



20¹⁸ 20¹⁹ ANNUAL REPORT

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Deuteronomy 2:7

“For the LORD your God has blessed you in all that you have done; He has known your wanderings through this great wilderness These forty years the LORD your God has been with you; you have not lacked a thing.”



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List of Acronyms



ACT:	Artemisin Combination Therapy	D2V:	Direct to vendor Sourcing
AIDS:	Acquired Immune Deficiency Syndrome	EMHS:	Essential Medicine and Health Supplies
AMDA:	Archdiocese of Mbarara Development Association	EOI:	Expression of Interest
ART:	Antiretroviral Therapy	EPN:	Ecumenical Pharmaceutical Network
ARV:	Antiretroviral	EU:	European Union
Bn:	Billion	FY:	Financial Year
BoD:	Board of Directors	DRC:	Democratic Republic of Congo
CoU:	Church of Uganda	GMP:	Good Manufacturing Practice
\$:	Dollars	GSM:	Global System for Mobile Communication
DHCs:	Diocesan Health Coordinators	GSP:	Good Storage Practice
DRC:	Democratic Republic of Congo	HIV:	Human Immune-Deficiency Virus
DJMS:	Diocese of Jinja Medical Services	ICGU:	Institute of Corporate Governance of Uganda

IARC:	Internal Audit, Risk and Compliance
ISO:	International Standard Organization
IT:	Information Technology
JMS:	Joint Medical Store
LLINS:	Long Lasting Insecticidal Nets
MAK:	Makerere University
MHU:	Member Health Unit
Mn:	Million
MoH:	Ministry of Health
MoU:	Memorandum of Understanding
MUST:	Mbarara University of Science and Technology.
NDA:	National Drug Authority
KIU:	Kampala International University
NGO:	Non-Governmental Organization
OHS:	Organisation Health and Safety
PNFP:	Private not for profit
PR:	Public Relations
QTR:	Quarter
QMS:	Quality Management System
SOP:	Standard Operating Procedure
TASO:	The AIDS Support Organisation
UCMB:	Uganda Catholic Medical Bureau
UGX:	Uganda Shillings
USD:	United States Dollars
UCMB:	Uganda Catholic Medical Bureau
UMMB:	Uganda Muslim Medical Bureau
UOMB:	Uganda Orthodox Medical Bureau
UPMB:	Uganda Protestant Medical Bureau
USAID:	United States Aid for International Development
VPL:	Virika Pharmaceuticals Limited
WHO:	World Health Organization
Y2Y:	Year to Year

Definitions

ACCREDITED HEALTH FACILITIES:

These refer to Private Not for Profit Health facilities affiliated to Uganda Catholic Medical Bureau (UCMB), Uganda Protestant Medical Bureau (UPMB), Uganda Orthodox Medical Bureau (UOMB) and the Uganda Muslim Medical Bureau.

SPECIAL ORDERS:

These are orders that contain items that are not in JMS Stock range but are needed by JMS customers.

EMERGENCY ORDERS:

Products with the different brands, not stocked at JMS but needed on short notice, shelf life below 65% and or stocked out at the time of customer order placement.

Dr. Tonny T. Executive Director UPMB sharing a light moment with Dr. Sam Orach the Executive Secretary of UCMB during the last AGM in 2018. The 2 Bureaus jointly founded JMS.



01

About JMS



Joint Medical Store (JMS) is the second largest non-state Pharmaceutical Store in Uganda serving the Private Not for Profit and Private sector with Quality Affordable Health solutions. It is jointly owned by the Uganda Catholic and Protestant Medical Bureaus, JMS is registered as a corporate body under the Trustees Incorporation Act Cap 165.



Our **Vision**

To be the Leading Supplier of Quality Health Solutions for the Glory of God.

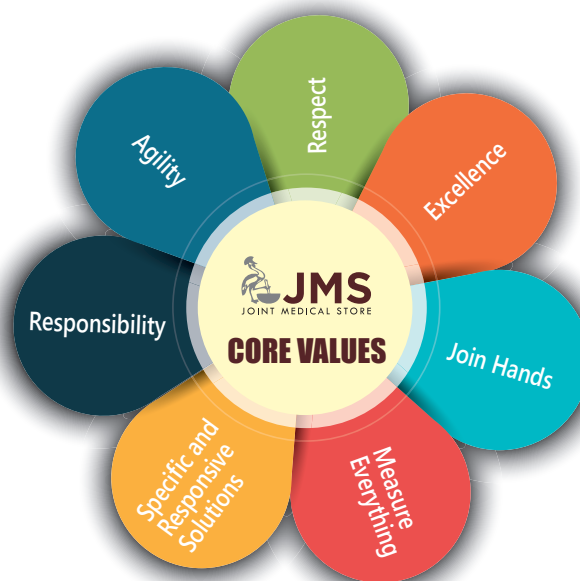


Our **Mission**

To supply affordable Health Solutions in an efficient manner assuring a preferential position for the Medical Bureaus and sustainability of the Member Health Units.



Our Values



Our Locations (Where we are)



HEAD OFFICE:

- 1** Plot 1828, Gogonya Road, Nsambya
Tel: 0312236400/21/23/24/26
Toll Free: 0800123124, 0800203018
Email: sales@jms.co.ug
Website: www.jms.co.ug

BRANCHES:

- 2** **JMS Mbarara**
Plot 24 Ruharo, Bushenyi Road
Tel: 0392003388
Email: salesmbar@jms.co.ug
- 3** **JMS Arua**
Plot 371, Ragem Road, Block 3
P. O. Box 135 Arua
Tel: 0312-236403/4
Email: salesarua@jms.co.ug

DISTRIBUTORS:

- 4** **Masaka Diocesan Medical Services Limited**
Cathedral Road,
Caritas Maddo Headquarters
P. O. Box 14 Masaka
Tel: 0704675666, 0786814912, 0758334263,
0790478393
Email: mdms@ucmb.co.ug
- 5** **Virika Pharmaceuticals Ltd.**
Plot 2, Lugard Street
P. O. Box 563 Fort Portal
Tel: 0784-568130
Email: virikapharm@gmail.com
- 6** **Diocese of Jinja Medical Services Ltd.**
Rubaga Hill, opposite Jinja College
Tel: 0434 131213
Email: dhcjinja@ucmb.co.ug

Having been given the opportunity and mantle to serve by leading the Board of Strong men and a Lady in the 40th Year of JMS' existence was both humbling but also inspiring as we needed to consolidate the gains and guide management as they strategically optimise opportunities.

With great pleasure, I extend great thanks to the Board of Trustees and Directors for their unwavering support and commitment towards the attainment of the JMS mission and underlying

vision. I thank the Former Board Chairperson Mr. Rhobert Korutaro for the strong foundation and focus. We believe that some of the milestones achieved this financial year were due to the seeds planted before.

The Board efficiency was steered through the Board committees that met quarterly and provided a good engine for the Board oversight and governance role. The Board also continued monitoring progress of the strategic plan 2018/19-2020/21 using the Balance score card monthly through the Board Chairperson and quarterly through Board Committees.

During the Year, the Board carried out a self-evaluation facilitated by the Institute of Corporate Governance Uganda. This renewed the commitment from Board members thereby enhancing the Board effectiveness.

I thank Management for the hard work, shrewdness and commitment. Despite not having fluctuations in foreign currency, the economy remained tight for businesses across the sector. However, with the strong leadership of Management and hard work from staff, JMS posted a growth of 12%.

I thank all the partners that trust JMS and always choose JMS to procure, store and distribute Health solutions to the people of Uganda. In particular, I thank the accredited Health facilities, the Government of Uganda through its agencies Ministry of Health and the Ministry of Finance. I also thank Development partners for their commitment to ensuring Health for all through the supplies donated.

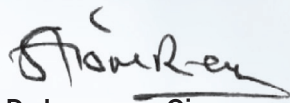
This year, JMS accelerated its manufacturing agenda by purchasing land at the

Statement from the Board Chairperson

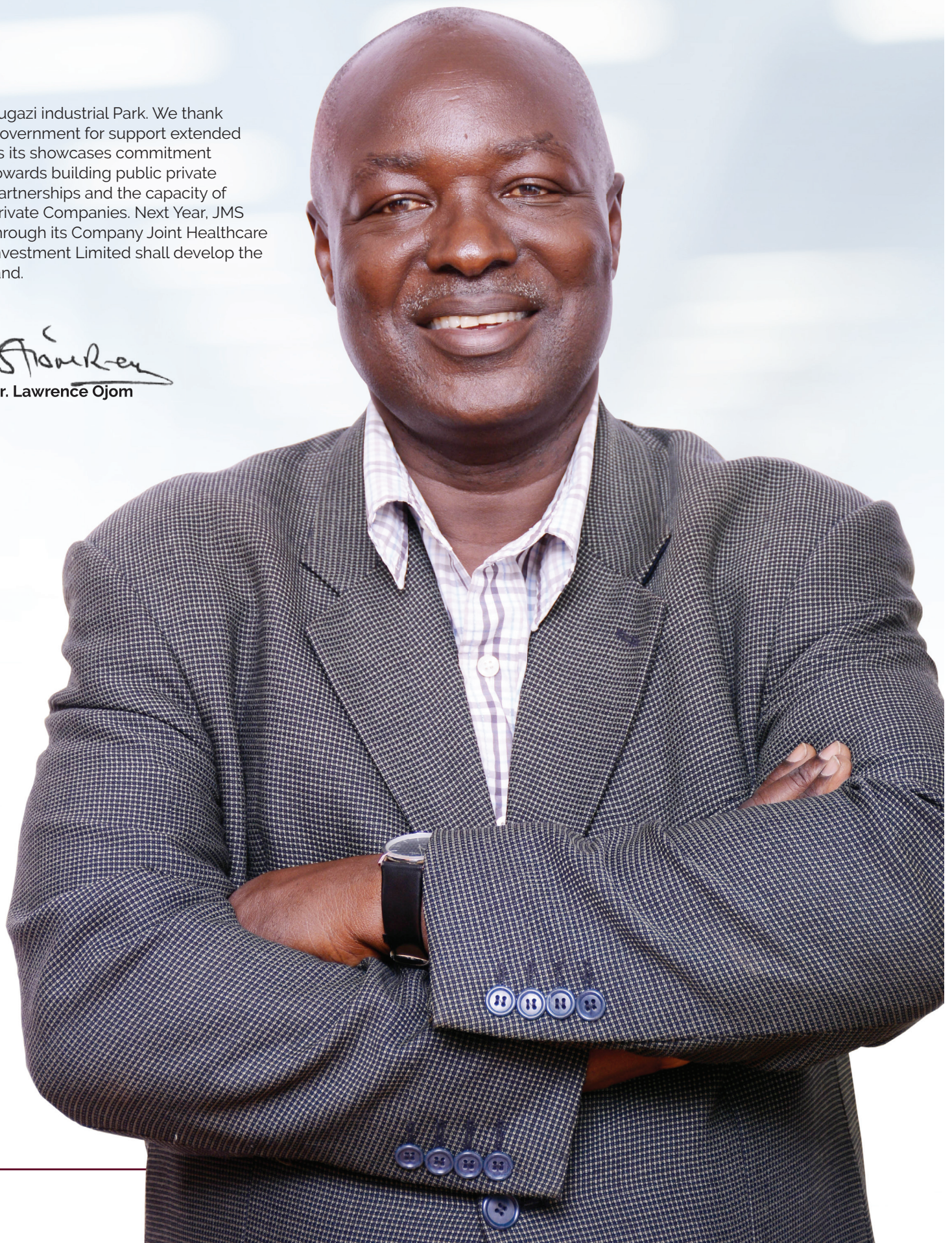


I thank the Former Board Chairperson Mr. Rhobert Korutaro for the strong foundation and focus. We believe that some of the milestones achieved this financial year were due to the seeds planted before.

Lugazi industrial Park. We thank Government for support extended as its showcases commitment towards building public private partnerships and the capacity of Private Companies. Next Year, JMS through its Company Joint Healthcare Investment Limited shall develop the land.



Dr. Lawrence Ojom





We will continue making strategic partnerships with Development Partners and Government to ensure Health for all.

Dr. Bildard Baguma, ED - JMS



Statement from the Executive Director

12%



GROWTH
IN REVENUE

75%



GROWTH
in PARTNERSHIPS



1760
CUSTOMER BASE
SERVED THIS FY

40 Years! This golden number came with many blessings. 2018/19 involved thanksgiving to God for his Grace that propelled JMS to this significant milestone. From the Staff wedding to Regional Fairs in Jinja and Gulu, Supplier Conference and Joint Uganda Episcopal Conference and House of Bishops Symposium (a first for JMS), we were cognisant that this was a stepping stone to showcase the glory of God testified through JMS and envision as well as reflect on the journey ahead to greatness for this great institution that we have been privileged to serve.

JMS has thrived on the good policy environment set by government through the Ministry of health especially the Public-Private Partnership for health as well as the stable macro-economic environment that has seen fairly stable prices and exchange rates throughout the year.

Performance

During the Year, JMS faced a twelve (12) percent growth in Revenue with major rise in revenue from the Accredited Health Facilities, Private sector and Government. The support from the Non-Governmental Organisations went down majorly because of the paradigm shift of international support from Non-Governmental Organisation especially from the Refugee community aligned Organisations. Key accounts clients remained crucial customer base. 99 Key

Account clients contributed 48% to the total sales registered in the Financial Year.

Furthermore, JMS strengthened its partnerships with Government and Developing partners leading to a 53% growth in Revenue from projects. 74% of the Total Sales were contributed by Medicines (48.9%) and Sundries (25%).

Partnerships

Right from our founders that formed a joint venture, JMS optimised partnerships leading to a 75% growth. We extend thanks to USAID and Ministry of Health for the humbling opportunity to store and distribute ART and ACT commodities. During the year, Reproductive Health commodities were added to the Project portfolio. These were distributed to Health facilities tagged to the Uganda Protestant Medical Bureau and Private sector.

JMS continued distributing Essential Medicines and Health Supplies (EMHS) through the Primary Health Care (PHC) Grant. By the end of the FY, EMHS amounting to the UGX 99.9% of the resources had been utilised by the 561 PNFP health facilities across this country. This enhanced access of quality medicines to the Private Not for Profit Facilities and accountability creating grounds for increment of the fund next financial year.

Distribution

We served a customer base of 1760 with 74% ordering from Nsambya, 18% from Mbarara and 7.4% from Arua. On average, 60% placed their orders at least monthly. Through multimedia platforms, there was a 35.6% growth in orders processed from 20,500 to

27,800. JMS continued its door to door distribution practice. However, to aid efficiency, Health facilities were requested to follow the published Regular Order Delivery schedule (RODS). In this effect, adherence to the Delivery schedule for projects was 92% and regular stock/ consignments 99%.

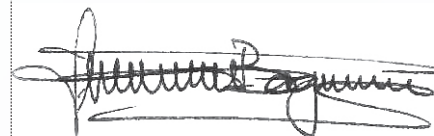
Governance

I thank the Board of Trustees and Board of Directors for their sharp acumen that shaped and guided the JMS goals during the financial year. We appreciate the time set aside to review and guide Management on policy and strategic matters.

Future

Growth needs to be sustained for Development. We hope to continue growing and consolidating the gains and progress especially in the Non-traditional segments with a special focus on Tenders and Health equipment. We also hope to pursue the Direct to Vendor strategy aggressively by increasing the Stock Keeping Units under this strategy to guarantee affordability of the Health supplies. We will continue making strategic partnerships with Development Partners and Government to ensure Health for all.

We thank God for the milestones garnered and pray for his goodness and mercy such that we dwell in his Glory forever.



Dr. Bildard Baguma
Executive Director

Executive Committee



Dr. Bildard Baguma
EXECUTIVE DIRECTOR

Mrs. Joanita Namutebi Lwanyaga
DIRECTOR CUSTOMER SERVICES

Mrs. Denise Tusiime Mutambi
**DIRECTOR BUSINESS DEVELOPMENT
AND PROCUREMENT**



I thank Management for the hard work, shrewdness and commitment. Despite not having fluctuations in foreign currency, the economy remained tight for businesses across the sector. However, with the strong leadership of Management and hard work from staff, JMS posted a growth of 12%.

Dr. Lawrence Ojom
JMS - BOARD CHAIRPERSON



Ms. Mary Katusiime
DIRECTOR FINANCE



Mr. Keneth Rubango
DIRECTOR BIO MEDICAL ENGINEERING



Ms. Mercy Nagaddya
**DIRECTOR INTERNAL AUDIT, RISK
AND COMPLIANCE**



Mr. Emmanuel Higenyi
DIRECTOR TECHNICAL SERVICES



02

FINANCIAL & OPERATIONAL REVIEW



PERFORMANCE BY OBJECTIVE

2018/19 Focus Areas

i



Avail quality and cost-effective essential medicines and health care supplies.

ii



Develop and implement health systems strengthening initiatives and programmes for the benefit and sustainability of Medical Bureaus, member health units and other customers.



iii



Develop new business ventures to ensure JMS sustainability

iv

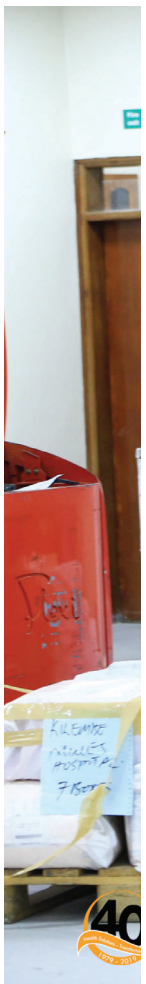


Develop and Strengthen partnerships and advocacy with Government and regulatory authorities, development partners and agencies in the pharmaceutical sector for business growth.

v



Develop JMS institutional and organizational capacity for efficient and effective service delivery.



Strategic Objective 1



Avail quality and cost-effective essential medicines and healthcare supplies.

2.1 Enhancing Provision of Quality Essential Medicines and Healthcare Supplies

JMS is committed towards ensuring that products and services offered meet JMS set Standards, Customer requirements and regulatory requirements.

2.1.1 Pre-qualification

Pre-qualification 2018/19

The quality of products in the JMS supply chain is enhanced by sourcing of products from duly prequalified manufacturers and distributors. Prequalification is carried out by experts who screen and review applications against the WHO criteria. The chart below is a graphical representation of the process in terms of applications success rate over the financial year.

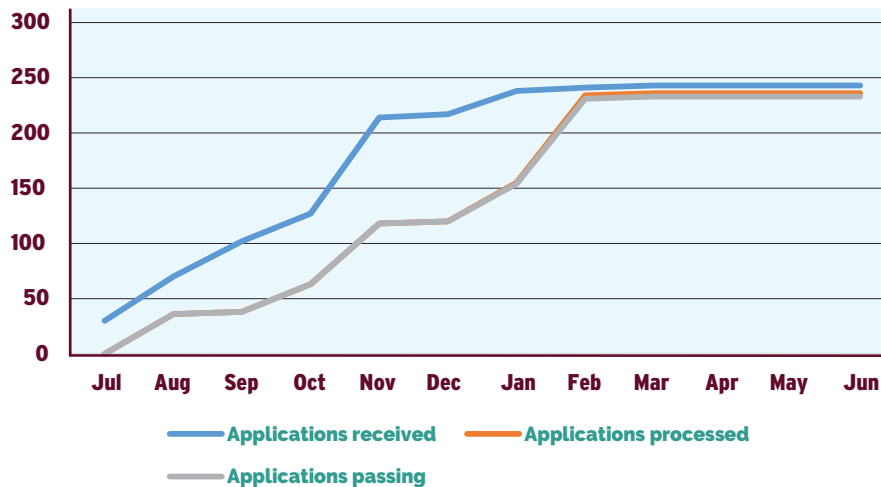
	Total
Applications received	208
Applications processed	155
Applications passing	154



JMS continued its door to door distribution practice. However, to aid efficiency, Health facilities were requested to follow the published Regular Order Delivery schedule (RODS). Adherence to the Delivery schedule for projects was 92% and regular stock/ consignments 99%.

Dr. Bildard Baguma
Executive Director,
JMS

Prequalification performance



2.1.3.1 Direct to Vendor (D2V)

To ensure uninterrupted supply of quality products, JMS embarked on the strategy to source selected priority products directly from manufacturers. Since the inception in 2016, a number of manufacturers have been engaged successfully and number of Stock Keeping Units under D2V sourcing has grown as shown in the table below;

	Number of manufacturers	Number of SKU
2016/17	2	10
2017/18	7	15
2018/19	10	35

Quality Assurance

Inbound consignments processed (purchase orders)

The quality assurance department of JMS plays a gatekeeping role to prevent entry of substandard products into the supply chain. This is a rigorous process that involves five levels of scrutiny that is document review; package review; product presentation review; product composition review; and test run review. All incoming consignments are assessed to the most homogeneous level such as batch, lot or made-to-order as may be appropriate. The assessment is conducted as per the documented procedure and in line with WHO standards. Consignments may be accepted or rejected in entirety or in partiality, based on well-established criteria. The number of consignments and lines per consignment are documented and monitored. The tables below highlight the number of consignments assessed and the respective lines for the three most recent financial years. The data shows that the number of lines per consignments for the FY 18/19 is higher than the previous year reflecting growth in business and maturation of the JMS procurement service.

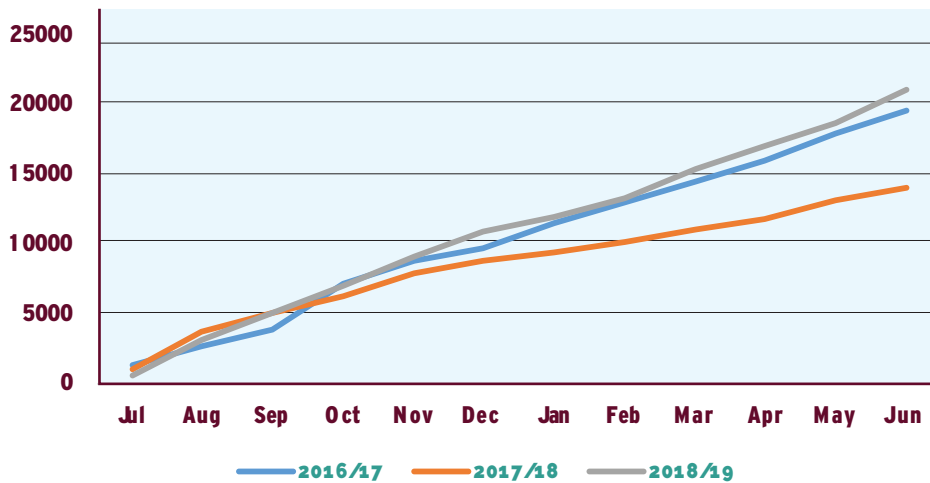


2016/17	3984
2017/18	3265
2018/19	3579

Inbound lines processed

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2016/17	1292	1447	1193	3316	1576	978	1691	1517	1519	1424	1964	1672
2017/18	1080	2650	1304	1262	1662	912	534	769	934	793	1233	988
2018/19	623	2461	2045	1961	2076	1772	1023	1400	2038	1698	1556	2514

Inbound consignments processed by line

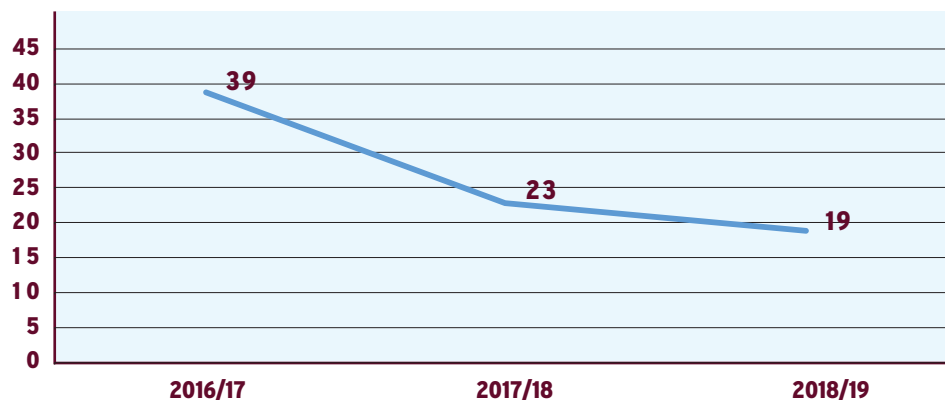


2.1.2 Pharmacovigilance: Feedback from the market

Product technical complaints

JMS maintains a robust post market surveillance system, led by the JMS QA team, which involves the customers, the National Drug Authority and the suppliers. The JMS QA process has been steadily improving as can be seen from the 50% decline in the annual number of product technical complaints over the past three financial years. The product technical complaints refer to the feedback from customers on the product functionality and related expectation. The feedback is investigated by the quality team to verify the complaints.

Total PTCs by year



ANNUAL PRODUCT TECHNICAL COMPLAINTS

50%

DECLINE
IN FY 2018/2109

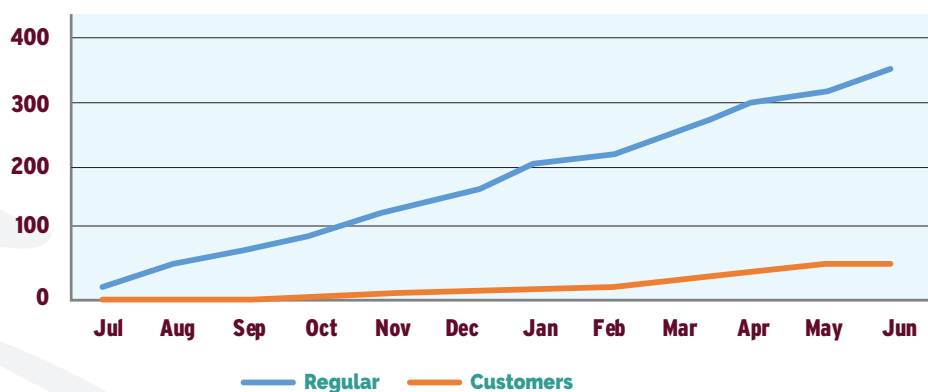
Importation and Exportation of Medicines and Healthcare products.

JMS is licensed by National Drug Authority to engage in the importation and exportation of Quality Healthcare products. During the year 2018/19, JMS processed 31 permits with 29 being regular orders and 2 customer permits. The main challenge faced was Applications for unregistered drugs with registered alternatives required evidence of Local Technical Representatives (LTRs) being out of stock, yet this evidence was not easy to get from LTRs.

Table showing Permits processed for 2018/19

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Regular	24	34	19	30	40	30	41	20	30	51	20	29
Customers	0	0	0	6	6	5	2	5	11	14	8	2

Import verification permits processed



2.1.3 Enhance Availability

2.1.3.2 Procurement

The team used a procurement plan to guide the purchases. Below is the percentage performance of the Purchase in comparison with the Procurement Plan and the Sales in comparison with the purchases made.

ITEM CATEGORY	PURCHASE % Vs PLAN GROWTH	SALES AS % OF PURCHASES
MEDICINE	82.90	121.86
SUNDRIES	93.92	153.64
PROTECTIVE GEAR	130.07	98.18
MEDICAL EQUIP & SPARES& ACCESSORIES	158.87	123.07
FURNITURE	112.86	125.78
CLEANING REAGENTS	67.08	145.47
LABORATORY	100.54	132.90
INSTRUMENTS	63.07	149.81
STATIONERY	153.95	76.27

ITEM CATEGORY	PURCHASE % Vs PLAN GROWTH	SALES AS % OF PURCHASES
CLOTHING	129.35	209.82
TOTAL	91.83	126.47
SPECIAL ORDERS-confirmed value	128.04	87.06
GRAND TOTAL	94.98	121.86

Table 1: Purchase value Vs Plan Estimates Vs Sales revenue

The overall average performance against the Procurement Plan was 95%. This was purchase orders are triggered by demand and delivery follows a defined delivery schedule which is not monthly. Sales revenue against purchases rose in most categories indicating that there is need for the right mix.

- 1. Medicine category;** purchases were low because of many competing brands on the market. This category faced price instabilities and stock outs due to availability delays from the registered Local Technical Representatives.
- 2. Sundries;** were slightly below the plan as we got sourcing problems with cotton wool and gauze which are in the fast-moving items for this category.
- 3. Medical equipment & Furniture** are above the estimate due to tenders that JMS participated in. However, because of ready stock, sales for equipment was improved.
- 4. Protective gear** was high because the Pooled procurement quantities from the previous year 2017/18 spilled over into July 2018/19.
- 5. Stationery;** - stock bin cards were bought in plenty due to minimum order quantity
- 6. Special orders;** - have continued to grow but there is still a lot of room for continuous improvement.

1. STOCK AVAILABILITY



Fig 2: Availability %

Availability is majorly affected by single source items; shelf life policy, long lead times, demand fluctuations, brand preference and some suppliers not honouring delivery schedule. Some of the V items are hard to source items due to limited sources and low Average Monthly Consumption which makes it hard to import some items.

2. TRANSACTION CYCLE TIME (TCT)

	LOCAL	FOREIGN
TCT/DAYS	12	60
TARGET/TARGET	5	60

Table 3: TCT

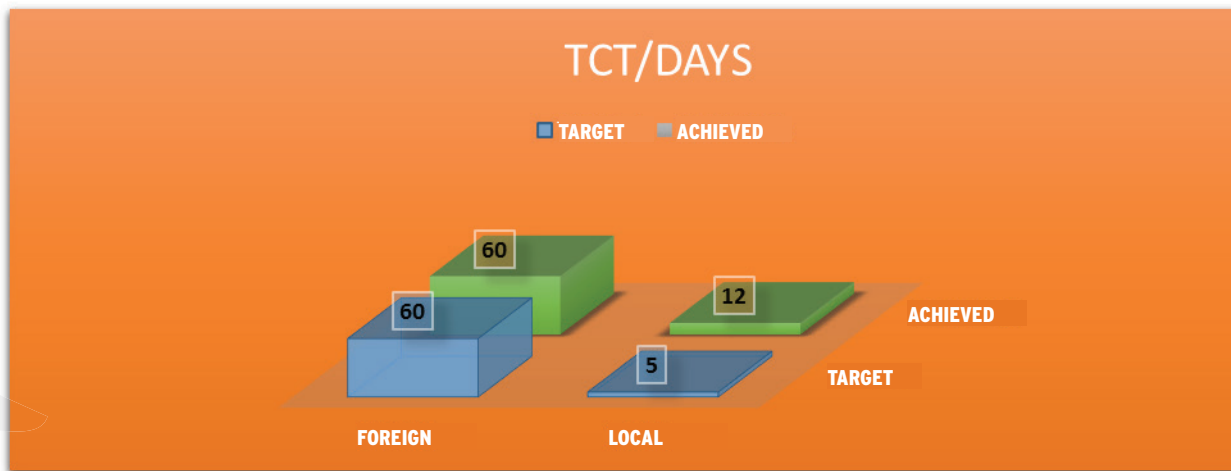


Figure 3: TCT

Notes:

The shorter it takes to receive a consignment the better. The performance was below target for local purchases but above target for foreign.

Challenge:

Most local suppliers do not honour the delivery schedule since they also import. Procurement personnel and the Stock Controller are intensifying follow up of the orders. Order scheduling by the stock control team shall be enhanced in the next financial Year.

3. SPECIAL & EMERGENCY PURCHASES 2018/19

	NO OF INQUIRIES	NO OF CONFIRMED ORDERS	%	VALUE OF INQUIRIES' Bn	VALUE OF CONFIRMED ORDERS' Bn	%
SPECIAL ORDERS	479	258	54	14.4	6.4	44
EMERGENCY ORDERS	442	227	51	6.9	4.7	68

Table 4: SPO & EM sales

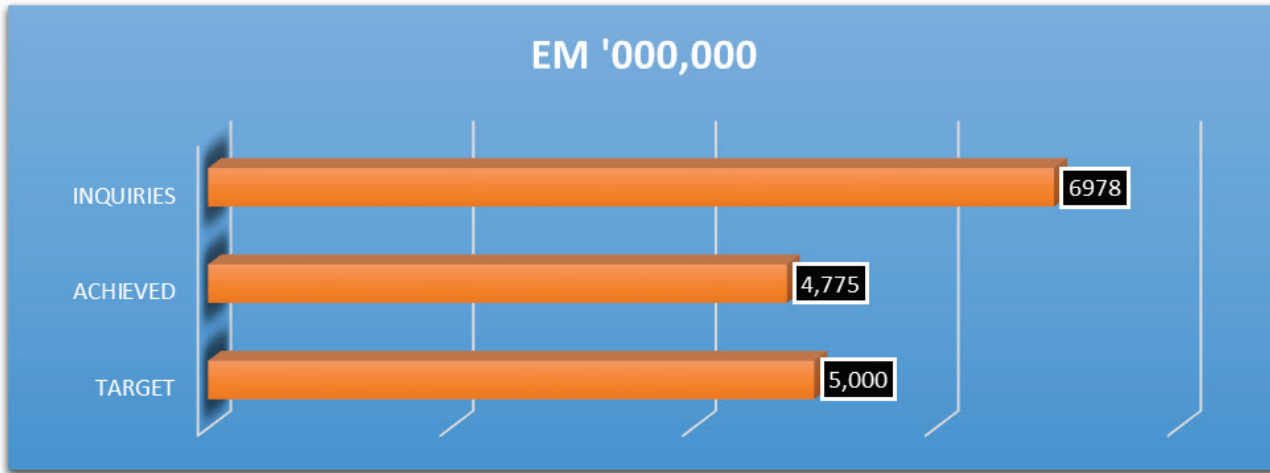


Figure 4: Emergency order value Vs Target

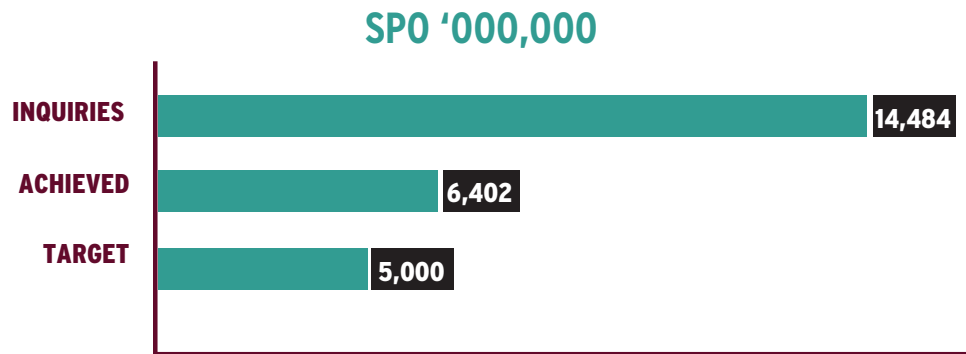


Figure 5: Special order value Vs Target

NOTE:

- i. Overall annual target for both special and emergency orders is Ugx 5bn each
- ii. Special orders continued to perform well; and their overall performance is at 128%; The Good performance noted in special orders is attributed to;
 - a) Improved follow up of the special-order quotations to the customers
 - b) Improved tender performance
 - c) Dedicated staff
- iii. However, order conversion against value of inquiries was 44%; number of inquiries - 54%. This shows that there is still much room to grow this service.

Emergency orders: The order conversion in terms of value was 68% compared to inquiries and 51% in terms of number of confirmed orders. Emergency orders were affected by turnaround time of getting quotations from the supplier; price; promised lead time and shelf life of products.

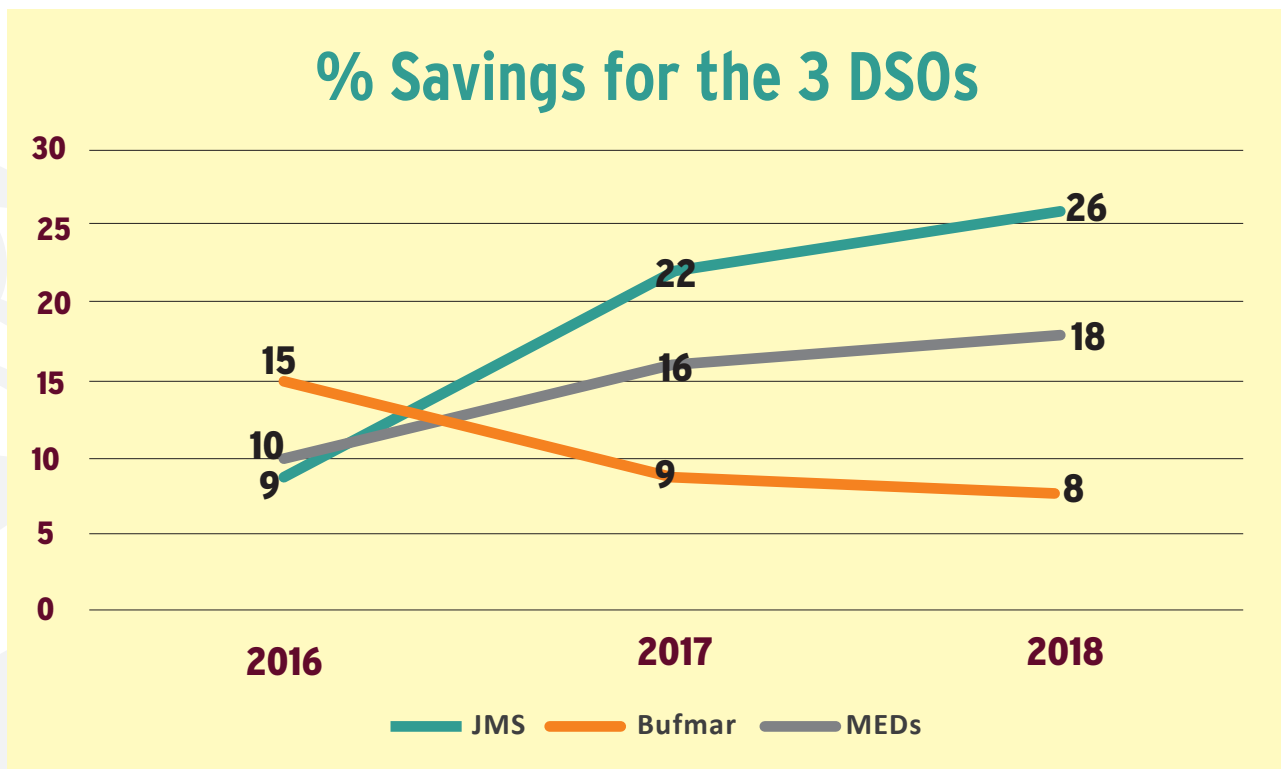
POOLED PROCUREMENT

Started four years ago, Ecumenical Pharmaceutical Network (EPN) an umbrella body bringing together likeminded Pharmaceutical Organisations started a pooled procurement initiative in the East African region to improve the affordability and availability of Health products. Three Drug Supply Organizations (DSOs) have embraced the initiative. In 2018 the technical working group agreed on the focus areas below;

1. Product Growth
2. Savings Growth
3. Procurement Value Growth

Starting out with only 15 products in 2016, the partnership has witnessed a growth to 64 products in 2018. Below is the performance of the three DSOs against Savings Growth;

JMS has the highest savings compared to the other two DSOs that is MEDs (Kenya) and Bufmar (Rwanda)





11,533
TOTAL PALLET SPACES

AVERAGE SPACE
UTILISATION

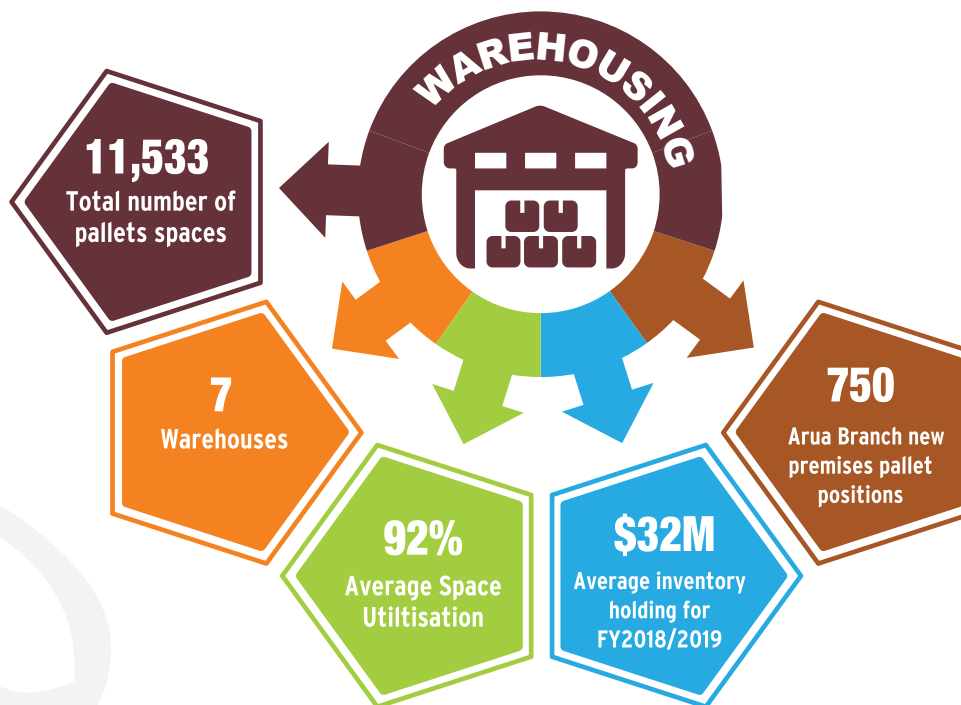
92%

Warehousing

JMS had a total of 11,533 pallets spaces in 7 warehouses with 92% average utilization. JMS' average inventory holding throughout the year was \$32 Million compared to \$18 Million last year including USAID donated stock for public sector.

In July 2018, Chemonics and Ministry of Health engaged JMS to warehouse reproductive health commodities for the alternative distribution strategy. This led to expansion of the warehousing space by 21.5%. However, 27.6% of this space was rented to allow for flexible scale up to accommodate project stock which occupied 50.2% of available space.

Arua Branch shifted to new premises along Ragem, Block 3, plot 371 Arua, 3kms from town on Kampala road from 15th May 2019. The new warehouse increased the pallet positions by 750.



Order Processing and Distribution

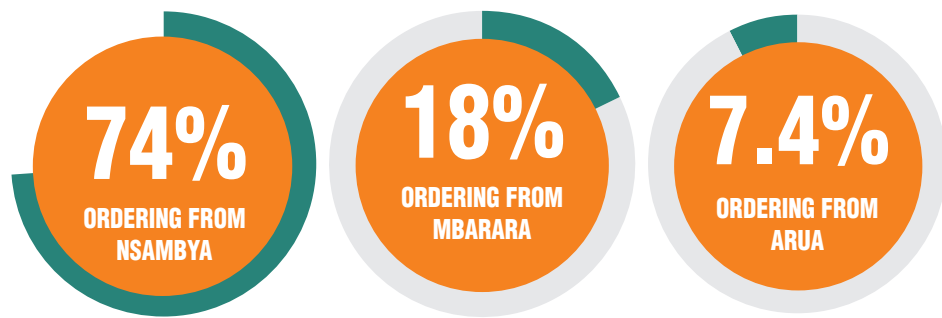
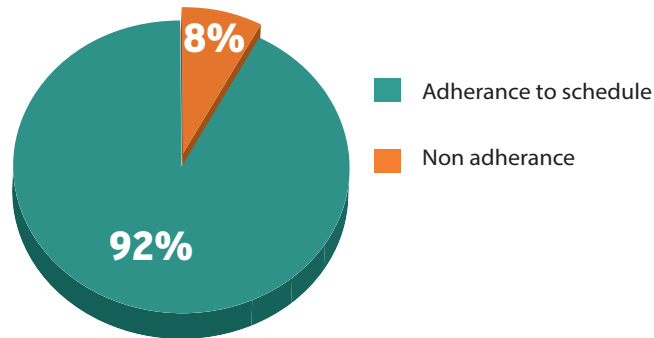
We served a customer base of 1760 with 74% ordering from Nsambya, 18% from Mbarara and 7.4% from Arua. On average, 60% placed their orders at least monthly. Through multimedia platforms, there was a 35.6% growth in orders processed from 20,500 to 27,800.

To optimize the economies of scale, 616 of the 1,760 facilities benefited from the Regular Order Delivery Schedule (RODS), where deliveries for consignments are made monthly around the Country.

Starting February 2019, a night shift was introduced to enable processing of projects and scheduled orders and allow for timely deliveries and sufficient time to process waiting customers during the day. This reduced the complaints of delayed delivery and enabled achievement of 99% compliance to delivery schedule for Regular Consignments.

On average, 92% of all donor funded commodity customers received their commodities as per published schedule (an increase of 4% compared to the previous year). With the technical representatives in the field we hope to close the gap to receive and process orders as scheduled.

COMPLIANCE TO DELIVERY SCHEDULE

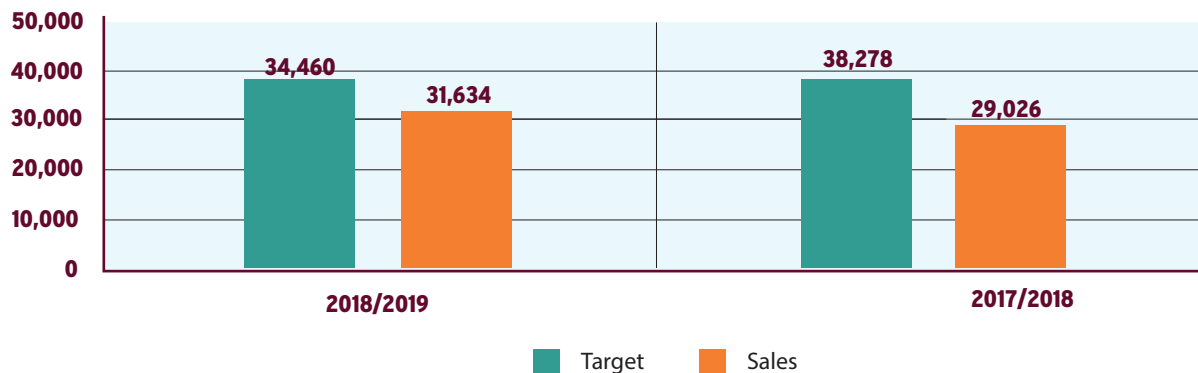


Key Account Management

We continued to provide Customized services to 99 Key Account clients in order to provide a responsive, distinct customer service. There was improved communication to and from customers with the help of the team of medical representatives in the field leading to an 9% growth in Sales. Out of the 99 Key Account clients, 43 were Accredited Health Facilities. In total the Key Account clients contributed 48% to the total sales registered in the Financial Year.

Despite the growth, the segment was affected by some accredited Health facilities that grumbled with financial difficulties. To improve their performance next financial year, JMS has undertaken financial training and capacity building activities in the affected Health facilities.

KAM - Million UGX





541

ACCREDITED HEALTH FACILITIES

were trained in Logistics & Inventory Management; Financial Management and Customer Service

Strategic Objective 2



Develop and implement health systems strengthening initiatives and programmes for the benefit and sustainability of Medical Bureaus, member health units and other customers.

2.2.1 Capacity Building

The main Objectives was to increase coverage of high impact capacity building services among accredited health facilities. During the FY a total of 541 Accredited Health facilities were trained in Logistics & Inventory Management; Financial Management and Customer Service. These witnessed Improved quality of health care services, reduction in aging of debt above 90 days, Increased clientele at health facilities and improved Logistics management.

The low numbers in 17/18 FY are due to the low Capacity Building coverage, as a result of low manpower, before the Technical Representatives (TRs) were brought on board. The three TRs were brought on board in October 2017 and assigned specific territories, which led to increase in Capacity Building coverage.

External training y2y number of health facilities

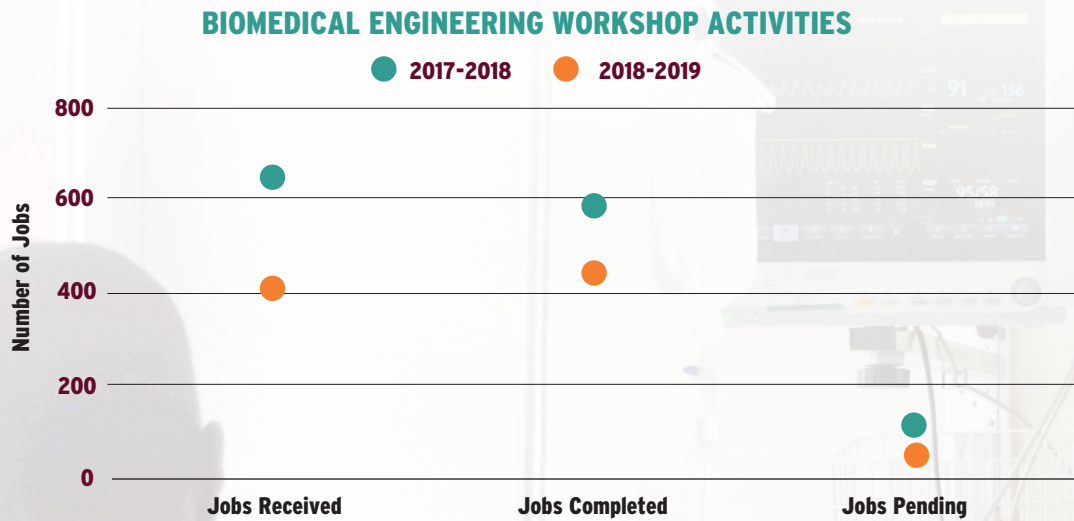
	Total Health facilities trained	No. of Health workers trained
2016/17	174	700
2017/18	542	4,029
2018/19	541	3,558

During the Financial year 2018/2019, the Capacity Building department trained almost an equal number of health facilities as the previous financial year, but there was a 13% decline in the number of health workers trained, as compared to the previous financial year. This decline can be attributed to fewer onsite Customer Service (CS) training sessions conducted, as compared to the previous Financial Year. The Customer Service sessions usually involve all health facility staff and therefore a bigger number is trained, as compared to the other modules that are target specific.

Onsite trainings were conducted across all health facility levels among member health Units, with focus on the tripartite CB model consisting of Logistics Management, Customer Service and Financial Management. Through onsite engagements, at least 15% of the trained MHUs were visited at least twice during the financial year.

Two regional group trainings were conducted in Jinja and Gulu, with focus on financial management, in order to reverse the negative debt management trend among MHUs.

Biomedical Engineering



During the Year, repair jobs admitted to the workshop reduced by 37% in comparison to FY 2017-18. This is indicative of improved efficiency of scheduled preventive maintenance. The Job dispatch rate was greater than 100% including those that had been carried forward last financial year. Sales of spares also significantly reduced which is indicative of reduced equipment breakdown which is positive.

37%



REDUCTION
OF REPAIR JOBS
ADMITTED TO THE WORKSOP



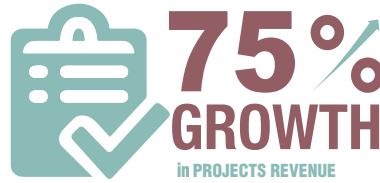
Strategic Objective 3



Develop new business ventures to ensure JMS sustainability

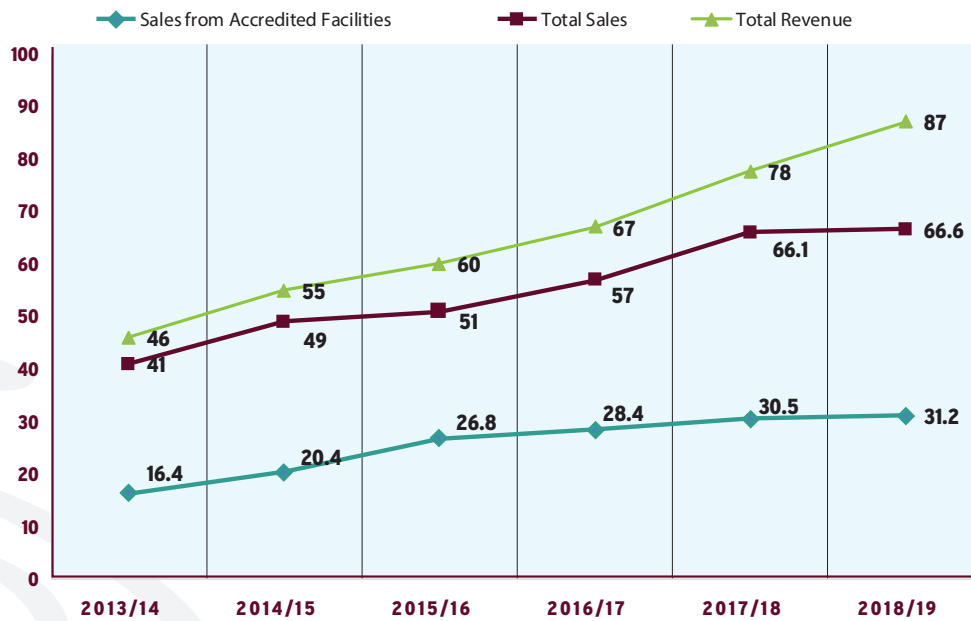
2.3.1 Financial Performance

During Financial Year 2018/19, JMS witnessed a growth of 12% in Gross Revenue and with a current ratio is 4.3:1 and quick ratio is 2.7: 1. The biggest contributor to Revenue were the accredited Health segment involving Uganda Catholic Medical Bureau (UCMB) and the Uganda Protestant Medical Bureau (UPMB). During the Year, efforts geared towards enhancing partnerships and collaborations yielded a 75% growth in Projects and 48% in Government segments.



Below is a summary of the Financial Performance;

TRENDS ANALYSIS



3 Year Comparative Segment performance 'Million

Segment	2018/19	2017/18	2016/17	Growth from Previous Year
Distributor	7,058	6,662	6,491	6%
Export	2,595	2,490	2,713	4%
Govt	5,959	4,005	2,911	48%
NGO	6,627	11,560	8,898	-42%
Private	16,090	14,611	11,610	10%
UCMB	17,652	16,322	15,016	8%
UPMB	9,773	9,598	8,971	2%
UMMB	702	646	403	8%
UOMB	189	215	126	-12%
Projects	21,187	12,134	10,729	75%
Grand Total	87,164	77,694	67,111	12%

% Achieved vs Target	103.7%	100.9%	90.6%	Average Growth 12%
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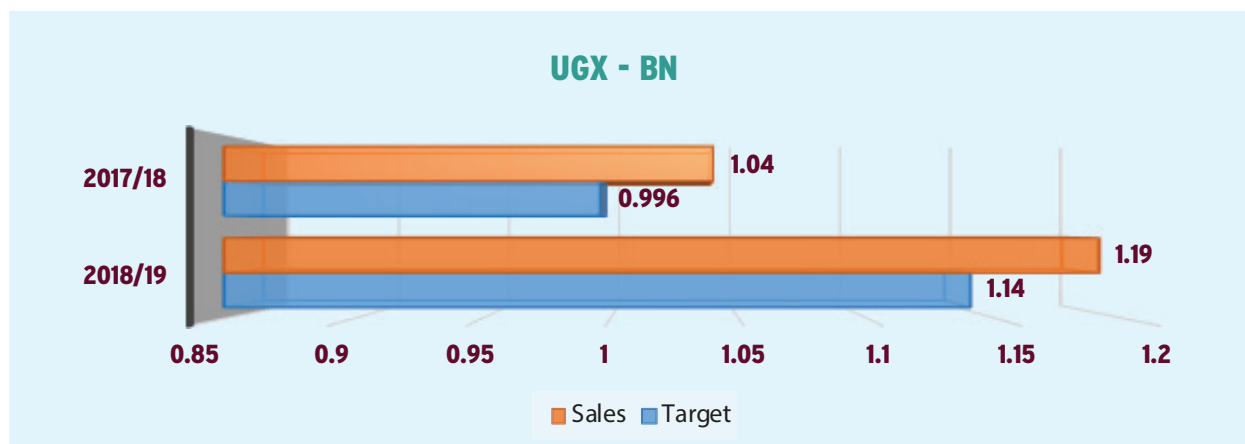
Sales Per Product Category in Billions

Medicines and Sundries continued to be the biggest contributors for JMS Revenue. During the Year, Consignment Stocking was phased out. There was a decline for Equipment and Laboratory items due to a one-off tender supply during the financial year 2017/18. To boost the tender management, a Business Development officer in charge of Tenders has been recruited to accelerate growth.

Description	2016/17-%	2017/18-%	2018/19-%	Performance
Medicines	40.8	45.1	48.9	✓
Medical Sundries	24.4	22.1	25	✓
Laboratory Supplies	5.3	5.1	4.5	
Equipment & Accessories/Spares	8.4	11.5	9.4	
Instruments	2.2	1.2	0.8	
Stationery	0.01	0.03	0.02	
Cleaning Detergents	3.2	2.2	2.9	✓
Linen/ Clothing	0.1	0.2	0.2	
Special orders	2.5	4.6	8.4	✓
Consignment Inventory	13	8		

Business Development and Marketing

Schools Segment: In addition to the traditional business segments, JMS also focused on schools and tertiary institutions. There was an improvement in sales from this segment from 1 Billion to 1.1 Billion. New universities came on board. We registered 4% above the target and 14% sales growth.



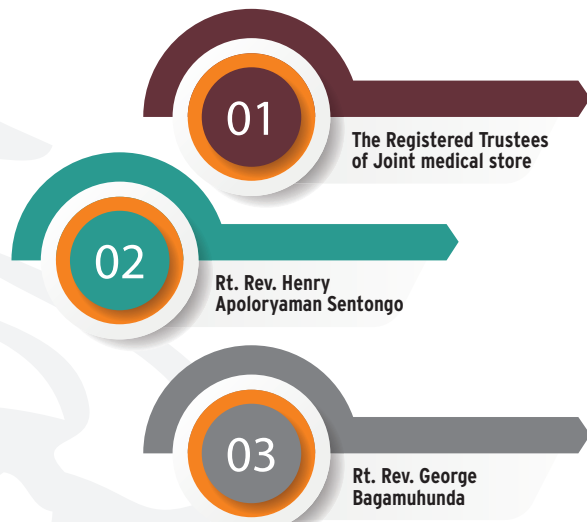
Versatile Investment Opportunities

Joint Health Care Investment Limited (JHC): JHC is a company registered in Uganda whose objective is to carry on business as a special purpose commercial vehicle for enabling, facilitating, realizing and effecting the exercise by the trustees of Joint Medical Store of their investment powers as enshrined in The JMS constitution/trust deed and the attainment by JMS of its constitutional aims and objectives generally.

JHC was incorporated on the 15th day of March 2017. JHC also has a shareholding in Doctor's choice, a company whose main objective is to grow, formulate, process, develop, refine, export, wholesale and retail trade all kinds of nutraceuticals and health care products.

JHC has three shareholders namely the three shareholders namely;

BOARD OF TRUSTEES



BOARD OF DIRECTORS



During the Year, the JHC strategic plan for FYs 2017/18-2021/22 was reviewed and approved and the company engaged Damascus Advisory for investment services. During the Financial Year, the company's network worth increased from 911 Million to 3 Billion. The company continued exploring manufacturing opportunities by engaging various manufacturers around the world. The Company's first product Replenish + was appreciated on the market improving its market penetration in the Public and Private Sector.

Research:

Requisition System: JMS developed an online system to aid tracking of requisition approvals, budget tracking and retrieval of requisitions for Quick Audit activities. The automated budget-use tracking has improved the approval speed thereby facilitating efficiency in our operations.



Financial Statements →

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JOINT MEDICAL STORE

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the consolidated financial statements of Joint Medical Store set out on pages 7 to 48, which comprise the consolidated statement of financial position as at 30 June 2019, and the consolidated statement of comprehensive income, consolidated statement of changes in reserves and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Joint Medical Store as at 30 June 2019, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Uganda Trustees Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and other independence requirements applicable to performing audits of Joint Medical Store. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, and in accordance with other ethical requirements applicable to performing the audit of Joint Medical Store. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the report of the Directors. The other information does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Uganda Trustees Act, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Organization or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting processes.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

1. Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
2. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
3. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
4. Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
5. Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is CPA Michael Kimoni – P0248.



Ernst & Young
Certified Public Accountants of Uganda
Kampala, Uganda.



Michael Kimoni
Partner
12 November 2019

JOINT MEDICAL STORE**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019**

	Note	2019 Ushs '000	2018 Ushs '000
Revenue	6	65,977,352	65,560,649
Cost of sales	7	(55,442,051)	(55,042,868)
Gross surplus		10,535,301	10,517,781
Other operating income	8	21,186,605	12,133,762
Selling and Distribution costs	9	(5,015,590)	(4,415,134)
Pre-operating expenses	10	-	(82,300)
Administrative expenses	11	(9,918,812)	(6,098,766)
Expected credit loss expense on financial assets	12	(2,160,533)	(285,097)
Staff costs	13	(9,575,911)	(7,710,122)
Surplus from operations		5,051,060	4,060,124
Net finance income	14	1,075,637	1,563,466
Operating Surplus before tax	15	6,126,697	5,623,590
Income tax credit/(expense) for the current year	22(a)	(5,947,243)	3,979,677
Surplus for the year		179,454	9,603,267
Revaluation of land* and buildings	16 & 17	6,518,683	-
Total comprehensive income for the year, net of tax		6,698,137	9,603,267
Attributable to:			
Non-controlling interest		(663)	(419)
Equity holders of the company		6,698,800	9,603,686
		6,698,137	9,603,267

*Revalued land included land held under lease arrangements.

JOINT MEDICAL STORE

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Note	2019 Ushs'000	2018 Ushs'000
ASSETS			
Non-Current Assets			
Property and equipment	16	19,244,430	16,368,065
Prepaid operating lease rentals	17	5,424,407	89,421
Investment in associate	18	540,000	540,000
Deferred income tax asset	22(d)	-	5,947,243
		25,208,837	22,944,729
Current Assets			
Inventories	19	19,080,748	19,755,140
Trade & other receivables	20	11,989,128	13,386,000
Amounts due from related parties	25(c)	8,156,734	7,882,287
Cash and bank balances	21	13,254,483	8,953,825
		52,481,093	49,977,252
Total Assets		77,689,930	72,921,981
ACCUMULATED FUNDS AND LIABILITIES			
Accumulated surplus		59,442,997	60,242,976
Asset revaluation surplus		6,518,683	-
NCI		(882)	(219)
		65,960,798	60,242,757
Current Liabilities			
Trade and other payables	23	9,455,101	12,331,191
Amounts due to related parties	25(d)	156,078	-
Deferred grant	24	2,117,953	104,121
Current income tax payable	22(c)	-	243,912
		11,729,132	12,679,224
Total Accumulated Funds and Liabilities		77,689,930	72,921,981

The consolidated financial statements were approved by the Board of Directors on 07 November 2019 and were signed on its behalf by:



Director



Director



Partnerships & Advocacy →

Strategic Objective 4



Develop and Strengthen partnerships and advocacy with Government and regulatory authorities, development partners and agencies in the pharmaceutical sector for business growth.

2.5.1 Partnerships and Advocacy

2.5.1.1 Support to the Government Programs (Donor Funded Products)

1. PHC Grant through Ministry of Health and KCCA

The implementation of the Primary Health Care (PHC) Essential Medicines and Health Supplies (EMHS) credit line at Joint Medical Store (JMS) continued in its second year of implementation. The program aimed at ensuring efficient use of resources to guarantee medicine availability in the PNFP sub-sector. The 50% credit line allocated to JMS was expected to increase transparency in the use of PHC funds and optimise the benefits of pooled procurement translating to improved affordability and availability for the patients that access services from these facilities.

A total of UGX **7,753,655,019** (seven billion seven hundred fifty-three million six hundred fifty-five thousand and nineteen shillings) was released to JMS during the Financial Year 2018/19 by MOH and KCCA. This was in addition to the balance of **209,394/=** (two hundred nine thousand three hundred ninety-four) which was carried forward from FY 17-18.

By the end of the FY, EMHS amounting to the UGX 99.9% of the resources had been utilised by the 561 accredited PNFP health facilities.

Summary of JMS Order solicitation, deliveries and funds released in FY 2018/2019

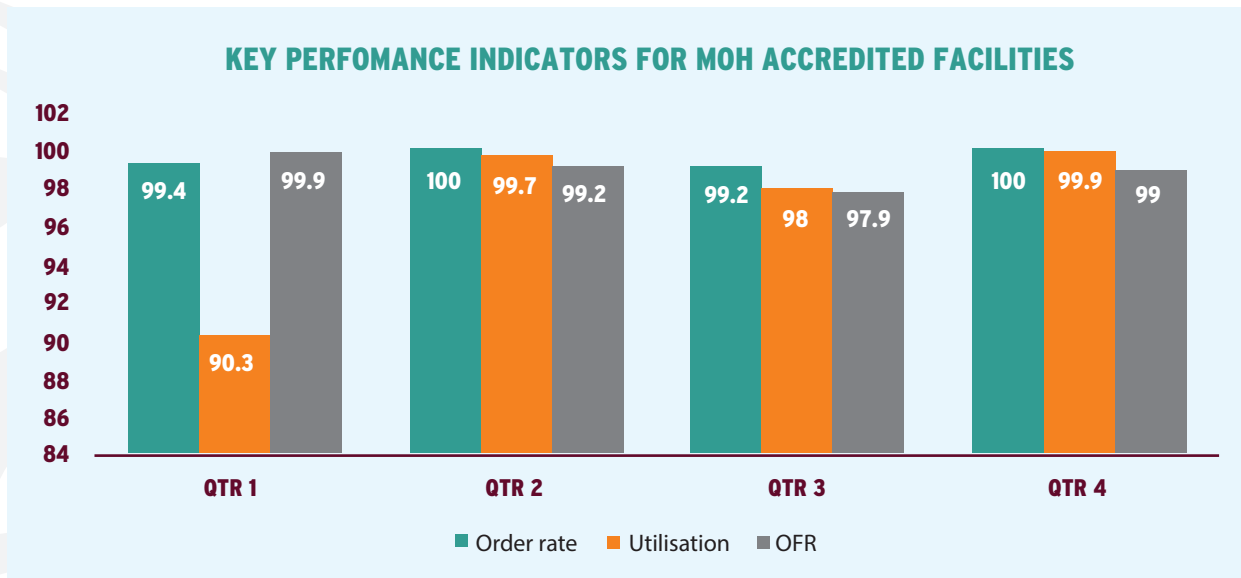
Quarter	Order solicitation	Delivery of items	Funds released
QTR 1	30th Jul-22nd Sept 2018	18th Aug - 30th Sept 2018	1,938,413,755/=
QTR 2	1st Oct-8th Dec 2018	2nd Oct- 15th Dec 2018	1,938,413,755/=
QTR 3	4th Jan-28th Feb 2019.	16th Jan-4th April 2019.	1,938,413,755/=
QTR 4	1st April-11th May 2019	3rd April-12th July 2019	1,938,404,755/=

All health facilities 100% utilized their allocated amounts shown in the tables below;

Indicator	Achievement	Comments
Order rate	561 out of 561 ordered (100%)	This was achieved through the constant support given to facilities by JMS technical field team.
Facility utilization of allocated amount	99.9%	Only UGX 6,588,288/= was not utilized. Balances arose from facilities that did not utilize their allocation 100% and from small figures from facilities accounts.

Indicator	Achievement	Comments	
Order fill rate	99%	JMS supplied almost all order requirements though it faced challenges with 1. Gentamycin Injection which was recalled from the market by NDA in QTR 2. 2. Ciprofloxacin tabs which was out of market in QTR 3. 3. Supplier of contents in Mama kit in QTR 3.	
VEN classification of items	Classification	% age	Facilities encouraged to prioritize when ordering so that more vital items are ordered next financial year.
	Vital	72%	
	Essential	18%	
	Necessary	10%	
Average delivery time	4.96days	Scheduling and planning for delivery will be improved on next quarter	
Average timeliness of facility orders	84.5% of the facilities submitted their orders on time in FY 18-19.	Facilities will be encouraged to submit on time.	

Table showing key performance indicators



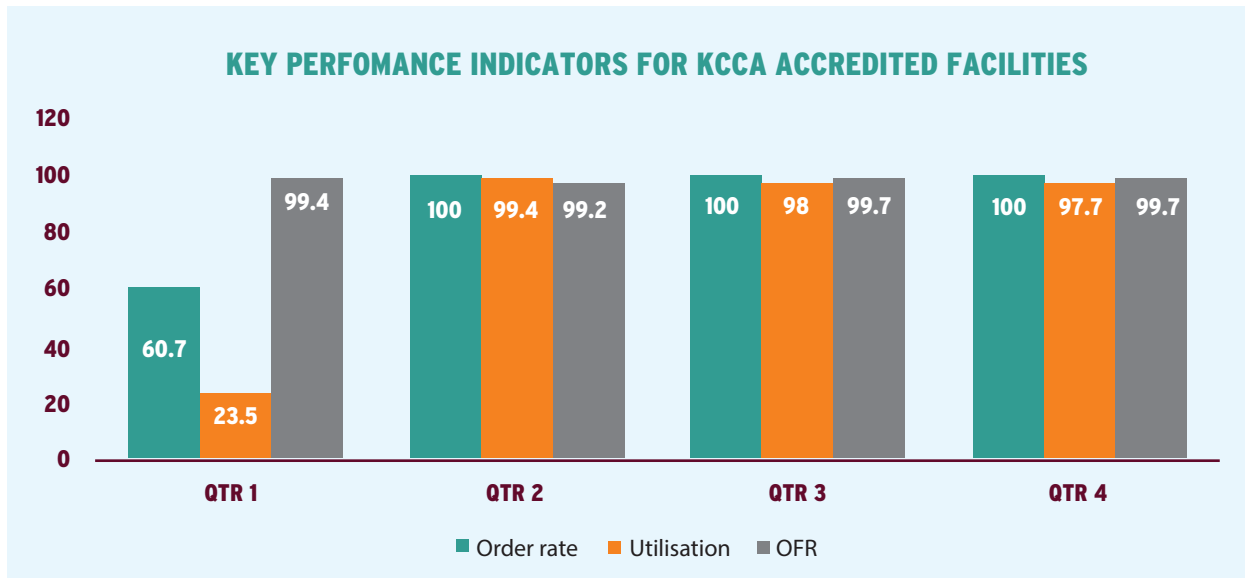


Table showing key performance indicators for the 28 KCCA accredited facilities

HIV Commodities- ART Therapy

JMS was awarded a contract through USAID to warehouse and distribute ARVs and HIV related commodities, Antimalarial, Opportunistic infections medicines, Long Lasting Insecticide treated Nets and Voluntary Male Circumcision products & Reproductive health commodities.

During the year, ART sites were transitioned based on CDC, USAID districts. This led to a 25.9% increase in the patient numbers and reduction in the facilities served by JMS. This was attributed to large volume sites that transitioned from MAUL to JMS.

Impact of the transition

Current patient numbers	Cycle 5	Cycle 6
Number of reporting facilities	297	216
Total number of ART patients	105,810	142,890
No of Districts	80	61

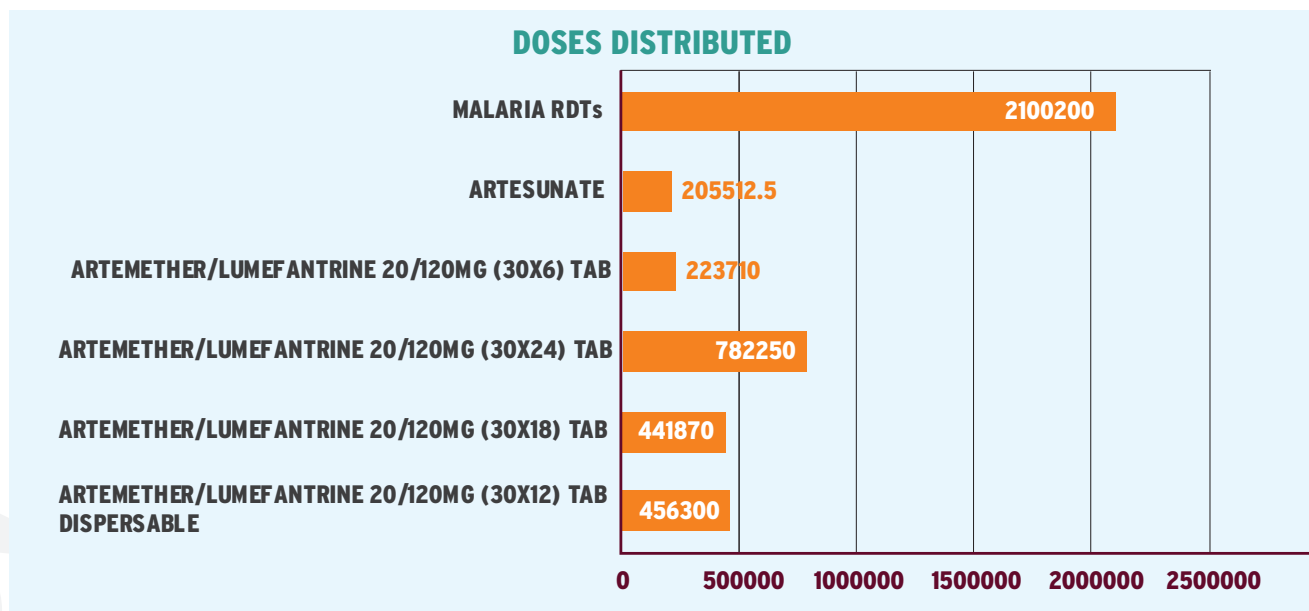
Anti-Malarial Commodities - ACTs Distribution

JMS also continued supplying anti-malarials to the PNFP sector donated by USAID. JMS distributed 1,997,426 LLINs to PNFP sectors compared to 2,013,302 of the last FY due to the quarantine of Nets that lasted 4 months. JMS also distributed 2,140,650 doses of Artemether/Lumafantrine 120/20mg for treatment of uncomplicated Malaria in both adults and Pediatrics. This was distributed to 746 facilities in 120 districts. The Antimalarial doses were worth USD 1,050,195.16. Furthermore, 896,280 doses of Artesunate worth USD 1,344,424 for treatment of Severe Malaria were distributed.

Achievements

1. Facility reporting improved for HIV commodities from 99% in the FY
2. The quality of facility reports improved from 76% to 91%.

Summary of ART and ACT commodities distributed during the year



	Doses	Value (USD)
ARVS Adult	2,059,267	12,546,413.81
ARVS Pediatric	148,218	589,736.06
OI medicines	123,039	1,371,574.73
Total		14,507,724.60

Public Relations: Enhancing Visibility and Corporate Image

JMS@40

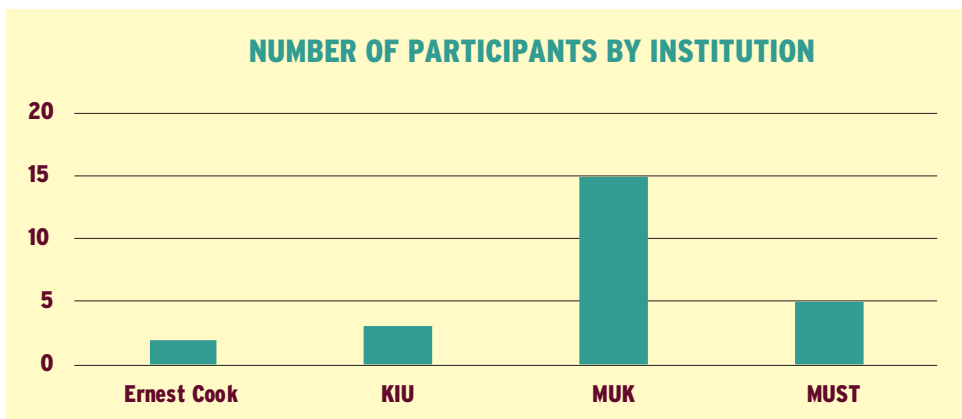
From containers to advanced pharmaceutical storage facilities, JMS dedicated the year to thanksgiving and celebrating with partners whose contribution was phenomenal in propelling JMS to this significant milestone.

- Regional Fairs*; The celebrations started out in a Regional fair in Jinja graced by the Speaker of Parliament, the Rt. Hon of Parliament. During the Fair, the Hon. Speaker visited the Doctors' Choice Factory in Jinja where Replenish + is manufactured. Other regions where Fairs were organized include North- Gulu and a Sports Gala in the Western Uganda-Mbarara. All the fairs were punctuated with Medical Camps where the communities turned up in big numbers.
- Divine Wedding*; the JMS staff spend most of their active time of the day at JMS and thus bond and become a family. It is therefore not surprising that as JMS celebrated 40 years, 13 Staff voluntarily embarked on a Holy matrimony journey in line with JMS Christian Values. The 13 couples that (7 catholic and 6 Anglican) later invited their family and friends to join the JMS Board of Directors, Management and Staff at a sumptuous reception at the Nsambya Gardens.



JMS Director Technical Services (4th Left) with Pharmacy students from Makerere University after a guest lecture

c) *Innovation challenge*: JMS launched the innovations challenge programme as part of the 40year celebrations. The seminar targeted students in medical and biomedical courses. 26 proposals were received from the Makerere, Mbarara, Kampala International universities and Ernest Cook. The top three proposals were taken up for implementation. The Winner Erisa Higenyi from Kampala International University won a cash prize of three Million Ugandan shillings and an opportunity to work with Joint Medical Store under the Graduate Trainee Programme.



- d) *Joint Bishops symposium*; JMS' foundation lies with the Church and the Christ Healing mission. To celebrate the 40-year milestone, JMS hosted both the Catholic and Church of Uganda Bishops (House of Bishops and Episcopal Conference) on 4th June 2019. The Bishops toured the JMS Warehouse, prayed and dined with the JMS Board of Directors and Staff.
- e) *Supplier Conference*; Suppliers play a critical role in supply chain. During the year, JMS organised a Supplier Conference on 13th June 2019 that was graced by the Permanent Secretary at the Ministry of Health Dr. Diana Atwine. She re-echoed the significance of Quality health supplies and applauded JMS for its investment and commitment to Quality Assurance. She also urged JMS to partner with Government in setting up a Quality Assurance Laboratory where a second opinion could easily be sought instead of sending samples to other countries. The Suppliers appreciated JMS' professionalism, payment systems and Communication.
- f) *Grand Celebrations*; bringing together all JMS stakeholders, a grand celebration was held in June at JMS' Prof. A.M Odonga Warehouse. Graced by the Minister of Health Hon. Jane Ruth Aceng, the celebration brought together ex-cadres including the former Executive Directors and Staff of JMS. During the function, partners like Ministry of Health, USAID, TASO, UCMB and UPMB were recognised for their unwavering support and contribution to the work of JMS.



1. Clinisut receives an award for the long standing partnership with JMS during the 40 Years.
2. The Permanent Secretary Ministry of Health giving her remarks. She applauded JMS for the Investment in Quality Health Supplies.
3. Some of the Suppliers that attended the Conference.



Bishops touring the JMS Warehouse during the Joint Bishop symposium.



Holy Innocent Children's Hospital winners of the Sports Gala South Western celebrating after receiving the trophy.

Families and friends of JMS staff attending the Anglican wedding service led by the Archbishop His Grace Stanley Ntagali at St. Stephen's Kisugu Church of Uganda.



The newly wed Anglican couples pausing for a picture with Arch Bishop His Grace Stanley Ntagali.



*Some of the Catholic
Couples that tied the Knot*



←
Minister of Health Hon. Dr. Jane Ruth Aceng receiving an award for the unwavering support to JMS over the years.



↑
JMS Boards of Trustees and Directors cutting the Cake during the Grand Celebration.

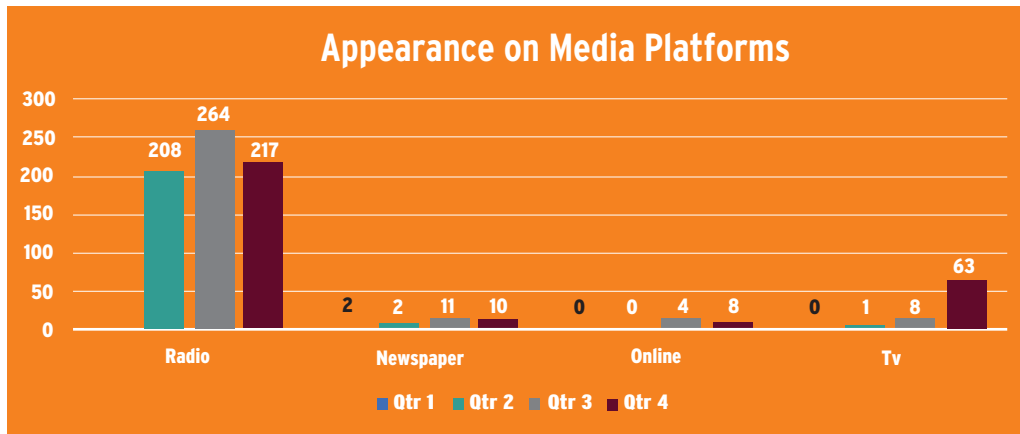


→
The Speaker of Parliament visiting the Doctor's Choice factory in Jinja during the Eastern Fair.

Publicity

Riding on the 40 Year celebration theme, JMS achieved visibility for the organized events. Below is the number of stories publicized during the year. A total of 798 Stories were published across various multimedia platforms. Visibility increased as we reached the climax of JMS@40 in June 2019 explaining the low Performance in the first half of the year. A documentary tracking the milestones achieved over the last 40 years was also developed and published on NTV and NBS Tvs in addition to the Tv spots where key stakeholders voiced key virtues and unforgettable moments attributed to JMS.

Table: Media Appearance



Corporate Social Responsibility

Four (4) UCMB Health Facilities received fully installed water harvesting systems increasing the total number of Health facility beneficiaries to 21. The project has enhanced access to water especially in the Maternity Wards thereby improving the Hygiene. This attracted more mothers to give birth in the Hospitals.

Partnering with other partners, JMS organized medical camps where many community members accessed free medical services. During the camps provided Quality health supplies. Some of the Partners included; St. Mary's Lacor Hospital, Buluba Hospital and Kamuli Mission Hospital, Arch Diocese of Mbarara Development Association (AMDA), Nagalama Hospital, Uganda Blood Transfusion Services, Rotary Clubs, Masaka Catholic Diocese for the International Day of the Sick.

JMS also partnered with Gradian Health Systems and donated a Universal Anesthesia Machine and ventilators worth 170 million to Mbarara Regional Referral Hospital and 200 million to Lacor Hospital.

A JMS @40 medical camp organised in Gulu at the main market. The camp attracted hundreds of patients that received free health services.



Dr. Bildard Baguma shaking hands with Dr. Barigye Celestine Mbarara Regional Referral Hospital Director after donation of ICU equipment.





2.5 Develop JMS institutional and organizational capacity for efficient and effective service delivery.

a) ICT and Management Systems

During the year, JMS carried out Post implementation Review for the upgraded ERP IFS Application 9. This reaffirmed benefits like IFS lobbies, IFS Talk, LIVE Screening, Proof of Delivery (Integration), Credit approval, Differential Pricing, IFS Middle-ware Server Administration console, IFS System monitoring console, Oracle 12C In-Memory for faster processing, Customer Relations Module (CRM), Webstore and Stock take facilities. These have empowered JMS monitor and track efforts geared towards enhancing customer experience thereby improving customer satisfaction.

We also embraced the Log Bots systems that has facilitated real time tracking of orders at the Point of Delivery.

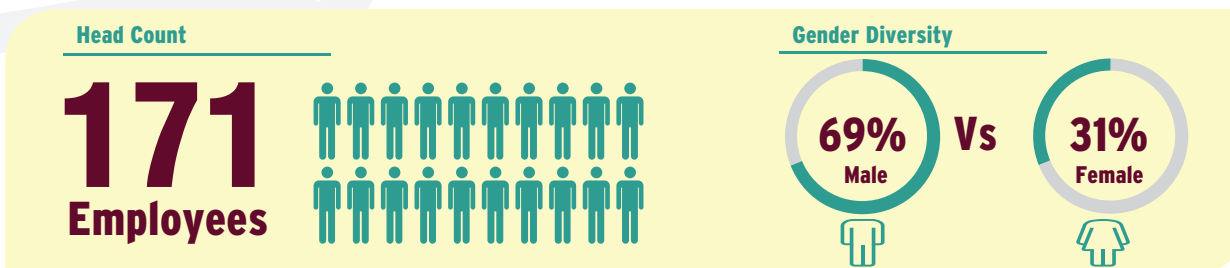
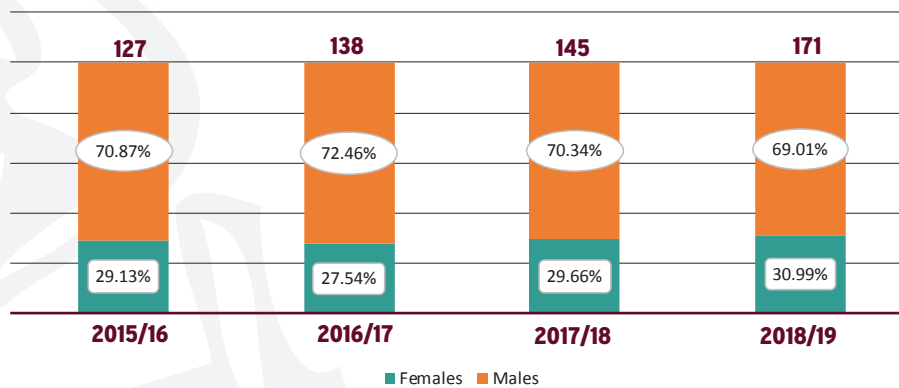
Finally, the JMS Website was upgraded to facilitate online ordering that improved customer experience.

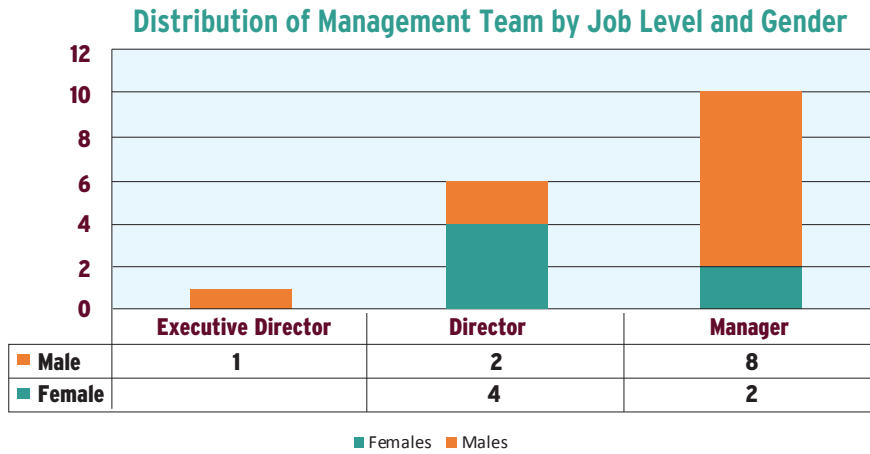
b) Human Capital Development

Staff Establishment; JMS employed 171 staff at the year end, compared to the 145 in 2017 /2018. JMS being a service organization aims at attracting and retaining smart, independent thinkers who are focused, firm and spirited in nature, that keep our business agile and innovative. We invest in hiring and developing staff with specialized skills that will deliver the right results. Staff Growth since the Financial Year 2015/16 has averaged at 11% annually to reach a total head count of 171 staff by end of the financial year 2017/18 (Up from 127 in FY 2015 /2016). Majority of the staff employed by JMS are males averaging above 69% of the total work force.

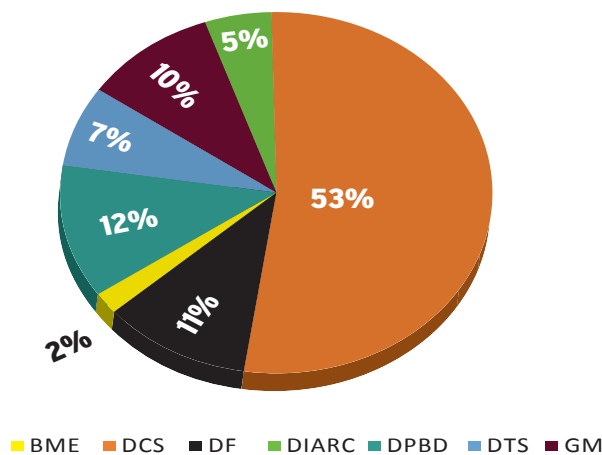
Of the total labour force of 171, nearly 10% make up the management team (17 team members in total) with 64% of the management team being Males, details are as shown above.

Staff growth since 2015 and distribution of Staff by Gender





Distribution of Staff by Directorates



Note: Customer Service has the highest share on total staff numbers accounting for 53% of the total labour force as at the end of the FY 2018/19

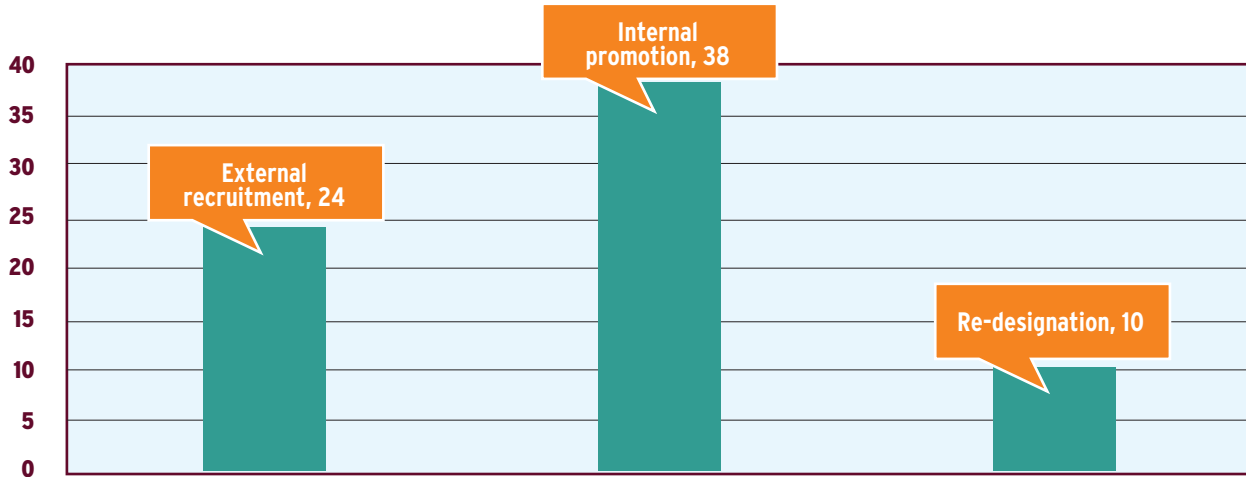
c) Recruitment, Training and Development

JMS aspires to continue being the 'employer of choice'. Our commitment is to attract and select the best talent through a transparent recruitment process that focuses on competences. We aim to build an engaged workforce that believes in a culture of high performance.

- Staff Headcount has increased by 16% between July 2018 to June 2019. In June total headcount was 145 staff compared to 171 staff as end of June 2019
- 38% of the staff recruited were for Customer Service.

We source skilled and experienced staff from both within and outside JMS. During the last financial year, internal appointments and job re-assignments were carried out as part of succession planning to promote staff career growth, support multi-skilling and effectively utilize the internally developed talent.

Number of Staff per Mode of recruitment



Graduate Trainee Attachment program and Internship program

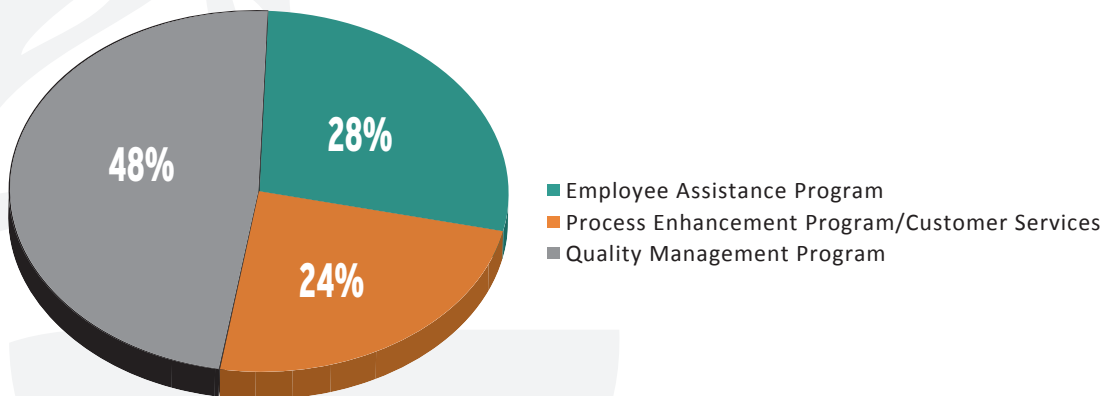
Through the Graduate Trainee program JMS provides to fresh graduates that have recently completed studies in specific courses related to JMS operations opportunity to get relevant practical and enriching work experiences. In 2018/2019 financial year 16 candidates went through JMS Graduate Trainee Attachment program and 7 of them demonstrated ability and fitness into JMS mainstream business.

Talent development and staff training

JMS deliberately focuses on developing internal capacity alongside attracting, developing and retaining critical skills from the market. JMS invests in learning and development as a strategy to build the right competencies and prepare our staff for future engagements. JMS operates in a pharmaceutical industry that is so dynamic and requires staff to remain productive in the changing times and this is achieved through staff training and development. Our learning and development focused on masterly of our strategy, and customer services so as to up skill our employees on how to deal with the everchanging customer needs.

The pie chart showing team training and development programs 2018/ 2019;

Composition of Staff Training by major category

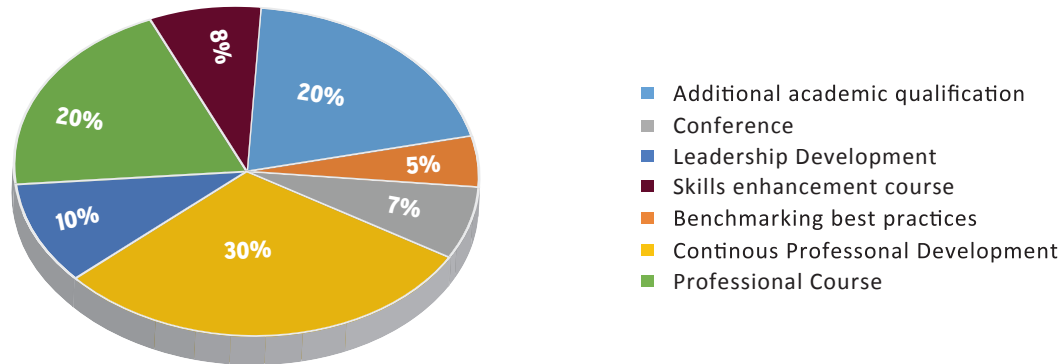


- 48% of staff trained in Quality Program Management, a strength that quality is key in our service delivery

- 19% of the trained staff were from the Directorate of Customer Services - warehouse department, followed by Technical Representatives / Sales Representatives because of their interface with customers in the field and Quality Management team (9%).

JMS has continued to finance and facilitate staff for skills enhancement trainings, professional courses, workshops and conferences. JMS sponsors staff for courses that are in line with JMS operations. The pie-chart below summarizes this;

Individual Training Development by Development Area

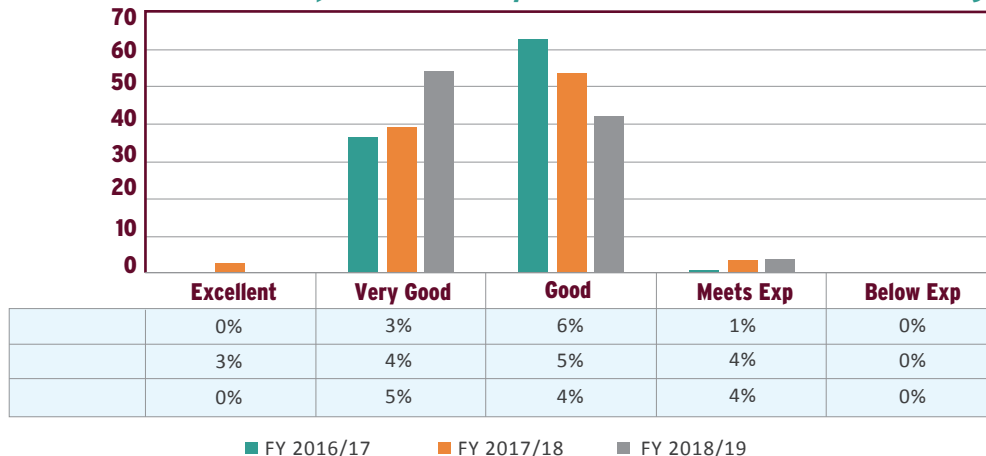


Performance Management

During the year, we maintained meaningful monthly conversations between the Supervisor and Supervisee about performance areas as a measure of progress on the JMS goals and targets. Our performance management belief emphasizes monthly performance discussions that provide consistent and continuous clarity of vision, job purpose and understanding for our human capital. The monthly performance conversations gross up to the mid-year and end of financial year appraisals.

The graph below shows the comparative analysis for end financial appraisal scores from 2016

3 Year Comperative Analysis of Staff Performance Rating



1. Overall, in the FY 2018/19 Staff Performance rating of "Good" and above was **97%** (score >= 65%), which was above the score of 2017/18 for the same categories by **1%**
2. Important to note is that the ratio of staff in the category "Meets Expectation" remained constant at 4% over

the last 2 years. Emphasis has been put on this category through monthly, quarterly, Bi-annual and Annual assessments that identify weak areas and foster continuous improvement.

The RARE JMS value proposition is critical in our performance management philosophy which supports high performance and fairness in staff assessments. We reward staff for superior performance, identify and address their development needs through attachment to the Center of Excellence, mentorship, coaching and role rotation among others. JMS rewards outstanding performance for teams and individuals that stand out in their performance and set example on our values. 11 Staff were enrolled in the center of Excellence. The graduation rate was at 100 percent.

Staff Wellbeing and Team Building;

JMS is cognizant of the fact that employee health, wellbeing and improved quality of life impact staff productivity. We have deliberately maintained welfare schemes that create an environment which proactively engages and encourages staff to adopt lifelong commitments to making healthy choices to address their physical, mental & social wellness. JMS maintains a medical benefit that supports staff with their first-degree relatives.

JMS sponsors staff to participate in sports activities like the monthly Corporate Leagues Gala to enhance fitness, networking, brand visibility and loyalty. Our employees have participated in football, basketball, volleyball, netball, indoor games, athletics, and tug of war as a way enhancing their fitness and work life balance philosophy.



JMS staff during the end of year Christmas party in December 2018.





Staff Recognition

JMS reinforces a culture of performance that sets the pace for an environment where individual and team effort is awarded by celebrating our wins through recognition platforms. The categories of awards that were considered were as follows;

- 1) Two (2) staff were given the Innovation Award – Bwanika Joseph and Nabagereka Carolyn
- 2) Seven (07) members of staff were recognized with the Long service award for their dedicated service to JMS as provided for in the Human Resource Policy Manual.

Staff Departures and exits;

During the period JMS lost some of its human capital. In a special way we continue to pray for the late **Obed Aharinta Katsigazi** – Transport Assistant that while enroute from Mbarara branch was involved in a nasty accident and met his demise on 25th February 2019 – *God grant him eternal rest.*



JMS sponsors staff to participate in sports activities like the monthly Corporate Leagues Gala to enhance fitness, networking, brand visibility and loyalty. Our employees have participated in football, basketball, volleyball, netball, indoor games, athletics, and tug of war as a way enhancing their fitness and work life balance philosophy.

Occupation Health and Safety (OHS)

Specific initiatives including Occupation Health and Safety (OHS) inspections and OHS risk assessment were done and incorporated in the Health and Safety committee work plan. The identified gaps from inspections and assessments were brought to Management's attention.

The Health and Safety committee has developed an equipment and premises maintenance plan that is supported by the OHS guidelines that were designed and circulated to all staff.

Through the Health and Safety committee we received workplace registration certificates from Ministry of Labour Gender and Social Development for all JMS work branches. Specialized trainings have been organized in OHS requirements including but not limited to fire safety, fire drills, incident / accident reporting training, wellness, ergonomics and lifting techniques in areas where the work involves lifting more.

Internal Audit, Risk Management and Compliance

JMS embeds internal audit, risk and compliance management practices in its governance, management, planning and decision making, consistent with the International Professional Practices Framework (IPPF), ISO 31000:2018 Risk Management Principles and Guidelines, and ISO 19600:2014 Compliance Management Systems – Guidelines, legislative and regulatory requirements.

Risk Management

JMS recognizes that risks are inherent in all that we do. We have developed our risk management systems to be consistent with the international standard on risk management (ISO 31000:2018). We are cognizant that risks are not static hence initiated quarterly evaluation and reporting in 2018/19. A number of activities and sources informed risk evaluation including:



We transformed our risk management function from compliance – based focusing on minimizing risk to integrating it into organizational decision making. The aim was to use risk management to identify and pursue opportunities in line with our risk appetite and tolerances, and to prioritize activities, allocate resources and deliver the purpose in our Strategic Plan more efficiently and effectively.

The following are some of the risk management activities carried out during the financial year:

1. Assessment of our business growth and competitive position in the market comprising territorial and key market segments.
2. Review of operational risk areas including customer service delivery, product quality, information security, inventory and debt management, monitoring of expenditure against budget and employee performance management.
3. Regularly assessed the business environment.

Compliance

JMS is committed to ensuring that it complies with applicable laws and regulations, and that it strives to meet the requirements of those standards and codes of practice that apply to its day-to-day activities and responsibilities.

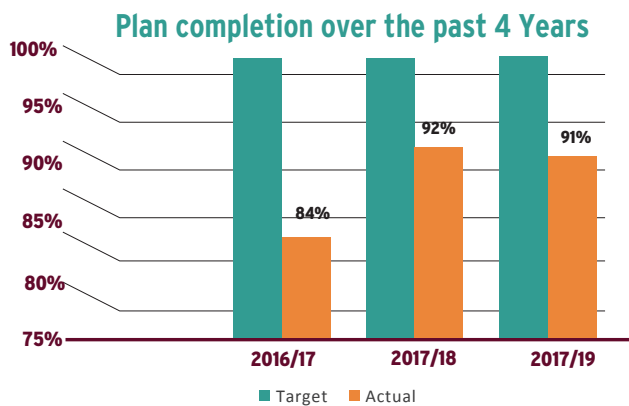
Compliance areas emphasized are highlighted in the diagram below.



IARC conducted assessments of all JMS' activities to ensure that were in line with applicable laws, regulations, standards and all internal policies and procedures. The function worked to identify risk areas and recommend controls to protect JMS. Generally, compliance to requirements was good. No significant non-compliance issues were identified during the financial year.

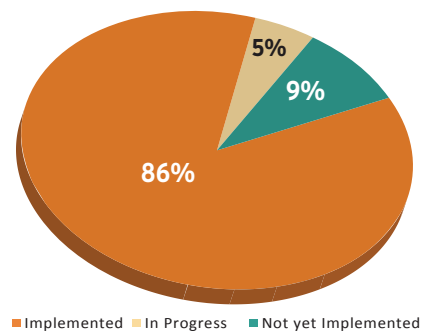
Internal Audit and Controls

In the reporting period, JMS' Internal Audit Risk and Compliance (IARC) function was elevated to Directorate level. JMS utilizes an internal audit plan to provide independent and objective assurance to the Board and Management. In the financial year 2018/19, we completed internal audits across a range of business areas which encompassed the review of financial and non-financial operations.



The chart below shows the implementation status of audit recommendations made in the period.

2018 Status of Implementation of Audit Recommendations





03

CORPORATE GOVERNANCE



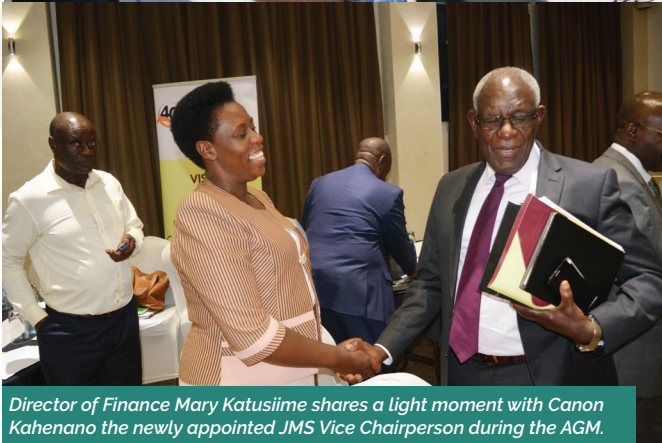


ANNUAL GENERAL MEETING (AGM):

The JMS AGM is the highest decision-making organ of JMS' organisation Structure. The meeting is an annual event composed of the Trustees, Directors, Committee members, and other 18 members nominated by the two Bureaus to attend the meeting. The AGM was held on 30th November 2018.



Some of the delegates at the last AGM on 30th November 2018.



Director of Finance Mary Katusiime shares a light moment with Canon Kahenano the newly appointed JMS Vice Chairperson during the AGM.



1. BOARD OF TRUSTEES:

The JMS Trustees are appointed by the two Bureaus. They are the Custodians of JMS Properties as stipulated in the JMS Trust Deed; and oversee the functioning of the JMS Board of Directors. In FY 2018/19, the Trustees had 1 formal meeting as provided for in the JMS Constitution and also participated in the Annual General Meeting and Board Retreats held during the year.



Prof Raphael Owor handing over a recognition plaque to Dr. Lawrence Ojom for serving on the Board as Vice chairperson.



Rt. Rev. Henry Apaloryamam Ssentongo handing over a recognition plaque to Canon Joram Kahenano.



Rt. Rev. George Bagamuhunda handing over a recognition plaque to Rhobert Korutaro for serving on the Board as Chairman.

2. BOARD OF DIRECTORS:

The JMS Board of Directors is appointed by the two Bureaus and is responsible for the effective and efficient operation of JMS through spearheading the Organization's Policy Development; ensuring Good Stewardship of the Organization's Assets and Resources; ensuring the Organisation 's Compliance with the applicable Legal Framework; and Promoting the Organisation 's Corporate Image in line with the Trustees' authority delegated to the Board as per the JMS Trust Deed.

The JMS Board of Directors has **4** Committees including:

i) **Finance and Administration Committee:**

The Committee is responsible for the provision of advice and assistance to the Board of Directors in the oversight and maintenance of the organization's Fiduciary and General Administrative responsibilities by ensuring that the requisite Financial and Administrative Policies, Procedures and Strategies are in place to safeguard the organization's assets.

ii) **Audit Committee:**

The Committee is responsible for the provision of advice and assistance to the Board of Directors in assessing the effectiveness and independence of the Internal Audit Function over the adequacy and effectiveness of financial reporting, internal controls and compliance with laws and regulations.

iii) Technical Committee: The Committee is responsible for the provision of advice and assistance to the Board of Directors in keeping abreast of new technologies, anticipating emerging concepts and trends in the health care supply chain, Selection and Standardization of essential supplies, Quality Assurance of healthcare supplies and Capacity Development in health logistics management.

iv) Business Development Committee: The Committee is responsible for the provision of advice and assistance to the Board of Directors in the oversight of strategic and tactical Marketing and Business Plans, initiatives and investment opportunities; developing best practices in procurement methods and processes; approving product range and services to be procured and supplied by the organization and ensuring that all these activities are carried out in a sustainable manner.

3. Key Achievements of the Board of Directors:

During the FY 2018/19; the Board of Directors accomplished the following:

- a. Review and approval of the Shelf life policy, Quality Policy, Internal Audit Charter and Manual, HR Manual, Credit Policy and the Finance and Accounts Manual.
- b. Approved JMS Separate and Consolidated Audited Financial Statements for FY 2017/18, Supplementary Budget for FY 2018/19.
- c. Appointment of the Joint Health Care External Auditor for Financial Year 2018/19.
- d. Reviewed the Board Evaluation Report at the Non-Residential Retreat that took place in April 2019.
- e. Reappointed M/s Ernst & Young Certified Public Accountants of Uganda as JMS' External Auditors for FY 2018/2019.
- f. Active involvement in debt management by engaging customers with debts over 90 days.

Board and Committee engagements in FY 2018/19

The Board of Directors and Committee members plan to meet 4 times (quarterly). Below is the performance against the planned activities.

Committee	Planned meetings	Held meetings
Audit	4	5
Finance and Admin	4	5
Technical	4	3
Business Development Committee	4	4

Note: Board of Directors held 5 meetings (the Board held 3 Board meeting and 2 retreats). Of the 2 retreats, one was residential and one non-residential. The board had 2 trainings on Board evaluation Modalities and Best Practices by ICGU and The effective Director by Songa Communications. This facilitated the Board of Directors evaluation.



Members of the Joint Medical Store

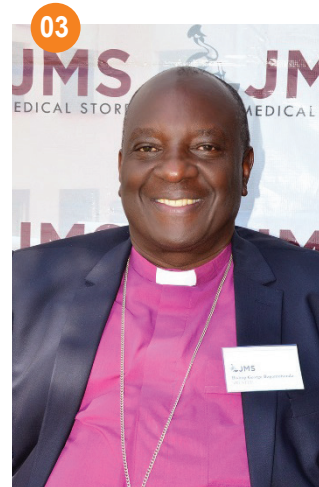
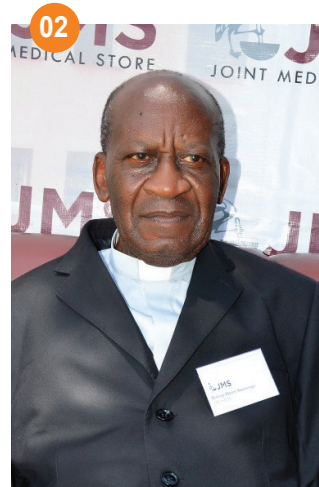
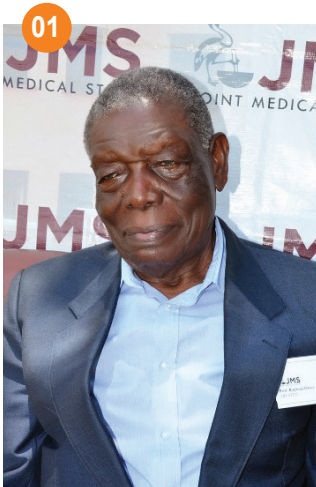
- ❖ **Board of Trustees**
- ❖ **Board of Directors**
- ❖ **Board Committees**

As at 30th June 2019



Board of Trustees

1. Prof. Raphael Owor was appointed by UCMB
2. Rt. Rev. Henry Apaloryamam Ssentongo was appointed by UCMB
3. Rt. Rev. George Bagamuhunda was appointed by UPMB
4. Dr. Jack G.M. Jagwe was appointed by UPMB.



↑ The JMS trustees together with Dr. Lawrence Ojom the current Board Chairman (4th left), Rhobert Korutaro former Board Chairman (3rd right), Canon Kahenano Current Board Vice Chairman and Dr. Bildard Baguma JMS-ED (right).

Board of Directors



Dr. Lawrence Ojom
BOARD CHAIRMAN

Was appointed by UCMB in December 2014 as a board member and was elected as the Board chairperson in November 2018 having served as a Vice Chairperson of the Board of Directors of Joint Medical Store for four years since 2015. He is the Programme Manager at AVSI Foundation (an International Non-governmental Organization). He has over 20 years of experience in District Health System Strengthening, building the capacity of Local Government in Health Planning and Health Service Delivery. He is currently a member of Board of Directors St. Marys' Hospital Lacor – Gulu and chairs the Training Institutions sub-committee of the board. He holds a Master's Degree of Primary Health Care (PHC) Management from Istituto Superiore di Sanita, Rome, Italy and Post Graduate Diploma of Tropical Medicine and Hygiene from Liverpool School of Tropical Medicine and Hygiene, Liverpool University UK. Dr. Ojom Lawrence has been the program manager of large public health projects in Northern Uganda funded by a wide range of donors (DFID, DANIDA, UNICEF, USAID, Italian Cooperation, CDC and WFP).



Canon Joram Kahenano
VICE CHAIRPERSON

He is the CEO Church Commissioners Holding Company Limited. He holds a Bachelor's degree in Commerce and is a Fellow Chartered Institute of Bankers, London (FCIB). He is the Chairman Board of Directors UPMB; Vice Chairman Board of Directors Uganda Institute of Banking and Financial Services and member of Council Victoria University.



Rev. Fr. Henry Richard Waiswa
TREASURER

Was appointed by UCMB to the Finance Committee and later to the Board in December 2014 and elected as Honorary Treasurer of the Board in November 2018. He served as Assistant Registrar Uganda Martyrs University, Mbale Campus (2015 – 2017) and chair Audit Committee JMS. Currently, He is Chairman Finance Committee of UCMB, a member of the Finance Committee of Uganda Episcopal Conference, a member of the Board JW Interservice, a member Finance Committee of Interservice, Financial Administrator and a member of the Land Board Soroti Catholic Diocese, a Lecturer and Coordinator Faculty of Business Administration and Management – Uganda Martyrs University, Mbale Campus and Assistant Parish Priest St. Teresa of the Child Jesus Parish-Bukedea. He hold a Masters in Business Administration (MBA) - (Finance/Accounting), Bachelors in Business Administration and Management (Accounting), Bachelors in Philosophy, Bachelors in Theology, Diploma in Philosophy, Diploma in Theology and Certificate in Microfinance.

Board of **Directors** (Cont'd)



Canon Richard Obura Onyang
MEMBER

Was appointed by UPMB to the board in April 2011. He is Self Employed and a Consultant. He is the Chairman Board of Directors World Renew Uganda; Member of the Audit Committee, Mengo Hospital; Member of the Diocesan Synod- Diocese of Lango Church of Uganda; Chairman Board of Governors Dr Obote College Boroboro; Chairman Board of Governors Kangai Senior Secondary School. He is a member of the Institute of Corporate Governance of Uganda (ICGU). He holds a Masters of Business Administration (MBA), Diploma in Banking, Diploma in Local and Urban Governance and Bachelors of Commerce (Accounting). He served as Provincial Treasurer Church of Uganda for the 11 years (2006-2017) and Chairman Board of Directors World Vision Uganda (2002-2011).



Mr. Rhovert M. Korutaro
MEMBER

Appointed by UPMB to the Board in November 2013. He is currently self-employed and a commercial farmer in Livestock, tree plantations and coffee. He serves on the Board of Alternate Chair for Africa Action Help International Uganda, Africa Action Help International, Vice Chairman for Uganda Women's Trust Board, Vice Chairman Valley University of Science and Technology. Chairman Board of Directors Katungu Mission Diocese Health Board and Member Ankrah Foundation Board. He chaired the Board of Directors for JMS from 2015-2018. He is a member of the Corporate Governance of Uganda (ICGU). He holds a Bachelors degree of Business Studies from Makerere University.



Ms. P.K. Nshangano
MEMBER

Nshangano Philomena Kemijumbi; appointed by UPMB to the board in November 2005. She owns and manages Rubyerwa Dairy Investments limited a model Dairy Business that has received a number of awards. She is a Board member of Mbarara Archdiocese and chairs the Finance Committee of the same institution. She holds a Bachelors Degree with Post Graduate Diploma in Public Administration and Management. She has worked with Uganda Government from 1st May 1968 in the Ministry of Planning and Economic Development and retired in May 1998 at the level of Permanent Secretary at the Ministry of Public Service. After retirement, she served as Chairman of the District Service Commission of the then Greater Mbarara District for 2 terms.

Board of **Directors** (Cont'd)



Prof. Michael Kawooya
MEMBER

Was appointed by UPMB to the board in November 2017. He is a radiologist. He holds a PhD in Health Sciences Research, (Makerere University), honorary Fellowship of the American Institute for Ultrasound in Medicine (FAIUM) and Honorary Membership of the European Society of Radiology. He attained full Professorship in Radiology at Makerere University in 2008. He is a founder member and current Director of Ernest Cook Ultrasound Research and Education Institute (ECUREI) and affiliated to Thomas Jefferson Research and Education Institute in Philadelphia USA. He is Deputy Principal for Ernest Cook Ultrasound Research and Education Institute (ECUREI), the Director of the Kampala World Federation of Ultrasound in Medicine and Biology (WFUMB) Centre of Excellence. He is a founder member for Uganda Society for Advancement of Radiology and Imaging (USOFARI) and Pan African Congress of Radiology and Imaging (PACORI) and African Society of Radiology (ASR). He chairs the UPMB Health Committee, a position he has held for the last 6 years. He also Council Member for Uganda Christian University (UCU) Mukono.



Dr. Freddy Eric Kitutu
MEMBER

Was appointed by UCMB to the board as a co-opted member in November 2011. He serves as Acting Dean of the School of Health Sciences which comprises of departments of Dentistry, Dental technology, Nursing, Optometry and Pharmacy at Makerere University. He has provided technical advice to the WHO, the Uganda Ministry of Health, Ministry of Agriculture, Animal Industries and Fisheries, the Uganda National Drug Authority and other Universities. Dr Kitutu holds a doctoral degree of Medical Science from Uppsala University of Sweden, Master of Science in Clinical Pharmacy from the National University of Ireland, Master of Science in Clinical Epidemiology and Biostatistics from Makerere University in Uganda, respectively. He has also completed short public health courses at the Johns Hopkins Bloomberg School of Public Health and the London School of Hygiene and Tropical Medicine. He completed his Bachelor of Pharmacy at Makerere University in 2005.



Dr. Sam Orochi Orach
EX-OFFICIO MEMBER

He is an Ex-Officio Member. He is the Executive Secretary of UCMB that has over 296 health facilities around the country. He is a graduate of Makerere University Medical School with a Masters of Primary Health Care Management from Istituto Superiore di Sanita, Rome, Italy (1990) and HHH Fellowship in Public Health Policy and Management from Emory University, Atlanta – Georgia, USA (2000). Dr Orach has been on a number of Governing or Advisory Boards including; member of the Health Policy Advisory Committee (HPAC) of the Ministry of Health in Uganda, a member of the Board of Directors of Uganda's National Medical Stores since 2018, and served as a member of the Health Advisory Board for the John Fetz Foundation in Kalamazoo, USA, from 2012-2015. In March 2012 Pope Benedict XVI (Rtd) appointed him as Consultant / Advisor to the Pontifical Council for Health Pastoral Care (The Vatican) and has also been a member of the Board of Directors of the International Confederation of Catholic Health Care Associations (CIISAC) (2014-2018). In 2019, he was appointed as a member of the Board of Directors of Emmaus Foundation Trust, a Faith-based organization.

Board of **Directors** (Cont'd)



Dr. Tonny Tumwesigye
EX-OFFICIO MEMBER

MBCHB (MUK), DPH (LSHTM), Msc.PH (LSHTM) from UPMB is an Ex-Officio Member. Dr. Tonny Tumwesigye, is the Executive Director of the Uganda Protestant Medical Bureau (UPMB). He has vast grounded experience spanning over a decade which has transitioned him from a frontline service provider. He is a member of the Health Policy Advisory Committee (HPAC) of the Ministry of Health and several MOH technical working groups. He is also a member of the Institute of Corporate Governance of Uganda (ICGU). Dr. Tumwesigye is a member of several Boards, among others; Director of the African Christian Health Association Platform (ACHAP). Dr. Tumwesigye guided UPMB to WIN the Inaugural Institute of Corporate Governance of Uganda (ICGU) Grant Thornton Corporate Governance awards -Non-Governmental Organizations. Dr. Tumwesigye Tonny holds among others a Presidential Honor; "The Presidential Distinguished Services award for his outstanding contribution to health services in Uganda".



Dr. Bildard Baguma
SECRETARY TO THE BOARD

Dr. Bildard Baguma, Secretary Board of Directors, Executive Director Joint Medical Store from January 2015 to date. Dr. Baguma is a medical doctor by profession. He holds a Bachelors Degree of Medicine and surgery and Masters of Business Administration from Makerere University. He also holds a graduate diploma in procurement and supply chain management from CIPS UK and a certificate in Health Emergencies in large populations (H.E.L.P). He worked with Uganda Red Cross Society, Integrated health program, J.O.Y Medical Center, Agency for Cooperation in International Health (A.C.I.H) and Mulago National Referral Hospital where he served in different capabilities. Dr. Bildard Baguma has experience in organisation of logistics, supply chain management, supervision of procurement and value for money analysis. He sits on the Board of Directors National Drug Authority (NDA) and is the Managing Director Joint Health Care Investment Limited.



With great pleasure, I extend great thanks to the Board of Trustees and Directors for their unwavering support and commitment towards the attainment of the JMS mission and underlying vision.

Dr. Lawrence Ojom
BOARD CHAIRPERSON

JMS Board Committee Members

BOARD OF TRUSTEES

Dr. Jack G.M. Jagwe - UPMB
 Rt. Rev. Henry A. Ssentongo - UCMB
 Rt. Rev. George Bagamuhunda - UPMB
 Prof. Raphael Owor - UCMB

BOARD OF DIRECTORS:

Chairperson

Dr. Lawrence Ojom - UCMB

Vice Chairperson

Canon Joram Kahenano - UPMB

Honorary Treasurer

Rev. Fr. Henry R. Waiswa - UCMB

Members

Mr. Rhobert M. Korutaro - UPMB
 Ms. P.K. Nshangano - UCMB
 Prof. Michael Kawooya - UPMB
 Canon Richard Obura Onyang
 Mr. Freddy Eric Kitutu - Co-opted
 Dr. Sam Orochi Orach - UCMB (Ex-Officio Member)
 Dr. Tonny Tumwesigye - UPMB (Ex-Officio Member)
 Dr. Bildard Baguma - Secretary ED - JMS

FINANCE & ADMINISTRATION COMMITTEE

CHAIRPERSON

Rev. Fr. Henry Waiswa

MEMBERS

Ms. Mary Katusiime (Secretary and the Director Finance-JMS)
 Canon Moses Nambale Bwire
 Mrs. Samalie E. Kisekka
 Ms. Jane Namuddu Kiggundu.
 Dr. Sam Orochi Orach
 Dr. Tonny Tumwesigye
 Mr. Francis Buwule
 Eng. Julius Mulumba
 Dr. Bildard Baguma

AUDIT COMMITTEE

CHAIRPERSON

Canon Richard Obura Onyang

MEMBERS

Ms. Mercy Nagaddya is the Secretary of the Committee and the Director Internal Audit, Risk and compliance
 Mr. Fred Andema
 Mr. Balaam Muheebwa
 Mr. Ntale Kayondo John
 Mr. Paul Ssenyonjo
 Mr. Tonny Mulwana
 Elder Miuro Edward
 Dr. Bildard Baguma

BUSINESS DEVELOPMENT COMMITTEE

CHAIRPERSON

Canon Joram Kahenano

MEMBERS

Mrs. Denise Tusiime Mutambi Secretary and Director Business Development and Procurement.
 Sr. Jane Frances Nakafeero
 Dr. Asinja Eriab Kapuru
 Ms. Barbara Tumwine Nkunda
 Mr. Jimmy Ameny
 Mr. Maurice Manano Opar
 Dr. Bildard Baguma

TECHNICAL COMMITTEE

CHAIRPERSON

Prof. Michael Kawooya - UPMB (BoD Member)

MEMBERS

Mr. Emmanuel Higenyi- Secretary and Director Technical Services
 Dr. Priscilla Busingye
 Dr. Edward Ddumba
 Dr. Gilbert Mateeka)
 Mr. Morries Seru.
 Eng. Sitra Mulepo.
 Dr. Bildard Baguma
 Mrs. Joanita N. Lwanyaga



04

CHALLENGES



Despite the dedicated team and rigorous systems established, JMS faced some challenges that hindered its planned operations. These included;

- a) *Unhealthy competition* where competitors utilised unethical malpractices not accepted by the JMS Values.
- b) *Debts and debt management*- JMS offers pre-financing of accredited Health facilities where they receive supplies and pay back within 90 days. Some accredited Hospitals and

Lower Level Health facilities were heavy indebted which limited their purchase power.

- c) *Limited Quantification & Planning by Health Facilities*; despite the efforts by the Capacity Building team, many accredited Health facilities do not always have procurement plans and inventory management systems creating a demand driven supply system at JMS. This limits adequate stocking and effective forecasting.
- d) *Security instability* in the South Sudan and the Democratic Republic of Congo affecting the export of Health supplies.

05

FUTURE



- a) *E- learning Platform*; to strengthen Organizational Capacity, JMS shall roll out the E learning among staff with modules aimed at optimizing organizational systems.
- b) Utilise Data analytics to track and boost performance.
- c) Roll out Call center to boost customer experience.
- d) Continue to strengthen tenders to cover the segments not traditionally covered.
- e) Explore accreditation of Capacity Building courses offered to JMS customers.

OUR PROMISE TO YOU!

1

Accessibility

Accessibility

We shall be open 8 hours a day Mon-Fri and half day on Sat.
We shall respond in detail to your inquiries within four working hours.
We shall answer the phone promptly and confirm receipt of orders submitted in by email, by fax and in person.

2

Customer
Care

Customer Care

We shall be courteous while serving you, respect and value your time so that we make your experience at JMS a memorable one.

3

Customer
Information

Customer Information

We promise to be reliable and worthy of your trust, we will keep your information accurate, safe and secure. On request, we shall amend or delete information provided by you.
We guarantee to correct any error we make on your account immediately it comes to our attention.

4

Order
Processing

Order Processing

We commit to get it right the first time.
We shall capture and process all orders accurately and as per lead time below; Small order (0-5 Lines)- 30 minutes, Medium order (6-35 lines)- shall not exceed one day, Big order (over 35 line items)- shall not exceed the next day. Third Party- As per published delivery schedule.
We commit to take responsibility for any deviations caused by us.

5

Service level

Service level

We shall fill all orders 100%.

6

Distribution

Distribution

We commit to deliver to your door step based on prior arrangement.
We shall fill all orders 100%.

7

After sales
Services

After sales services

We commit to provide efficient after sales services such as Medical equipment installations, trainings, maintenance and repair, advisory services and capacity building you at a subsidized fee.

8

Feedback
handling

Feedback handling

We shall resolve all issues brought to our attention within five working days.

9

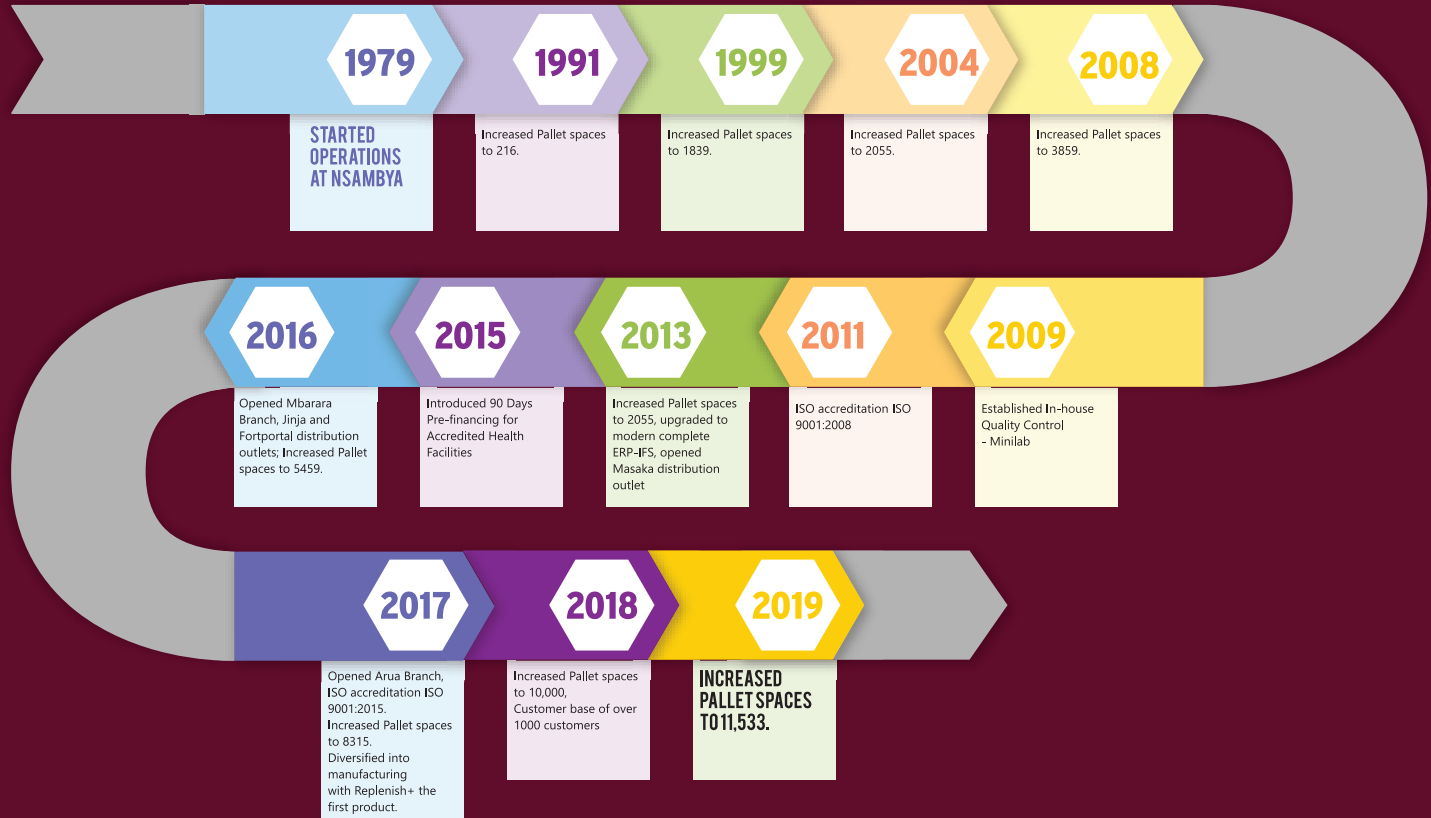
Accountability
and audit

Accountability and audit

We shall report annually regarding our compliance with this Charter. A registered company with expertise in this area shall independently audit our operations and also carry out an annual customer satisfaction survey to evaluate compliance to this Charter.



MILESTONES



HEAD OFFICE: Plot 1828, Gogonya Raod, Nsambya

P. O. Box 4501 Kampala, UGANDA

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