



► **Saudi Food & Drug Authority  
Strategic Plan 2018-2022**

**May 2018**



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CEO**

## President's Note

Riyadh, Kingdom of Saudi Arabia  
May 2018

SFDA's Third Annual Strategic Plan (2018-2022) lays out our vision and strategic priorities for addressing the challenges that we face as the regulator of the food, drug and medical devices sectors. We are continuing on our journey to become a leading international regulator responsible for protecting the community and promoting access to safe products through sound regulations and effective controls.

As the Saudi economy continues to develop, We must respond to the rapid pace of innovation, the tighter integration of global supply chains, and the increasing demands of our citizens for safe and healthy products. We expect to meet these challenges by making informed decisions based on scientific evidence and by building effective partnerships with the private sector, other government entities and our international partners. We commit to earning the community's trust by engaging proactively with the public, and by building a high-performing, efficient and innovative organization that allows our staff to be the best in all they do.

Sincerely,

> In the 3rd Strategic Plan, SFDA will focus on achieving measurable outcomes to **Promote the Safety and Health of the Community**

Strategic Plans



**1st Strategic Plan  
(2007 - 2011)**

- ✓ Focus on building regulatory framework
- ✓ Build-up essential capabilities required to assume regulatory responsibilities



**2nd Strategic Plan  
(2012 - 2016)**

- ✓ Continue building-up operational capabilities
- ✓ Address gaps in SFDA mandate
- ✓ Develop organizational capabilities, policies and procedures

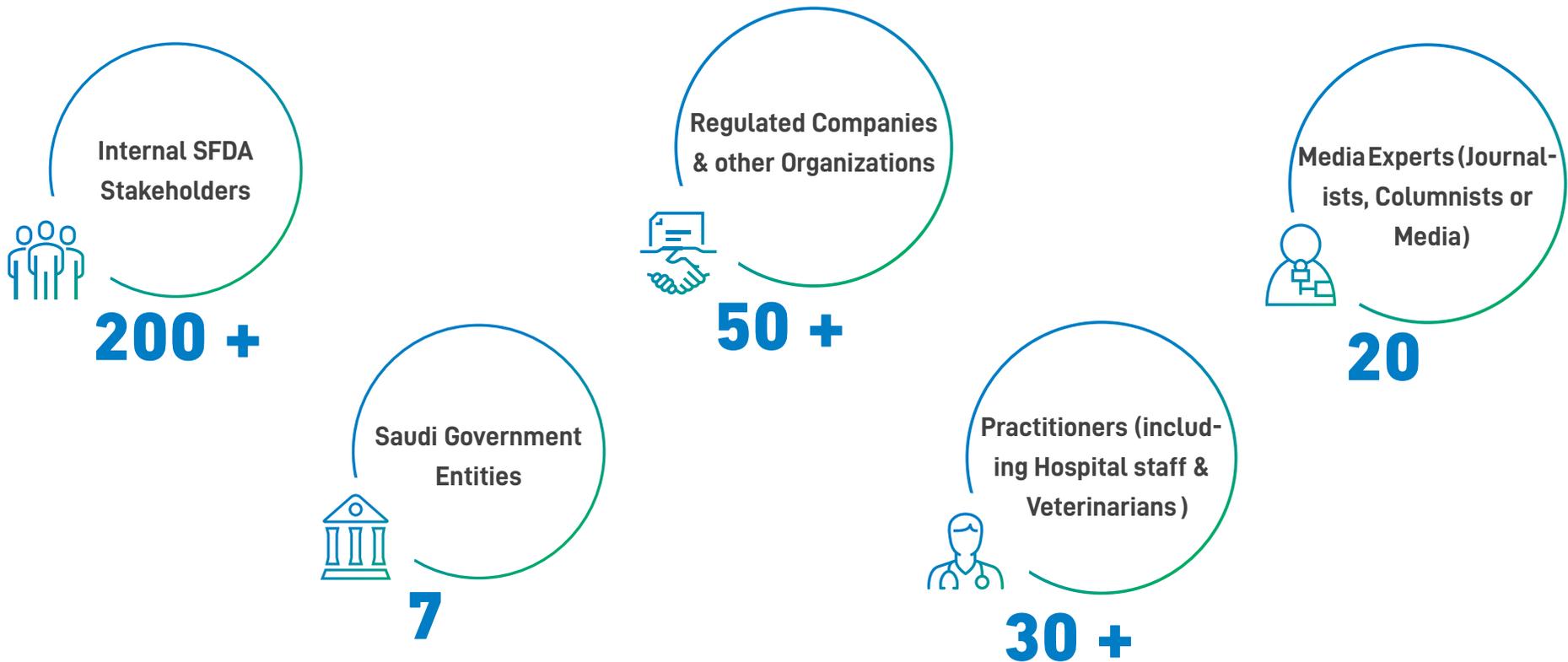


**3rd Strategic Plan  
(2018 - 2022)**

- ✓ Focus on outcomes and measurable value to stakeholders
- ✓ Efficient and effective operations utilizing existing capabilities
- ✓ Rely on scientific evidence and risk assessment
- ✓ Work with partners to effectively monitor and control different components of the value chain

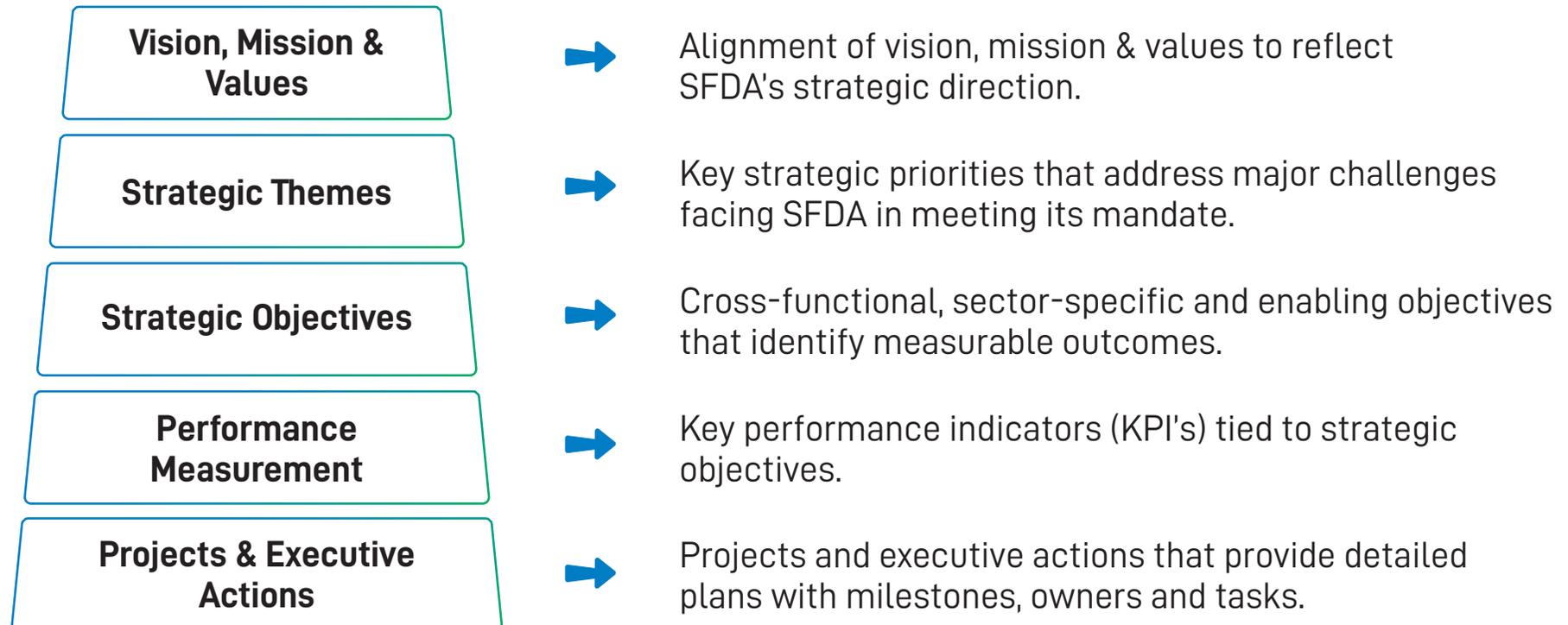
Focus Areas

> The Strategic Plan was developed based on extensive consultations with various **Internal** and **External Stakeholders**



- > The Strategic Plan presents our updated **Vision, Mission** and **Values**, along with the **Strategic Themes, Objectives** and **Projects** that define SFDA's path

### Strategic Framework



- > The updated **Vision** and **Mission** statements emphasize the importance of a global and scientific approach to **Promoting Public Health and Protecting the Community**



## Vision

To be a leading international science-based regulator to protect and promote public health.



## Mission

Protecting the community through regulations and effective controls to ensure the safety of food, drugs, medical devices, cosmetics, pesticides and feed.

- SFDA's staff selected these values as most representative of their desire to serve their community by acting with **Integrity**, aiming for **Excellence** and **Thinking Positively**



Health of the Community  
Comes First



We Communicate Effectively  
& Transparently



We Think Positively



We are All Responsible



We Aim to be the Best

> Five strategic **Themes** reflect SFDA's priorities in the coming five years



**Safe and Effective Products:** enabling consumers to access safe products in a timely manner through appropriate legislations.



**Consumer Trust:** increasing transparency and initiating community participation.



**Organizational Excellence:** making organizational decisions based on scientific evidence.



**Performance Efficiency:** empowering the organization to be more innovative, effective by promoting digital transformation and adopting a culture of collaboration.



**Customer Satisfaction:** working effectively with the public, private sectors and international partners.

## > Strategic Map

Customer Satisfaction

Performance Efficiency

Organizational Excellence

Consumer Trust

Safe & Effective Products



Community

✓ Enhancing trust in the authority's role locally and internationally.

✓ Ensuring and guaranteeing food chain safety

✓ Ensuring drug availability

✓ Ensuring safe usage of medical devices

✓ Developing dietary legislations to improve nutritional patterns

✓ Ensuring drug safety

✓ Reducing pesticide residue in food



Internal Processes

✓ Strengthening compliance with the authority's regulations

✓ Increasing community awareness of the products controlled by the authority

✓ Increasing operational efficiency

✓ Increasing the effectiveness of customer communication

✓ Improving the regulatory framework for cosmetic and herbal products

✓ Increasing operational efficiency of laboratories

✓ Enhancing international cooperation and participation

✓ Developing the evaluation of drug and medical devices

✓ Improving the registrations of food and feed

✓ Increasing research contribution in support of regulatory decision-making



Organizational Capabilities

✓ Developing the organizational culture and the institutional performance

✓ Increasing the technology utilization to improve business efficiency



## ▶ **Strategic Objective's Balanced Scorecards**

It is one of the tools of planning and strategic management that helps the authority in evaluating its strategic performance according to its vision and strategy: by linking objectives and performance Indicators with strategic perspectives and themes, which provides a better opportunity to measure the progress of the authority towards achieving its vision.

<b>Theme: Consumer Trust</b>	
<b>Strategic Objective: Enhance trust in the authority's role locally and internationally</b>	
<b>SO Description:</b>	Achieving the highest levels of trust by the community, health practitioners and similar regulators in the role of the authority and its impact locally and internationally.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Public trust in the authority's products safety	83%
% Practitioner's trust in the supervisory authority's role	TBD
# Decisions taken by the authority based on the decisions of similar regulatory authorities in other countries	TBD
# Decisions taken by similar regulatory authorities in other countries based on the SFDA decisions	TBD

## Theme: Safe and Effective Products

### Strategic Objective: Ensuring and guaranteeing food chain safety

**SO Description:** Raising the level of safety of food chains by preparing homogeneous monitoring and controlling programs with relevant partners and actively cooperating in working on methodologies, systems and tools that reduce the risks of pollution accidents and food poisoning.

#### Strategic Key Performance Indicators

Key Performance Indicators	2022 Target
% Reduction of reported food borne illness incidents	10% decrease from 2021
% Of contaminated food samples	4.9% (30% decrease from baseline)
% Of contaminated feed samples	4.3% (30% decrease from baseline)
# Individuals affected by food poisoning cases per 100,000 individuals	10% decrease from 2021

<b>Theme: Consumer Trust</b>	
<b>Strategic Objective: Developing dietary legislations to improve nutritional patterns</b>	
<b>SO Description:</b>	Promoting public health by improving dietary patterns in the community in accordance with the best international standards to increase healthy lifestyles of the members of the community by increasing the availability of products that comply with the standards of healthy food in the Saudi market.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Food products that comply with healthy food standards in the Saudi market	TBD

<b>Theme: Safe and Effective products</b>	
<b>Strategic Objective: Ensuring drug availability.</b>	
<b>SO Description:</b>	Increasing the availability of drugs by developing and improving drug registration, pricing systems, policies, strengthening cooperation and partnerships with government agencies to increase the efficiency and effectiveness of dealing with non-availability.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Drug availability in the local market	TBD

<b>Theme: Safe and Effective Products</b>	
<b>Strategic Objective: Ensuring drug safety</b>	
<b>SO Description:</b>	Improving human and veterinary drug risk management to protect society and animal health, strengthening control, detecting drugs and responding to risks.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Change in adverse event reports of drugs	187312 Reports 50% increase from 2021
# Sentinel events related to drugs	TBD

**Theme: Safe and Effective Products**

**Strategic Objective: Ensuring safe usage of medical devices**

**SO Description:**

Increasing the safe use of medical devices to ensure the safety of patients, users, operators of medical devices in hospitals and health centers by developing, improving the processes and methods of monitoring and reporting the adverse events of medical devices by cooperating with other regulatory authorities and working proactively to deal with adverse events of medical devices.

**Strategic Key Performance Indicators**

Key Performance Indicators	2022 Target
% Change in the number of medical devices adverse event reports	50% increase from 2021
% Compliance of health care providers to methods of safe use of medical devices	50% increase from 2021
# Sentinel events related to medical devices	TBD

**Theme: Customer Satisfaction**

**Strategic Objective: Improving the registrations of food and feed**

**SO Description:**

Developing mechanisms, business procedures and channels of communication with customers to raise the level of food registration and feed.

**Strategic Key Performance Indicators**

Key Performance Indicators	2022 Target
% Food registration requests completed on time	100%
% Feed registration requests completed on time	100%
% Correct objections to the authority decisions related to food and feeds registrations.	5%
%Clarity of food and feed registration guidelines and requirements	TBD

<b>Theme: Customer Satisfaction</b>	
<b>Strategic Objective: Developing the evaluation of drug and medical devices</b>	
<b>SO Description:</b>	Building and improving the internal capabilities of independently evaluating drug and medical devices within the authority and identifying pathways for evaluation based on the level of risk in addition to working to facilitate and simplify the current procedures for evaluating drugs.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Medical devices marketing authorization applications that were reviewed and evaluated by the authority on time	100%
% Of human drug registration requests that the authority reviewed and evaluated on time	100%
% Of veterinary drug registration requests that the authority reviewed and evaluated on time	100%
% Clarity of guidelines and requirements of medical device marketing authorization marketing	95%
% Correct objections to unclear responses to medical devices evaluations	2%

Theme: Organizational Excellence	
Strategic Objective: Improving the regulatory framework for cosmetic and herbal products	
SO Description:	Reviewing and improving the regulatory framework and the process of the inclusion of cosmetic products and evaluation of herbal products in order to reach simplified and clear registration methods that comply with international standards while maintaining safety requirements.
Strategic Key Performance Indicators	
Key Performance Indicators	2022 Target
% Cosmetic products which include one of the most common contaminants	5.34%
% Herbal products at the agents that match the medical claims from the Authority	100%
% Clarity of cosmetic products guidelines and requirements for listing	TBD
% Of cosmetic products in market that match the approved claims by the Authority	TBD
% Herbal products registration requests that the Authority reviewed and evaluated on time	100%
% Clarity of herbal products guidelines and requirements for registration	TBD
% Herbal products which include one of the most common contaminant	TBD

<b>Theme: Safe and Effective Products</b>	
<b>Strategic Objective: Reducing pesticide residue in food</b>	
<b>SO Description:</b>	Reducing pesticide residue in food by controlling and tracking pesticides in ports and markets in cooperation with relevant authorities.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Food samples in the monitoring program that exceeded the permissible limits of pesticide residues (local products)	2%

<b>Theme: Organizational Excellence</b>	
<b>Strategic Objective: Strengthening compliance with the authority's regulations</b>	
<b>SO Description:</b>	Strengthening and improving inspection processes, activities and the enforcement of regulations on all products that are subjected to the control of the authority, which will lead to the development of the results of inspections and the compliance ratios of the establishments.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Commitment of establishments to authority's control	100%
% Products adhere to specifications	99%

**Theme: Organizational Excellence**

**Strategic Objective: Increasing operational efficiency of laboratories**

**SO Description:** Optimizing the activities of the authority's laboratories and working as a reference laboratory for food, drugs and developing laboratory and human competencies for the laboratories of the Authority.

**Strategic Key Performance Indicators**

Key Performance Indicators	2022 Target
% Efficiency of utilizing the authority's laboratories capabilities	TBD
% Transfer food samples to private laboratories	TBD
% Accuracy of laboratory results	100%
% Samples testing requests that completed on time	100%

<b>Theme: Consumer Trust</b>	
<b>Strategic Objective: Increasing community awareness of the products controlled by the authority.</b>	
<b>SO Description:</b>	Raising awareness and educating the community about health informations, warnings and safety measures for products that are controlled by the authority.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Community awareness of the safety of products controlled by the authority	TBD

<b>Theme: Performance Efficiency</b>	
<b>Strategic Objective: Increasing operational efficiency</b>	
<b>SO Description:</b>	Working on raising the efficiency of spending and increasing revenues in line with the Kingdom's vision 2030.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Solvency of the authority business sustainability for six months	100%

<b>Theme: Organizational Excellence</b>	
<b>Strategic Objective: Increasing research contribution in support of regulatory decision-making</b>	
<b>SO Description:</b>	Raising the efficiency of the exploitation of the internal research capabilities of the Authority to contribute in supporting the supervisory decision making in the Authority.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
# Recommendations adopted based on research results	50% increase over 2021
% Technical specifications and standards that have been updated based on the results of studies and research	50% increase over 2021

<b>Theme: Performance Efficiency</b>	
<b>Strategic Objective: Developing the organizational culture and the institutional performance</b>	
<b>SO Description:</b>	To increase productivity and performance and to improve the culture of the authority by enhancing the spirit of cooperation, responsibility and improving the working environment to be an attractive environment for talented and high-performing employees, in addition to clarifying the responsibilities, developing human resource systems, raising the level of knowledge, skills, and employee effectiveness in the authority.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Employee engagement and empowerment	Engagement: 70% Empowerment: 60%
% Achievement of annual targets of the authority's KPIs	TBD
Average evaluation of learning and desired benefits	4.7 out of 5

Theme: Customer Satisfaction	
Strategic Objective: Increasing the effectiveness of customer communication	
<b>SO Description:</b>	Improving the level of communication with the customers of the authority, whether representatives of the establishments that are subject to the control of the authority or the individuals by establishing more effective and transparent channels to communicate and benefit from the opinions and feedback of customers in improving procedures and raising the level of satisfaction.
Strategic Key Performance Indicators	
Key Performance Indicators	2022 Target
% Customer satisfaction with the services provided by the authority	94%
% Completed applications for establishments licensing on time	100%
% Completed requests for Import and export permissions on time	100%
# Reports received from individuals related to the safety of food, drugs and medical devices.	TBD
% Satisfaction of individuals who reported to the authority regarding the quality and speed of response to the reports received regarding the safety of food, drugs and medical devices.	TBD
% Satisfaction of individuals who reported to the authority regarding the processing and closing to the reports received regarding the safety of food, drugs and medical devices.	96%

<b>Theme: Performance Efficiency</b>	
<b>Strategic Objective: Increasing the technology utilization to improve business efficiency</b>	
<b>SO Description:</b>	Using modern technologies to develop business efficiency which contributes to supporting decision-making and increasing productivity.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Maturity of the provided electronic systems and services	95%
# High-quality data bases available on shareable online platforms	88%
% Satisfaction of internal customers for provided electronic systems and services	65%
% Satisfaction of external customers for provided electronic systems and services	70%

<b>Theme: Organizational Excellence</b>	
<b>Strategic Objective: Enhancing international cooperation and participation</b>	
<b>SO Description:</b>	To support the authority's approach to global leadership through mutual cooperation with external entities, and signing agreements and exchanging interests with leading counterparts in order to contribute actively in increasing the authority's presence on the world stage.
<b>Strategic Key Performance Indicators</b>	
<b>Key Performance Indicators</b>	<b>2022 Target</b>
% Of achievement of joining the international organizations plan	100%

**Thank you**

