



Handover of COVID-19 Vaccination tools at the Ministry of Health

Celebrating Five Years of Pharmaceutical Excellence · 2020–2025 Transformational Achievements & Q1 FY2025/26 Performance

BUILDING A RESILIENT PHARMACEUTICAL SYSTEM FOR UHC

Q1 FY2025/26 · AT A GLANCE

100%

NPECAF Achievement
12 Meetings Held out of 12 Planned

528

Community Hotspots Reached
Last Mile Distribution

64.3%

Regional TWG Meeting Rate
+52.5pp Improvement

Foreword



Dr. Martha Grace Ajulong

Commissioner, Department of Pharmaceuticals and Natural Medicines,
Ministry of Health

It is with great pride that I present the PharmaNet Newsletter for July to September 2025—a comprehensive digest of our remarkable achievements during Q1 FY2025/26 and a celebration of five transformational years (2020–2025) in pharmaceutical service delivery.

Our National Pharmaceuticals and Essential Commodities Accountability Forum (NPECAF) exceeded all expectations with 12 meetings conducted against a target of 12—100% achievement demonstrating unprecedented stakeholder engagement with 383 participants across 243 unique individuals.

"The transformation is undeniable: 12,781 shelves installed, UGX 740 billion in government EMHS funding, and 56 licensed pharmaceutical manufacturers representing 833% growth."

The newsletter highlights our dynamic contributions across national and regional levels—from quantification and supply planning to last mile distribution reaching 528 community hotspots. Regional Health Supply Chain Technical Working Groups showed remarkable improvement with a 64.3% meeting rate in October, up 52.5 percentage points from September.

EMHS funding gaps, infrastructure needs, and coordination delays require continued attention. However, they underscore the resilience and innovation of Uganda's pharmaceutical sector in responding to complex needs. Let us remain committed to transforming pharmaceutical systems for the betterment of health outcomes in Uganda.

Q1 FY2025/26 Performance Highlights

12

NPECAF Meetings

100% of target (12 planned) — strengthened accountability across the pharmaceutical health supply chain

2

Stock Reviews

200% of target (1 planned) — commodity security monitoring exceeded expectations

6

Districts Supported

Across 3 regions with targeted technical supervision and support

528

Community Hotspots

Last mile distribution ensuring equitable medicine access nationwide

383

Total Participants

243 unique individuals engaged across NPECAF, MPM TWG, and CSG forums

100%

Quantification Complete

ARVs, TB, Laboratory commodities, and Condoms all fully quantified

Key Q1 Achievements

- ✓ Quantification and supply planning completed for ARVs, TB, Laboratory commodities, and Condoms
- ✓ NPECAF, MPM TWG, and CSG coordination mechanisms strengthened with exceptional stakeholder engagement
- ✓ Regional supervision conducted in 6 districts across 3 regions with technical support provided
- ✓ Last mile distribution reached 528 community hotspots ensuring equitable access to essential medicines
- ✓ Commodity security monitoring and stock reviews conducted, exceeding all targets set for the quarter
- ✓ Regional Pharmaceutical Services TWGs showed a 52.5 percentage point improvement in meeting rates

Transformational Achievements: Six Pillars of Pharmaceutical Excellence

 INFRASTRUCTURE & STORAGE 12,781 Shelves installed across 4,401 facilities 26 new Medicine Stores under construction 5 high-capacity incinerators in strategic regions New NMS warehouse at Kajjansi completed	 DIGITAL TRANSFORMATION UGX 740B Government EMHS funding (36% of health budget) 1,947 facilities on digital CSSP infrastructure 100% electronic ordering with real-time dashboards 5 new commodities integrated into the system	 GOVERNANCE & POLICY 12 Strategic policy documents developed & implemented IMTF operationalized (hosted by OPM) WHO Maturity Level 3 progress with NDA Accountability mechanisms for accounting officers
 LOCAL MANUFACTURING 56 Licensed pharmaceutical manufacturers (833% growth) UGX 723.4B Dei BioPharma investment Largest pharmaceutical facility in East Africa U.S. FDA ANDA approval achieved — international quality	 MEDICINES SAFETY 81% Regional Referral Hospitals with antibiograms 60+ facilities conducting Point Prevalence Surveys 21% increase in Adverse Drug Reaction reporting 64.8% stock management score nationwide	 HUMAN RESOURCES 2,898 Leaders trained in health supply chain management 1,512 enrolled in National Health e-learning platform 12 Centres of Excellence (54% of 22 RRHs) New HSC positions created for workforce growth

FIVE-YEAR MILESTONES

Infrastructure Storage & Digital Transformation

Infrastructure & Storage

12,781 **Shelves Installed Nationwide**
Across 4,401 health facilities, dramatically improving medicine organisation and stock management

26 **New Medicine Stores**
Under construction at HC IVs and General Hospitals to expand storage capacity at point of care

5 **High-Capacity Incinerators**
Deployed in Acholi, Lango, Ankole, Kampala, and Tooro regions for safe pharmaceutical waste disposal



Medicine shelves installed at Kombe HC III, Yumbe District — part of the 12,781 shelves deployed across 4,401 health facilities nationwide to improve storage conditions and stock management

✓ New NMS warehouse at Kajjansi completed

Digital Transformation & EMHS Funding

UGX 740B **Government EMHS Funding**
36% of total health budget, up from UGX 544B (30%) — a significant increase in commitment to pharmaceutical security

1,947 **Digital Facilities on CSSP**
Facilities with digital infrastructure on the Commodity Supply System Platform, enabling real-time visibility

100% **Electronic Ordering Adoption**
Real-time dashboards and dedicated data warehouse deployed across all ordering facilities



Real-time digital dashboards: OSSR Portal, DHIS2 (OSFFR) national stock status, and Pharmaceutical Finance Management Monitor — tracking commodity availability across 1,947 facilities

✓ 5 new commodities integrated into CSSP

FIVE-YEAR MILESTONES

Governance Strengthening & Manufacturing Growth

Governance & Policy



The Permanent Secretary, Ministry of Health Dr. Diana Atwiine, signing and endorsing key DPNM policy documents, including the National Health Supply Chain Risk Register, at the FY2026/27 Selection, Quantification and Procurement Planning launch

12

Strategic Policy Documents

Developed and implemented to guide pharmaceutical governance, procurement, and accountability

WHO
ML3

National Drug Authority Progress

Progressing towards WHO Maturity Level 3 with technical support — elevating Uganda's regulatory standing

IMTF

Inter-Ministerial Task Force

Operationalized (hosted by OPM), synergising MoFPED, MICT, Energy, and NMS for cross-sectoral coordination

Local Manufacturing



Dei BioPharma / YKTM Biotech Laboratories — the largest pharmaceutical manufacturing facility in East Africa, representing a UGX 723.4 billion investment and a milestone in Uganda's journey to pharmaceutical self-reliance

56

Licensed Manufacturers

833% growth from just 6 in 2020 — a transformational expansion of Uganda's pharmaceutical production base

UGX
723B

Dei BioPharma Investment

Largest pharmaceutical facility in East Africa, establishing Uganda as a regional manufacturing hub

15.9%

Annual Manufacturing Growth

Consistent sector expansion with U.S. FDA ANDA approval achieved — international quality recognition

FIVE-YEAR MILESTONES

Medicines Safety & Human Resource Development

Medicines Safety

Human Resource Development

81%

RRHs with Antibigrams

Regional Referral Hospitals equipped for antimicrobial resistance surveillance

60+

PPS Facilities

Facilities conducting Point Prevalence Surveys for antimicrobial stewardship programmes

21%

ADR Reporting Increase

Demonstrating improved pharmacovigilance — a 64.8% stock management score achieved nationwide



2,898

Leaders Trained in SCM

Health workers trained in pharmaceutical leadership and health supply chain management

1,512

E-Learning Enrolments

Enrolled in National Health e-learning platform pharmaceutical courses for continuous development

12

Centres of Excellence

Established at 54% of 22 RRHs for pharmaceutical training, with new HSC positions created

OCTOBER 2025

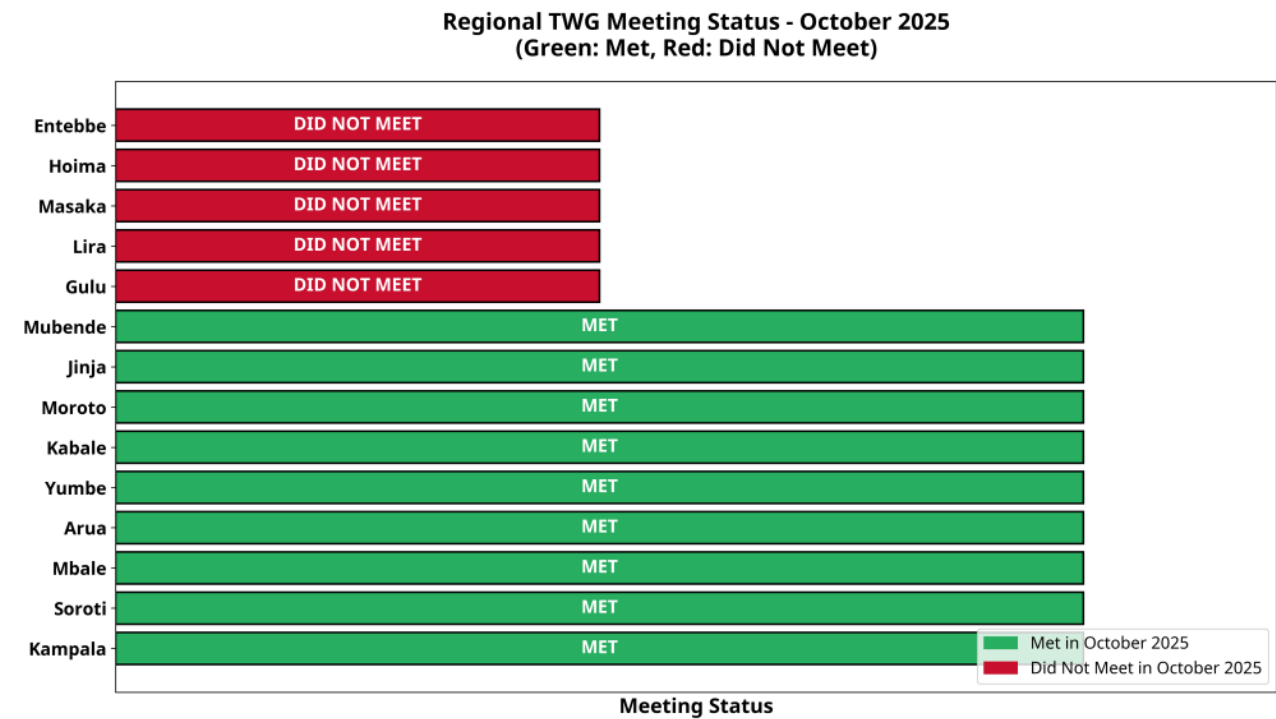
Regional Pharmaceutical Services TWG Performance

Regional Meeting Status — October 2025

64.3%

Meeting Rate · Oct 2025

+52.5pp



Regional Pharmaceutical Services Technical Working Group meeting status for October 2025 — 9 of 14 regions convened meetings, a 52.5 percentage point improvement from September 2025

COMPLETE DOCUMENTATION

Mubende: 98% ordering rate with comprehensive action points documented

West Nile: Best practice facility (Mungula HC4) highlighted as model

REGIONS PENDING

Gulu (26 Nov), Lira (16 Nov), Masaka (5 Nov), Hoima (12 Nov) — new IT staff orientation ongoing

TARGET

100% meeting rate by December 2025, with all regions submitting full documentation and action points

LOOKING FORWARD

Challenges & Strategic Recommendations

KEY CHALLENGES

EMHS Funding Gaps

Inadequate EMHS funding limits procurement capacity and creates commodity security risks, requiring increased budget allocation from government.

Infrastructure & Equipment Needs

Gaps at health facilities affecting storage, distribution, and service delivery quality require sustained investment.

Staff Shortages

STRATEGIC RECOMMENDATIONS

Advocate for Increased EMHS Funding

Strengthen advocacy for increased EMHS budget allocation to ensure sustainable commodity security and procurement capacity.

Fast-Track E-System Reviews

Accelerate pharmaceutical data system reviews for improved data management and evidence-based decision-making.

Strengthen Regional Health Supply Chain TWGs

Insufficient pharmaceutical personnel at facilities creates workload burden and affects medicine management quality.

Oxygen Plant Maintenance

Ongoing oxygen plant maintenance issues requiring enhanced protocols and dedicated technical support systems.

IMTF Coordination Delays

Inter-Ministerial Task Force delays affecting cross-sectoral pharmaceutical initiatives and policy implementation timelines.

Revitalise Regional Health Supply Chain Technical Working Groups with regular meetings, documentation, and action point follow-up.

Enhance Oxygen Maintenance Protocols

Develop and implement enhanced oxygen plant maintenance protocols with technical support and preventive schedules.

Convene IMTF Regularly

Establish regular Inter-Ministerial Task Force meetings with clear agendas and action points for cross-sectoral coordination.

PharmaNet



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