghana's food safety systems

The programme also supported Ghana's efforts to align food safety practices with internationally accepted standards and reinforced the Authority's reputation as a credible food safety regulator.

Strategic Significance

The success of the programme demonstrates the value of coordinated enforcement and stakeholder education in addressing food safety risks. By combining regulatory sanctions with sustained compliance support, the Authority achieved what was described as a record-low incidence of Sudan dye contamination in 2025, representing a major milestone in protecting consumers from harmful chemical adulterants.

The achievement further reinforces the FDA's commitment to ensuring that food products available on the Ghanaian market meet established safety and quality standards.

Outlook

The Authority will continue to strengthen palm oil surveillance and enforcement activities through enhanced intelligence gathering, laboratory testing, stakeholder engagement, and inter-regional collaboration. Future interventions will focus on sustaining the gains achieved, eliminating remaining sources of adulteration, and promoting long-term compliance throughout the palm oil supply chain.

Key Performance Indicators – Palm Oil Safety Monitoring Programme (2025)

Indicator	Performance
Strategic intervention	Zero-Tolerance Campaign Against Palm Oil Adulteration
Regions leading implementation	Ashanti, Greater Accra and Western Regions
Primary public health risk addressed	Sudan dye adulteration of palm oil
Regulatory approach	Enforcement actions combined with vendor compliance education
Outcome achieved	Measurable reduction in Sudan dye adulteration
Quality impact	Improved quality of palm oil products on the Ghanaian market
Consumer impact	Enhanced consumer confidence and protection
Strategic achievement	Record-low incidence of Sudan dye contamination in 2025

3.9 Tobacco Control and Controlled Substances Regulation

The Food and Drugs Authority (FDA) continued to strengthen regulatory oversight of tobacco products and controlled substances during 2025 through the review of product applications, issuance of import permits and enforcement of regulatory requirements designed to protect public health and ensure compliance with national legislation.

The Authority's regulatory interventions support Ghana's commitment to reducing the health risks associated with tobacco use while ensuring that the importation and distribution of regulated products are conducted in accordance with established legal and safety requirements.

Tobacco Product Registration and Authorization

During the year under review, the Authority received **Eleven (11)** applications for the registration of tobacco and tobacco-related products. A total of **Twelve (12)** applications were approved during the reporting period, including **Two (2)** applications carried forward from the previous year. The approvals were granted following regulatory assessments to ensure compliance with applicable safety, quality, and labelling requirements.

The Authority continued to apply rigorous review procedures to ensure that all tobacco products entering the market met the requirements prescribed under Ghana's tobacco control regulatory framework.

Import Permit Administration

The Authority processed import permit applications for tobacco products as part of its mandate to regulate the importation of controlled and regulated products entering the Ghanaian market.

During 2025, a total of **One Hundred and Forty-Eight (148)** import permit applications for tobacco products were received, representing a **Thirty-Five percent (35%)** increase compared with the previous year.
Of the applications received, **One Hundred and Thirty-Eight (138)** were approved whilst **Ten (10)** were rejected due to errors and deficiencies identified in the submitted applications.

The increase in permit applications reflects growing demand for regulatory services within the sector and demonstrates the Authority's continuous role in facilitating legitimate trade while maintaining appropriate regulatory controls.

Regulatory Compliance and Public Health Protection
Through the review of tobacco product applications and import permit requests, the Authority continued to ensure that regulated products entering the market complied with established regulatory requirements.

These interventions contributed to:

I. Strengthening regulatory oversight of tobacco products
II. Promoting compliance among importers and distributors
III. Preventing the entry of non-compliant products onto the market
IV. Supporting implementation of national tobacco control measures and
V. Protecting consumers from potential health risks associated with unregulated products.

Strategic Significance

Tobacco control remains an important component of the Authority's public health protection mandate. Effective regulation of tobacco products contributes to broader national efforts aimed at reducing the burden of tobacco-related diseases and promoting healthier lifestyles.
The Authority's permit review and authorization processes also support transparency, accountability and compliance throughout the tobacco product supply chain.

Outlook
The FDA will continue to strengthen tobacco control interventions through enhanced regulatory oversight, stakeholder engagement, compliance monitoring and risk-based enforcement activities.

Priority attention will be given to improving application quality, strengthening permit management systems and supporting national efforts to reduce the health and economic burden associated with tobacco use.

Key Performance Indicators – Tobacco Control and Controlled Substances Regulation (2025)

Indicator	Performance
Tobacco product applications received	Eleven (11)
Tobacco product applications approved	Twelve (12)
Applications carried over from 2024	Two (2)
Import permit applications received	One Hundred and Forty-Eight (148)
Increase compared with 2024	Thirty-Five percent (35%)
Import permit applications approved	One Hundred and Thirty-Eight (138)
Import permit applications rejected	Ten (10)
Reason for rejection	Errors and deficiencies in submitted applications
Approval rate	Ninety-Three percent (93.2%)
Strategic outcome	Strengthened regulatory oversight of tobacco products and controlled imports

3.10 Public Education, Consumer Protection and Stakeholder Engagement

The Food and Drugs Authority (FDA) continued to prioritize public education and stakeholder engagement as integral components of its public health protection mandate. Through sustained awareness creation, risk communication and stakeholder outreach programmes, the Authority empowered consumers with the knowledge required to make informed decisions regarding regulated products while promoting compliance among industry operators and other stakeholders.

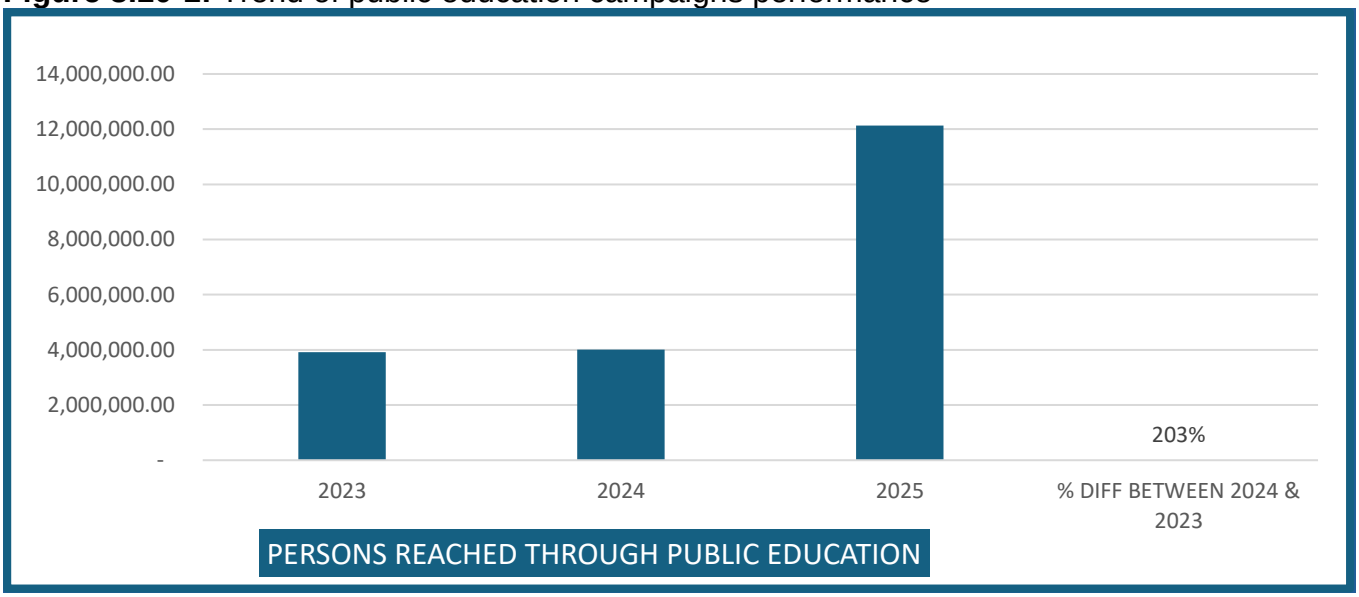
The Authority's public education initiatives focused on enhancing public understanding of food and drug safety requirements, promoting responsible consumer behaviour and increasing awareness of emerging public health risks. These efforts contributed significantly to strengthening consumer protection and fostering confidence in the national regulatory system.

Public Education Campaigns

During the year under review, the Authority organized a total of **Two Thousand and Forty (2,040)** educational campaigns across the country. These campaigns reached an estimated **Twelve Million, One Hundred and Thirty-One Thousand, Four Hundred and Eighty-Eight (12,131,488)** individuals through various communication channels and engagement platforms.

Educational activities were conducted in diverse settings, including schools, marketplaces, transport terminals, and media platforms. The extensive reach achieved during the year demonstrates the Authority's commitment to ensuring that critical regulatory and public health information remains accessible to all segments of society.

Figure 3.10-1: Trend of public education campaigns performance



Source: FDA Planning, Monitoring and Evaluation Department (2025)

Key Areas of Public Education

The Authority's educational interventions focused on critical public health and regulatory issues, particularly food and drug safety and tobacco awareness creation. These interventions were designed to improve public knowledge, promote responsible consumer behaviour and contribute to the prevention of health risks associated with unsafe or non-compliant products.

Consumer Protection and Public Health Impact

The Authority's public education initiatives contributed significantly to consumer protection and public health outcomes during 2025. Through sustained awareness of creation and risk communication, the Authority enhanced public understanding of regulated products and promoted healthier decision-making among consumers.

The extensive outreach undertaken during the year further strengthened the Authority's role as a trusted source of regulatory information and public health education.

Strategic Significance

Public education remains one of the most effective tools for preventing health risks before they occur. By equipping consumers and other stakeholders with accurate and timely information, the Authority contributes to the creation of a safer regulatory environment and supports broader national public health objectives.

The reach achieved in 2025 reflects the Authority's commitment to proactive risk communication and consumer empowerment as essential pillars of effective regulation.

Outlook

The FDA will continue to strengthen its public education programmes through innovative communication approaches, digital platforms, community outreach initiatives, and strategic

partnerships. Priority attention will be given to increasing awareness of emerging regulatory issues and enhancing public understanding of food and drug safety requirements.

Key Performance Indicators – Public Education, Consumer Protection and Stakeholder Engagement (2025)

Indicator	Performance
Public education campaigns conducted	Two Thousand and Forty (2,040)
Estimated persons reached	Twelve Million, One Hundred and Thirty-One Thousand, Four Hundred and Eighty-Eight (12,131,488)
Primary engagement platforms	Schools, marketplaces, transport terminals and media platforms
Key education themes	Food and drug safety issues and tobacco awareness creation
Stakeholder groups engaged	Consumers, industry, educational institutions, media and public sector agencies
Strategic outcome	Enhanced public awareness and consumer protection

CHAPTER 4

STRATEGIC PROJECTS, INNOVATION AND INTERNATIONAL LEADERSHIP

Introduction

The year 2025 marked a defining period in the institutional evolution of the Food and Drugs Authority (FDA), characterized by significant investments in strategic initiatives designed to strengthen regulatory systems, enhance operational efficiency and advance Ghana's position within the global regulatory landscape.

As the Authority concluded the implementation of its 2020–2025 Strategic Compass, emphasis was placed on initiatives that would improve regulatory maturity, support evidence-based decision-making, promote international collaboration and reinforce the FDA's role as a trusted public health institution. These efforts were aligned with national development priorities and internationally recognized benchmarks for regulatory excellence.

Notable milestones achieved during the year included the official launch of Ghana's Vaccine Lot Release Programme, continued advancement towards World Health Organization (WHO) Listed Authority recognition, expansion of digital regulatory systems through the Integrated Regulatory Information Management System (IRIMS) and strengthened participation in regional and international regulatory initiatives.

The Authority also enhanced its contribution to global public health through scientific leadership and regulatory innovation, becoming the first regulatory authority worldwide to approve the fixed-dose coformulation of ivermectin and albendazole for the treatment of soil-transmitted helminths.

These achievements reflect the FDA's commitment to continuous improvement, innovation and strategic collaboration in the pursuit of its vision of becoming a world-class regulatory authority protecting and promoting public health through excellence in regulation.

4.1 Vaccine Lot Release Programme

A major milestone achieved during 2025 was the official launch of Ghana's Vaccine Lot Release Programme. The establishment of this programme represents a significant advancement in the Authority's capacity to independently verify the quality and safety of vaccines prior to their distribution and use within the country.

The programme forms an important component of Ghana's national health security architecture and aligns with international best practices for vaccine oversight. Its implementation strengthens regulatory assurance mechanisms and enhances public confidence in vaccines used within national immunization programmes.

Supporting infrastructure investments undertaken during the year included substantial progress on the construction of the Cleanroom Facility and activities towards the establishment of a Molecular Biology Laboratory. These initiatives are expected to further enhance the Authority's technical capacity to support vaccine regulation and advanced laboratory services.

The Vaccine Lot Release Programme positions Ghana among a growing number of countries with strengthened regulatory oversight of biological products and contributes to broader efforts aimed at ensuring timely access to safe, effective and quality-assured vaccines.

4.2 WHO Listed Authority Journey

The Authority continued preparations towards attaining recognition as a World Health Organization (WHO) Listed Authority in key regulatory functions. During the year, FDA Ghana maintained its WHO Global Benchmarking Tool (GBT) Maturity Level 3 status, reaffirming the robustness and stability of its regulatory systems. Sustaining this designation reflects the Authority's continued adherence to internationally recognized standards relating to governance, regulatory oversight, quality management, and performance monitoring.

Efforts towards WHO Listed Authority recognition focused on strengthening institutional systems, addressing identified gaps and enhancing the maturity of priority regulatory functions. These initiatives demonstrate the Authority's commitment to continuous improvement and its aspiration to achieve the highest levels of international regulatory recognition.

Attainment of WHO Listed Authority status is expected to enhance international confidence in Ghana's regulatory decisions, facilitate regulatory reliance and strengthen the country's contribution to global health initiatives.

4.3 Digital Transformation and Regulatory Innovation

Digital transformation remained a strategic priority during 2025 as the Authority continued efforts to modernize regulatory service delivery and improve organizational efficiency.

The Ghana FDA Integrated Regulatory Management System (GFIRMS) remained central to these efforts by supporting streamlined workflows, enhancing transparency, and improving accessibility of regulatory services for stakeholders.

The Authority also invested in complementary digital solutions, including laboratory information management systems and expanded information technology infrastructure, to strengthen data management and support evidence-based regulatory decision-making.

These initiatives contributed to improved operational efficiency, enhanced stakeholder experience, and reinforced the Authority's long-term vision of becoming a fully integrated and digitally enabled regulator.

4.4 Regulatory Reliance and Harmonization

Recognizing the value of collaboration and regulatory convergence, the Authority continued to align its regulatory practices with internationally accepted standards and emerging global approaches to regulatory oversight.

Through participation in regulatory harmonization initiatives and technical cooperation mechanisms, the FDA strengthened opportunities for knowledge exchange, capacity development and reliance on trusted regulatory processes where appropriate. These approaches support more efficient use of regulatory resources while maintaining the Authority's commitment to ensuring that all regulatory decisions remain grounded in scientific evidence and the local public health context. Regulatory reliance continues to serve as an important strategic tool for improving efficiency, reducing duplication of effort and facilitating timely access to quality-assured products.

4.5 Regional and Continental Leadership

The Authority further consolidated its position as a leading National Regulatory Authority on the African continent through its active contribution to regional regulatory strengthening initiatives and the sharing of technical expertise.

A landmark achievement during the year was the approval of the fixed-dose coformulation of ivermectin and albendazole for the treatment of soil-transmitted helminths, making FDA Ghana the first regulatory authority globally to authorize the product.

This historic decision reflects the Authority's scientific competence, commitment to innovation and responsiveness to public health needs, while reinforcing Ghana's reputation as a trusted regulatory leader.

The Authority's continued leadership in regulatory science contributes significantly to strengthening regulatory systems across the region and advancing Africa's broader health security agenda.

4.6 International Collaborations, Partnerships, Certification and Accreditations

International Collaborations and Strategic Partnerships

In 2025, the Food and Drugs Authority (FDA) strengthened its strategic partnerships and international engagements to support regulatory systems strengthening, institutional capacity development and the advancement of public health objectives.

During the year under review, the Authority onboarded Forty-Eight (48) partners and collaborators, securing commitments amounting to Four Hundred and Eighty-Five Thousand, Five Hundred and Sixteen Dollars and Twenty-Five Cents (USD 485,516.25) to support various regulatory systems strengthening initiatives. These partnerships contributed significantly to enhancing technical capacity, promoting innovation, and reinforcing the Authority's strategic priorities.

The Business Development and International Partnerships Directorate (BDIPD) played a pivotal role in advancing the FDA's regulatory reach and institutional visibility through strategic collaborations, stakeholder engagement and capacity-building interventions.

Key Memoranda of Understanding (MOUs) remained active with several international regulatory and technical partners, including:

I. Infectious Diseases Institute (IDI)
II. Market Access Africa
III. Paul Ehrlich Institute (PEI)
IV. Botswana Medicines Regulatory Authority (BoMRA)
V. Agence Sénégalaise de Réglementation Pharmaceutique and
VI. Medicines Authority of Malta.

These partnerships facilitated regulatory harmonization, self-benchmarking exercises, technical cooperation and knowledge exchange, thereby strengthening the Authority's regulatory systems and promoting the adoption of international best practices.

At the national level, the FDA expanded its collaborative efforts through the signing of Memoranda of Understanding with the Kosmos Innovation Centre (KIC) and the University of Ghana. The Authority also deepened inter-agency collaboration with key institutions including the National Intelligence Bureau (NIB), the Ghana Police Service, the Ghana Revenue Authority (GRA) Customs Division, the Pharmacy Council and the Ghana Atomic Energy Commission, among others. These strategic partnerships enhanced regulatory coordination, strengthened enforcement activities, and supported the effective discharge of the Authority's mandate.

Capacity Building and Knowledge Exchange

Significant investments were made in staff development and institutional learning through participation in technical training programmes, professional exchanges, and study visits.
Among the notable initiatives undertaken during the year was participation in the South African Health Products Regulatory Authority (SAHPRA) Training on Project Management and Business Development Initiatives, which contributed to strengthening institutional competencies in programme management, partnership development and strategic planning.

The Directorate also collaborated with the Planning, Monitoring and Evaluation Directorate (PMED) and the Communications and Public Education Directorate (CPED) to successfully organize the Annual Stakeholder Meeting, providing an important platform for dialogue, stakeholder feedback and strengthened partnerships.

Through these initiatives, the Authority enhanced staff capabilities, fostered cross-institutional learning, and reinforced its commitment to continuous improvement.

Institutional Impact

The Authority's international partnerships and stakeholder engagements contributed significantly to strengthening regulatory systems and institutional resilience during 2025.
Key outcomes included:

Enhanced international visibility and recognition of the FDA;

I. Increased technical and financial support for regulatory systems strengthening
II. Improved opportunities for knowledge sharing and capacity development
III. Strengthened inter-agency collaboration for effective regulatory enforcement
IV. Expanded networks for regulatory cooperation and harmonization and
V. Improved institutional readiness to respond to emerging public health challenges

These achievements underscore the importance of strategic partnerships in advancing regulatory excellence and sustaining organizational performance.

4.7 Certification and Accreditations

The Food and Drugs Authority sustained its commitment to quality management and adherence to internationally recognized standards through the maintenance and strengthening of key institutional certifications and accreditations.
During the year under review, the Authority successfully maintained its ISO 9001:2015 certification for its Quality Management System (QMS), demonstrating continued compliance

with internationally accepted quality management principles and a commitment to continuous improvement across its operations.

The Authority also maintained its World Health Organization Global Benchmarking Tool (WHO-GBT) Maturity Level 3 status, reaffirming the stability, effectiveness and maturity of Ghana's regulatory system. This achievement reflects the FDA's sustained efforts to align its regulatory practices with globally recognized standards and reinforces stakeholder confidence in its regulatory decisions.

In addition, the Centre for Laboratory Services and Research (CLSR) maintained its ISO/IEC 17025 accreditation, affirming the technical competence, reliability and integrity of the Authority's laboratory testing services. The accreditation provides assurance that laboratory activities are conducted in accordance with internationally accepted standards and that analytical results generated by the laboratories are accurate, consistent and fit for regulatory purposes.

Strategic Significance

The maintenance of these certifications and accreditations demonstrates the Authority's unwavering commitment to quality, scientific excellence and regulatory credibility.
These internationally recognized standards serve as critical enablers for:

I. Strengthening stakeholder confidence in the Authority's services
II. Supporting evidence-based regulatory decision-making
III. Facilitating international recognition and cooperation
IV. Enhancing institutional efficiency and accountability and
V. Advancing the Authority's aspiration towards attaining WHO Listed Authority status.

The sustained achievement of these quality milestones reflects the collective efforts of staff and management to uphold the highest standards of regulatory practice in the protection and promotion of public health.

Key Performance Indicators – International Partnerships and Quality Systems (2025)

Indicator	**Performance**
Partners and collaborators onboarded	Forty-Eight (48)
Value of commitments secured	USD 485,516.25
International MOUs maintained	Six (6)
Local MOUs signed	Two (2)
Major inter-agency collaborations	NIB, Ghana Police Service, GRA Customs Division, Pharmacy Council, Ghana Atomic Energy Commission and others
Key international training initiative	SAHPRA Training on Project Management and Business Development Initiatives
Quality Management certification status	ISO 9001:2015 maintained
WHO regulatory maturity status	WHO-GBT Maturity Level 3 maintained
Laboratory accreditation status	ISO/IEC 17025 accreditation maintained

4.8 Vaccine Lot Release Programme

The Vaccine Lot Release Programme remains a critical component of the Food and Drugs Authority's regulatory mandate, ensuring that all imported and locally distributed vaccines meet established standards of quality, safety, and efficacy before reaching the Ghanaian population.

In 2025, the Authority sustained its rigorous lot release processes through enhanced laboratory testing, document verification, and coordination with international procurement and regulatory partners. Each vaccine batch was subjected to comprehensive review, including assessment of Certificates of Analysis, cold chain documentation, and conformity with approved product specifications.

The Centre for Laboratory Services and Research (CLSR) played a central role in supporting this programme through confirmatory testing and quality assurance checks, ensuring that vaccine products complied with internationally accepted pharmacopoeial standards.

Operational Highlights

Key activities undertaken during the year included:

I. Systematic evaluation of all vaccine consignments prior to market authorization for use
II. Strengthened collaboration with international suppliers and procurement agencies to ensure timely submission of regulatory dossiers
III. Enhanced cold chain monitoring verification to safeguard product integrity during transit and
IV. Continuous improvement in turnaround time for lot release decisions through digital and procedural optimization.

Strategic Impact

The programme contributed significantly to:

I. Safeguarding public health through assurance of vaccine quality
II. Strengthening public confidence in immunization programmes
III. Supporting national disease prevention and control efforts and
IV. Reinforcing Ghana's alignment with global vaccine regulatory standards.

The continued strengthening of the Vaccine Lot Release Programme underscores the Authority's commitment to ensuring that only safe, effective, and high-quality vaccines are made available to the public.

4.9 GFIRMS Digital Transformation

The Ghana FDA Integrated Regulatory Management System (GFIRMS) represents a cornerstone of the Authority's digital transformation agenda, aimed at modernizing regulatory processes, improving efficiency, and enhancing data-driven decision-making.

In 2025, the Authority advanced the implementation and optimization of GFIRMS across key regulatory functions, including product registration, licensing, and inspections.

Key Developments
Significant progress was made in:

I. Expansion of IRIMS modules to cover additional regulatory workflows
II. Integration of electronic submission systems for improved application processing
III. Enhancement of data security and system interoperability
IV. Improved tracking and monitoring of regulatory timelines of performance indicators and
V. Strengthening user training and technical support for internal and external stakeholders.

Institutional Benefits

The G-FIRMS platform contributed to:

I. Reduced turnaround times for regulatory approvals
II. Improved transparency and traceability of regulatory decisions
III. Enhanced data integrity and record management
IV. Strengthened coordination across regulatory directorates and
V. Improved service delivery to regulated entities

The continued development of IRIMS reflects the Authority's commitment to leveraging digital innovation to strengthen regulatory efficiency and responsiveness.

4.10 Regulatory Reliance Initiatives
The Food and Drugs Authority continued to deepen its participation in regulatory reliance mechanisms as part of efforts to optimize resources, improve efficiency, and strengthen international collaboration.

In 2025, the Authority expanded its engagement in reliance-based assessment approaches, particularly for products approved by stringent regulatory authorities and WHO-prequalified products.

Key Focus Areas
The Authority's regulatory reliance initiatives focused on:

I. Strengthening assessment of dossiers approved by reference regulatory authorities
II. Expanding participation in collaborative registration procedure
III. Enhancing information sharing with international regulatory counterparts and
IV. Building internal capacity to effectively evaluate reliance-based submissions.

Outcomes
These initiatives resulted in:

I. Improved efficiency in product evaluation processes
II. Reduced duplication of regulatory efforts
III. Faster access to essential medicines and health products and
IV. Strengthened alignment with global regulatory convergence frameworks

The adoption of regulatory reliance approaches continues to position the Authority as a forward-looking regulator committed to innovation and international best practice.

4.11 WHO Listed Authority Journey

The Authority continued to make steady progress toward achieving WHO Listed Authority (WLA) status, a globally recognized benchmark for regulatory excellence.

In 2025, sustained efforts were directed toward strengthening compliance with WHO Global Benchmarking Tool (GBT) indicators, enhancing quality management systems, and addressing identified capacity gaps.

Key Progress Areas
Notable advancements included:

I. Maintenance of WHO-GBT Maturity Level 3 status
II. Strengthening of regulatory processes across key functions
III. Enhanced documentation and quality system improvements and
IV. Continued staff capacity development in regulatory science and quality assurance

Strategic Significance
Progress toward WLA status is expected to:

I. Enhance global recognition of the Authority's regulatory decisions
II. Facilitate reliance by other regulatory agencies
III. Improve access to quality-assured medical products and
IV. Strengthen Ghana's position within global health regulatory networks

The Authority remains committed to achieving full WHO Listed Authority status through continuous improvement and sustained institutional strengthening.

4.12 Regional and Continental Leadership

The Food and Drugs Authority continued to play an active leadership role in regional and continental regulatory initiatives aimed at harmonizing standards and strengthening regulatory systems across Africa.

In 2025, the Authority participated in several key platforms under the African Medicines Regulatory Harmonization (AMRH) initiative and other regional regulatory networks.

Key Contributions

The Authority's leadership engagement included:

I. Active participation in regional regulatory harmonization forum
II. Contribution to policy discussions on medical products regulation in Africa
III. Sharing of technical expertise and best practices with peer agencies and
IV. Support for capacity-building initiatives across partner countries.

Impact
These engagements resulted in:

I. Strengthened regional collaboration and trust
II. Improved alignment of regulatory standards across jurisdictions
III. Enhanced visibility of Ghana as a regulatory leader in West Africa and
IV. Increased opportunities for technical cooperation and peer learning.

The Authority's continued leadership at regional and continental levels reinforces its commitment to advancing public health beyond national borders.

4.13 International Collaborations

In 2025, the Authority significantly expanded its international collaboration footprint, strengthening partnerships with regulatory agencies, development partners, and technical institutions.

During the year, **48 partners and collaborators** were onboarded, with total commitments of **USD 485,516.25** supporting regulatory strengthening initiatives.

Active Memoranda of Understanding were maintained with key international partners including:

I. Infectious Diseases Institute (IDI)
II. Market Access Africa
III. Paul Ehrlich Institute (PEI)
IV. Botswana Medicines Regulatory Authority (BoMRA)
V. Agence Sénégalaise de Réglementation Pharmaceutique
VI. Medicines Authority of Malta

At the national level, collaboration was strengthened with institutions such as the Kosmos Innovation Centre (KIC), University of Ghana, NIB, Ghana Police Service, GRA Customs Division, Pharmacy Council, and Ghana Atomic Energy Commission.

Strategic Outcomes

These collaborations contributed to:

I. Enhanced regulatory capacity and technical exchange
II. Improved enforcement coordination
III. Strengthened knowledge sharing and innovation and
IV. Increased institutional visibility and credibility.

CHAPTER 5

PEOPLE AND ORGANIZATIONAL DEVELOPMENT

5.1 Introduction

The Food and Drugs Authority (FDA) recognizes that its workforce is the foundation of its regulatory effectiveness and institutional excellence. As the Authority advances its ambition of becoming a global Centre of Excellence and achieving WHO Listed Authority status, strategic investments in human capital remain critical to sustaining regulatory performance, innovation, and public trust.

During 2025, the Authority continued to strengthen workforce capacity, improve staff welfare, enhance workplace conditions, and promote an organizational culture that supports accountability, professionalism, collaboration, and continuous learning.

5.2 Workforce Profile

At the end of 2025, the Authority employed a total workforce of 1,234 staff, compared with 1,232 staff in 2024. During the year, 45 new employees joined the Authority while 43 staff exited through retirement, resignation, contract completion, and other forms of separation.

Workforce Composition

Category	**2025**
Total Staff	1,234
Male	709 (57.5%)
Female	525 (42.5%)
Permanent Staff	722
Temporary Staff	470
Seconded Staff	42
Contract Staff	0

Age Distribution

The Authority maintained a relatively young and productive workforce profile:

Age Group	**Staff**
Under 25 years	9
25–34 years	541
35–44 years	451
45–54 years	187
55–60 years	46

Approximately 80% of employees fall within the economically active age bracket of 25–44 years, providing a strong foundation for future leadership development and institutional sustainability.

Workforce Growth
Over the past five years, staff strength increased from 911 employees in 2021 to 1,234 employees in 2025, representing cumulative workforce growth of approximately 35%. This growth reflects the Authority's expanding regulatory mandate and increasing demand for regulatory oversight across food, medicines, vaccines, medical devices, cosmetics, tobacco products, household chemicals, and clinical trials.

5.3 Training and Capacity Building

Developing a competent and future-ready workforce remained a strategic priority during 2025. The Authority continued to invest in regulatory science, laboratory systems, inspections, digital technologies, quality management systems, leadership development, and international regulatory cooperation.

Training initiatives were aligned with international best practices and WHO Global Benchmarking Tool (GBT) requirements to strengthen institutional maturity and regulatory performance.

Key capacity-building interventions during the year included:

I. Participation in international regulatory harmonization programmes
II. Technical exchanges with regional and continental regulatory authorities
III. Scientific training in medicines regulation and vaccine oversight
IV. Digital systems training to support the implementation of the Ghana Food and Drugs
V. Integrated Regulatory Management System (G-FIRMS)
VI. Leadership and management development programmes and
VII. Specialized technical training for laboratory personnel and inspectors.

The Authority also hosted regulatory delegations and study visits from other African countries, further reinforcing its position as a regional centre for regulatory excellence.

5.4 Staff Welfare and Employee Well-being

The Authority remained committed to improving staff welfare and maintaining a supportive work environment that promotes productivity and employee satisfaction.
During the year, management initiated several welfare enhancement programmes including:

Health and Social Protection

I. Progress toward implementation of a private health insurance scheme for staff and their dependants
II. Development of a Provident Fund Scheme to strengthen retirement security
III. Review of staff welfare policies and benefits and
IV. Continuous engagement with staff representatives on conditions of service.

Work-Life Balance

The Authority maintained policies that support employee well-being, including maternity protection measures consistent with national labour requirements. Female employees continue

to benefit from enhanced maternity leave provisions and flexible arrangements for nursing mothers.

Workplace Improvements

The Authority undertook significant investments in workplace modernization, including:

I. Office refurbishment and facility upgrades
II. Improved internet connectivity and ICT infrastructure
III. Acquisition of office equipment and furniture
IV. Enhanced working environments at regional offices and
V. Improvements to staff operational logistics

These interventions contributed to creating a safer, more efficient, and productive working environment.

5.5 Occupational Health, Safety and Workplace Environment

The FDA remained committed to ensuring safe and healthy workplaces for all employees. Occupational health and safety measures focused on:

I. Safe laboratory operations
II. Workplace hazard prevention
III. Fire and emergency preparedness
IV. Equipment maintenance and operational safety
V. Security enhancement through surveillance systems and
VI. Complince with health and safety standards across FDA facilities.

The Authority also continued periodic maintenance of infrastructure and equipment to minimize operational risks and support uninterrupted service delivery.

5.6 Diversity, Equity and Inclusion

The Authority remains committed to promoting diversity, equal opportunity, and merit-based advancement.

Gender Representation
Women constituted 42.5% of the total workforce during 2025.
At leadership level:

Category	Male	Female
Governing Board	8	3
Executive Management	9	1

While progress has been made in strengthening women's participation across the workforce, management remains committed to promoting greater female representation in leadership and decision-making roles.

The Authority reported no institutional barriers to female employment and continues to implement policies that support gender inclusion and equal opportunities.

The distribution of departmental heads and directors stood at:
• Male – 46
• Female – 32
This demonstrates continued progress toward greater gender balance within management structures.

5.7 Organizational Culture and Leadership

The year witnessed a significant leadership transition with the appointment of Professor Kwabena Frimpong-Manso Opuni as Acting Chief Executive Officer in July 2025.
Under his leadership, the Authority intensified efforts to:

I. Promote a more collaborative and human-centred regulatory culture
II. Advance digital transformation through G-FIRMS
III. Strengthen regional operations
IV. Enhance international regulatory cooperation and
V. Improve organizational effectiveness and staff engagement.

Management continued to promote a culture anchored on professionalism, integrity, transparency, innovation, accountability, and service excellence.
Regular staff engagements, management interactions, and organizational communication initiatives helped strengthen alignment between staff and institutional objectives.

5.8 Human Capital Risks and Challenges

Despite significant progress, the Authority continued to face several workforce-related challenges.

Retention of Highly Skilled Staff

Uncompetitive remuneration, pension arrangements, and conditions of service contributed to the departure of experienced personnel over recent years. The loss of specialized regulatory expertise remains a strategic risk for the Authority.

Staffing Gaps

Insufficient staffing levels in certain operational areas continued to affect inspection coverage, facility monitoring, and surveillance activities.

Capacity Constraints

The increasing complexity of regulated products, emerging technologies, and expanding regulatory responsibilities require sustained investments in specialist training and workforce expansion.

Management continued engagements with relevant government institutions to improve conditions of service and secure approval for additional recruitment.

5.9 Outlook

In 2026, the Authority will continue to strengthen workforce planning, staff retention, leadership development, and organizational effectiveness.
Priority areas will include:

I. Implementation of improved staff welfare programmes
II. Expansion of competency-based training
III. Strengthening succession planning systems
IV. Enhancing gender balance in leadership
V. Recruitment of critical technical personnel and
VI. Building organizational capabilities required to support the implementation of the 2026–2030 Strategic Plan.

These initiatives will position the Authority to sustain regulatory excellence and strengthen its role as a leading regulatory institution in Africa and globally.

CHAPTER 6

FINANCIAL PERFORMANCE, RESOURCE STEWARDSHIP AND ASSURANCE

6.1 Overview

Financial sustainability remains a critical enabler of the Food and Drugs Authority's ability to deliver its mandate of protecting public health and safety through effective regulation of food, drugs, medical devices, cosmetics, household chemical substances and tobacco products. During the year under review, the Authority continued to strengthen revenue mobilisation, maintain prudent expenditure controls and invest strategically in infrastructure, laboratory systems, digital transformation and human capital development.

Despite operating in a dynamic economic environment, the Authority sustained growth in internally generated funds, strengthened its financial position and maintained sound governance and accountability systems. These achievements supported the delivery of core regulatory functions and contributed to the Authority's progress towards becoming an internationally benchmarked regulator and attaining World Health Organization Listed Authority (WLA) status.

6.2 Financial Performance Against Targets

The Authority commenced the 2025 financial year with a revenue target of Three Hundred and Seventy-Four Million, Six Hundred and Twenty-Nine Thousand, One Hundred and Fifty Ghana Cedis, Thirteen Pesewas (GH¢374,629,150.13). At the end of the reporting period, actual internally generated revenue amounted to Two Hundred and Seventy-Eight Million, Seven Hundred and Thirty-Two Thousand, Two Hundred and Eighty Ghana Cedis, Forty-Seven Pesewas (GH¢278,732,280.47), representing an achievement rate of Seventy-Four-Point Four Percent (74.4%).

Although the Authority did not fully attain its revenue target, it recorded a year-on-year revenue growth of Six Point Two Nine Percent (6.29%) compared with the Two Hundred and Sixty-Two Million, Two Hundred and Thirty-Two Thousand, Five Hundred and Fifty-Four Ghana Cedis, Eighty-Five Pesewas (GH¢262,232,554.85) generated in 2024. The growth reflects sustained demand for regulatory services and continued efforts to improve revenue mobilisation and operational efficiency.

In accordance with statutory requirements, Eighty-Two Million, Three Hundred and Ninety-One Thousand, Five Hundred and Fifty-One Ghana Cedis, Seventy-Seven Pesewas (GH¢82,391,551.77) was transferred to the Consolidated Fund, exceeding the budgeted transfer by Nine Point Nine Six Percent (9.96%).

The Authority retained One Hundred and Ninety-Six Million, Three Hundred and Forty Thousand, Seven Hundred and Twenty-Eight Ghana Cedis, Seventy Pesewas (GH¢196,340,728.70) to finance regulatory operations and strategic initiatives.

Table 6.1: Revenue Budget Performance

Item	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	Achievement (%)
Total Revenue	374,629,150.13	278,732,280.47	(95,896,869.66)	74.4
FDA Retention	299,703,320.11	196,340,728.70	(103,362,591.41)	65.5
Transfer to Consolidated Fund	74,925,830.03	82,391,551.77	7,465,721.74	110.0

Source: FDA Financial Report (2025)

6.3 Expenditure Performance and Resource Utilisation

The Authority approved a total expenditure budget of Two Hundred and Sixty-Two Million, Two Hundred and Forty Thousand, Four Hundred and Five Ghana Cedis, Nine Pesewas (GH¢262,240,405.09) for the implementation of programmes and operations in 2025. Actual expenditure amounted to One Hundred and Ninety-Seven Million, Six Hundred and Forty-Four Thousand, Seven Hundred and Sixty Ghana Cedis, Sixty-Seven Pesewas (GH¢197,644,760.67), representing an overall budget utilisation rate of Seventy- Five Point Four Percent (75.4%).

The expenditure outturn reflects prudent financial management, procurement efficiencies, favorable market conditions, and relative stability in exchange rates during the reporting period. Compensation expenditure recorded a utilization rate of Seventy-Seven-Point Eight Percent (77.8%), while Goods and Services and Capital Expenditure recorded utilisation rates of Seventy-Four Point One Percent (74.1%) and Seventy-Four Point Nine Percent (74.9%) respectively.

Compared with 2024, overall expenditure increased marginally by Zero Point Eight Percent (0.8%), reflecting the Authority's ability to sustain critical regulatory operations and strategic investments while maintaining fiscal discipline.

Table 6.2: Expenditure Budget Performance

Expenditure Item	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	Utilisation (%)
Compensation	78,672,121.52	61,182,794.90	(17,489,326.62)	77.8
Goods and Services	131,120,202.55	97,153,821.36	(33,966,381.19)	74.1
Capital Expenditure	52,448,081.02	39,308,144.41	(13,139,936.61)	74.9
Total	262,240,405.09	197,644,760.67	(64,595,644.42)	75.4

Source: FDA Financial Report (2025)

6.4 Financial Position and Sustainability

The Authority's audited financial statements indicate continued growth in its financial position and institutional resilience. Total revenue from all funding sources increased from Three Hundred and Seventy-Seven Million, Two Hundred Thousand Ghana Cedis (GH¢377.20

million) in 2024 to Four Hundred and Twenty Million, Four Hundred and Forty Thousand Ghana Cedis (GH¢420.44 million) in 2025, representing an increase of Eleven Point Five Percent (11.5%).

The Authority recorded an operating surplus of One Hundred and Fifty-Three Million, Two Hundred and Thirty Thousand Ghana Cedis (GH¢153.23 million) compared with One Hundred and Ten Million, Six Hundred and Thirty Thousand Ghana Cedis (GH¢110.63 million) in 2024, representing growth of Thirty-Eight Point Five Percent (38.5%).

Total assets increased from Two Hundred and Ninety-Six Million, Two Hundred and Ten Thousand Ghana Cedis (GH¢296.21 million) to Three Hundred and Fifty-Eight Million, Two Hundred and Twenty Thousand Ghana Cedis (GH¢358.22 million), representing growth of Twenty Point Nine Percent (20.9%).

Cash and bank balances increased from Seventy-Seven Million, Nine Hundred and Forty Thousand Ghana Cedis (GH¢77.94 million) to One Hundred and Seventeen Million, Seven Hundred and Eighty Thousand Ghana Cedis (GH¢117.78 million), representing an increase of Fifty-One Point One Percent (51.1%).

Net assets increased from Two Hundred and Eighty-Three Million, Nine Hundred and Sixty Thousand Ghana Cedis (GH¢283.96 million) in 2024 to Three Hundred and Fifty-Four Million, Eight Hundred Thousand Ghana Cedis (GH¢354.80 million) in 2025, representing growth of Twenty-Four Point Nine Percent (24.9%).

Table 6.3: Summary Financial Position

Indicator	2024	2025	Growth (%)
Total Revenue (GH¢ Million)	377.20	420.44	11.5
Operating Surplus (GH¢ Million)	110.63	153.23	38.5
Total Assets (GH¢ Million)	296.21	358.22	20.9
Cash and Bank Balances (GH¢ Million)	77.94	117.78	51.1
Net Assets (GH¢ Million)	283.96	354.80	24.9

Source: Audited Financial Statements (2025)

6.5 Strategic Investments Supporting Regulatory Excellence

During the year under review, the Authority continued to make strategic investments aimed at strengthening regulatory capacity, improving service delivery and supporting public health outcomes.

Capital expenditure amounting to Thirty-Nine Million, Three Hundred and Eight Thousand, One Hundred and Forty-Four Ghana Cedis, Forty-One Pesewas (GH¢39,308,144.41) was invested in laboratory infrastructure, scientific equipment, information technology systems, regulatory information management platforms and other critical projects that support the Authority's modernization agenda.

These investments contribute directly to strengthening regulatory systems, enhancing scientific capability, improving operational efficiency and advancing the Authority's journey towards WHO Listed Authority status.

6.6 Internal Audit and Financial Assurance

In accordance with the Internal Audit Agency Act, 2003 (Act 658) and the Public Financial Management Act, 2016 (Act 921), the Internal Audit Directorate implemented an approved risk-based annual audit plan during the year. The Directorate conducted Four (4) planned audits covering the Head Office, Tema Port, Kotoka International Airport and Regional Offices, achieving One Hundred Percent (100%) of its annual target. Post-audit reviews were also undertaken to verify compliance with established financial management procedures and ensure that transactions were adequately supported by relevant documentation.

Additionally, Four (4) audit reports were submitted to relevant stakeholders, while the Audit Committee held Six (6) meetings to review audit findings, monitor implementation of recommendations and strengthen governance and accountability systems. These activities contributed significantly to enhancing internal controls, promoting transparency and supporting sound financial management across the Authority.

6.7 Outlook

The Authority will continue to strengthen financial sustainability through enhanced revenue mobilisation, improved forecasting, prudent expenditure management and strategic investment in infrastructure, regulatory systems, laboratory modernization and digital transformation.

These efforts will support the implementation of the Strategic Plan 2026–2030 and reinforce the Authority's position as a leading regulatory authority in Africa committed to regulatory excellence, innovation, and the protection of public health.

CONCLUSION

The year 2025 represented a significant milestone in the Food and Drugs Authority's pursuit of regulatory excellence and institutional transformation. Throughout the year, the Authority continued to strengthen its regulatory systems, enhance scientific and laboratory capacity, improve operational efficiency, expand stakeholder engagement and advance strategic initiatives aimed at safeguarding public health and safety.

The Authority recorded notable achievements across its core regulatory functions, including product registration, licensing, inspections, market surveillance, laboratory services, clinical trials oversight, import and export controls, public education and stakeholder engagement. These accomplishments were supported by continued investments in infrastructure, digital transformation, human capital development, and quality management systems.

The year also witnessed progress in strengthening governance, accountability, and financial stewardship. Through prudent resource management, effective internal controls and strategic investments, the Authority enhanced its institutional resilience and reinforced its capacity to deliver its mandate.

The achievements recorded during the reporting period reflect the commitment and dedication of the Board, Management, staff, regulated industry, development partners and other stakeholders whose collective efforts continue to contribute to the Authority's success.

As the Authority transitions into the implementation of its Strategic Plan 2026–2030, it remains focused on strengthening regulatory maturity, advancing innovation, deepening international collaboration, and enhancing service delivery. Guided by its mandate and strategic priorities, the Authority is well positioned to build on its achievements, attain World Health Organization Listed Authority status and further consolidate its position as a leading regulatory authority in Africa and an internationally benchmarked institution committed to protecting and promoting public health.

12.0 APPENDICES

FDA Governing Board Members				
S/N	**Name**	**Institution**	**Position on the Board**	**Date Of Appointment**
1			Board Chair	
2	Prof Frimpong-Manso Opuni	Food And Drugs Authority	CEO	
3	Ms. Joyce Okoree	Ghana Standards Authority	Member	30th June 2025
4	Dr. Emmanuel Allegye-Cudjoe	Veterinary Services Department	Member	30th June 2025
5	Hon. Ernestina Ofori Dangbey	MP For Agona West	Member	30th June 2025
6	Prof. Alex Asase	Centre For Scientific Research Into Plant Medicine	Member	30th June 2025
7	Prof. Charles Tortoe	Food Research Institute	Member	30th June 2025
8	Mrs. Anna Pearl Akiwumi Siriboe	Attorney Generals Department	Member	30th June 2025
9	Dr. Michael Kudebong	Pharmacy Council	Member	30th June 2025
10	Dr. Yakubu Tobor Yusuf	Traditional Medicine Practice Council	Member	30th June 2025

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	Prof. Frimpong Manso Opuni	CEO	Ag. Chief Executive Officer	Chairman
2	Mr. Seth K. Seaneke	Health Products & Technologies Division	Deputy Chief Executive Officer	Member
3	Dr. George Tsey Sabblah	Technical Operations Division	Ag. Deputy Chief Executive Officer	Member
4	Mr. Gayheart Mensah	Corporate Services Division	Ag. Deputy Chief Executive Officer	Member
5	Mr. Roderick Daddey Adjei	Food Division	Deputy Chief Executive Officer	Member
6	Mr. Patrick Owusu Danso	Centre for Laboratory Services and Research	Ag. Director	Member
7	Mr. Percy Adomako	Centre for Import & Export Control	Director	Member
8	Mr. Richard Kwaku Boadu	Finance Directorate	Director	Member
9.	Mr. Edem Kofi Kugbey	Internal Audit Directorate	Director	Member
10	Dr. Mrs. Olivia Agyekumwaa Boateng	Business Development & International Partnership Directorate	Director	Member

APPENDIX III – LIST OF DIRECTORS

DIRECTORS/REGIONAL HEADS				
S/N	**NAME**	**DIRECTORATE/REGION/DEPARTMENT**	**POSITION**	**POSITION**
1	Mr. Ebenezer Kofi Essel	Industrial Support Services Directorate	Director	Member
2	Ms. Maureen Lartey	Food Safety and Consumer Education Directorate	Director	Member
3	Mr. Vigil Eshun Prah	Enforcement Directorate	Director	Member
4	Ms. Maria Lovelace-Johnson	Regional Operations Directorate	Director	Member
5	Ms. Nora Narkie Terlabie	Food Registration Directorate	Director	Member
6	Mr. Samuel Asante Boateng	Drug and Herbal Medicine Registration Directorate	Director	Member
7	Mr. Emmanuel Nkrumah	Medical Devices, Cosmetics and Household Chemicals Directorate	Director	Member
8	Dr. Edwin Nkansah	Clinical Trials and Safety Monitoring Directorate	Director	Member
9	Mr. James Y. Lartey	Administration Directorate	Director	Member
10	Dr. Mrs. Olivia Agyekumwaa Boateng	Business Development and International Partnership Directorate	Director	Member
11	Mrs. Faustina Atupra	Food Inspectorate Directorate	Director	Member
12	Mrs. Nora Terlarbi	Food Registration and Applied Nutrition Directorate	Director	Member

APPENDIX IV – LIST OF HEADS OF DEPARTMENTS AND REGIONAL OFFICES

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	Leslie Owusu-Ansah	Food Laboratory	Head of Department
5	Nicholas Amoah Owusu	Drug Laboratory	Ag. Head of Department
6	Dr. Dennis Ocansey	Lot Release	Ag. Head of Department
7	Delali Abra Dei Tutuwaa	Microbiology Laboratory Department	Head of Department
8	Barbara Owusu	Satellite Laboratory	Head of Department
9	Daniel Kally	Medical Devices Laboratory	Ag. Head of Department
10	Prince Oduro	Compliance and Assurance Department	Head of Department
11	Amma Pokuaa Agyenim-Boateng	Financial Audit	Head of Department
12	Emmanuel Aguedzi Tetteh	Revenue Department	Head of Department
13	Samuel Adom Siaw	Expenditure & Reporting	Head of Department
14	Edward Worlanyo Archer	Strategy, Partnerships & International Collaboration	Head of Department
15	Joseph Ofosu Siaw	Quality Management System	Head of Department
16	Afua Amoako-Mensah	Planning, Monitoring and Evaluation	Head of Department
17	Issah Abdul-Samad	Drug Industrial Support Services	Head of Department
18	Marian Komey	Food Industrial Support Services	Head of Department
19	Ishmael Larkai	Medical Devices, Cosmetics and Household Chemicals Industrial Support Services	Head of Department
20	Sebastian Mawuli Hotor	Herbal Industrial Support Services	Ag. Head of Department
21	Mercy A. Owusu Ansah	Drug Inspectorate	Head of Department
22	Araba Asiaa Arthur	Herbal Inspectorate	Ag. Head of Department
23	Issaka Collinson-Cofie	Medical Devices, Cosmetics and Household Chemicals Inspectorate	Head of Department
24	Jennifer Bonnah	Drug Enforcement	Head of Department
25	Nana Ama Ayebi-Agyeman	Herbal Enforcement	Ag. Head of Department
26	Mathew Gyang Nkum	Medical Devices, Cosmetics and Household Chemicals Enforcement	Head of Department

27	Yvonne Miguela Osei	Food Inspectorate	Head of Department
28	Frederica Liz Hayford	Veterinary Inspectorate	Head of Department
29	Daniel T. Teye-Narh	Food Enforcement	Head of Department
30	Bright Seyram Attakpah	Staff Welfare	Ag. Head of Department
31	Alberta Oduro- Yeboah	Career Development	Ag. Head of Department
32	Pascal Fosu	Administration	Head of Department
33	Collins Addae	Supply Chain	Head of Department
34	William Korbla Agbavitor, Esq	Legal Services Department	Head of Department
35	Rhoda E. Appiah	Communication & Public Education	Head of Department
36	Emmanuel Adsi	Information Management & Technology Solutions	Head of Department
37	Eric Owusu	Drugs & Nutraceuticals	Head of Department
38	Ernest Afesey	Herbal & Homeopathic medicine	Head of Department
39	Roland Sefakor	Medical Devices	Head of Department
40	Victor Ofori Antwi	Cosmetics & Household Chemical Substance	Head of Department
41	Martin Kusi	Safety Monitoring	Head of Department
42	Yvonne Ayongo Adu Boahen	Clinical Trial	Head of Department
43	Francis K. Anughar	Vaccines and Biological Products	Ag. Head of Department
44	Adah Allotey Pappoe	Substances of Abuse	Head of Department
45	Jemima Donkor	Tobacco and Tobacco Products	Head of Department
46	Seidu Umaru	Food Evaluation and Registration	Head of Department
47	Cheetham Mingle	Applied Research and Nutrition	Head of Department
48	Wilhemina Nyanta Quarcoopome	Food Service Establishment	Head of Department
49	Jocelyn Adeline Naa Koshie Egyakwa Amusah	Food Safety Coordination & Consumer Education	Head of Department

50	Ms. Francisca Obeng	Central Regional Office	Ag. Regional Head
51	Mr. Gorden Akurugu	Volta Regional Office	Regional Head
52	Mr. John Odai Tettey	Western Regional Office	Regional Head
53	Mr. Nathaniel Nkrumah	Ashanti Region	Regional Head
54	Ms. Akua Amponsaa Owusu-Antwi	Bono Regional Office	Regional Head
55	Ms. Anita Kuffour	Eastern Regional Office	Ag. Regional Head
56	Mr. Albert Ankomah	Western North Regional Office	Regional Head
57	Mr. Zackariah Braimah	Northern Regional Office	Regional Head
58	Mr. Abel Ndego	Upper East Regional Office	Regional Head
59	Mr. Kelvin Dafaari Sunkpal	Upper West Regional Office	Ag. Regional Head
60	Jacob Amoako Mensah	Northeast Regional Office	Regional Head