

PHARMACY PROFESSIONALS' ASSOCIATION OF UGANDA

THE THREE YEAR STRATEGIC PLAN

FOUNDATION AND STRATEGIC CONTEXT

The Pharmacy Professionals' Association of Uganda (PPAU), formerly known as the Uganda Dispensers' Association (UDA), is a professional body of Pharmacy Professionals registered under the Pharmacy board of Allied health professionals' Council. It is recognized under section 54(2) of the AHPC act and registered under section 18 of the companies act (Registration Number 80034596402440). Its role is promote professional interests and support the social welfare of its members as well as complement national efforts to ensure universal access to quality pharmaceutical care.

PPAU is dedicated to advancing the profession of pharmacy in Uganda by empowering its members. It aims to be a driving force in the advancement of pharmacy practice, focusing on empowering pharmacy professionals, promoting public health, and ensuring equitable access to quality pharmaceutical services across Uganda.

Today, five cadres of pharmacy professionals exist: pharmacists, pharmaceutical technologists, Diploma in Pharmacy holders, dispensers and pharmacy assistants. These cadres, each with their unique roles and contributions, form a cohesive force driving Uganda's healthcare system forward. By nurturing collaboration and capacity-building across all levels, PPAU aims to foster unity and professionalism within the sector.

Why a Strategic Plan

A strategic plan is a critical tool that PPAU had not previously implemented, yet it is essential to drive and streamline the association's operations. It provides a clear roadmap for achieving the association's goals and objectives. It ensures that the efforts of PPAU are aligned with its mission and vision while addressing the needs of its members. It as well ensures a systematic approach to advocacy, professional growth, and the protection of members' interests. It seeks to foster greater efficiency, accountability, and effectiveness in delivering on PPAU's mandate and supporting its members.

Recognizing the need for structured and strategic guidance, the executive committee, developed this strategic plan to realign the association's priorities and operations.

The plan is envisioned to strengthen PPAU's capacity to address emerging challenges in the pharmaceutical sector, leveraging partnerships and fostering

innovation. It underscores the importance of continuous engagement with stakeholders, including policymakers, regulatory bodies, and other healthcare professionals, to create a unified voice that advocates for better working conditions, professional recognition, and improved healthcare delivery systems.

This strategic plan outlines the association's vision, mission, and key goals over the next three years, focusing on advocacy, professional development, and strengthening the role of pharmacy professionals in healthcare delivery. By fostering collaboration, improving access to resources, and advocating for members' rights, PPAU aims to enhance the profession's status and contribute to better health outcomes for all Ugandans. This strategic plan provides a comprehensive roadmap for the association's growth and development over the next three years, targeting key areas such as professional development, advocacy, and stakeholder engagement.

GWEBAYANGA Colline



General Secretary

Head, Strategic planning committee

PART I: STRATEGIC DIRECTION

1.0 Introduction

The Pharmacy Professionals' Association of Uganda (PPAU) recognizes the critical role pharmacy professionals play in ensuring safe, effective, and equitable access to pharmaceutical services. This section sets out the strategic direction that will guide the association over the next three years. PPAU is committed to promoting professional excellence, advocating for its members, and fostering collaboration with stakeholders to achieve its objectives. By focusing on key areas such as advocacy, professional development, and stakeholder engagement, PPAU aims to empower its members and strengthen the pharmacy profession in Uganda.

In line with its vision and mission, PPAU will adopt a holistic approach that emphasizes innovation, capacity building, and strategic partnerships. This strategic direction will not only address current challenges but also position the association to proactively engage in shaping the future of pharmacy practice in Uganda.

VISION: to be the leading organization representing Pharmacy technicians/Dispensers and pharmacy assistants in Uganda, championing the advancement of the profession of pharmacy and ensuring accessible, ethical, and high-quality pharmaceutical care services for all

MISSION STATEMENT: to empower Pharmacy Professionals across Uganda by promoting professional excellence, advocating for their rights, and ensuring adherence to the highest standards of ethics and practice in the medical field, while fostering unity and growth within the profession.

1.1 AIMS AND OBJECTIVES OF THE ASSOCIATION

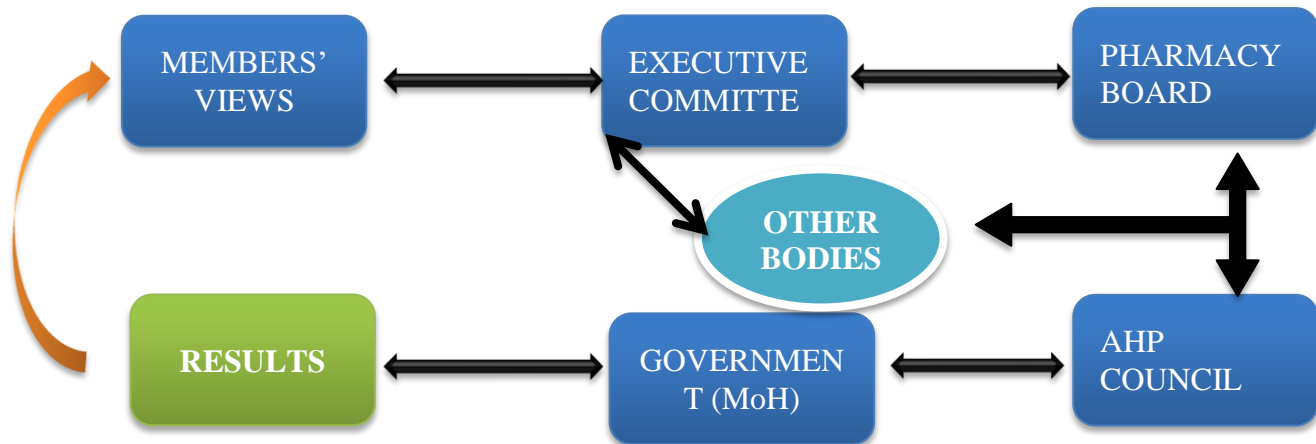
The aims and objectives of the Association shall be:

- i. To promote the profession of Pharmacy in Uganda.
- ii. To secure and protect the interests of Dispensers/Pharmacy technicians and Pharmacy assistants in Uganda.
- iii. To promote and maintain a high standard of professional ethics among members of the pharmacy Profession.
- iv. To arrange and conduct Continuing Professional Development programs, seminars, conferences and or workshops on scientific and other professional and educational matters and to establish and maintain competence within the profession.
- v. To form a trade union for the promotion and protection of members' economic and social interests.
- vi. To negotiate and maintain sound terms and conditions of employment for its members.

- vii. To provide guidance and support to members on labour-related matters.
- viii. To provide a forum for members to discuss matters of common interest.
- ix. To foster personal contacts between Pharmacy Professionals and pharmacystudents in Uganda.
- x. To encourage, stimulate and maintain a high standard of pharmaceutical education and systems of education in Uganda.
- xi. To develop high standards of practice in Medicine Supply Management.
- xii. To encourage the implementation and harmonization of appropriate legislation for the proper maintenance of standards and controls of pharmacy professionals, practice and pharmaceutical products.
- xiii. To establish a base for providing information of pharmaceutical interest to other health care personnel within Uganda.
- xiv. To affiliate with or seek membership in any other organization in Uganda and any part of the world with objectives of a similar nature.

1.2 STRATEGIC MODE OF OPERATION OF THE ASSOCIATION

PPAU's operations will be guided by a collaborative, member-driven approach. The association will engage key stakeholders, including the Ministry of Health, Allied Health Professionals Council (AHPC), and other relevant bodies, to support its initiatives. Decision-making will be transparent and inclusive, with input from members and the executive committee.



1. Members' Views → Executive Committee

- **Mechanism:**
PPAU will create multiple channels for members to express their opinions, concerns, and suggestions. This will include surveys and digital platforms such as a members-only portal.
- **Impact:**
Gathering members' views ensures that the leadership remains responsive to the needs of the association. The Executive Committee will analyze these inputs to inform decision-making processes.
- **Action Plan:**
 - Conduct quarterly surveys and feedback sessions.
 - Host monthly virtual meetings where members can engage with leaders.
 - Establish a feedback tracking system to monitor issues raised and their resolutions.

2. Executive Committee → Pharmacy Board and Other Bodies

- **Collaboration and Advocacy:**
The Executive Committee will actively engage with the Pharmacy Board of Allied Health Professionals Council and other regulatory bodies to advocate for policies that benefit members.
- **Strategies:**
 - Organize regular consultative meetings with stakeholders.
 - Develop policy position papers and advocacy campaigns.
 - Ensure representation in key health policy forums and regulatory meetings.
- **Goal:**
To influence policy decisions and create a conducive environment for pharmacy professionals.

3. Pharmacy Board, AHPC and other bodies → Executive Committee

- **Feedback Loop:**
The Pharmacy Board, AHPC and other will provide regulatory updates, policy guidelines, and industry insights to the Executive Committee.
- **Action Steps:**
 - Maintain continuous communication through formal liaisons.
 - Attend joint working groups and task forces.
 - Implement policy recommendations within PPAU activities.

4. Executive Committee → Results

- **Implementation and Monitoring:**
The Executive Committee will oversee the execution of strategic initiatives, ensuring that they align with the feedback and directives from members and stakeholders.
- **Evaluation Methods:**
 - Develop a performance monitoring framework with clear Key Performance Indicators (KPIs).
 - Conduct mid-year and annual reviews of all initiatives.
 - Publish progress reports and communicate outcomes to members.

5. Government (MoH) → Results

- **Partnership and Resource Mobilization:**
PPAU will seek partnerships with the Ministry of Health for funding, training, and joint public health initiatives. This collaboration will help in implementing community health campaigns, capacity-building programs, and regulatory compliance measures.
- **Approach:**
 - Apply for government grants and subsidies.
 - Propose joint public health initiatives focused on medication safety and community health education.
 - Engage in national health planning and consultation processes.

Key Pillars for Achieving Success through a Member-Driven Approach:

1. **Inclusivity and Transparency:**
Regular updates and consultations with members will ensure that decision-making processes are transparent and inclusive.
2. **Effective Communication:**
Establishing a robust communication framework will keep members informed and engaged. This includes newsletters, bulletins, and digital engagement platforms.
3. **Capacity Building:**
Empowering members through training and continuous professional development initiatives will enhance their contributions to the association and the profession.
4. **Strong Leadership:**
The Executive Committee will provide visionary leadership, ensuring that all actions align with PPAU's strategic objectives and members' aspirations.

PART 11: STRATEGIC GOVERNANCE AND LEARDERSHIP

2.0 Introduction

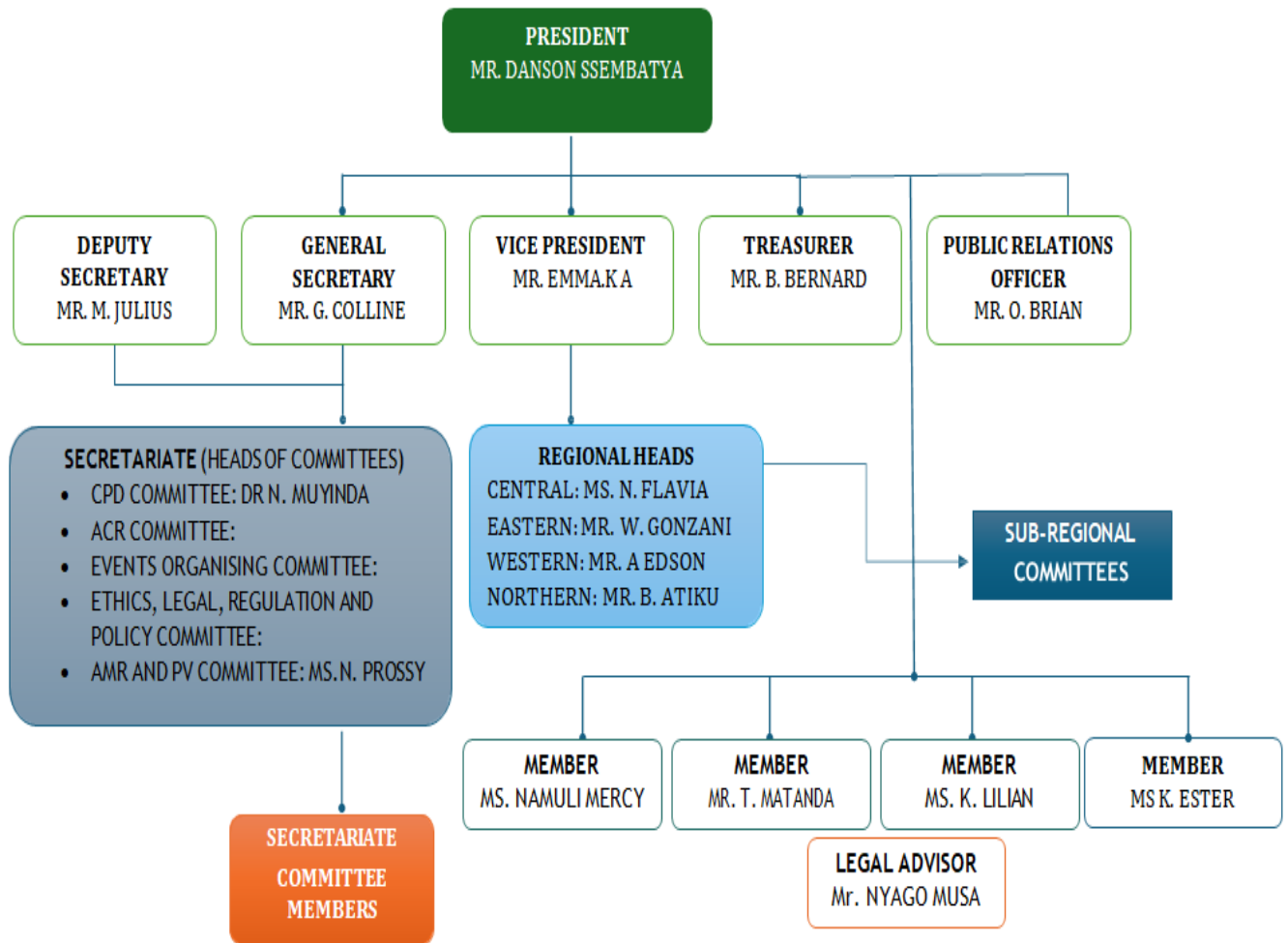
The strategic governance and leadership structure of the Pharmacy Professionals' Association of Uganda (PPAU) is crucial for achieving the association's long-term goals. Effective governance ensures the smooth implementation of the strategic plan and promotes the objectives of the association in line with national health policies. Central to this structure is the National Executive Committee (NEC) and the Secretariat, both of which are responsible for guiding PPAU's operations and initiatives.

2.1 THE EXECUTIVE COMMITTEE

The National Executive Committee (NEC) is the central governing body responsible for overseeing the strategic direction and operational activities of the Pharmacy Professionals' Association of Uganda (PPAU). It comprises elected officials who represent the key functions of the association, including leadership in areas such as advocacy, professional development, and membership engagement. The NEC is tasked with making high-level decisions that shape the future of the association and ensuring that its objectives are met.

The NEC operates through a combination of specialized subcommittees, each focusing on specific areas of the association's mandate, such as ethics, professional standards, training, and advocacy. These subcommittees report directly to the NEC, which coordinates their efforts, ensuring that all initiatives are aligned with the strategic plan. The interaction between the NEC and these specialized bodies is critical to the success of the strategic plan, as it allows for efficient task delegation and ensures that all operational activities are closely linked to the association's long-term goals. The collaboration between the NEC and its subcommittees fosters an integrated approach to leadership, enhancing the capacity of the association to deliver on its commitments and fulfill its mission of empowering pharmacy professionals across Uganda.

THE NEC 2024/2027 AND ITS ORGANS



CPD: CONTINUING EDUCATION DEVELOPMENT
 A&R: ACADEMICS AND RESEARCH
 AMR & PV: ANTIMICROBIAL RESISTANCE AND PHARMACOVIGILANCE

2.2 POWERS AND FUNCTIONS OF THE EXECUTIVE COMMITTEE

The association is governed by an executive committee, which provides strategic oversight and leadership. The committee ensures the association’s objectives are met and that the organization operates efficiently and effectively.

The executive committee shall, either through its committees or the secretariat, exercise all the powers of the General Meeting when it is not in session. In addition to general governance, it shall perform the following functions.

- 1) Consider all matters included in the agenda of the General Meeting.
- 2) Recommend the standards of practice for Dispensers and pharmacy

- assistants to the Pharmacy board of AHPC or any other board with the interest of improving practice.
- 3) Develop core competence framework for Dispensers and pharmacy assistants in conjunction with the Pharmacy board
 - 4) Develop and/or review the guidelines for the operation of pharmaceutical premises for allied health pharmacy professionals and give recommendations to the Pharmacy board and/ or the Registrar of AHPC
 - 5) Liaise with the training body ie BTVET board in the supervision and regulate the engagement, training and transfer of diploma and certificate pharmacy students and to make provision for the registration of these students;
 - 6) Liaise with the training body ie BTVET board to specify the class of persons who shall have the right to train pharmacy students and specify the circumstances in which any person of that class may be deprived of that right;
 - 7) To maintain a library of books and periodicals relating to pharmacy and allied subjects and to encourage the publication of such books; and
 - 8) To encourage research in the subject of pharmacy and chemistry and generally to secure the well-being and advancement of the profession of pharmacy.
 - 9) Organize and conduct CPD programmes amongst the members.
 - 10) Prepare and recommend the budget and rates of subscription for adoption by the General Meeting.
 - 11) Carry out continuous monitoring and evaluation of the projects and programmes of the Secretariat
 - 12) Conduct Performance audits.
 - 13) Verify applications made to the Allied Health Professionals Council and recommend members for registration and licensing to the Pharmacy board of the Allied Health Professionals Council.
 - 14) Consider and approve, reject or otherwise dispense of application for membership of the Association.
 - 15) Invite to the General Meeting of the Association, representatives of national or international organizations and representatives of Ministry of Health to attend as observers.
 - 16) Represent the association on any such other bodies or organizations with objectives similar with those of this association
 - 17) Receive, investigate and take action on any complaints of professional nature brought against individuals or groups in its membership.

18) Enforce the professional code of conduct and or recommend to the relevant state organs, further action on culprits, if in its judgment such a step is warranted.

19) Be custodian of all assets of the associations

20) Take any such steps as may be necessary to further the aims of the association and implement the decisions of the General Meeting.

For the purpose of discharging its functions under this section the executive committee may –

(a) make byelaws regulating the activities of the association; and

(b) enact a code of conduct which shall, on approval by the association at a general meeting, be binding upon the members of the association

2.3 THE SECRETARIAT

The secretariat serves as the operational backbone of the Pharmacy Professionals' Association of Uganda (PPAU). It is responsible for implementing the decisions of the executive committee, coordinating day-to-day activities, and ensuring effective communication with members and stakeholders.

The secretariat will play a pivotal role in executing the strategic plan by:

- **Strengthening Administrative Support:** The secretariat will streamline operations, ensuring that all programs and activities align with the association's strategic goals. It will enhance service delivery and ensure members' needs are met efficiently.
- **Resource Mobilization:** The secretariat will seek partnerships and funding opportunities to support the association's initiatives, ensuring sustainability and growth.
- **Capacity Building:** By organizing CPD programs and training sessions, the secretariat will help build the competence of members and keep them updated on industry best practices.
- **Stakeholder Engagement:** The secretariat will foster strong relationships with policymakers, regulatory bodies, and other stakeholders, ensuring that the association remains influential and relevant in the healthcare sector.

By reinforcing the secretariat, PPAU will ensure that its strategic objectives are effectively implemented, driving growth and enhancing the association's impact across Uganda.

PART III: THE PLAN

3.0 Introduction

The Pharmacy Professionals' Association of Uganda (PPAU) is committed to advancing the profession and ensuring its members are empowered to contribute meaningfully to the healthcare system. This section outlines the strategic goals and objectives for PPAU's continued growth, focusing on enhancing the professional standing, expanding opportunities for members, and fostering key relationships with stakeholders. The goals are designed to align with PPAU's mission and vision, which include promoting excellence in the pharmaceutical field and advocating for the rights and well-being of pharmacy professionals in Uganda

3.1 GOALS

These are the broad, long-term aspirations that guide the association's strategic direction:

- 1. Enhance the Association's Status and Trust**
Goal: Strengthen the association's credibility and foster trust within the membership.
- 2. Grow the Membership Base**
Goal: Expand the association's reach to include a broader spectrum of pharmacy professionals, increasing its representation and influence.
 - *Include pharmacy assistants into the public service* (supports goal of expanding the profession's influence).
- 3. Develop Future Leaders**
Goal: Nurture and cultivate leadership potential to ensure the continued success and longevity of the association.
- 4. Boost the Treasury of the Association**
Goal: Ensure the financial sustainability of the association to support its operations and initiatives.
- 5. Increase Stakeholder Engagement**
Goal: Build and sustain strong relationships with key external stakeholders, including regulatory bodies, healthcare providers, and policymakers.
 - *Have MoUs with key bodies* (supports the goal of increasing external collaborations).
- 6. Enhance Member Employability through Continuous Professional Development (CPD)**
Goal: Equip members with the skills and knowledge needed to stay competitive in the workforce.
 - *Enhance employability of the members through CMEs/CPDs etc* (supports goal of member development and employability).

7. Increase Visibility Among Stakeholders

Goal: Raise awareness of the association's role in the pharmaceutical profession and its contributions to public health.

3.2 OBJECTIVES

These are the specific, measurable actions or tasks that need to be completed in order to achieve the above goals:

1. Advocate for and Protect Member Interests

Objective: Engage in policy advocacy and representation to safeguard the rights of members at all levels.

2. Expand Employment Opportunities

Objective: Actively pursue partnerships and initiatives that increase job placements and career opportunities for members.

- *Increase employment into the public service by 5% p.a (specific target to improve public service employment opportunities).*

3. Diversify Training and Practice Areas

Objective: Identify new sectors of practice and training to provide more diverse career paths for members.

- *Identify more training and practice areas to diversify the profession (supports the goal of diversifying practice opportunities).*

4. Increase Membership to 500 by the End of 2025

Objective: Set a target for growing the association's membership to reach 500 by the specified time frame.

5. Have More Engagements with Members

Objective: Organize events, meetings, and other activities to engage with members regularly and ensure their active participation in association affairs.

6. Increase Stakeholder Engagements

Objective: Build strategic partnerships and collaborative efforts with key stakeholders, including policy-makers, educational institutions, and industry leaders.

PART IV: STRATEGIC PLAN ALIGNMENT

MISSION

To empower Pharmacy Professionals across Uganda by promoting professional excellence, advocating for their rights, and ensuring adherence to the highest standards of ethics and practice in the medical field, while fostering unity and growth within the profession.

VISION

To be the leading organization representing Pharmacy technicians/Dispensers and pharmacy assistants in Uganda, championing the advancement of the profession of pharmacy and ensuring accessible, ethical, and high-quality pharmaceutical care services for all.

GOALS and OBJECTIVES

Goal 1: Enhance the Association's Status and Trust

- **Objective:** Strengthen the association's credibility and foster trust within the membership.
 - **Action Plan:**
 - *Strengthening the secretariat* to ensure efficient operations and member communication.
 - *Launch a SACCO* to enhance member benefits and financial empowerment.

Goal 2: Grow the Membership Base

- **Objective:** Expand the association's reach to include a broader spectrum of pharmacy professionals, increasing its representation and influence.
 - **Action Plan:**
 - *Curriculum review for CPHA and DPHA* to align education programs with current professional needs.
 - *Ensure private practice for Dispensers under AHPC* to create more career opportunities for members.
 - *Engagements with UAHEB for a bridging curriculum for Pharmacy assistants* to improve educational pathways for members.
 - *Increase membership to 500 by the end of 2025* by strengthening programs and advocacy.

Goal 3: Develop Future Leaders

- **Objective:** Nurture and cultivate leadership potential to ensure the continued success and longevity of the association.
 - **Action Plan:**
 - *Develop or establish a core competence framework for Dispensers and pharmacy assistants to define the essential skills and leadership traits needed within the profession.*

Goal 4: Boost the Treasury of the Association

- **Objective:** Ensure the financial sustainability of the association to support its operations and initiatives.
 - **Action Plan:**
 - *Launch a SACCO to provide members with access to financial resources, thus contributing to the association's financial independence.*

Goal 5: Increase Stakeholder Engagement

- **Objective:** Build and sustain strong relationships with key external stakeholders, including regulatory bodies, healthcare providers, and policymakers.
 - **Action Plan:**
 - *Have engagements with NDA for licensed sellers to ensure regulatory alignment and expand professional recognition.*
 - *Have engagements with NDA, PSU, HET, and Pharmaceutical industries to create synergies and strengthen professional connections.*
 - *Establish MoUs between NDA, PSU, HET, and Pharmaceutical industries to formalize collaborative partnerships.*

Goal 6: Enhance Member Employability through Continuous Professional Development (CPD)

- **Objective:** Equip members with the skills and knowledge needed to stay competitive in the workforce.
 - **Action Plan:**
 - *Advocate for Pharmacy Professionals' Rights to ensure fair treatment and continuous professional development opportunities for members.*
 - *Promote Public Health Initiatives to create opportunities for professional engagement and social responsibility.*

Goal 7: Increase Visibility Among Stakeholders

- **Objective:** Raise awareness of the association's role in the pharmaceutical profession and its contributions to public health.
 - **Action Plan:**
 - *Have AMR (Antimicrobial Resistance) Campaigns* to engage the public and stakeholders on important health issues.
 - *Improve Access to Resources and Tools* to make the association more visible and accessible to members and external stakeholders.

Goal 8: Advocate for Member Interests

- **Objective:** Represent and protect the rights and welfare of pharmacy professionals in Uganda.
 - **Action Plan:**
 - *Advocate for Pharmacy Professionals' Rights* to secure fair working conditions and professional recognition.
 - *Ensure private practice for Dispensers under AHPC* to empower members and expand their career options.

Goal 9: Increase Public Service Employment

- **Objective:** Enhance public service career opportunities for pharmacy professionals.
 - **Action Plan:**
 - *Increase employment into the public service by 5% per annum* through strategic advocacy and policy engagement.

Goal 10: Improve Educational and Training Standards

- **Objective:** Foster better training programs and higher professional standards for pharmacy assistants and dispensers.
 - **Action Plan:**
 - *Engagements with HET and NCHE to streamline the training of Diploma and certificate students* to improve educational standards.
 - *Engagements with UAHEB for a bridging curriculum for Pharmacy assistants* to ensure continuous professional development.
 - *Curriculum review for CPHA and DPHA* to ensure the education system aligns with industry demands and standards.

SUMMARY OF ACTION PLAN

Year 1: Action Plan

Goal	Objective	Action Plan	Time Frame (Year 1)
Goal 1: Grow Membership Base	Expand reach and influence	- Increase membership to 500 - Curriculum review for CPHA and DPHA	
Goal 2: Enhance Member Employability	Equip members with skills	- Promote Public Health Initiatives - Advocate for Pharmacy Professionals' Rights	
Goal 3: Boost Treasury	Ensure financial sustainability	- Launch SACCO	
Goal 4: Improve Educational Standards	Foster better training and standards	- Engage HET and NCHE - Engage UAHEB for a bridging curriculum	
Goal 5: Enhance Association Status and Trust	Strengthen credibility and trust	- Strengthen the secretariat	
Goal 6: Increase Stakeholder Engagement	Build strong relationships with external stakeholders	- Engage NDA for licensed sellers	

Year 2: Action Plan

Goal	Objective	Action Plan	Time Frame (Year 2)
Goal 7: Increase Public Service Employment	Enhance public service careers	- Increase public service employment by 5% annually	
Goal 2: Enhance Member Employability	Equip members with skills	- Promote Public Health Initiatives - Advocate for Pharmacy Professionals' Rights	
Goal 6: Increase Stakeholder	Build strong relationships with	- Establish MoUs with key bodies	

Engagement	external stakeholders		
Goal 5: Enhance Association Status and Trust	Strengthen credibility and trust	- Strengthen the secretariat	
Goal 4: Improve Educational Standards	Foster better training and standards	- Engage HET and NCHE - Engage UAHEB for a bridging curriculum	
Goal 8: Develop Future Leaders	Cultivate leadership potential	- Develop core competence framework	

Year 3: Action Plan

Goal	Objective	Action Plan	Time Frame (Year 3)
Goal 9: Advocate for Member Interests	Represent and protect member rights	- Ensure private practice for Dispensers under AHPC	
Goal 7: Increase Public Service Employment	Enhance public service careers	- Increase public service employment by 5% annually	
Goal 2: Enhance Member Employability	Equip members with skills	- Promote Public Health Initiatives - Advocate for Pharmacy Professionals' Rights	
Goal 6: Increase Stakeholder Engagement	Build strong relationships with external stakeholders	- Establish MoUs with key bodies	
Goal 10: Increase Visibility	Raise awareness of association's role	- Launch AMR campaigns - Improve access to resources and tools	
Goal 8: Develop Future Leaders	Cultivate leadership potential	- Develop core competence framework	

Three-Year Plan for PPAU to Complement National Efforts for Universal Access to Quality Pharmaceutical Care

Action Item	Responsible Party	Time Frame	Goal/Objective
YEAR 1			
Expand Public Health Programs and Access to Medicines	PPAU, Ministry of Health, NDA	Year 1 (Q1-Q4)	Goal: Enhance Access to Pharmaceutical Services
Advocate for better distribution of essential medicines in rural areas and underserved communities.	PPAU, NDA, Ministry of Health	Year 1 (Q1-Q4)	Objective: Ensure availability of essential medicines across Uganda
Enhance the Regulatory Framework	PPAU, Ministry of Health, NDA	Year 1 (Q1-Q2)	Goal: Improve Quality of Pharmaceutical Services
Collaborate with NDA to harmonize pharmacy practices across public and private sectors.	PPAU, NDA	Year 1 (Q2-Q4)	Objective: Strengthen regulation of pharmaceutical practice
Professional Development Programs	PPAU, Pharmacy Training Institutions	Year 1 (Q1-Q4)	Goal: Strengthen Professional Development
Establish continuous professional development (CPD) programs for pharmacy professionals.	PPAU, Training Institutions	Year 1 (Q1-Q4)	Objective: Continuous capacity building of pharmacy professionals
Develop Core Competence Framework	PPAU, AHPC, Pharmacy Institutions	Year 1 (Q2-Q4)	Objective: Establish core competencies for pharmacy professionals
Collaborate with AHPC to establish and implement core competencies for pharmacy professionals.	PPAU, AHPC, NDA	Year 1 (Q2-Q4)	Objective: Ensure relevant skills for pharmacy professionals to meet healthcare needs
YEAR 2			
Advocate for Pharmacy Professionals' Rights	PPAU, Government, Stakeholders	Year 2 (Q1-Q4)	Goal: Advocate for Policy Development
Engage in policy discussions and advocacy for the inclusion of pharmacy professionals in national health reforms.	PPAU, Ministry of Health, AHPC	Year 2 (Q1-Q4)	Objective: Ensure pharmacy professionals are included in health system policies

Promote Public Health Initiatives	PPAU, Ministry of Health, NDA	Year 1 (Q2-Q4)	Goal: Promote Public Health Initiatives
Launch public awareness campaigns on issues such as AMR (Antimicrobial Resistance) and health education.	PPAU, Ministry of Health, Local NGOs	Year 1 (Q2-Q4)	Objective: Support public health campaigns to address key health issues
Strengthen Stakeholder Engagement	PPAU, NDA, PSU, Pharmaceutical Industry	Year 1 (Q2-Q4)	Goal: Strengthen Stakeholder Engagement
Develop MoUs with pharmaceutical bodies, universities, and private sector stakeholders.	PPAU, NDA, PSU, Pharmaceutical Industry	Year 1 (Q3-Q4)	Objective: Facilitate collaboration with key stakeholders to advance pharmaceutical services
Foster Research and Innovation in Pharmacy Practice	PPAU, Academia, Pharmaceutical Companies	Year 2 (Q1-Q4)	Goal: Promote Research and Innovation
Encourage and support research initiatives that address local healthcare challenges.	PPAU, Universities, Research Institutions	Year 2 (Q2-Q4)	Objective: Develop solutions to enhance pharmaceutical care
Improve Access to Resources and Tools	PPAU, NDA, Government	Year 2 (Q2-Q4)	Goal: Improve Access to Resources and Tools
Advocate for improved access to pharmacy-related resources such as medicines, equipment, and technology.	PPAU, NDA, Pharmaceutical Suppliers	Year 2 (Q3-Q4)	Objective: Ensure equitable access to necessary pharmaceutical resources
Strengthen Pharmaceutical Education	PPAU, Education Ministries, NCHE	Year 1 (Q2-Q4)	Goal: Strengthen Pharmaceutical Education
Collaborate with academic institutions to improve training programs for pharmacy professionals.	PPAU, NCHE, Pharmacy Schools	Year 1 (Q2-Q4)	Objective: Support the development of specialized training programs
Increase Membership and Professional Presence	PPAU, Internal Stakeholders	Year 2 (Q1-Q4)	Goal: Grow the membership and professional presence of the association
Increase membership to 500 by the end of 2025.	PPAU, Membership	Year 2 (Q1-	Objective: Expand membership base

	Committee	Q4)	
Launch a SACCO	PPAU, Internal Committee	Year 2 (Q3-Q4)	Goal: Provide financial empowerment for members
Initiate the creation of a SACCO to provide savings and loans for members.	PPAU, Finance Committee	Year 2 (Q4)	Objective: Provide economic support for association members
Enhance the Role of Pharmacy Assistants	PPAU, Ministry of Health, NDA	Year 3 (Q1-Q4)	Goal: Increase Representation of Pharmacy Assistants in Public Service
YEAR 3			
Work towards including pharmacy assistants in the public service.	PPAU, Ministry of Health, NDA	Year 3 (Q1-Q4)	Objective: Ensure Pharmacy Assistants are considered for employment in the public service
Promote Private Practice for Dispensers	PPAU, AHPC, Private Sector	Year 3 (Q2-Q4)	Goal: Expand Employment Opportunities and Private Practice for Dispensers
Advocate for private practice opportunities for dispensers under AHPC.	PPAU, AHPC	Year 3 (Q2-Q4)	Objective: Ensure dispensers have the right to operate private practices
Curriculum and Training Reforms	PPAU, HET, NCHE, Academic Institutions	Year 3 (Q1-Q4)	Goal: Improve Curriculum and Training for Pharmacy Professionals
Engage with HET and NCHE to review the curriculum for Diploma and Certificate Pharmacy students.	PPAU, HET, NCHE	Year 3 (Q1-Q4)	Objective: Ensure curriculum aligns with contemporary pharmaceutical practice
Strengthen the Secretariat and Administrative Support	PPAU, Secretariat Committee	Year 1-3 (Q1-Q4)	Goal: Ensure Efficient Operation of the Association
Strengthen the secretariat and administrative support to handle growing membership and activities.	PPAU, Secretariat Committee	Year 1-3 (Q1-Q4)	Objective: Support PPAU's operations and membership services
Address Transcripts and	PPAU, UAHEB,	Year 1-	Goal: Facilitate Efficient

Bridging Curriculum Issues	Ministry of Education	3 (Q1-Q4)	Transcript Issuance and Curriculum Development
Address the delay of transcripts at UAHEB and develop a bridging curriculum for pharmacy assistants.	PPAU, UAHEB, Ministry of Education	Year 1-3 (Q1-Q4)	Objective: Streamline the transcript issuance process and enhance qualification pathways for pharmacy assistants

PART V: Implementation Plan

The implementation plan is designed to translate the strategic goals and objectives of the PPAU into actionable steps. This plan outlines who is responsible, the timeline, and the expected outcomes for each goal and objective. It ensures that the initiatives are executed efficiently and aligned with the association's vision of empowering pharmacy professionals and improving the pharmaceutical sector in Uganda.

Goal 1: Enhance the Association's Status and Trust

- **Objective:** Strengthen the association's credibility and foster trust within the membership.

Action Plan:

1. **Strengthen the Secretariat for Efficient Operations**
 - **Responsible Party:** Executive Committee, Secretariat Team
 - **Time Frame:** Year 1 (Q1-Q2)
 - **Outcome:** Streamlined operations, improved member communication, and increased member satisfaction.
2. **Launch a SACCO (Savings and Credit Cooperative Organization)**
 - **Responsible Party:** Finance Committee, Secretariat
 - **Time Frame:** Year 1 (Q2-Q3)
 - **Outcome:** Enhanced financial empowerment for members and improved trust in the association's financial transparency.

Goal 2: Grow the Membership Base

- **Objective:** Expand the association's reach to include a broader spectrum of pharmacy professionals, increasing its representation and influence.

Action Plan:

1. **Curriculum Review for CPHA and DPHA Programs**
 - **Responsible Party:** Education and Training Committee, Academic Institutions
 - **Time Frame:** Year 1 (Q1-Q2)
 - **Outcome:** Alignment of educational programs with industry needs, improving the relevance of training for pharmacy assistants and dispensers.
2. **Promote Private Practice for Dispensers under AHPC**
 - **Responsible Party:** Advocacy Committee, Regulatory Affairs Team
 - **Time Frame:** Year 1 (Q1-Q4)
 - **Outcome:** Expanded career opportunities for dispensers and recognition of their professional value.
3. **Increase Membership to 500 by the End of 2025**

- **Responsible Party:** Membership Committee, Public Relations Team
- **Time Frame:** Year 1 (Q3-Q4) and ongoing
- **Outcome:** A more robust and representative association, increasing its influence and negotiating power.

Goal 3: Develop Future Leaders

- **Objective:** Nurture and cultivate leadership potential to ensure the continued success and longevity of the association.

Action Plan:

1. **Develop Core Competence Framework for Dispensers and Pharmacy Assistants**
 - **Responsible Party:** Leadership Development Committee, Academic Institutions, AHPC
 - **Time Frame:** Year 1 (Q2-Q3)
 - **Outcome:** A clear framework that defines essential leadership skills and competencies needed for career growth within the profession.

Goal 4: Boost the Treasury of the Association

- **Objective:** Ensure the financial sustainability of the association to support its operations and initiatives.

Action Plan:

1. **Launch a SACCO (Savings and Credit Cooperative Organization)**
 - **Responsible Party:** Finance Committee, Executive Committee
 - **Time Frame:** Year 1 (Q2-Q3)
 - **Outcome:** An additional revenue stream and financial support mechanism for members, ensuring financial independence for the association.

Goal 5: Increase Stakeholder Engagement

- **Objective:** Build and sustain strong relationships with key external stakeholders, including regulatory bodies, healthcare providers, and policymakers.

Action Plan:

1. **Engage NDA for Licensed Sellers and Regulatory Alignment**
 - **Responsible Party:** Advocacy Committee, Regulatory Affairs Team
 - **Time Frame:** Year 1 (Q2-Q4)

- **Outcome:** Strengthened regulatory alignment and expanded professional recognition of pharmacy professionals.
- 2. **Establish MoUs with Key Stakeholders (NDA, PSU, Pharmaceutical Industry)**
 - **Responsible Party:** External Relations Committee, Executive Committee
 - **Time Frame:** Year 1 (Q3-Q4)
 - **Outcome:** Formalized partnerships that enhance collaboration and shared resources across the pharmacy sector.

Goal 6: Enhance Member Employability through Continuous Professional Development (CPD)

- **Objective:** Equip members with the skills and knowledge needed to stay competitive in the workforce.

Action Plan:

1. **Promote Public Health Initiatives and Professional Engagement**
 - **Responsible Party:** Public Health and Advocacy Committee, CPD Team
 - **Time Frame:** Year 1 (Q1-Q4)
 - **Outcome:** Increased member participation in social responsibility programs and strengthened public health initiatives.
2. **Advocate for Pharmacy Professionals' Rights**
 - **Responsible Party:** Advocacy Committee
 - **Time Frame:** Year 1 (Q1-Q4)
 - **Outcome:** Fair treatment and professional recognition through policy advocacy, increasing the opportunities for members to grow in their careers.

Goal 7: Increase Visibility Among Stakeholders

- **Objective:** Raise awareness of the association's role in the pharmaceutical profession and its contributions to public health.

Action Plan:

1. **Launch AMR (Antimicrobial Resistance) Campaigns**
 - **Responsible Party:** Public Relations Team, Public Health Committee
 - **Time Frame:** Year 2 (Q1-Q4)
 - **Outcome:** Increased public and stakeholder awareness of critical issues such as AMR, enhancing the association's visibility and advocacy.
2. **Improve Access to Resources and Tools**
 - **Responsible Party:** IT and Resources Committee
 - **Time Frame:** Year 2 (Q1-Q2)

- **Outcome:** Increased access to professional tools, resources, and platforms for members and stakeholders.

Goal 8: Advocate for Member Interests

- **Objective:** Represent and protect the rights and welfare of pharmacy professionals in Uganda.

Action Plan:

1. **Advocate for Private Practice for Dispensers under AHPC**
 - **Responsible Party:** Advocacy Committee, Regulatory Affairs Team
 - **Time Frame:** Year 1 (Q2-Q4)
 - **Outcome:** Empowered members with the ability to engage in private practice, expanding their career options and professional autonomy.

Goal 9: Increase Public Service Employment

- **Objective:** Enhance public service career opportunities for pharmacy professionals.

Action Plan:

1. **Increase Public Service Employment by 5% per Annum**
 - **Responsible Party:** Advocacy and Policy Engagement Committee
 - **Time Frame:** Year 2-3 (Ongoing)
 - **Outcome:** Greater inclusion of pharmacy professionals in the public service sector through continuous advocacy and policy influence.

Goal 10: Improve Educational and Training Standards

- **Objective:** Foster better training programs and higher professional standards for pharmacy assistants and dispensers.

Action Plan:

1. **Engage HET and NCHE for Curriculum Review**
 - **Responsible Party:** Education and Training Committee, Academic Institutions
 - **Time Frame:** Year 1 (Q1-Q2)
 - **Outcome:** Improved educational standards and better-aligned training programs to meet industry demands.
2. **Implement a Bridging Curriculum for Pharmacy Assistants**
 - **Responsible Party:** UAHEB, Academic Institutions
 - **Time Frame:** Year 2 (Q1-Q4)

- **Outcome:** Enhanced career pathways for pharmacy assistants, supporting professional growth and continuous development.

PART VI: Monitoring and Evaluation (M&E) Framework for PPAU Implementation Plan

The **Monitoring and Evaluation (M&E)** framework is critical for tracking the progress, performance, and effectiveness of the Pharmacy Professionals' Association of Uganda's (PPAU) implementation plan. This process ensures that the association's activities remain aligned with its strategic goals and objectives, while providing transparency and accountability to its members and stakeholders. The M&E

framework will help in identifying challenges, adjusting strategies, and measuring the outcomes of interventions.

1. M&E Objectives:

- **Track Progress:** Measure how far the association has gone in implementing the activities and achieving the set objectives.
- **Evaluate Performance:** Assess the effectiveness of each activity and the overall impact of the strategy on members and the pharmaceutical sector.
- **Inform Decision Making:** Use findings to adjust strategies, refine activities, and allocate resources effectively.
- **Ensure Accountability:** Provide stakeholders with evidence on how resources are being used and whether the objectives are being met.

2. M&E Framework Components

A. Monitoring Components

- **Indicators:** Specific and measurable metrics to track the progress and success of each activity. These indicators will be aligned with the objectives of each goal.
- **Data Collection Methods:** The methods and tools used to collect data. This may include surveys, interviews, progress reports, focus group discussions, and quarterly reports.
- **Frequency of Monitoring:** The time intervals at which progress will be tracked, typically quarterly or bi-annually for most activities.
- **Responsibility:** Designate a specific team or committee responsible for monitoring each activity to ensure accountability.

B. Evaluation Components

- **Evaluation Type:** Regular evaluations, which can be:
 - **Formative Evaluation:** Done at the beginning or during the implementation phase to understand the feasibility and context of the activities.
 - **Summative Evaluation:** Conducted after the completion of major activities or phases to assess whether objectives were achieved and their impact.
- **Evaluation Criteria:**
 - **Relevance:** Are the activities addressing the key needs of pharmacy professionals?

- **Effectiveness:** Did the activities achieve the intended outcomes?
- **Efficiency:** Were the resources used in an optimal way to achieve the desired outcomes?
- **Sustainability:** Will the activities' benefits last beyond the project's timeline?
- **Impact:** What long-term changes or improvements occurred as a result of the activities?

3. M&E Responsibilities

- **Executive Committee:** Oversee the entire monitoring and evaluation process, ensuring that objectives are met and strategic decisions are based on M&E findings.
- **M&E Committee:** Specially tasked with monitoring and evaluating progress. They will compile data, create reports, and coordinate with other committees.
- **Individual Committees:** Each committee responsible for specific goals (e.g., Membership, Advocacy, Education, Finance) will monitor the progress of activities within their area, providing regular updates.
- **External Evaluators:** Depending on the scale and complexity of the activity, external evaluators may be brought in to ensure unbiased assessment of outcomes.

4. Monitoring and Evaluation Plan (Timeline & Activities)

Goal/Objective	Key Indicators	Data Collection Method	Frequency	Responsible Party	Evaluation Type
Goal 1: Enhance the Association's Status and Trust	- Improved member satisfaction rate	Surveys, Feedback forms	Quarterly	Executive Committee, Secretariat	Formative & Summative
Objective: Launch SACCO and strengthen the secretariat.	- Number of members joining SACCO	SACCO registration data	Bi-annually	Finance Committee, Secretariat	Summative
Goal 2: Grow the Membership Base	- Membership growth rate (Target: 500 members)	Membership database, Surveys	Quarterly	Membership Committee, Public Relations	Summative
Objective:	- Number of	Reports,	Quarterly	Advocacy	Summative

Promote private practice under AHPC.	dispensers in private practice	Registration Data		Committee	e
Goal 3: Develop Future Leaders	- Number of leaders trained under the competence framework	Training reports, Attendance records	Bi-annually	Leadership Development Committee	Summative
Objective: Develop a core competence framework.	- Framework development progress	Document review, Stakeholder feedback	Year 1 (Q2-Q3)	Education Committee	Summative
Goal 4: Boost Treasury of the Association	- Total revenue generated from SACCO	Financial reports	Bi-annually	Finance Committee, SACCO Team	Summative
Goal 5: Increase Stakeholder Engagement	- Number of MoUs signed with stakeholders	MoU agreements, Reports	Year 1 (Q3-Q4)	External Relations Committee	Summative
Goal 6: Enhance Member Employability through CPD	- Number of CPD programs attended by members	CPD participation records	Quarterly	CPD Team	Formative & Summative
Objective: Advocate for pharmacy professionals' rights.	- Number of policy changes supporting pharmacy professional	Policy tracking, Reports	Annually	Advocacy Committee	Summative
Goal 7: Increase Visibility Among Stakeholders	- Public awareness of PPAU initiatives (survey results)	Public Surveys, Media reports	Quarterly	Public Relations Committee	Summative
Goal 8: Advocate for Member Interests	- Number of successful advocacy outcomes	Policy changes, Reports	Annually	Advocacy Committee	Summative

	(private practice, rights)				
Goal 9: Increase Public Service Employment	- Percentage increase in public service jobs for pharmacy professionals	Employment records, Reports	Annually	Advocacy Committee	Summative
Goal 10: Improve Educational and Training Standards	- Number of curricula reviewed, updated	Reports from HET, Academic Institutions	Year 1 (Q1-Q2)	Education Committee, Academic Institutions	Summative

5. Reporting and Feedback Mechanism

- **Quarterly Reports:** Each committee will submit a progress report every quarter to the Executive Committee and M&E team. These reports will highlight achievements, challenges, and deviations from the plan.
- **Annual Review:** At the end of each year, a comprehensive evaluation will be conducted to assess the overall performance and the impact of the strategies. This review will inform the planning for the next year.
- **Stakeholder Updates:** Updates will be shared with members, key stakeholders, and partners through newsletters, meetings, or public reports to ensure transparency.

6. Data Analysis and Interpretation

- Data will be analyzed using qualitative and quantitative methods.
 - **Qualitative Analysis:** Review of narrative data from surveys, interviews, and feedback forms to identify themes, trends, and insights.
 - **Quantitative Analysis:** Statistical analysis of data such as membership growth rates, financial reports, training attendance, and policy changes.

The findings from data analysis will guide adjustments and improvements in the implementation plan. Challenges identified will trigger corrective actions to align activities with the intended objectives.

7. Adjustments and Corrections

The M&E process allows for flexibility in adjusting the implementation plan based on the findings. If an activity is found to be ineffective, the M&E committee will suggest corrective actions to optimize the strategy, which may include:

- **Reallocation of Resources:** Shifting focus or funding to more impactful activities.
- **Modification of Strategies:** Revising objectives or timelines based on unforeseen circumstances or emerging needs.

By ensuring a continuous and systematic process of monitoring and evaluation, the PPAU will be able to achieve its strategic goals and foster a more robust and dynamic profession for pharmacy professionals in Uganda.

END

