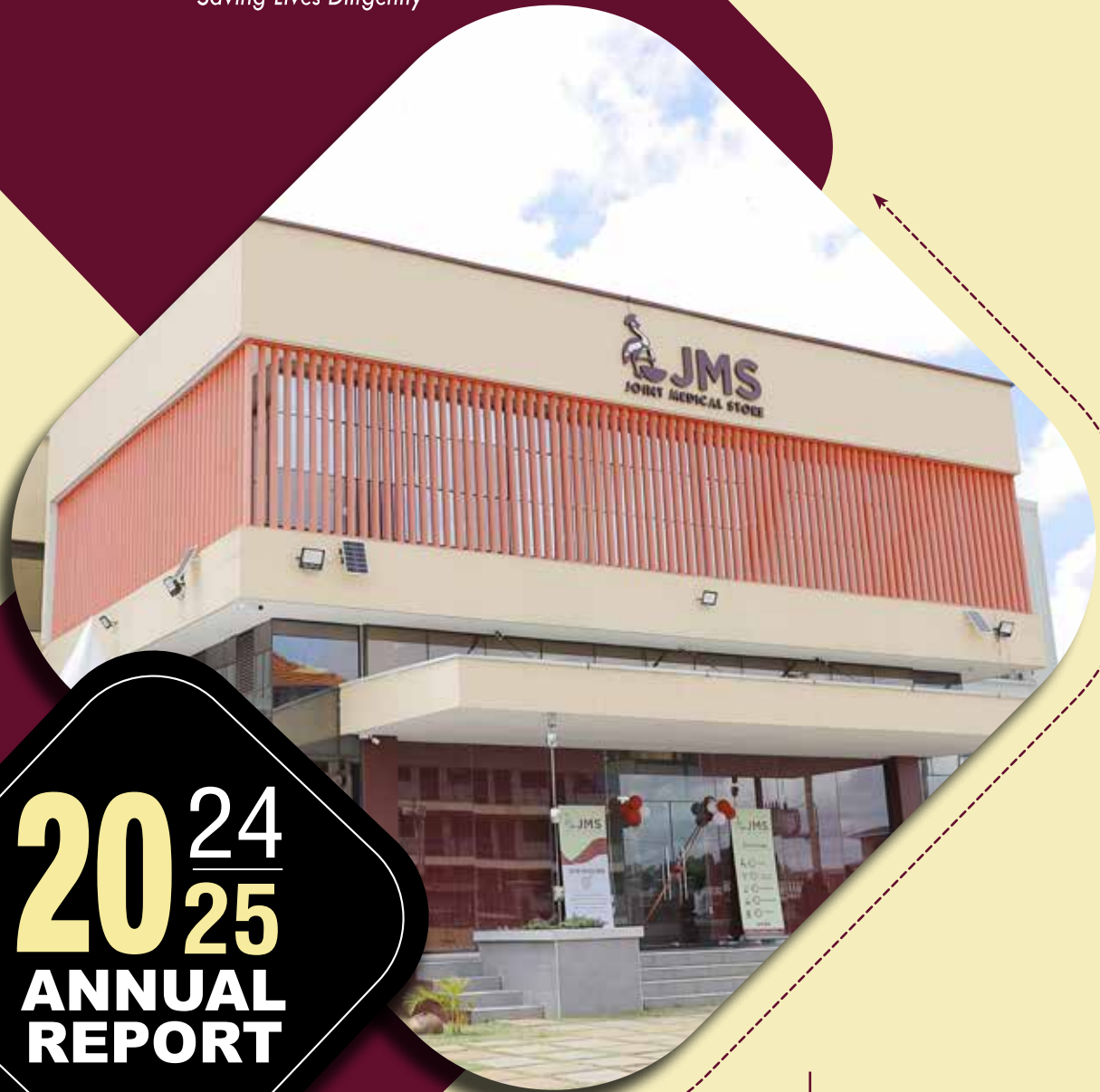




# JMS

JOINT MEDICAL STORE  
*Saving Lives Diligently*



**20<sup>24</sup><sub>25</sub>**  
**ANNUAL  
REPORT**

[www.jms.co.ug](http://www.jms.co.ug)

FIND US ON SOCIAL MEDIA







**Mathew 21:21 (NIV)**

Jesus answered and said to them, “truly I say to you, if you have faith, and doubt not, you shall not only do this which is done to the fig tree, but also if you shall say to this mountain, be you removed, and be you cast into the sea; it shall be done.”

---

TABLE OF  
Contents

**Chapter 1**

..... 7

About JMS ..... 9

**Chapter 2**

..... 17

**Annual Report by Objective..... 17**

2.1 Enhance Stakeholder Value..... 18

2.2 Enhance Institutional Sustainability..... 31

The Audit Report..... 32

2.3 Improve the Quality of Products and Services..... 40

2.4 Grow Business and Investment Portfolio ..... 43

2.4.1 Direct-to-Vendor Sourcing..... 44

2.4.2 Grants and Consultancies..... 46

2.5 Strengthen Customer Relationship Management..... 48

2.6 Improve Tools and Technology ..... 50

2.7 Improve Staff Knowledge Skills and Abilities..... 52

2.8 Governance and Culture ..... 58

**Chapter 3**

..... 75

**Threats and Challenges..... 76**

**Chapter 4**

..... 78

**Future Outlook ..... 78**



LIST OF  
Acronyms

<b>ACT:</b>	Artemisinin Combination Therapy
<b>AIDS:</b>	Acquired Immune Deficiency Syndrome
<b>AMDA:</b>	Archdiocese of Mbarara Development Association
<b>ART:</b>	Antiretroviral Therapy
<b>ARV:</b>	Antiretroviral
<b>Bn:</b>	Billion
<b>BoD:</b>	Board of Directors
<b>CoU:</b>	Church of Uganda
<b>\$:</b>	Dollars
<b>DHCs:</b>	Diocesan Health Coordinators
<b>DRC:</b>	Democratic Republic of Congo
<b>DJMS:</b>	Diocese of Jinja Medical Services
<b>D2V:</b>	Direct to Vendor Sourcing
<b>EMHS:</b>	Essential Medicine and Health Supplies
<b>EOI:</b>	Expression of Interest
<b>EPN:</b>	Ecumenical Pharmaceutical Network
<b>EU:</b>	European Union
<b>FY:</b>	Financial Year
<b>GMP:</b>	Good Manufacturing Practice
<b>GSM:</b>	Global System for Mobile Communication
<b>GSP:</b>	Good Storage Practice
<b>HIV:</b>	Human Immune-deficiency virus
<b>ICGU:</b>	Institute of Corporate Governance of Uganda
<b>LLINS:</b>	Long Lasting Insecticidal Nets
<b>IARC:</b>	Internal Audit, Risk and Compliance

# Acronyms

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





1



# About **JMS**



**JMS**  
JOINT MEDICAL STORE



## About JMS

Joint Medical Store (JMS) is a Private Not-for-Profit Organization (PNFP) established in 1979 by the Uganda Catholic Medical Bureau (UCMB) and Uganda Protestant Medical Bureau (UPMB) as a body Corporate under the Trustees Incorporation Act (Cap 271). JMS is licensed by the National Drug Authority (NDA) to import, warehouse, export, wholesale, and distribute medicines and related healthcare supplies. JMS also engages in other health commodity value chain activities including but not limited to training of health workers, infrastructure development, repair and maintenance of medical equipment, and institutional development.

JMS operates within the framework of the Quality Management System that is certified under the ISO 9001:2015. The Quality Assurance Framework for JMS ensures adherence to good distribution practices, good storage practices, and good laboratory practices such that the commodities supplied by JMS are fit for purpose, safe, and acceptable to the consumers, and add value to the healthcare process.

The National Medicines Policy 2015-2020 recognizes JMS as the mandated warehouse for all faith-based PNFPs.

### Vision



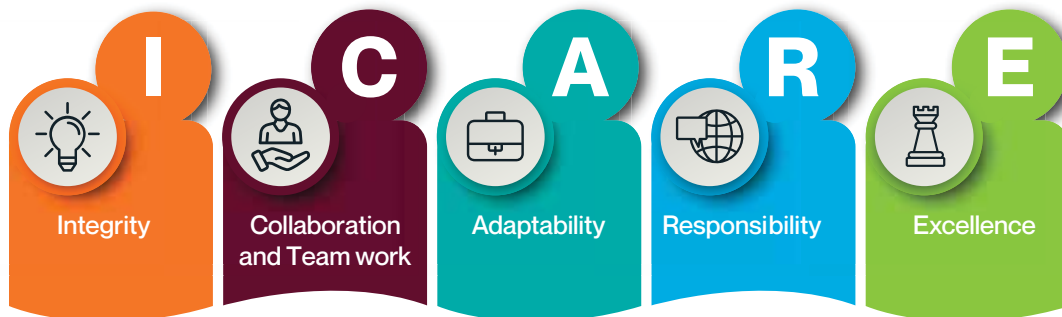
Accessible Sustainable Quality Health Solutions for the Glory of God.

### Our Mission



Provide Sustainable and Value-adding Health Solutions to Accredited Health Units and Other Stakeholders.

### Our Values





# Where We Are



## JMS HEAD OFFICE

1

Plot 1828, Gogonya Road, Nsambya  
P. O. Box 4501 Kampala  
**Tel:** 0312 236 400  
**Toll Free:** 0800 340 340  
0800 203 018  
**Email:** sales@jms.co.ug  
**Website:** www.jms.co.ug

## OUR BRANCHES

2

**JMS Arua**  
**Tel:** 0800340340, 0800203018  
**Email:** salesarua@jms.co.ug

3

**JMS Fort Portal**  
Plot 2, Lugard Street  
**Tel:** 0800340340, 0800203018  
**Email:** salesfort@jms.co.ug

4

**JMS Gulu**  
Plot 17-41 Jomo Kenyatta Road  
Holy Rosary Church, Gulu City  
**Tel:** 0800340340, 0800203018  
**Email:** salesgulu@jms.co.ug

5

**JMS Mbarara**  
Plot 24 Ruharo, Bushenyi Road  
**Tel:** 0800340340, 0800203018  
**Email:** salesmbra@jms.co.ug

## OUR DISTRIBUTORS

6

**Masaka Diocesan  
Medical Services Ltd.**  
Cathedral Road, Caritas Maddo  
Headquarters  
P. O. Box 14 Masaka  
**Tel:** 0704675666, 0786814912,  
0758334263

7

**Diocese of Jinja Medical  
Services Ltd.**  
Rubaga Hill, opposite Jinja  
College  
P. O. Box 673 Diocese of Jinja  
**Tel:** 0782022333, 0774984942,  
0704178676, 0754729304  
**Email:** dhcjinja@ucmb.co.ug



## Statement of the Board Chairman

**Mr. Korutaro Rhobert**

The year under review was truly historic. The Board took a landmark decision to embed Environmental, Social, and Governance (ESG) principles into the DNA of JMS. With the approval of an ESG Policy and comprehensive training for Board members, management, and staff, JMS has positioned itself as a regional leader in sustainable health supply chain management. Beyond Uganda, this initiative places JMS in alignment with global sustainability standards and donor expectations, strengthening our eligibility for international funding and partnerships.

The integration of ESG, coupled with our growing innovations such as digitized supply chain systems, pioneering carbon-credit initiatives, and customer-centred service models, positions JMS not only as a trusted national supply chain partner, but as a forward-looking regional player contributing to Africa's health systems resilience and sustainability. Looking ahead, JMS will build on this momentum by prioritizing flagship sustainability initiatives such as the Bamboo project in partnership with the Tororo Archdiocese, while progressively addressing the priority areas highlighted in our materiality assessment. These deliberate steps reflect the Board's commitment to anchoring JMS' growth on innovation, sustainability, and global best practices.

The year also presented significant challenges that tested our resilience as an organization. The termination of the U.S. Government Warehousing and Distribution Activity tested JMS' adaptability, particularly because the project had previously cushioned some of our operational costs. This unexpected shift compelled the Board and management to accelerate cost-optimization measures, including a staff alignment exercise, while also deepening engagement with alternative partners. We recognize the resilience of our staff during this transition and affirm our commitment to safeguarding the long-term sustainability of JMS, even in the face of evolving donor priorities.

**I**t is with deep gratitude and reflection that I present this Annual Report for the Financial Year 2024/25. This report is particularly significant as it marks the conclusion of the Vision 2025 Strategic Plan, a framework that has guided our path for the last four years. It offers us the opportunity to evaluate our performance, measure our achievements against the goals we set, and learn from the challenges encountered.



*We walk forward with faith, knowing that our labor is not in vain. As Scripture reminds us in Galatians 6:9.*

On behalf of the Board, I extend heartfelt appreciation to my fellow Board members for their steadfast stewardship, strategic oversight, and unwavering commitment to the Vision and Mission of JMS. I equally commend management and staff for their operational excellence, resilience, and boldness to venture into new waters, even in an environment of shifting donor priorities and market uncertainties.



Even as we close one chapter, we open another. The Board has approved a new Strategic Plan (2025–2030) that will guide JMS into its Golden Jubilee. This new plan is anchored on four themes: Partnerships and Advocacy, Innovative Service Excellence, Customer Centricity, and Sustainability. It builds on the foundations of Vision 2025 and positions JMS to seize emerging opportunities, strengthen its partnerships, and reinforce its role as a trusted supply chain partner.

Looking ahead, we remain hopeful that the coming year will usher in new opportunities and elevate JMS to greater heights in service to our nation and region. We walk forward with faith, knowing that our labor is not in vain. As Scripture reminds us in Galatians 6:9: ‘Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.’

As we embrace the next chapter, I call upon all our stakeholders: our founding Medical Bureaus, Government, development partners, health facilities, and staff to journey with us in this new season. Together, let us transform the opportunities before us into lasting impact, and ensure that quality, sustainable health solutions remain accessible to all, for the Glory of God.

  
**Mr. Rhobert M. Korutaro**  
**Chairman, Board of Directors**



# Statement of the Executive Director

**Dr. Bildard Baguma**

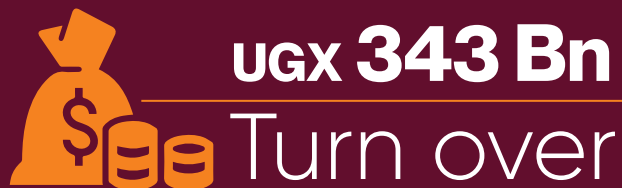
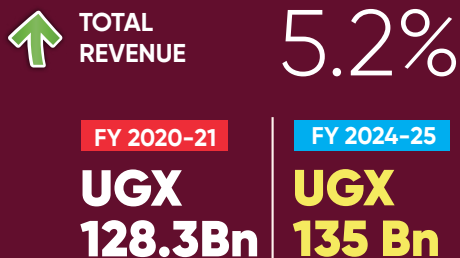
consolidation of projects initiated in previous years, most notably the transition to a new Enterprise Resource Planning system. During the year, JMS switched from IFS to Microsoft Dynamics, a process that we hope to complete by December 2025. This change will usher in greater efficiency through Business-to-Business (B2B) integrations and improved customer experience.

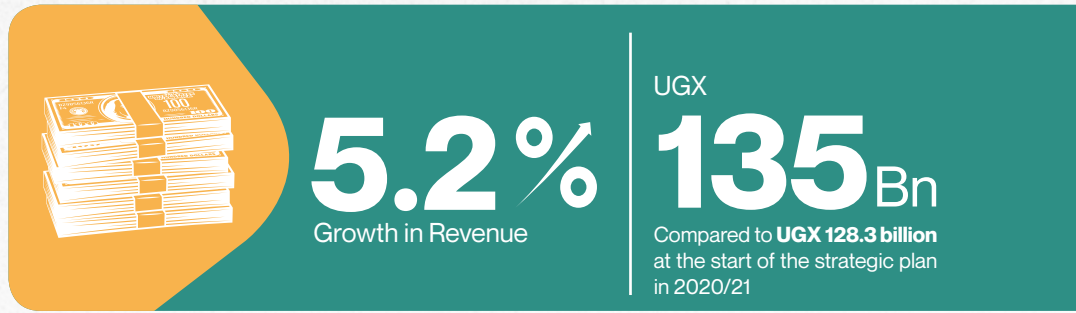
Financially, JMS posted UGX 343 billion in turnover and UGX 135 billion in revenue. This represented a growth of 5.2% in revenue compared to UGX 128.3 billion at the start of the strategic plan in 2020/21. While this was a commendable milestone, we also witnessed a decline in project revenue from UGX 32.5 billion in the baseline year to UGX 26.5 billion in 2024/25 (18.5% reduction) largely due to shifting donor priorities, particularly US state Department funding to the Warehousing and Distribution Activity. In response, the Board undertook a staff alignment exercise, ushering in new approaches such as the outsourcing of selected functions, including warehousing personnel, to ensure sustainability.

To adapt to the changing donor landscape, JMS has enhanced its strategic direction by prioritising partnerships, especially with corporate organisations and NGOs. This segment rebounded strongly, achieving 111% of the annual target, largely driven by six key accounts that contributed 63% of total segment sales. Within this segment, Medical Equipment grew by 42%

On behalf of Management, I wish to extend my deepest gratitude to our Board of Directors for their invaluable guidance and oversight during the year. Their stewardship has ensured not only compliance with governance standards but also the strategic advantage of aligning JMS to long-term sustainability. To Management, I sincerely thank you for steering the waves of change with innovative solutions and steady leadership, especially during times of transition. To our staff, I commend your resilience and dedication to service delivery. This was most evident during the difficult moment when we lost our colleague, Mercy Nakazzi, a Customer Relations Assistant, whose contribution and cheerful service we continue to cherish.

The year under review marked the end of the JMS Strategic Plan 2021-2025. It was a period of





compared to baseline, and Hospital Furniture grew by 39%, positioning them as key revenue drivers. The private market segment recorded a modest 5% growth, closing the year at 89% against target, reflecting its elastic and highly competitive nature.

Accredited facilities that remain JMS’ founding focus contributed 27.4% in the year under review, down from 32.2% at the baseline, reflecting a 5% decline contribution over the five years. This trend has prompted renewed investment in health systems strengthening, partnerships, and advocacy in the new Strategic Plan. On a positive note, JMS’ export portfolio registered a turnaround, achieving a 42% growth rate compared to -36% in the prior year. We anticipate further improvement in this area following the planned launch of the JMS agent in Juba in FY 2025-26

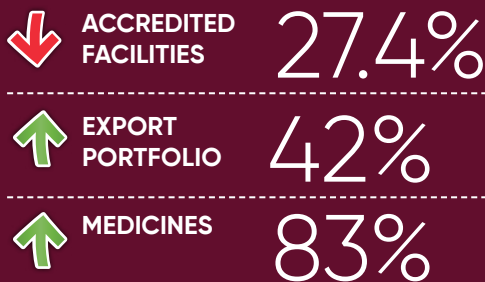
An analysis of our product portfolio between the baseline year (2020/21) and 2024/25 revealed a mixed performance across categories. Medicines registered a significant growth of 83%, largely driven by the Direct-to-Vendor sourcing initiative, which enhanced affordability and availability. Laboratory supplies also grew by 34%, underscoring both categories as key priority areas for future investment. On the other hand, several product lines faced contractions. Surgical sundries declined by 13%, mainly due to extended mandatory testing introduced by the National Drug Authority, which requires a 60-day lead time. This particularly affected

critical items such as gauze, IV cannulas, and sutures between November 2024 and February 2025. Cleaning supplies reduced by 38%, while linen dropped by 73%, reflecting shifting demand patterns. Capital items also declined, with medical equipment declining by 31% and instruments by 36%.

These insights will directly inform our product priorities under the new Strategic Plan. We will consolidate gains in high-growth areas such as medicines and laboratory supplies, while deploying targeted interventions including procurement optimisation, stronger supplier partnerships, and focused sales campaigns to stabilise and revive underperforming categories. Guided by the Direct-to-Vendor sourcing strategy and the market study, JMS will continue to strengthen its portfolio mix to deliver both customer value and organisational sustainability.

Looking ahead, JMS will roll out a customer service portal to provide clients with self-service options, real-time order tracking, and seamless communication. This will enhance responsiveness and improve customer satisfaction. Furthermore, we will implement the JMSESG Strategy, positioning the organisation as a responsible and sustainable player in health supply chains.

As we look to the future with faith and optimism, we are guided by the words of Philippians 1:6 *“Being confident of this, that He who began a good work in you will carry it on to completion until the day of Christ Jesus.”*



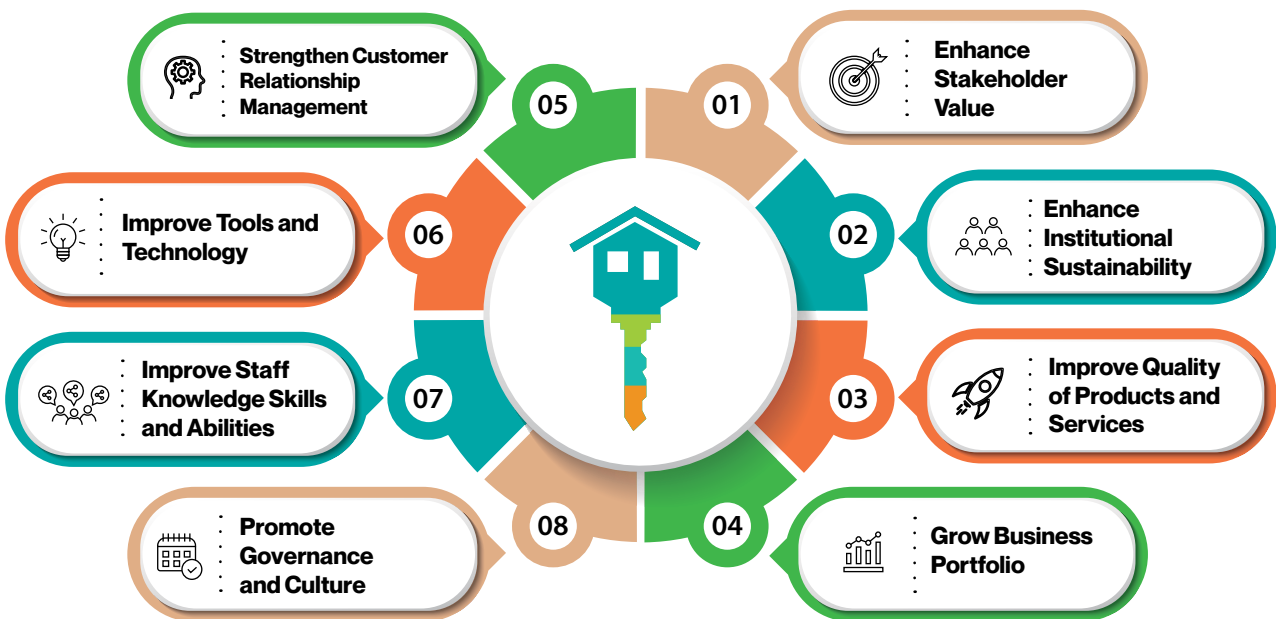
*To our staff, I commend your resilience and dedication to service delivery. This was most evident during the difficult moment when we lost our colleague, Mercy Nakazzi.*

# The JMS Strategy House

The JMS Strategy can be well articulated in the form of a strategy house: the roof representing the Vision, Vision, Customer Value Proposition, Enablers, and Challenges; The Strategic Results holding the roof, the Strategic Themes as the pillars of the house, the Balanced Score Card Perspective as the floor, and the Core Values, Interactive Communications, and Engaged Leadership as its foundation.



## Strategic Goals





2



# Annual Report by **Objective**



2.1



Enhance **Stakeholder Value**

# JMS Stakeholders



## 2.1 Enhance Stakeholder Value

### 2.1.1 Stakeholder Satisfaction Rating - 79%

The 2019–2025 Strategic Plan positioned stakeholder satisfaction at the heart of Joint Medical Store’s (JMS) mandate. As this plan draws to a close, a market study was commissioned to assess performance and capture stakeholder perceptions across regions. The study focused on critical aspects of stakeholder satisfaction, including product range, packaging, availability, responsiveness to special requests, and the ordering process, as well as broader elements such as pricing, communication, quality, and presence. The findings provide valuable insights into the extent to which JMS has enhanced stakeholder value over the strategic period.

“JMS has been proactive in giving us updates and resolving issues quickly. It makes them a dependable supplier.”  
– MidWest Participant

**i. Overall Satisfaction**

The survey revealed that JMS has achieved strong levels of stakeholder satisfaction, particularly in the MidWest, Central, and Greater Masaka regions, where clients commended reliability, proactive communication, and supportive engagement. However, the North East consistently reflected lower satisfaction, mainly due to challenges in product availability, responsiveness to urgent requests, and occasional concerns with product quality such as short expiry medicines and unassembled equipment. These highlighted areas requiring deliberate improvement.

**ii. Product Range**

Satisfaction with product range was high across most regions, with MidWest and Greater Masaka emerging as the best performing. Clients appreciated the breadth of products, though in regions such as the North East, there was a call for more variety and tailoring of offerings to meet specific facility needs.

**iii. Product Packaging**

Packaging quality was consistently rated highly, particularly in the North, MidWest, and South West. Clients in Central appreciated JMS's professional packaging and delivery services, which minimized damage and strengthened perceptions of reliability. Slightly lower scores in the North East pointed to opportunities to improve durability and practicality of packaging to withstand regional distribution challenges.

**iv. Product Availability**

Availability of products was recognized as a critical driver of loyalty. MidWest and Central registered high satisfaction, reflecting efficiency in supply chain management and stock reliability. On the other hand, North East and Eastern expressed concerns about stock outs and logistical delays.

**v. Responsiveness to Special Requests**

Handling of special client requests, such as urgent or custom orders, was a strong point in MidWest, where stakeholders praised responsiveness and flexibility. However, North East and Eastern recorded lower satisfaction, underscoring the need to strengthen support for unique client needs and to establish clear escalation mechanisms for urgent orders.



*“The packaging was neat, professional, and reduced damage. Even the delivery staff were supportive and polite.”*

*– Central Participant*



*“Sometimes medicines arrive with short expiry dates, which makes us lose trust.”*

*– North East Participant*





**“**

---

*“The WhatsApp group makes it easy to track orders and get timely updates.”*

– South West Participant

**vi. Ordering Process**

The MidWest and North regions reported high satisfaction with JMS’s ordering process, describing it as user-friendly and reliable. South West and Greater Masaka reflected lower satisfaction due to occasional delays or complexity in procedures. A notable innovation was the use of WhatsApp order tracking groups, which stakeholders praised for improving order visibility and reducing delays. Clients recommended scaling this innovation across all regions.

**vii. Regional Perspectives**

Stakeholders in Central acknowledged the high quality of JMS products but pointed to delays in delivery and the need for better communication. In Mid West, clients valued quality and proximity, and requested stronger marketing, equipment servicing, and feedback platforms. North East stakeholders highlighted delayed equipment delivery and short expiry products, and called for greater JMS presence and technical support. South West stakeholders appreciated timely deliveries but encouraged more competitive pricing and improved feedback mechanisms.

**viii. Medical Bureau Ratings**

Medical Bureau representatives awarded JMS an overall satisfaction score of 88%.

- a) Quality was rated highest at 99%, reflecting JMS’ reputation for consistent reliability.
- b) Communication was also strong at 90%.
- c) Product range and pricing each stood at 85%, with a call for better supplier price negotiations to enhance affordability.
- d) Presence was the lowest rated element at 80%, underscoring the need to expand accessibility and improve emergency response between ordering cycles.

## 2.1.2 Strengthening Stakeholder Partnerships

In pursuit of the strategic objective, JMS worked closely with Government, Development partners, customers and suppliers during the financial year 2024/25. These partnerships were central to sustaining access to quality medicines and health supplies, while strengthening JMS' role as a trusted supply chain partner.

### 2.1.2.1 Enhancing Stakeholder Value through Service Delivery

Service delivery remained the heartbeat of JMS' stakeholder value. In FY2024/25, we enhanced speed, reliability, and consistency even as we navigated complex ERP transitions and shifts in the donor funding landscape. These improvements reinforced our reputation as a trusted health supply chain partner as shown below:

- (i) Stock availability averaged 95.9% vs 94% in FY23/24.
- (ii) Same-day processing improved to 85.2% (from 80% last year).
- (iii) Regional Order Deliveries (RODs) completed within 2 days declined to 80%, compared to 88% in FY2023/24. This shortfall was largely driven by the elongated delivery routes following the Karuma bridge diversion, which increased travel times for upcountry consignments. Importantly, JMS still ensured that 4 out of every 5 orders reached facilities within 2 days despite the national infrastructure setback—demonstrating agility and resilience in sustaining access to lifesaving commodities.

Our commitment to service excellence is evident in the various initiatives undertaken to improve accessibility, responsiveness, and the overall customer experience.



STOCK AVAILABILITY

95.9%

vs 94% in FY23/24

SAME-DAY PROCESSING

85.2%▲

(from 80% last year)

RODs

80%▼

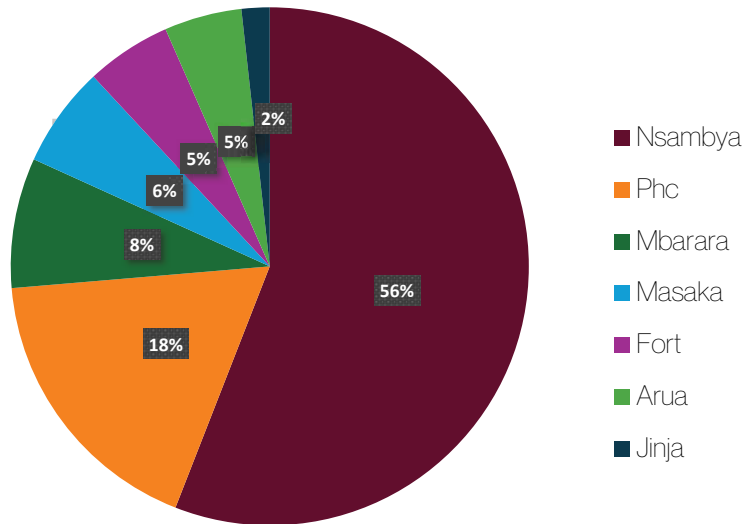
completed within 2 days declined, compared to 88% in FY2023/24.



### 2.1.2.2 Access to JMS Services:

We enhanced access to JMS' comprehensive service offerings through branches in Nsambya, Mbarara, Fort Portal, Arua, and distribution outlets in Masaka and Jinja. Customers now benefit from a wide range of services, including the sale of medicines, medical supplies, warehousing and distribution. This reach has enriched the customer experience by providing high-quality products at competitive prices in a short time..

Access to Services FY24/25



- o Gulu Branch- During the year JMS worked on equipping the Gulu warehouse. This warehouse is expected to have 1240 pallets and will serve the districts of Adjumani, Gulu, Kitgum, Lira, Dokolo, Anaka, Amuru, Pabbo, Oyam, Agago, Abim, Pader, Apac, Otuke, Alebtong, Kole, Omoro, Nwoya, Kwania, Lamwo, Obongi.



### 2.1.2.2 Government-PHC Funds Utilization:

Through the Essential Medicines and Health Supplies (EMHS) credit line, JMS continued to manage 50% of the Primary Health Care (PHC) grant on behalf of the Ministry of Health for accredited PNFP facilities. The year registered steady progress despite a delayed start in Quarter 1 due to late fund releases and the rollout of the Integrated Online Ordering System (IOS). By year-end, utilization rose from 82% in Q1 to 99% in Q4, with all 553 facilities fully covered. The order fill rate averaged 96%, reflecting stronger supervision, improved procurement plan adherence, and efficiency in fund absorption. This initiative has reaffirmed JMS' central role in ensuring uninterrupted access to essential medicines for the PNFP subsector.

# 50%

PHC Grant

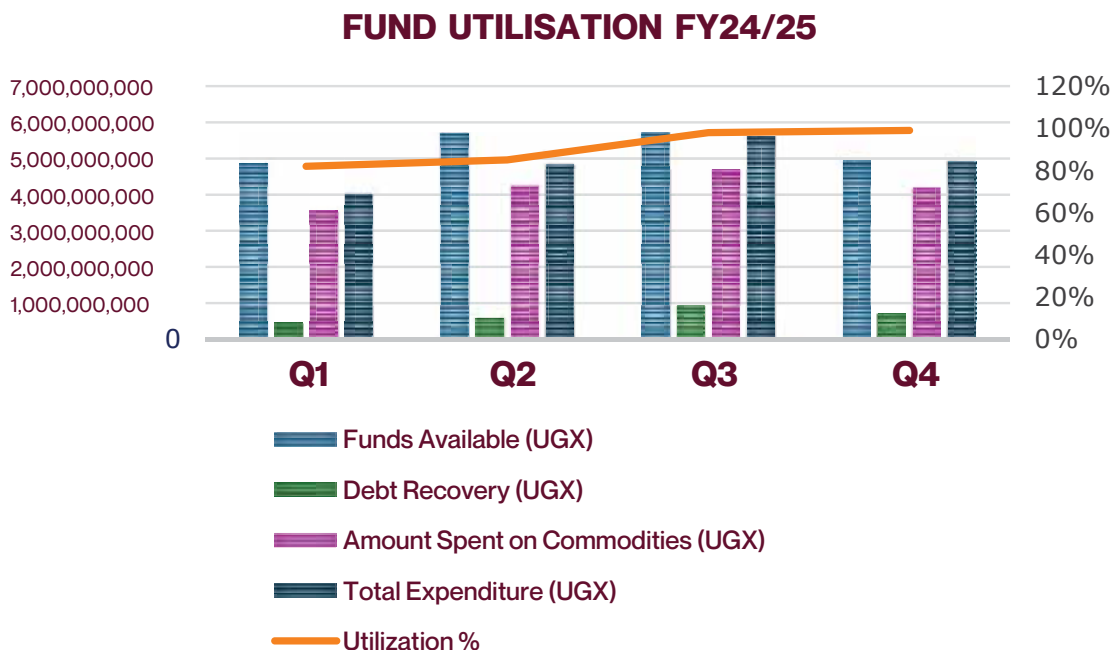
Managed by JMS on behalf of the MoH for accredited PNFP facilities

By year-end, utilization rose from 82% in Q1 to 99% in Q4, with all 553 facilities fully covered.

Table 1: showing Funds utilization over the different Quarters

Quarter	Funds Available (UGX)	Debt Recovery (UGX)	Amount Spent on Commodities (UGX)	Total Expenditure (UGX)	Utilization %	Facilities Served
Q1	4,858,523,725	466,835,275	3,546,693,869	4,013,529,144	82%	553/554
Q2	5,702,161,241	578,793,617	4,251,610,775	4,830,404,395	85%	550/554
Q3	5,717,805,182	922,631,932	4,690,485,894	5,613,117,826	98%	551/553
Q4	4,956,294,854	719,829,328	4,196,772,471	4,916,601,799	99%	553/553

#### Graph Representation



### 2.1.2.3 Development Partners:

JMS handles and manages donor funded commodities and distributes them to Accredited PNFP facilities on behalf of Government of Uganda. Program commodities handled during the Year include

- (i) HIV Program i.e., ARVs; Anti-TB; LAB/Test Kits; Reagents; OI/STIs and VMMC among others distributed to 530 accredited facilities supporting 445,117 patients;
- (ii) Anti-Malarial Program: i.e., Artemether Lumefantrine, Artesunate, mRDTs and Mosquito Nets distributed to 796 beneficiary facilities;
- (iii) Reproductive Health Program i.e., IUDs; Implanons and Injectables among others, distributed to 365 accredited facilities; Average fill rate is as shown below:

Program	Order fill rate FY23/24	Order fill rate FY24/25
Malaria	87%	72%
HIV	92%	96%
Reproductive health & FP	96%	98%
TB	99%	92%
Test Kits	99%	90%

Product Name	Quantity FY23/24	Quantity FY24/25
Artemether 20mg + Lumefantrine 120mg (strips of 24 tabs)	1,480,380	1,389,390
Artemether 20mg + Lumefantrine 120mg (strips of 6 tabs)	750,540	761,820
Artesunate Injection 60mg vial	290,494	248,283
Malaria Rapid Diagnostic Test Kits (MRDTs) pack of 25 tests	2,909,050	2,913,425



**530**  
ACCREDITED FACILITIES

Received HIV Program donor funded commodities managed and distributed by JMS

---

**445,117**  
Patients Supported

---



**796**  
BENEFICIARY FACILITIES

Received Anti-Malarial Program donor funded commodities managed and distributed by JMS

---



**365**  
ACCREDITED FACILITIES

Received donor funded Reproductive Health Program commodities distributed by JMS

Details	PSM (HIV, Malaria, TB, RH)	UNFPA (RH)	GLOBAL FUND (HIV, TB, RH, Malaria)
<b>Value of commodities warehoused (UGX)</b>	10,499,557,667	40,137,399,101	30,026,215,855
<b>Value of commodities distributed(UGX)</b>	42,459,960,947	27,920,846,503	28,103,843,737

The value distributed under PSM was more than warehoused because we had stock that was received last FY

No.	Product	Facilities Served	Key Commodities	Donors / Partners
1	<b>Malaria Commodities (ACTs)</b>	796	Artemether-Lumefantrine, Artesunate Injection, Malaria Test Kits, Mosquito nets	PSM-Chemonics, TASO
2	<b>Reproductive Health Commodities</b>	368	Condoms, IUDs, Implants, Pills, Injectables	UNFPA, Global Fund, PSM-Chemonics, GoU
3	<b>Primary Health Care (PHC)</b>	552	Essential Medicines and Health Supplies (EMHS), TB Lab Commodities	Gou-MOH
4	<b>Personal Protective Equipment (PPEs)</b>	729	Examination & Surgical Gloves, Masks, Aprons	Global Fund

Other Projects handled during the Year include the UNFPA-ACORD Funded Activities: Annually, JMS receives funding from UNFPA to implement activities aimed at enhancing supply chain management practices among ADS/RH facilities. The Year 2024 i.e., June-Dec 2024, UNFPA provided funds to a tune of UGX 474,500,000 to implement activities aimed at strengthening practices at facility to maintain appropriate supply chain practices:

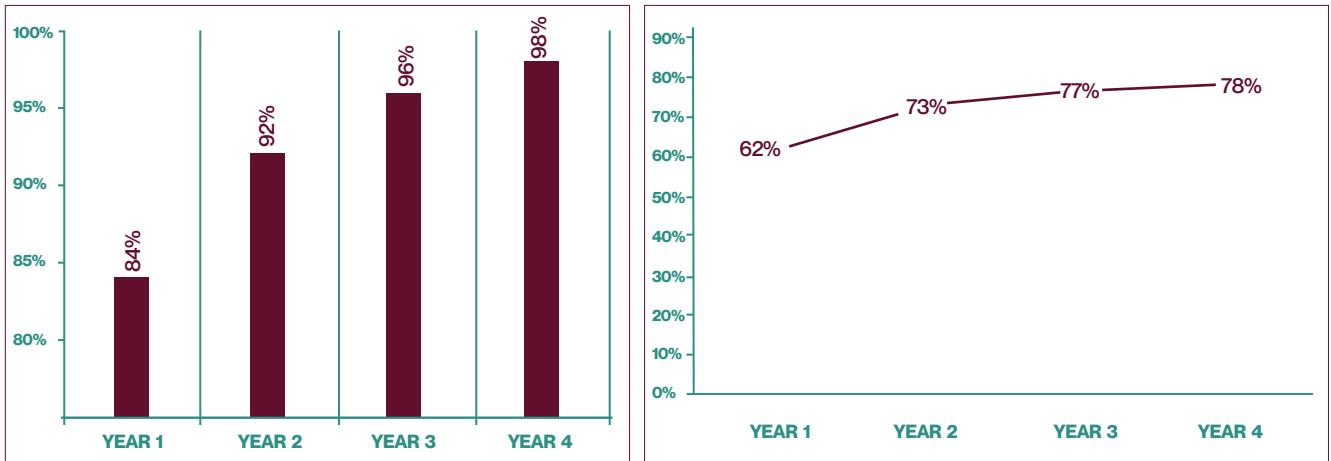
- (i) RH commodities Annual Procurement Planning FY2024/2025
- (ii) Training Health workers from all project health facilities in the use of electronic ordering and reporting portal
- (iii) Mentoring health workers from RH-accredited health facilities in managing commodities
- (iv) Last mile distribution system

**2.1.2.3.1 USAID-LPWD Activity:**

The goal of the USAID-LPWD Activity was to ensure sustainable HIV commodities security within PNFP sector facilities in Uganda. The Activity had two core KPIs. On a bi-monthly basis, the LPWD Activity reports on these two Key Performance Indicators (KPIs). These are;

- (i) Order-Fill Rate (OFR) for selected ARVs; and
- (ii) On-Time delivery rate for facilities receiving these selected ARVs.

*Table 4: Performance Summary- Timely report submission and order quality*



**USAID Stop Work Order**

In January 2025, the USAID Warehousing & Distribution Activity received a stop-work order, followed by a limited waiver allowing only life-saving HIV services to continue until the contract was formally terminated on 27th February. The close out completed by July oversaw the transfer of life-saving commodities to Chemonics, non-essential items to the Government of Uganda, and assets such as vehicles and motorbikes to JMS. The termination affected 27 staff and led to supply interruptions from February to June, though notable improvements had already been achieved in reporting timeliness and order quality.

## Supplier Relationships

Developing supplier relationships is a strategic method to cultivate robust and collaborative partnerships that benefit both sides and enhance overall operational success. One of the most effective ways to achieve this is through supplier visits aimed at building trust, enhancing communication, gaining insights into operations, negotiating favorable terms, and reinforcing collaboration for long-term relationships. In April, we visited ten facilities in East Africa to strengthen collaboration and improve our direct-to-vendor portfolio, ensuring we remain price competitive.



*Cosmos*

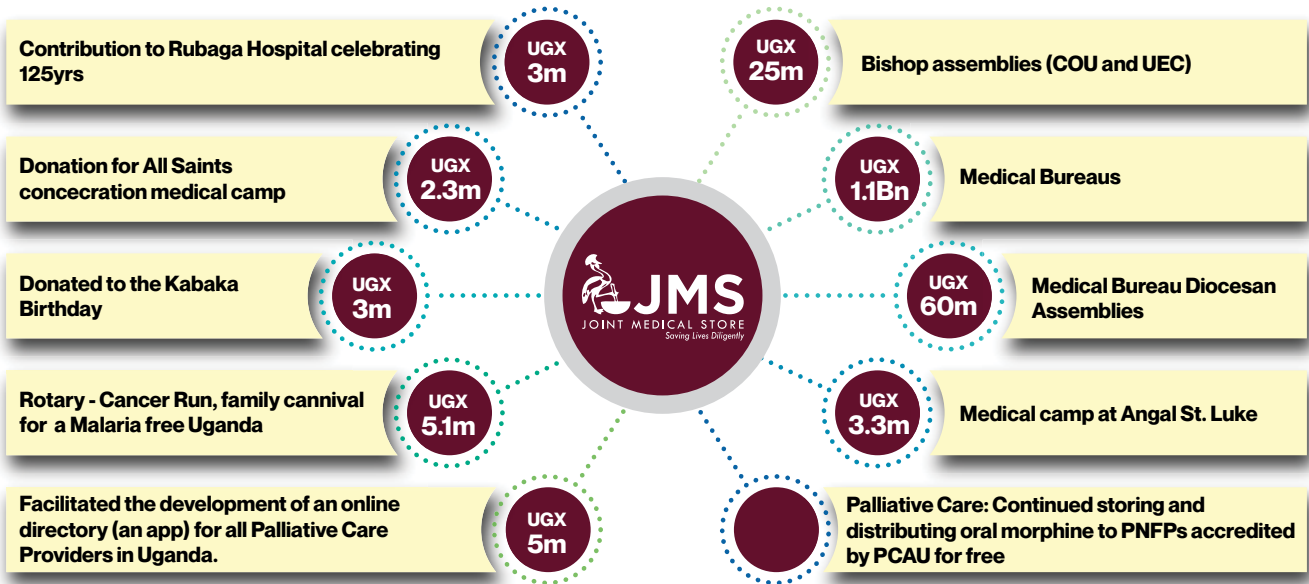


*Revital*



*Lab&Allied*

## Community Initiatives



The Executive Director (2nd Left), joined by members of Management, after purchasing kits for the Kabaka Run.



JMS also hosted an engagement with UNBS aimed at enhancing importation of Quality products and Services.



JMS hosted the UPDF College of Logistics and Engineering (COLE) at the JMS Head Quarters for a bench marking session on medical logistics.



2.2



Enhance **Institutional  
Sustainability**

## 2.2 Enhance Institutional Sustainability

### 2.2.1 Summary Audited Financial Reports

#### INDEPENDENT AUDITOR'S REPORT

#### TO THE MEMBERS OF JOINT MEDICAL STORE

#### Report on the Consolidated financial statements

#### Opinion

We have audited the consolidated and separate financial statements of Joint Medical Store (the "Trust" or "JMS"), set out on pages 9 to 66, which comprise the consolidated and separate statement of financial position as at 30 June 2025, and the consolidated and separate statement of comprehensive income, the consolidated and separate statement of changes in reserves and the consolidated and separate statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the financial position of Joint Medical Store as at 30 June 2025 and of its financial performance and cash flows for the year then ended and are prepared in accordance with IFRS accounting standards as issued by the International Accounting Standard Board.

#### 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 Trust in accordance with the Institute of Certified Public Accountants of Uganda Code of ethics (ICPAU Code of Ethics), which is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants, together with other ethical requirements that are relevant to our audit of the financial statements in Uganda, and we have fulfilled our other ethical responsibilities in accordance with these requirements. 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, which comprises the Directors' Report. 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 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 on the other information that we obtained prior to the date of this Auditor's report, 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.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JOINT MEDICAL STORE (CONTINUED)**

### **Report on the audit of the consolidated financial statements (continued)**

#### **Responsibilities of the Directors for the consolidated financial statements**

The Directors are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the International Accounting Standard Board, and for such internal controls as Directors determine are 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 Trust'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 Trust or to cease operations, or have no realistic alternative but to do so. The Directors are responsible for overseeing the Trust's financial reporting process.

#### **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 scepticism throughout the audit. We also:

- 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.
- 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors;
- 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 Trust'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 Trust to cease to continue as a going concern;
- 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.

**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF JOINT MEDICAL STORE (CONTINUED)**

**Report on the audit of the consolidated financial statements (continued)**

**Auditor's Responsibilities for the Audit of the Financial Statements (Continued)**

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.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

The Engagement Director responsible for the audit resulting in this independent auditor's report is CPA John Mbure, Practicing certificate No P0587.

*Deloitte & Touche*

**Certified Public Accountant of Uganda**

*1 December* 2025  
Kampala

**John Mbure  
Engagement Director**

**JOINT MEDICAL STORE****CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025****STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025**

	Notes	Consolidated		Separate	
		2025 Ushs '000	2024 Ushs '000	2025 Ushs '000	2024 Ushs '000
Revenue	6	111,782,630	97,594,429	109,040,140	96,945,658
Cost of sales	7	(90,930,793)	(80,743,839)	(89,506,252)	(80,849,300)
<b>Gross surplus</b>		<b>20,851,837</b>	<b>16,850,590</b>	<b>19,533,888</b>	<b>16,096,358</b>
Other operating income	8	25,811,497	26,089,632	25,767,431	26,087,990
Selling and distribution costs	9	(12,579,333)	(13,350,119)	(12,515,062)	(13,341,157)
Administration expenses	10	(15,826,268)	(14,263,482)	(15,449,908)	(13,723,515)
Impairment losses on financial assets	11	(34,887)	162,170	(34,887)	162,170
Staff costs	12	(16,774,014)	(14,967,350)	(16,182,257)	(14,437,764)
<b>Operating surplus</b>		<b>1,448,832</b>	<b>521,441</b>	<b>1,119,205</b>	<b>844,082</b>
Net finance (costs)/income	13	(1,493,458)	552,826	(1,493,458)	552,826
<b>(Loss)/surplus before tax</b>		<b>(44,626)</b>	<b>1,074,267</b>	<b>(374,253)</b>	<b>1,396,908</b>
Taxation	21(a)	337,692	1,824,664	443,230	1,517,001
<b>Surplus for the year</b>		<b>293,066</b>	<b>2,898,931</b>	<b>68,977</b>	<b>2,913,909</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified subsequently to profit or loss</b>					
Fair value gain on revaluation		-	72,728	-	-
Deferred Tax Asset		-	(21,818)	-	-
<b>Other comprehensive income</b>		<b>-</b>	<b>50,910</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year, net of tax</b>		<b>293,066</b>	<b>2,949,841</b>	<b>68,977</b>	<b>2,913,909</b>
<b>(Loss)/surplus attributable to:</b>					
Non-controlling interest		30,616	5,917	-	-
Owners of the Trust		262,450	2,943,924	68,977	2,913,909
		<b>293,066</b>	<b>2,949,841</b>	<b>68,977</b>	<b>2,913,909</b>
<b>Total comprehensive income attributable to:</b>					
Non-controlling interest		30,616	5,917	-	-
Owners of the Trust		262,450	2,943,924	68,977	2,913,909
		<b>293,066</b>	<b>2,949,841</b>	<b>68,977</b>	<b>2,913,909</b>

The notes set out on pages 13 to 66 form an integral part of these consolidated and separate financial statements.

## JOINT MEDICAL STORE

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Notes	Consolidated		Separate	
		2025 Ushs'000	2024 Ushs'000	2025 Ushs '000	2024 Ushs '000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	15	27,890,370	26,395,052	23,774,007	22,555,906
Right to use assets	16(a)	6,980,695	8,094,628	6,662,875	7,764,509
Investment in subsidiary	17(a)	-	-	5,447,976	5,447,976
Investment in associate	17(b)	1,281,300	1,281,300	-	-
Medical deposit fund	26(d)	861,775	-	861,775	-
Deferred tax asset	21 (c)	9,053,547	8,715,855	8,891,677	8,448,447
		<b>46,067,687</b>	<b>44,486,835</b>	<b>45,638,310</b>	<b>44,216,838</b>
<b>Current assets</b>					
Inventories	18	32,651,393	32,955,218	32,284,251	32,524,607
Trade and other receivables	19	21,063,797	25,077,222	20,414,250	24,485,184
Amounts due from related parties	26(c)	12,689,664	11,617,498	12,689,664	12,574,654
Cash and bank balances	20(a)	18,728,069	12,788,008	18,434,882	12,674,675
		<b>85,132,923</b>	<b>82,437,946</b>	<b>83,823,047</b>	<b>82,259,120</b>
<b>Total assets</b>		<b>131,200,610</b>	<b>126,924,781</b>	<b>129,461,357</b>	<b>126,475,958</b>
<b>ACCUMULATED FUNDS AND LIABILITIES</b>					
Accumulated surplus	29	88,684,498	88,451,187	89,295,886	89,256,048
JMS project account	24	625,116	595,977	625,116	595,977
Revaluation reserve	28	6,431,125	6,431,125	6,380,215	6,380,215
Capital pending allotment	17 (c)	959,726	959,726	-	-
Non-controlling interest		(107,534)	(138,150)	-	-
<b>Total accumulated funds</b>		<b>96,592,931</b>	<b>96,299,865</b>	<b>96,301,217</b>	<b>96,232,240</b>
<b>Liabilities</b>					
<b>Non-current liabilities</b>					
Lease liabilities	16(b)	692,331	1,047,774	657,143	1,011,086
		<b>692,331</b>	<b>1,047,774</b>	<b>657,143</b>	<b>1,011,086</b>
<b>Current liabilities</b>					
Trade and other payables	22	24,397,618	28,476,375	23,963,485	28,138,189
Short term loan	23	7,728,525	-	7,728,525	-
Lease liabilities	16(b)	817,311	1,018,107	810,987	1,011,783
Deferred grant	25	-	82,660	-	82,660
Amounts due to related parties	26(e)	971,894	-	-	-
		<b>33,915,348</b>	<b>29,577,142</b>	<b>32,502,997</b>	<b>29,232,632</b>
<b>Total accumulated funds and liabilities</b>		<b>131,200,610</b>	<b>126,924,781</b>	<b>129,461,357</b>	<b>126,475,958</b>

The consolidated and separate financial statements and the notes were approved and authorized for issue by the Trust on ..... 2025 and were signed on its behalf by:

.....  
Director

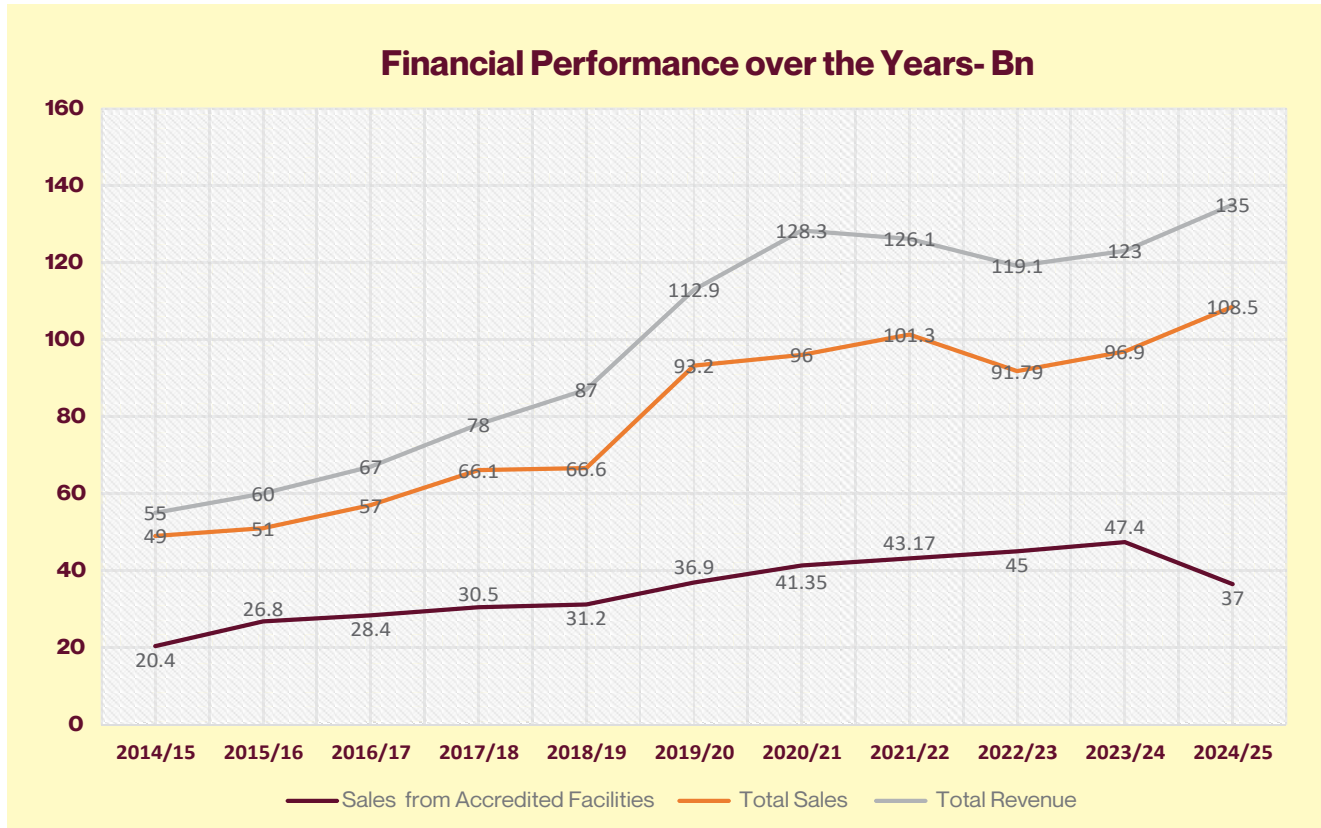
.....  
Director

The notes set out on pages 13 to 66 form an integral part of these consolidated and separate financial statements.

## 2.2.2 Sales Revenue

### Financial Performance

Table 5: Financial Performance generated during the year 2024/25



#### Notes:

- JMS achieved a turnover of UGX 343 billion and 93% sales revenue against the target compared to 83% last FY.
- 12% growth registered compared to 6% growth for the last FY.
- All accredited units performed below 80% with many resorting to PHC supplies and in some cases applying for use of PHC funds to settle long outstanding debts which impacted on their direct to pay purchases
- NGO segment rebound with 111% achievement against target, largely supported by 6 Key Accounts that contributed 63% of the segments total sales with Medical Equipment and Hospital furniture making the biggest product sales.
- Private segment registered a small 5% growth at 89% against the target due to the elastic nature of the market. We however experienced a throat cut competition in the Kampala Business District especially on IV fluids where we had gained private market entry using D2V competitive products before a vigorous response by competitors. We intend to strengthen our market intelligence and develop other product bundling basket system to keep the first moving IV products in the private segment. The debt position of some private hospitals also had much bearing on the performance of this segment
- Export registered good performance at 42 % growth rate from -36% in the last FY. We expect even further improvement with the launch of the JMS agent in Juba in the first quarter of the FY.

### 2.2.3 Sustainability

FY 2024/25 was a landmark year in the history of JMS, marking the formal introduction of Environmental, Social, and Governance (ESG) principles into the organization's strategic and operational framework. In June 2024, the Board resolved to integrate sustainability into JMS' operations, paving the way for a structured ESG agenda aligned with global best practices and the organization's long-term ambition of delivering making Quality health solutions accessible sustainably.

A comprehensive ESG assessment was undertaken during the year, providing JMS with its first baseline of sustainability performance. The assessment revealed notable strengths in social initiatives but also highlighted gaps in environmental and governance areas. The assessment also identified material issues that reflect JMS' most significant impacts and the expectations of stakeholders. These issues will guide decision-making and reporting throughout the Vision 2030 period. Key material issues include:

- (i) Environmental: Carbon emissions and energy efficiency, waste management, sustainable procurement, and climate resilience.
- (ii) Social: Employee well-being and engagement, health and safety, community health impact, and stakeholder trust.
- (iii) Governance: Ethical business practices, compliance, transparency, risk management, and data protection.

Each year, selected priority issues from this materiality list will be addressed in a phased and focused manner, allowing JMS to steadily expand its ESG footprint.

This assessment also provided the evidence base for shaping an actionable ESG strategy, anchored on four interconnected pillars: Customers, Our People, Society, and the Environment. Each pillar provides a lens through which JMS will deliver value while balancing growth, responsibility, and resilience



To ensure accountability and coordination, the Board delegated ESG oversight to the Business Development Committee, while the Office of Sustainability and Corporate Affairs was tasked with day-to-day management. ESG focal persons will be designated across directorates, and quarterly ESG KPIs have been adopted to support systematic reporting.

### Key milestones of the year included:

- (i) Approval of the ESG Policy by the Board in, formalizing JMS' commitment to sustainability.
- (ii) Capacity-building efforts, including training of the Board, executive team, and key staff on ESG frameworks and the IFRS S1 and S2 disclosure standards.
- (iii) Organization-wide awareness sessions, which deepened staff understanding of sustainability and highlighted waste management as a priority concern.
- (iv) Integration of sustainability clauses in contracts, MoUs, and agreements, ensuring that ESG principles extend to JMS' partners and suppliers.
- (v) Inclusion of sustainability in the JMS corporate scorecard, embedding ESG into Vision 2030 rather than treating it as a parallel strategy.
- (vi) The execution of an MOU with the Catholic Archdiocese of Tororo for the cultivation of 1,200 acres of bamboo, a pioneering project to generate carbon credits and revenues for long-term infrastructure investments

Through these deliberate steps, JMS is positioning itself as a leader in sustainable health supply chain solutions in Uganda and the region, ensuring that growth is not only financially viable but also socially inclusive and environmentally responsible.



*JMS introduced the Environmental, Social, and Governance (ESG) principles into the organization's strategic and operational framework.*

## 2.2.4 Strategy

FY 2024/25 marked the final year of implementation of the 2021–2025 Strategic Plan, a framework designed to deliver health solutions through growth, service excellence, and strategic partnerships. Over the four years, the plan provided a clear direction for JMS, enabling the organization to expand its reach, strengthen its systems, and reinforce its position as a trusted partner in the health supply chain.

Throughout the final year, performance tracking was sustained through monthly management reviews and quarterly Board reviews, culminating in four strategic review meetings. This structured oversight ensured that progress was continuously monitored and aligned with corporate priorities. The final evaluation conducted at the close of the plan reflected a mixed but forward-moving performance profile.



On the achievement side, JMS registered strong gains in customer and stakeholder experience, recording;

- a. Customer retention of 84% (vs. 60% target)
- b. Net Promoter Score of 88% (vs. 55%)
- c. compliance of 91% (vs. 95%)
- d. and employee engagement of 80% (target met)

Service delivery innovations such as Quick Shop, the Direct-to-Village (D2V) initiative, and branch expansions in Gulu and Fort Portal strengthened JMS’ proximity to customers. New capacities were also developed in areas of corporate governance, legal, sustainability, and strategic planning, while major investments were made in ERP systems, biomedical engineering, and the JHC production plant.

However, some targets proved difficult to reach, notably in financial growth and market share. Annual revenue for 2023/24 reached UGX 123bn (85% of the UGX 144bn target), while overall market share remained below target

at 4.65% (vs. 40%). Non-performing debt remained higher than projected, and financial ratios such as the quick ratio fell short of benchmarks. These gaps highlighted the need for deeper market penetration, stronger risk management, and tighter financial discipline.

The plan also yielded important institutional lessons. Sustained stakeholder engagement and staff ownership proved to be critical success factors, while challenges underscored the importance of aligning ambition with capacity and external market realities. These insights were deliberately carried into the design of the new Vision 2030 Strategic Plan, approved by the Board in 2025.

As the 2021–2025 strategy concludes, JMS stands stronger, with expanded infrastructure, enhanced service offerings, and a clearer understanding of the opportunities and risks ahead. The organization is now well-positioned to pursue its Vision 2030 ambition of delivering Accessible, Sustainable, Quality Health Solutions with renewed energy and focus.

## Strategy at a Glance: JMS Strategic Plan 2021–2025

**Overall Verdict:** The 2021–2025 Strategic Plan strengthened JMS’ systems, partnerships, and customer value, while falling short on some ambitious financial targets. It set the foundation for Vision 2030.

Strategic Area	Target	Achievement	Status
Annual Revenue	UGX 144bn	UGX 123bn (85%)	◇ Below Target
Revenue per Capita	UGX 400m	UGX 506m	☑ Exceeded
Market Share	40%	4.65%	◇ Below Target
Customer Retention	60%	84%	☑ Exceeded
Net Promoter Score	55%	88%	☑ Exceeded
Stakeholder Satisfaction	90%	81%	◇ Below Target
Compliance Rating	95%	91%	◇ Slightly Below
Non-Performing Debt	<30%	77%	◇ Above Target
Employee Engagement	80%	80%	☑ Achieved
IT Systems Uptime	100%	99%	◇ Slightly Below

### Key Milestones:

- (i) Expansion of branches (Gulu, Fort Portal) and product range.
- (ii) Launch of Quick Shop
- (iii) Scaling up of Direct-to-Vendor (D2V) initiatives.
- (iv) Establishment of new capacities in governance, sustainability, and strategy.
- (v) Major investments in ERP, biomedical engineering infrastructure, and the JHC production plant.



2.3



Improve **Quality of Products and Services**

## 2.3 Improve Quality of Products and Services

JMS adopted the Total Quality Management (TQM) approach that emphasizes continuous improvement in all aspects of an organization’s operations to achieve customer satisfaction. This was undertaken building on the existing JMS QMS tools, procedures and standards.

### 2.3.1 QMS Internal Audit

JMS conducted the QMS internal audit that covered Chain Management, Cleaning and Pest Control, Managing Risks and Opportunities, and Document Management which are critical elements of organizational quality management. The level of compliance based on the processes sampled was slightly higher than in the previous audit, standing at 87% compared to 85%.

### 2.3.2 QMS Enforcement and promotion

During the year, Social and Behaviour Change (SBC) strategies and Social Behaviour Change Communication (SBCC) initiatives were rolled out to strengthen staff engagement with quality practices. Key initiatives included the “Special Friday Quality Menu”, introduced every last Friday of the month, where staff enjoyed a special meal add-on upon presenting a quality statement coupon, and the Quality Quiz competition, which was actively anchored and popularized. Preliminary feedback indicated that these efforts were effective in enhancing awareness of key quality elements such as the Quality Policy and Quality Objectives from 60% to 75%.

### 2.3.3 Supplier prequalification:

The level of performance on prequalification was at 95%. This performance resulted from reorganization and digitization of the process.

### 2.3.4 Post market surveillance:

This process involves monitoring the safety and performance of the JMS products most especially medical devices and pharmaceuticals, after they have been supplied and delivered to customers. This process facilitates identification of potential safety risks, user challenges, and effectiveness of commodities. Out of these, 56% were genuine quality concerns, 11% was suspected drug resistance, 11% was inventory mix up, 11% was market segment mislabelling by supplier and 11% customer preference. Quality complaints were related to demineralized water, syringes, examination gloves, benzathine penicillin, quinine injection, lidocaine injection, waste bins, and surgical sutures.



QUALITY

75% ▲

Quality Policy and Quality Objectives

80%

Level of performance on pre-qualification



POST MARKET SURVEILLANCE

56%

Genuine quality concerns

11%

Suspected drug resistance

11%

Inventory mix up

11%

Mislabelling by supplier

11%

Customer preference

### 2.3.5 Regulatory activities:

During the FY, QA office processed a number import permits for both regular stock and project stock. Import approval speed for regular applications decreased from 98% to 88%, projects applications increased slightly from 80%. to 81%. Submission of partial documents, and technical declaration approval within 2 days speed was 97%. The major encumbrance was inadequate information regarding project consignments, the lengthy technical declaration, and the manual entries into the NDA IRIMS, which is the ERP used by NDA.

### 2.4.6 Quality control:

The number of batches tested inhouse increased to 94% from the previous 64%. The pass rate for the inhouse tests was 98%. There were no recalls done during the year.



QUALITY CONTROL

94%▲

Number of batches tested inhouse from 64%

98%

Inhouse tests pass rate





2.4



## Grow Business and Investment Portfolio

## 2.4 Grow Business and Investment Portfolio

### 2.4.1 DIRECT TO VENDOR (D2V) SOURCING

#### 2.4.1.1 Companies we represent



### 2.4.1.2 Revenue from D2V Products

D2V revenue maintained a positive growth trajectory, generating UGX 20.7 billion, which represents 69% of the annual revenue target and a notable 40% year-on-year growth. This strong performance is attributed to intensified product promotion and marketing efforts, as well as the onboarding of additional products.

During the financial year, three products were registered, and 29 product registration applications were submitted. The function also made significant contributions to market intelligence, conducting 20 comprehensive price and availability surveys across various regions. In the coming financial year, the focus will be on onboarding more manufacturers and cost-effective products, and further deepening product promotion and marketing efforts. A summary of the annual performance is presented in the figure and table below.

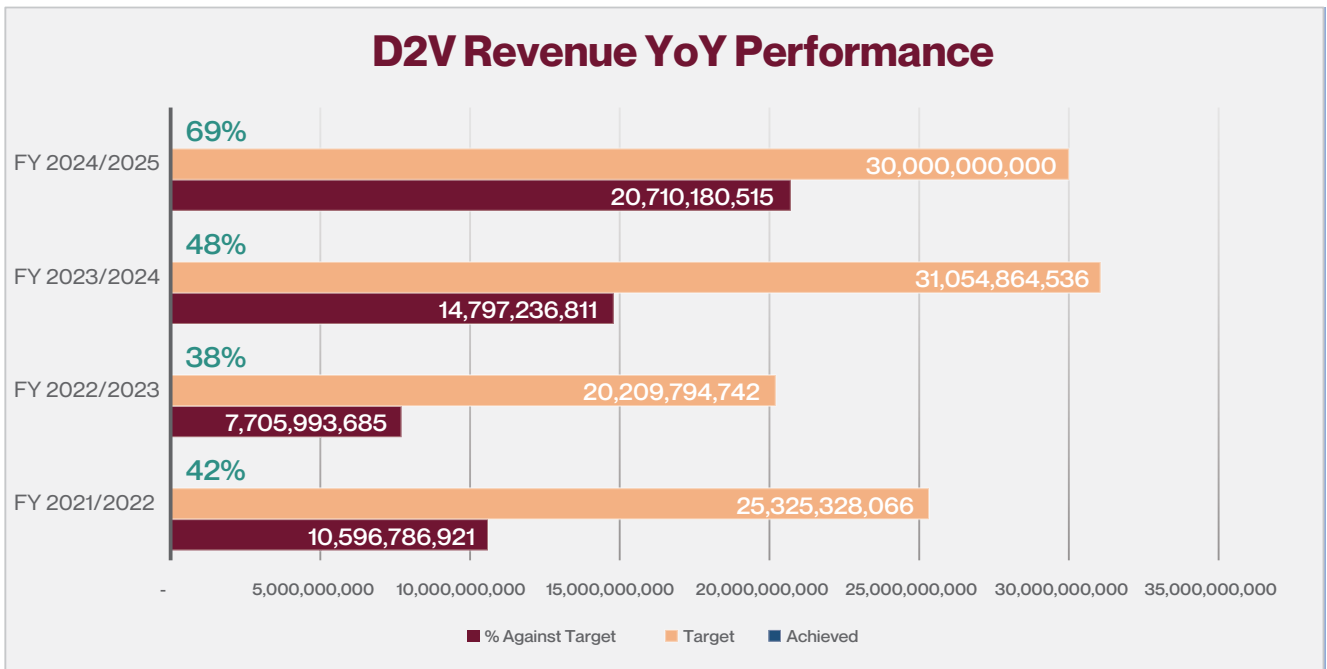


Fig 11: D2V product performance

**Note:**

- While the % achieved revenue fell short of the target, there is a 7% improvement in percentage performance of the products under the D2V arrangement,
- With the expected introduction of more products under D2V alternative pathway early next Quarter alongside registration approvals for products in NDA pathway, better performance is expected from these products.

## 2.4.2 Consultancy and grants

JMS successfully obtained a grant of 80,000 USD from SANOFI for Health Systems strengthening to provide technical assistance to mission hospitals.

Parameter	Target	2022	2023	2024
Number of consultancies	2	0	2	2
Number of grant proposals	1	0	3	2

JMS plans to step up grant writing and implementation especially in the areas of hospital and healthcare governance, financial management, business development and health financing.

## 2.4.3 Investment Portfolio

### About JHC

Joint Health Care Investments Ltd (JHC) is the Investment and manufacturing arm of Joint Medical Store (JMS). Incorporated in 2017, JHC focuses on developing and scaling healthcare-related solutions, with a vision *to be the leading innovative centre of health solutions*.

### FY2024/25 Performance Highlights

- i. **Revenue Growth:** Achieved 56% increase in turnover compared to FY2023/24, driven by strong performance in manufacturing and distribution.
- ii. **Product Portfolio:** Expanded the Clinisafe range with the addition of liquid handwash, ultrasound gel, Liquid Detergent Lavender, and Dishwash.
- iii. **New Ventures:** Scaled production of nutraceuticals and composite flours (REPLENISH+) under Doctor’s Choice Ltd.
- iv. **Medical Gases:** Oxylife increased production volumes for all cylinder sizes by 80% and achieved a net profit of 185m.
- v. **Compliance & Governance:** Strengthened internal controls, business continuity planning, and risk management framework.

### Way Forward

In the Financial Year 2025/26, our key focus areas are going to be;

- i. Prioritize enhancing our Quality Control and Assurance protocols.
- ii. Focus on market penetration to support revenue performance.
- iii. Continuous supplier sourcing to improve the cost of goods.
- iv. Roll out products in the commercial phase of research and development.
- v. Initiate the process for Phase II of the JHC site construction.
- vi. Initiate the process for the current JHC Strategic Plan Evaluation and development of the strategic plan for the period 2026 - 2031



**56%**  
Growth in Revenue



**Oxylife Uganda strengthened oxygen supply capacity, supporting hospitals and clinics nationwide.**



2.5



## Strengthen Customer Relationship Management

## 2.5 Strengthen Customer Relationship Management

### 2.5.1 Elevating Customer Engagement at JMS

JMS is committed to building robust customer relationships and delivering unparalleled services. In line with our customer-first philosophy, we rolled out several strategic initiatives designed to ensure that JMS remains the preferred partner for our clients.

Compared to FY2023/24, the year presented tougher dynamics: ERP transitions and rising customer expectations.

#### Key achievements included

- a) Quick Shops generating UGX 5.12Bn (up from UGX 2.3Bn in FY23/24),
- b) An inquiry-to-order conversion of 90.4%,
- c) Same/next-day delivery performance averaging 89%.
- d) All-Hands-on-Deck (AHOD) initiative revived 234 dormant customers and added over UGX 2.36Bn in incremental revenue.

### 2.5.2 Customer Relationship Management

Customer proximity remained central to JMS. This year, JMS impacted a customer base of 2,393 customers in 131 districts. JMS set out to improve customer engagement through use of a proactive model called “ALL HANDS- ON DECK.” This model aimed to allocate dormant accounts and new customers to all staff members, irrespective of their department, thereby improving proximity to the customer and enhancing customer engagement. AHOD turned every staff member into a sales champion, driving both dormant account revival and new acquisitions.

- PFI Conversion Rate improved to 90.4% vs 83% in FY23/24.
- Customer Satisfaction fell to 78.3% (from 84% last year), a clear call for deeper service innovation.

Quick Shops processed 6,449 orders worth UGX 5.12Bn in FY24/25, with average turnaround at 23.7 minutes. This is double the FY23/24 value (UGX 2.3Bn, average turnaround 17 minutes). Customers increasingly view Quick Shops as symbols of JMS agility.

AHOD impact: This initiative generated 2,365,067,100/= with 234 dormant customers revived, though 52% purchased only once. This highlights the opportunity to shift from one-time revival to sustainable loyalty programs. New customer acquisitions contributed UGX 1.19Bn, while staff-driven purchases added UGX 148M.



**2,393**  
Customer Base  
In 131 Districts

Salute to the “ALL HANDS- ON DECK.” This model aimed to allocate dormant accounts and new customers to all staff members, irrespective of their department.



**6,449**

Orders processed by Quick Shops

Worth **UGX 5.12 Billion**

With average turnaround at 23.7 minutes. This is double the FY23/24 value (UGX 2.3Bn, average turnaround 17 minutes). Customers increasingly view Quick Shops as symbols of JMS agility.

## 2.5.3 Key Accounts Management

### 2.5.3.1 Grow Revenue from Key Accounts

The segment generated UGX 43.7 billion, achieving 79% of the annual target and reflecting a year-on-year growth of 5%. However, this marks a reduced growth trajectory compared to previous periods. The modest growth, despite improved performance in key initiatives such as Club of 4 and D2V, is primarily attributed to:

- i. A significant decline in performance among private health facilities, largely due to rising debt burdens.
- ii. The decline of certain accredited units
- iii. A drop in performance across NGOs, driven by shrinking funding.

Going forward, the focus for the next financial year will be to address these constraints, operationalize planned performance optimization strategies, and deepen stakeholder engagements across the segment.

Month	2022/2023			2023/2024			2024/2025		
	Target	Sales Rev	%age	Target	Sales Rev	%age	Target	Sales Rev	%age
Total	48,000,000,000.00	37,320,755,044.77	77.75	48,949,172,113.35	41,673,871,267.60	85.14	55,357,169,954.44	43,771,977,678.88	79.07
YoY Growth						11.7%			5.0%

### 2.5.3.2 Special and Emergency Order Management

- a) Our target for Special orders was Ugx 10bn and we registered Ugx 10.9bn (106%), while for emergency orders the target was Ugx.5bn and we performed 37% (Ugx 1.8bn).
- b) Low performance on emergency orders means our stocking range is now more responsive to the customer's needs, while the good performance in special orders is attributed to big orders majorly from GOU (MOD & MOH), Rotary clubs, Hospitals, NGOs, and through tenders.



2.6



## Improve Tools and Technology

## 2.6 Improve Tools and Technology

JMS focused on ensuring maximum system up time and security for internet, servers, firewalls, antivirus, and data. The ICT processes for improving tools and technology include: Digital transformation and onboarding new supply chain technologies, Management of the JMS ICT environment and delivering help desk services.

### a) Digital Transformation and System Enhancement

In the FY, all efforts were geared towards the transition from IFS to MS Dynamics ERPs. Development and testing of MS Dynamics was undertaken. The relevant reports were designed, emerging bugs fixed, and support provided to the users. Also, training of key staff in the use of Power BI, deployment of the distribution module, and integration with EFRIS was done.

### b) ICT Governance

This focuses on management of ICT risks such as data security and disaster recovery, the ICT policies and policy requirements. Security for data and network was tightly maintained with zero breaches, however as risks increase more stringent monitoring will be implemented. As part of streamlining the governance of the ICT systems, the ICT policy was revised and approved by the Board.

### c) ICT Operations

The help desk continued supporting users despite the increased demand occasioned by the new ERP. The uptime for key systems, such as the internet and ERP were affected by frequent downtimes of the new ERP and the long learning curve. The digital assistant to Automate Email Management; Automate Proforma Invoice Processing; and Optical Character Recognition (OCR) to extract order details from images and emails was deployed on a pilot basis.





2.7

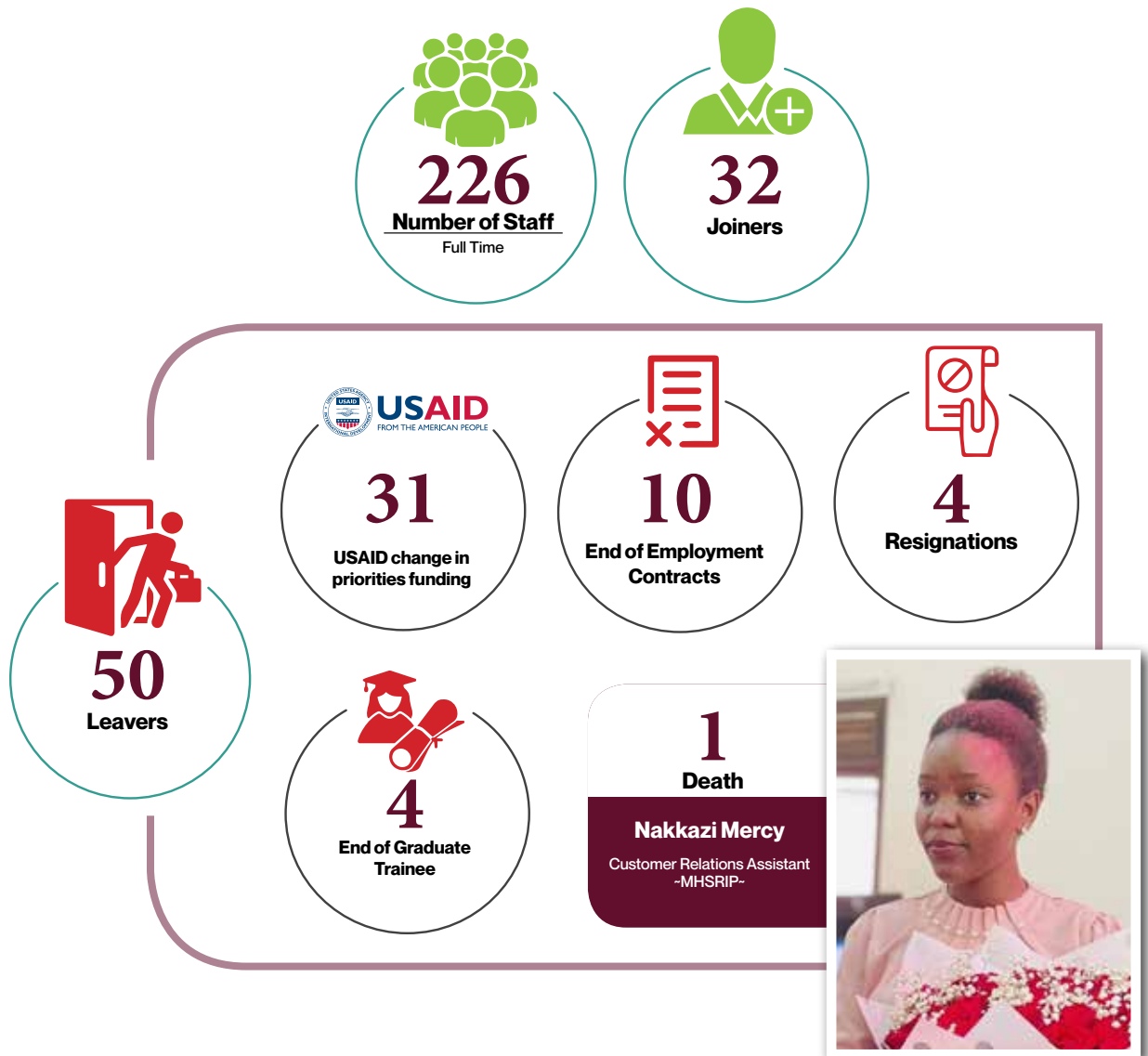


**Improve staff Knowledge  
and Capabilities**

## 2.7 Improve staff Knowledge and Capabilities

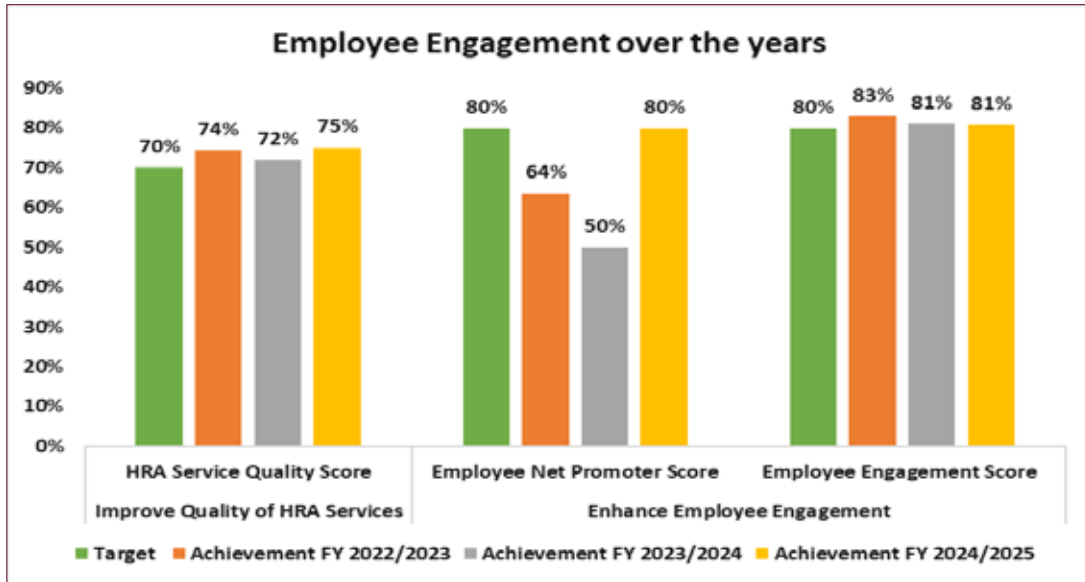
### Staff establishment, Talent sourcing and Acquisition

The staff establishment as of 30<sup>th</sup> June 2025 was 226 full time contract staff achieving an Annual Productivity Rate of 59.7m per staff. Vacant positions were filled within an average time of 30 working days contributing to attainment of JMS targets. We have maintained workforce stability and overall operational efficiency with 32 joiners and 50 leavers. The period had a big number of leavers due to the USAID change in priorities funding affecting 31 staff, 10 end of employment contracts, 4 resignations, 4 end of graduate trainee program and 1 due to death. It was an incredibly challenging moment for the JMS family to come to terms with the loss of a valued member of JMS family Nakkazi Mercy – Customer Relations Assistant – MHSRIP;



### 1) Employee engagement

The department of HRA recognises the importance of engaging our employees to ensure they remain motivated, productive, and committed to achieving our core objectives. During the FY 2024 /2025, we achieved 80.7% staff engagement rate across JMS.



### b) Welfare activities:

- i. JMS continued to participate in the corporate league for purposes of JMS visibility, improving staff mental, physical wellbeing and for networking and advocacy. JMS Mbarara branch was recognized for the good work done in the Western Region at a dinner that was organized by the Corporate League.
- ii. We organized an end of calendar year / Christmas party as part of team building at JMS. Below are some of the photos for the event;



Staff at the end of Year party that was celebrated guided by the Oldies theme.



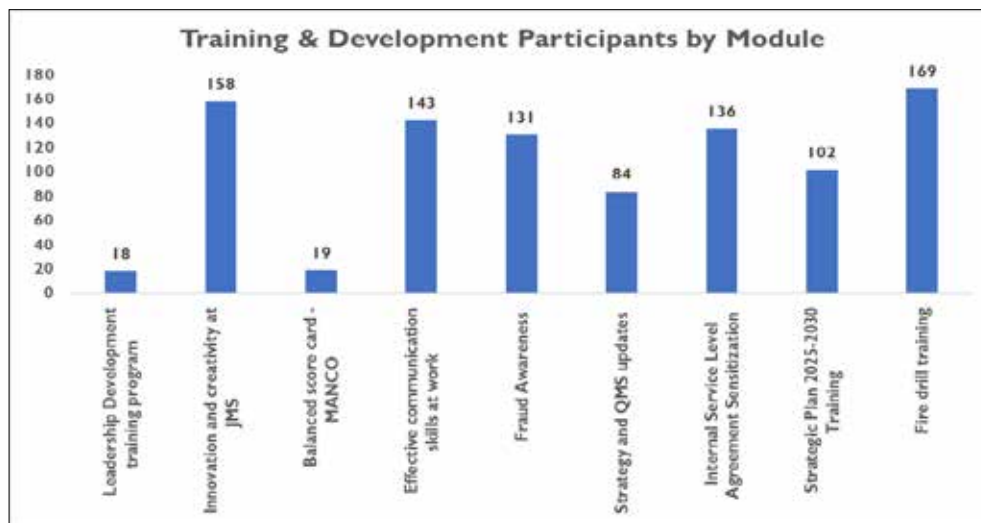
b) **Staff counselling** continues to be done by the Department of Human Resources & Administration in addition to an External Counselor to enable staff access counselling services privately.

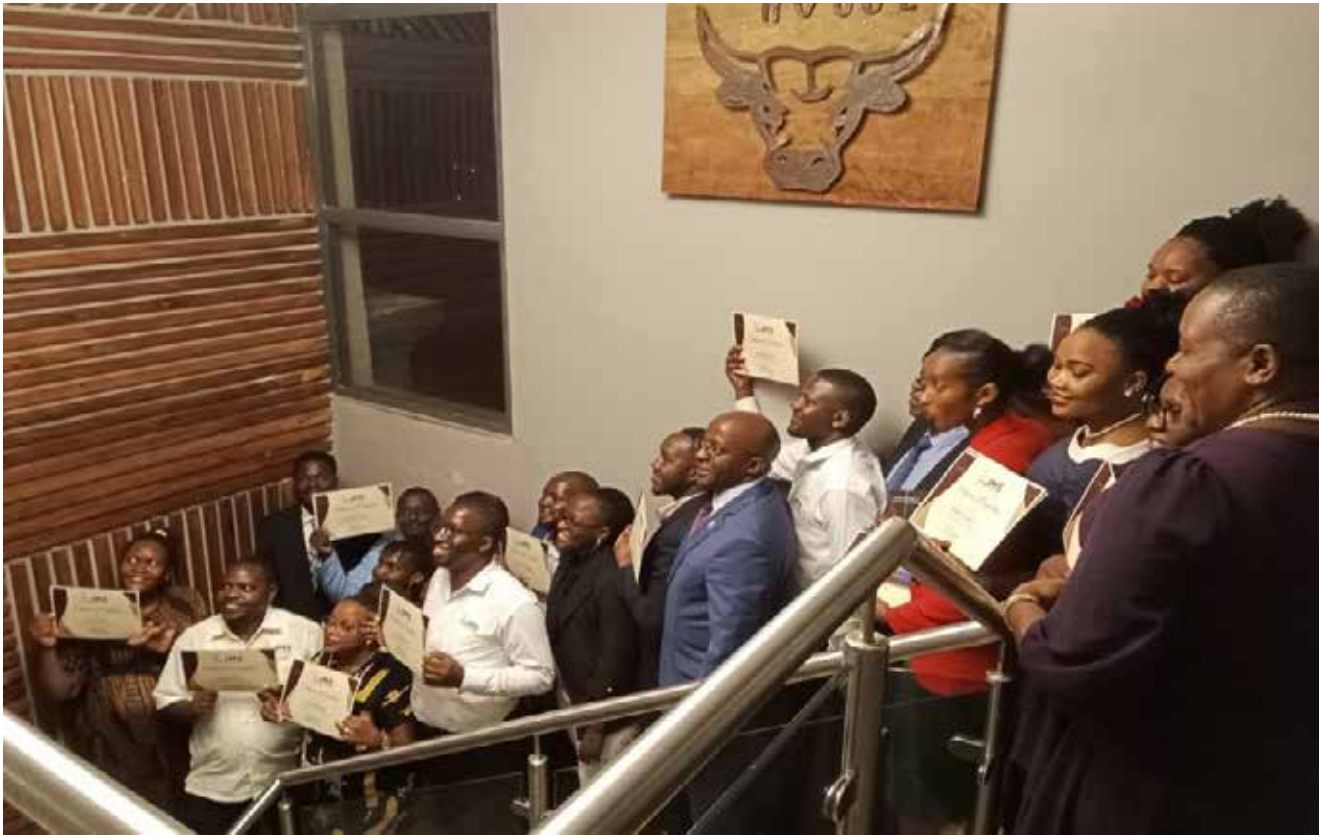
## 2. Performance Management

JMS' performance management system is in line with the balanced scorecard cascade methodology which allows our employees' goals and objectives to be aligned with JMS organisation wide objectives. We set performance objectives that are reviewed monthly, mid-year and at the end of the year. We emphasise continuous feedback, coaching, mentorship and employee development throughout the financial year.

## 3. Employee Learning and Development

Our training and development programs provide valuable opportunities for skill enhancement and leadership development with a wide range of topics ranging from technical skills to soft skills and also catering to the ongoing learning needs of our workforce. The graph below summarises training and development activities that were done;





A photo showing graduates of the Leadership Development Program Cohort 2 pausing for a photo with members of the EXCO (Executive Team)

#### 4. Rewards, awards and Recognition

The Employee Recognition Awards continued to be an opportunity for employees to voice their opinions as they nominated and recognized each other’s talent and contributions.

##### a. Employee of the year awards;

The Employee of the Year Award recognizes and rewards members of staff that have demonstrated outstanding performance of their responsibilities as outlined in their job description, and on their specific contributions to the mission, objectives and values of Joint Medical Store. The table below gives the Employees of the year for calendar year 2024;

S/N	Name of Employee of the year	Designation	Branch
01	Ansinguza Hope	Accounts Assistant / Cashier	Fort Portal
02	Akol Rachel Miriam	Customer Relations Assistant	Arua
03	Nengo Eric	Warehouse Assistant	Mbarara
04	Ssembatya George	Financial Accountant	Head Office



The Executive Director recognizing the Employee of the year 2024 for Head Office.

b. **Recognition of staff – Long services awards** were given to staff summarized in table below;

Years of service	Number of staff
Twenty years of service	01 staff
Fifteen years of service	05 staff
5 Years of service	16 staff

**5. Improving work environment;**

We ensure that JMS visitors and staff operate in an environment that minimizes risks of accidents, injuries, or illnesses. The Health and Safety ratio reached 7.8% compared to the 5% target, reflecting challenges in high-activity areas such as warehouse operations. Targeted interventions, including refresher trainings and strengthened supervision, are underway to bring performance back in line with our standards.



2.8



**Promote Governance  
and Culture**





## 2.8 Promote Culture and Governance



### 2.8.1 Board Affairs

#### 2.8.1.1 Annual General Meeting

The JMS AGM was held on 6<sup>th</sup> December 2024. The AGM was comprised of the Trustees, Directors, Committee members, and 18 other members nominated by UCMB and UPMB to attend the meeting.

**The AGM:**

- i) Approved JMS' Audited Financial Statements for the year ended FY 2023-24
- ii) Re-appointed M/S Deloitte and Touché Certified Public Accountants as JMS' External Auditors for the FY 2023/24.
- iii) Approved the Annual Report for FY 2023-24.

A service was held in honor of JMS' former Chairman - Canon Joram Kahenano, who served at JMS from 2018 until his death in October 2024.

The AGM also recognized and appreciated the retiring member of the Board Audit Committee, Mr. Balaam Muheebwa. Mr. Muheebwa was appointed by UPMB in 2016.



Photo of the JMS Board of Directors at the JMS AGM held on 6<sup>th</sup> December 2024.

*On behalf of Management, I wish to extend my deepest gratitude to our Board of Directors for their invaluable guidance and oversight during the year. Their stewardship has ensured not only compliance with governance standards but also the strategic advantage of aligning JMS to long-term sustainability.*

*~ Dr. Bildard Baguma.*

1. **BOARD OF TRUSTEES:**

In FY 2024-25, the JMS Board of Trustees held one (1) meeting. The Trustees also participated in the Annual General Meeting that took place on 6<sup>th</sup> December 2024, the Board Non-Residential retreat that took place in April 2025, and the Joint Bishop's Symposium that took place on 4<sup>th</sup> June 2025.

2. **BOARD OF DIRECTORS:**

The JMS Board of Directors is appointed by the two Medical Bureaus (UCMB-UPMB) and is responsible for the effective and efficient operation of JMS through spearheading the Organisation's Policy Development; ensuring Good Stewardship of the Organisation'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.



*JMS EXCO From left: Mr. Kenneth Rubango, the Director Biomedical Engineering, Mrs. Mary Katusiime Kamukama Director Finance, Mrs Denise Tusiime Mutambi Director Procurement and Business Development, Dr. Bildard Baguma Executive Director, Mrs Joanita Namutebi Lwanyaga Director Customer Services, Ms Mercy Naggadya Director Internal Audit, Risk and Compliance and Right Dr. Emmanuel Higenyi Director Technical Services.*

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

**01 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.

**02 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.

**03 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.

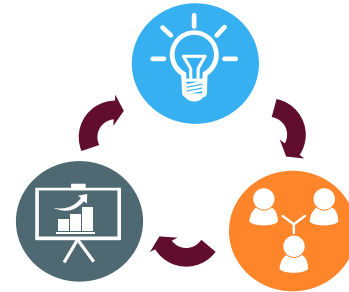
**04 Business Development Committee:**

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:

The Board met 4 times in FY 2024/25, and below are some of the decisions/resolutions that were made. The Board approved the:

- a) The Strategic Plan for FY 2025–2030 that charts a clear course for driving innovative service excellence, enhancing customer value, and strengthening partnerships and advocacy—laying the foundation for the organisation’s long-term sustainability.
- b) Purchase and roll out of a new ERP system that was a significant milestone aimed at enhancing efficiency and transparency across our operations.
- c) Amendments to the General ICT and the ICT Administration policies, the Finance and Accounting Manual, the Human Resource Manual.
- d) Risk Profile for FY 2025-26 that consolidated the top risk and their mitigants. These will be monitored closely by the Audit Committee during the FY 2025-26.
- e) Approved the Environmental, Social, and Governance (ESG) Policy and Strategy and established an office to oversee its implementation, reflecting JMS’ efforts to integrate sustainability principles into its operations and partnerships.
- f) Budget for FY 2025-26 with a projected total revenue of Ugx. 140bn with a focus on debt management, cost optimisation, operational efficiency, and sustainability.
- g) Closely monitored Debt during the year and participated in the Joint Bishops Symposium that focused on the sustainability of the health facilities past the changes in donor priorities.
- h) The annual report for FY 2023-24 highlighted the performance of the organization in FY 2023-24.
- i) Audited Financial Statements for FY 2023-24.
- j) Recommended to the AGM the re-appointment of M/S Deloitte and Touché Certified Public Accountants as JMS’ External Auditors for the FY 2024/25.
- k) Reviewed and approved the appraisal of Directors for FY 2023/24



## Board and Committee engagements in FY 2023-24

1. The Board held 4 Board meetings. The target was 4 meetings.
2. Audit committee held 4 scheduled meetings against a target of 4 meetings for the FY.
3. Finance & Administration Committee held 4 meetings against a target of 4 meetings.
4. Technical Committee had 4 meetings against a target of 4 meetings.
5. Business Development Committee held 4 meetings against a target of 4 meetings.

The Board and Committees continued to meet both virtually and physically. We continue to thank the members of the Board and Committees for adjusting positively to the hybrid mode of meetings.

## 4 JMS Management

The JMS Executive Team is headed by the Executive Director (ED) who is also the Secretary to the Board of Directors. The ED is appointed by the Board of Directors for the operation and Management of JMS. The ED is supported by 6 Directors under the Business Dev't & Procurement, Finance, Customer Services, Internal Audit Risk & Compliance, Technical Services, and Biomedical Engineering Directorates.

Members of the Joint Medical Store Board of Trustees, Board of Directors and Board Committees as at 30<sup>th</sup> June 2025.

### Board of Trustees:



Bishop Robert Muhirwa

Bishop Robert Muhirwa was appointed by UCMB in June 2020. Bishop Muhirwa is the current Bishop of Fort portal Diocese. He is the Chairman of the Board of Trustees.



Rt. Rev. George Bagamuhunda

He was appointed by UPMB in November 2015. Rev. Bagamuhunda is a retired Bishop of the Kigezi Diocese.



Dr. Margaret Mpalampa

She was appointed by UPMB in December 2019.



Dr. Jane Fualal Odubu

She was appointed by UCMB in November 2022.

# Board of Directors



Mr. Rhobert M. Korutaro | **CHAIRMAN** (December 2024-Present)

Appointed in November 2024 by UPMB as a Board member. 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 Hospital Project, Member of West Ankole 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.



Prof. Vincent Bagire | **VICE CHAIRMAN**

He was appointed in December 2022 to the Board by UCMB. He is a Professor at the Faculty of Graduate Studies & Research at Makerere University Business School (MUBS). Professor Vincent Bagire chairs the Business Development and Procurement Committee. He previously served on the JMS Finance and Planning Committee from 2008 to 2015; and then on the Business Development Committee from 2019 till election to the full Board. He serves as well on various committees and Commissions of the Uganda Catholic Secretariat and Uganda Martyrs University. He formerly worked with the catholic secretariat between 1996 and 2007 in the youth office and later in the HIV/AIDS department.

He was instrumental in setting up management systems, especially in accounting and project management. He has been in service with Makerere University Business School (MUBS) since 2008 till to date; growing through academic and administrative ranks to Professor of Strategic Management and Dean in charge of Graduate studies and Research. His teaching, research, and consultancy areas are management, strategy, organizational theory, and corporate strategy. He is passionate and advocates for Church-related institutions to integrate management principles into their work.

## Board of Directors (Cont'd)



Dr. Sylvia Tumuheirwe Alinaitwe | **TREASURER**

She was appointed as Treasurer in December 2022. She is also the Chairperson of the JMS Board Finance and Administration Committee. Dr. Sylvia is a practicing Certified Accountant with over 20 years experience, currently serving as the Deputy Managing Director of Finance and Corporate Strategy at National Water & Sewerage Corporation (NWSC) - Uganda. She attended Oxford Brookes University UK in collaboration with the Association Chartered of Certified Accountants (ACCA) – UK and attended training at Management & Accountancy Training Centre Uganda from where she graduated with a BSC (Applied Accounting) in June 2007.

She also holds an MBA, specializing in Corporate Strategy and Economic Policy from the Maastricht School of Management in the Netherlands and a Bachelor of Commerce from Makerere University-Uganda. She is a member of the Association of Chartered Certified Accountants (ACCA) – UK, the Institute of Certified Public Accountants of Uganda, Institute of Corporate Governance of Uganda.



Dr. Tony Tumwesigye | **EX-OFFICIO MEMBER**

He is the Executive Director of UPMB and is an ex-officio of the Board. Dr. Tumwesigye is Married and a Medical Doctor who holds a Master of Science Degree in Public Health from the University of London/ London School of Hygiene and Tropical Medicine United Kingdom.

Dr. Tumwesigye is passionate about Teamwork, Functional Systems, and Good Corporate governance which attributes enabled him to guide UPMB to win “the Inaugural Grant Thornton Institute of Corporate Governance of Uganda (ICGU) Awards Non-Governmental Organizations (NGO) category in Uganda in 2018. Dr. Tumwesigye holds a Presidential Honor “The Distinguished Service Award” for his Outstanding contribution on to health services delivery in Uganda.



Dr. Tom Aliti | **MEMBER**

He was appointed to the Board in December 2022 and is the Chairperson of the Board Audit Committee. He was appointed by UCMB. He serves as the Commissioner of Health Services (Health Sector Partners and Multi-Sectoral Coordination) in the Health Governance and Standards Directorate, Ministry of Health-Uganda, Non-Executive Director of Centenary Bank, and member of the Board of Governors-Arua Regional Referral Hospital. He has over 30 years of experience, of which 15 years have been in decentralized Service delivery before joining the Ministry of Health in 2009. His work experience dates back to 1993 when he worked as a Social Services Coordinator for the International Federation of Red Cross (IFRC) supporting 243,000 South Sudanese refugees in Koboko. He served as Principal Finance Officer and Ag. Assistant Commissioner (Budget and Finance) in the Ministry of Health until 2014 when he was appointed Assistant Commissioner of Policy and Planning. In addition, Aliti Coordinates the National Health Sector Integrated Refugee Response Plan. His major area of interest is healthcare financing, Health evaluation, and analysis, health systems strengthening, Partner coordination, Health Governance, and regulation, developing Global Health concepts, health-related Humanitarian Services, Public health innovations, and reforms in healthcare delivery mechanisms.

Other positions he has held include chairman of the GAVI technical team, Chairman of the National Committee for the development of Universal Health Coverage Road map for Uganda, Focal Person for health resource mapping and tracking in Uganda, and regional chairman for Lions clubs in Uganda.

His academic qualifications include a Bachelor of Science Degree in Economics obtained from Makerere University and a Master's degree in Health Financing and Applied Economics (MSC) University of Leeds; a post-graduate qualification in professional accounting (CPA), a Master's of Science in Public Health specialization in Health policy and planning, and an Honorary PhD-Social Work University of Leeds.



Mr. Imalingat Emmanuel Ajji | **MEMBER**

He was appointed to the Board in February 2023 by UPMB. He is an Advocate with over 15 years of experience. Holds a Master of Laws (LLM) in Oil and Gas, a Bachelor of Laws (LLB), and a Post Graduate Diploma in Legal Practice.

He has vast knowledge in both Corporate Governance, Public Sector Management and Migration. Practiced law as an Advocate and also worked in public service where he currently serves as a Senior Immigration Officer/legal, in the Directorate of Citizenship and Immigration Control.



Ms. Mary Lubowa Nannono | **MEMBER**

She has over 30 years of experience in the area of public sector management, having worked in the Uganda Civil Service for 35 years. She retired at the rank of Permanent Secretary at which level, she served in the Office of the Vice President, Education Service Commission, and Ministry of Health.

She has also served in the mainstream Ministry of Education for 10 years, the Ministry of Industry and Technology, and Office of the President. She has a Master's Degree in Public and Social Administration from Brunel University, UK (1982); a Post- Graduate Diploma in Public Administration, Uganda Institute of Public Administration (now Uganda Management Institute), 1980; a Certificate in Administrative Law from the Law Development Centre, Kampala, 1979; and a Bachelor of Arts Degree in Literature and German, Makerere University (1975). She is a social worker, manager, and entrepreneur.

She has worked as Volunteer CEO of the Council for Economic Empowerment for Women of Africa, Uganda Chapter (CEEWA-Uganda); Member and Vice Chairperson of the National Advisory Council for The Hunger Project Uganda since 1999 and its Vice Chair since 2010.



Prof. Michael Kawooya | **MEMBER**

He was appointed by UPMB to the board in November 2017. He is a radiologist.

He holds a Ph.D. in Health Sciences Research, (Makerere University), an honorary Fellowship of the American Institute for Ultrasound in Medicine (FAIUM), and an Honorary Membership of the European Society of Radiology. He attained a 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) and the Director of the Kampala World Federation of Ultrasound in Medicine and Biology (WFUMB) Centre of Excellence. He is a founder member of the Uganda Society for Advancement of Radiology and Imaging (USOFARI) and Pan African Congress of Radiology and Imaging (PACORI) and the African Society of Radiology (ASR). He chairs the UPMB Health Committee; a position he has held for the last 6 years. He is also a Council Member for Uganda Christian University (UCU) Mukono.

## Board of Directors (Cont'd)



Dr. Sam Orochi Orach | **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 Faithbased organization.



Dr. Grace Nakanwagi Sekabira | **MEMBER**

Grace Nakanwagi Sekabira is a pharmacist with specialization in public health supply chain management. She holds a Bachelor of Pharmacy degree from Makerere University Kampala (Uganda), a MSc in Epidemiology from the London School of Hygiene and Tropical Medicine, UK, and a Diploma in Procurement from the Chartered Institute of Procurement and Supply (CIPS).

Grace comes with over 16 years of experience in managing public supply chains in Uganda, Mozambique, Zambia, Ethiopia and Nigeria. Her professional career highlights include: several implementation research to guide health strategies, and support to the malaria treatment policy change process both in the public and private sector, roll out of community health interventions, public-private health partnerships in the rollout of subsidized malaria diagnostic tests in the private sector, as well as health systems strengthening.

Grace's career portfolio includes the Malaria Consortium Uganda and Africa, and UNICEF Uganda as a consultant. She was a pioneer member of the Pharmacovigilance Advisory Committee of the Uganda National Drug Authority Board.



Dr. Bildard Baguma | **SECRETARY**

He is the Secretary to the Board and Executive Director – Joint Medical Store from January 2015 to date.

Dr. Baguma is a medical doctor by profession. He holds a bachelor's Degree in Medicine and surgery and a Master 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 the 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 the organization 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 of Joint Health Care Investment Limited.

# Board Committee Members



## Finance & Administration Committee:

1. **Dr. Sylvia Tumuheirwe Alinaitwe**, Chairman of the Committee.
2. **Ms. Jane Namuddu Kiggundu** was appointed by UPMB in November 2017. Ms. Namuddu works at the Provincial offices in Namirembe.
3. **Dr. Sam Orochi Orach**
4. **Dr. Tonny Tumwesigye**
5. **Mr. Frank Kiggundu**, appointed by UPMB in November 2017. He is the Chief Financial Officer/Treasurer SDA, Uganda Union.
6. **Eng. Julius Mulumba** is a Co-opted member appointed in March 2015. Eng. Mulumba is an Engineer by profession.
7. **Mr. Michael Babu** was appointed by UCMB in November 2021. Mr. Babu is a certified Accountant.
8. **Mrs. Dorah Kwikiriza Katwesigye**, appointed by UPMB in December 2021. Mrs. Katwesigye is the Manager Legal at Newplan Ltd.
9. **Dr. Bildard Baguma**
10. **Ms. Mary Katusiime**- the Secretary to the Committee and the Director of Finance of Joint Medical Store appointed in July 2008.
11. **Mr. Mawanda Michael**, Manager of Human Resource & Administration



## Audit Committee:

1. **Dr. Tom Aliti**, Chairman of the Committee.
2. **Mrs. Amelia Semakula Muwanguzi** appointed by UPMB in November 2024.
3. **Mr. Ntale Kayondo John** was appointed by UCMB in May 2019. Mr. Kayondo is the Managing Partner, Jasper- Semu and Associates.
4. **Mr. Paul Ssenyonjo** was appointed by UPMB in November 2017. He is an Internal Auditor at abi Trust/ aBi Finance.
5. **Mr. Tonny Mulwana** was appointed by UCMB in February 2018. He works with Elcof International.
6. **Elder Miiro Edward** was appointed by UPMB appointed in February 2018. He is the Executive Treasurer, SDA Church Central Uganda
7. **Dr. Bildard Baguma**
8. **Ms. Mercy Nagaddya**- Secretary of the Committee and the Director of Internal Audit, Risk and compliance, JMS appointed in November 2012.

## Board Committee Members (Cont'd)



### Business Development Committee:

1. **Prof. Vincent Bagire**, Chairman of the Committee.
2. **Ms. Mary Lubowa, Nannono**, appointed by UCMB in December 2020.
3. **Dr. Simon Nsingi**, appointed by UPMB in December 2020. Dr. Nsingi is the Medical Director-Mengo Hospital.
4. **Mr. Jimmy Ameny** was appointed by UCMB in March 2015. He works with GAVI Office, Ministry of Health.
5. **Mr. Maurice Manano Opar** was appointed by UCMB in October 2017. He is a Senior Accountant with the Ministry of Health.
6. **Mr. Anthony Wamalugu Kitongo** was appointed by UPMB in November 2021. Mr. Wamalugu is a highly accomplished and resourceful Senior Financial Management Professional.
7. **Dr. Emmanuel Byaruhanga**, appointed by UCMB in October 2020. He is the Medical Director, of Kawempe National Referral Hospital.
8. **Dr. Edward Mugisha**, appointed by UPMB in February 2023. Dr. Mugisha is the Medical Director at Kabarole Hospital.
9. **Dr. Bildard Baguma**
10. **Ms. Denise Tusiime Mutambi** - Secretary and Director Business Development and Procurement – JMS appointed in September 2009



### Technical Committee:

1. **Prof. Michael Kawooya**, Chairman of the committee.
2. **Sr. Christine Atuhairwe**, appointed by UCMB in November 2024. Sr. Christine is an ICT professional.
3. **Dr. Sekweyama Peter** was appointed by UCMB in October 2020. Dr. Sekweyama works with St Francis Hospital Nsambya.
4. **Eng. Sitra Mulepo** is a Co-opted member appointed in March 2012. Eng. Sitra works with the Ministry of Health.
5. **Rev. Dr. Okori Samuel** was appointed by UCMB in October 2020. Dr. Okori is the Hospital Director, of Aber Hospital.
6. **Dr. Amos Odiit** was appointed by UPMB in November 2021. Dr. Odiit is the medical director of Ngora Freda Carr Hospital
7. **Dr. Bildard Baguma**
8. **Mrs. Joanita N. Lwanyaga** is the DP – JMS appointed in July 2008
9. **Mr. Kenneth Rubango** is the DBME-JMS appointed in September 2018.
10. **Mr. Emmanuel Higenyi** Secretary and DTS – JMS appointed in November 2015



JHC is a company registered in Uganda whose objective is to carry on business as a special purpose service 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 15<sup>th</sup> day of March 2017.

**JHC also has a shareholding in:**

- a. 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.
- b. OxyLife 2020 (U) Ltd, a company whose main objective is to produce high-quality medical oxygen to support Critical Care health service delivery in Uganda. Once complete, the Oxygen plant shall house a Pressure Swing Adsorption (PSA) Oxygen Plant of 120 cubic meter daily.

**JHC has three shareholders namely the three shareholders namely;**

1. The Registered Trustees of Joint Medical Store
2. Rt. Rev. George Bagamuhunda

**JHC has a Board of Directors comprised of:**

1. Mr. Bruce Kyerere - Chairman
2. Dr. Sam Orach - Member
3. Dr. Tony Tumwesigye - Member
4. Ms. Angela Bageine - Member
5. Ms. Agnes Kiggundu - Member
6. Rev. Fr. Waiswa Henry Richard- Member
7. Dr. Ssekitooleko Andrew- Member
8. Mr. Lawrence K. Kiiza - Co-opted Member

**ACTIVITIES DURING FY 2021-22**

**The Board;**

1. Approved the JHC Annual Report for FY 2023-24
2. Approved the operational plan and budget for FY 2025-26
3. Approved the risk profile for FY 2025-26
4. Recommended to the AGM the re-appointment of M/s Goldgate Certified Public Accountants as JHC's external auditors for FY 2024-23
5. Participated in the AGM of 2024.

# Oxylife

QUALITY MEDICAL GASES

**OXYLIFE 2020 UGANDA LTD** is a company incorporated and limited by shares. Joint Health Care Investments Ltd (JHC), a business arm of Joint Medical Store (JMS) established partnership with HEWA TELE (Kenya) a company that addresses the hurdles to producing, delivering, and servicing cheap and reliable oxygen. This partnership (Joint venture), gave given birth to OXYLIFE 2020 UGANDA LTD a company aiming at building and operating a state-of-the-art oxygen production plant in Uganda.

### SHAREHOLDERS:

1. Joint Health Care Investments Ltd - 75%
2. Hewatele – 20%
3. Unallotted- 5%

## Board Members



Dr. Sam Orochi Orach

Chairman



Ms. Erina Isabel Kyomugisha

Member



Sr. Jane Frances Nakafeero

Member



Eng. Sam Byamukama Sabiiti

Member



Ms. Mary Katusiime

Member



Dr. Bernard Olayo

Member



Mr. Zulifaqr Mohammed Wali

Member



Dr. Joanita Lwanyaga Namutebi

Secretary



## 2.8.2 Internal Audit, Risk and Compliance

Throughout the 2024/25 financial year, JMS remained focused on strengthening internal controls, driving effective risk management practices, and reinforcing a culture of compliance. Our independent and objective assurance services are aimed at enhancing operational performance, safeguarding resources, and ensuring adherence to legal and regulatory obligations.

### Key Achievements

#### 1. Plan Execution

For the financial year 2024/25, we achieved a completion rate of 93% against the approved annual target of 100%. This rate reflects the proportion of planned activities that were executed across the three key functional areas consisting of; Assurance (process audits); Risk Management; and Compliance assessments.

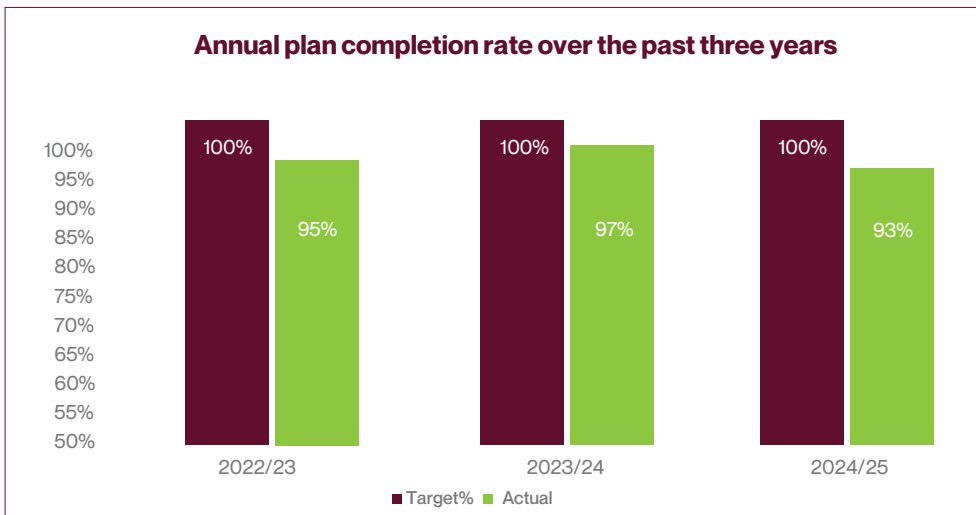
The graph below provides a visual representation of the execution rate compared to the initial plan, as well as historical performance.

The decline in performance was due to unplanned activities that emerged during the financial year including; the implementation of the new ERP system, the development of the new strategic plan, and the HR Strategy re-alignment. The specific achievements per functional area include:

**Completion Rate %**

**ATTAINED 93%**  
**TARGET 100%**

*The decline in performance was due to unplanned activities that emerged during the financial year including; the implementation of the new ERP system, the development of the new strategic plan, and the HR Strategy re-alignment.*





**1. Assurance:**

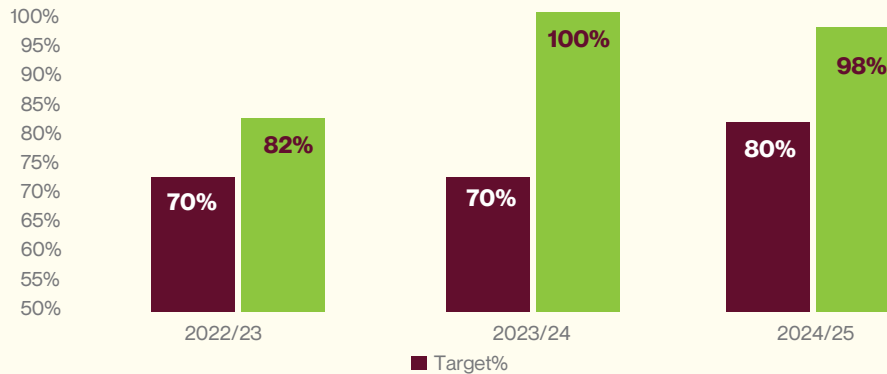
- ❖ We completed 30 targeted internal audits across core operational and support functions, offering strategic insights and practical recommendations for improvements.
- ❖ We conducted follow up reviews to monitor the implementation of audit recommendations and measure the impact of corrective actions.

**2. Progress in Risk Management**

- ❖ We maintained and regularly updated risk registers to reflect dynamic operational and strategic risks, with a special emphasis on cybersecurity, supply chain and legal and regulatory compliance.
- ❖ We strengthened risk monitoring processes through monthly reviews of the risk profile, ensuring that identified key risks remained within acceptable thresholds, and that mitigation measures were consistently tracked and implemented within agreed timelines.
- ❖ We facilitated risk trainings with process owners to foster a risk – aware culture and enhance risk mitigation strategies.

*The graph below shows the percentage of low and medium risk ratings over three years.*

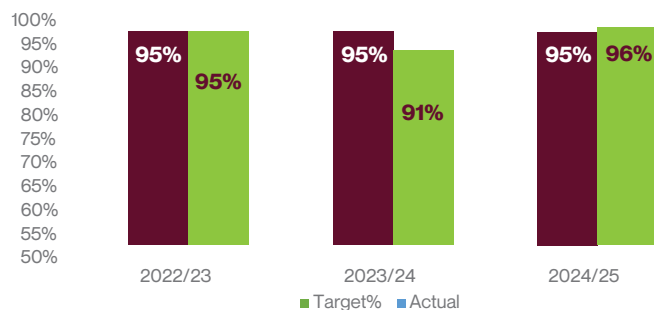
**% of key risk rating with low and medium residual risk over the past 3 years**



**2. Compliance Monitoring and Oversight**

- ❖ We completed 23 in-depth compliance reviews, ensuring adherence to internal policies and procedures, and legal and regulatory obligations, and that any non-compliance issues were promptly addressed. The graph below shows compliance ratings over three years
- ❖ We strengthened collaboration with the legal team and regulatory bodies to proactively address evolving regulatory and legal requirements.

**Compliance Rating for the Past Three Years**





3



## Challenges

# Challenges

Despite notable progress during the reporting period, JMS continues to operate in a dynamic environment characterized by several challenges that significantly affect operations, financial performance, and customer satisfaction. The major challenges encountered and their impact can be seen below:

01	<h2>Price Volatility and Competition</h2>	<p>JMS faces increasing pressure from fluctuations in global and local prices of medical supplies, coupled with heightened competition. This has resulted in revenue losses and, in some cases, product expiries due to shifting demand patterns. To address this, JMS continues to strengthen partnerships and collaborations that secure better pricing. In addition, the acceleration of the Direct-to-Value (D2V) initiative is helping to increase market competitiveness while delivering cost savings to customers.</p>
02	<h2>Supply Chain Disruptions</h2>	<p>Global supply chain instability has been a major challenge, with causes ranging from shortages of raw materials, brands going out of market, and transit delays often exacerbated by strikes at ports of entry. Geopolitical tensions, including the wars in Ukraine and the Middle East, as well as strained trade relations between the USA and China, have further disrupted supply chains. These challenges led to reduced revenue, higher acquisition costs for alternative stocks, and increased prices for end users.</p> <p>To mitigate this, JMS has strengthened relationships with stakeholders: suppliers provide early intelligence on scarcity, customers collaborate on improved demand forecasting, and logistics service providers (LSPs) assist with identifying alternative routes and facilitating quicker customs clearance. Additionally, buffer stocks for difficult-to-source items have been built to ensure continuity of supply.</p>
03	<h2>Regulatory Challenges</h2>	<p>The regulatory environment has become increasingly complex, with JMS experiencing dual regulation by the Uganda National Bureau of Standards (UNBS) and the National Drug Authority (NDA). The introduction of new testing fees for sundries and instruments by the NDA has increased costs, extended lead times, and, in some cases, contributed to customer dissatisfaction. To overcome this, JMS has intensified lobbying with regulators for more streamlined requirements. The supplier base is also being widened to reduce reliance on single suppliers, while early supplier involvement ensures that products meet compliance standards set by UNBS and NDA.</p>

04

### Growing Customer Debt

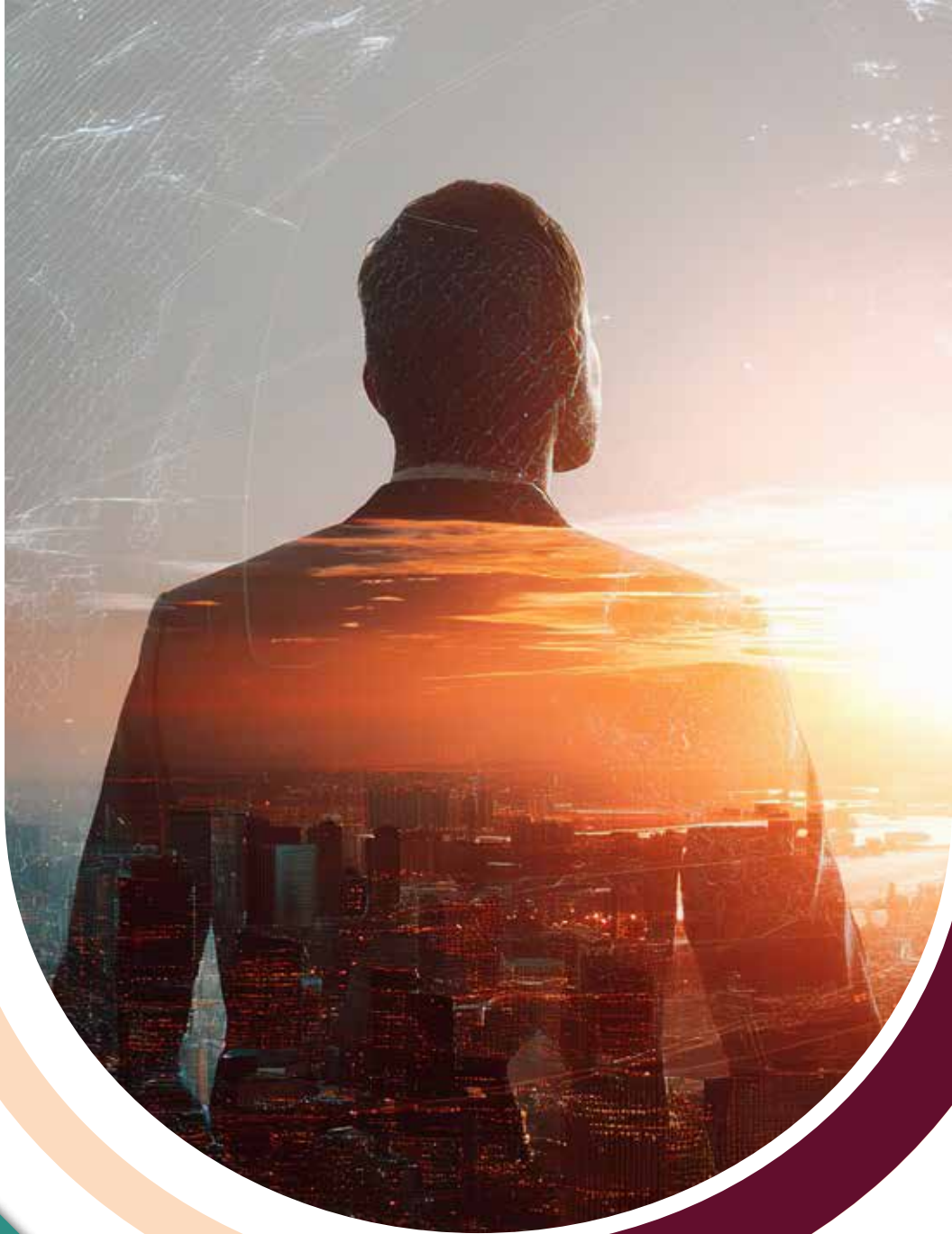
An emerging challenge is the rise in customer indebtedness, which has reduced consumption levels and slowed down sales. This has also resulted in increased order processing turnaround times as JMS carefully balances credit exposure. In response, JMS has initiated reviews of credit terms and payment plans, while strengthening multi-level engagements with customers to ensure sustainable repayment and continuity of supply.

05

### Changing Donor Priorities

Shifts in donor funding policies continue to pose a challenge to the health supply chain. Donors are increasingly channelling resources toward new thematic areas, reducing allocations to traditional health commodity support. This has led to uncertainty in planning, reduced availability of some essential products, and pressure on JMS to bridge gaps that previously had external support.

To mitigate this, JMS is strengthening resource mobilization efforts through diversification of partnerships, engagement with government and development partners, and exploring innovative financing mechanisms. In addition, JMS is enhancing efficiency in its operations to deliver greater value, ensuring sustainability even amidst shifting donor landscapes.



4



## Future Outlook

# Conclusion and Future Outlook



## Stakeholder Value and Partnerships

JMS continues to demonstrate strong performance in delivering stakeholder value, particularly in quality, communication, and product reliability. However, opportunities remain in underserved regions especially the North East and Eastern where availability, responsiveness, and presence need to be strengthened. Looking ahead, deliberate investments will be made to:

- a) Strengthen regional supply chains.
- b) Introduce technology-driven ordering and feedback systems.
- c) Adopt stakeholder-centered engagement strategies.

By consolidating existing strengths and addressing highlighted gaps, JMS will sustain its leadership in Uganda’s healthcare supply chain while delivering greater value to its diverse stakeholders.



## Transition to Vision 2030

In 2025, JMS launched its new Strategic Plan (2025–2030) to deliver Accessible, Sustainable, Quality Health Solutions. The strategy introduces ambitious growth, efficiency, and sustainability targets under clear pillars with cascading scorecards. It positions JMS to:






- i. Deepen customer value.
- ii. Strengthen operational efficiency.
- iii. Expand strategic partnerships.
- iv. Embed ESG as a driver of resilience and long-term impact. The focus for FY 2025/26 will be to operationalize ESG commitments and align directorate scorecards with ESG priorities.



## Driving Efficiency and Supplier Partnerships

As JMS continues to align its operations with the evolving needs of the health sector, the Procurement function will remain central to driving competitiveness, efficiency, and resilience across the supply chain. The focus will be on strengthening supplier collaborations to enhance market competitiveness and reliability of supply, while leveraging ERP dashboards, procurement analytics, and performance monitoring tools to enable quick, accurate, and evidence-based decision-making. At the same time, JMS will prioritize proactive risk management to identify potential threats early, implement mitigation strategies, and advance cost-effectiveness measures that ensure sustainable growth and customer satisfaction.

# Conclusion and Future Outlook

	<p><b>D2V and Blue Ocean Strategy</b></p>	<p>The Direct-to-Vendor (D2V) initiative will be fully operationalized to enhance sourcing cost-effectiveness. JMS will fast-track the registration pipeline to accelerate product availability while growing and diversifying its portfolio through expedited pathways. The organization will also focus on executing signed MoUs with manufacturers to unlock more opportunities for product access and pricing advantages, in line with the Blue Ocean Strategy of creating new value frontiers in health supply.</p>
	<p><b>Key Accounts Development</b></p>	<p>To better serve strategic clients, JMS will develop and implement a performance analytics and market intelligence program, offering sharper insights into key account needs. Credit terms and payment plans will be reviewed to strengthen financial management and customer relationships. In addition, JMS will expand the key account product portfolio and introduce a loyalty and rewards program to drive stronger partnerships, satisfaction, and retention.</p>
	<p><b>Business Development and Communication</b></p>	<p>In pursuit of business growth and visibility, JMS will reorganize the Sales Representative team to enhance accountability and performance through annual rotations. Marketing activities will increasingly rely on data-driven insights to improve operational efficiency and impact. JMS also plans to develop a private sector business partnership model, broaden visibility using regional media, and strengthen engagement through enhanced digital platforms.</p>
	<p><b>US State Department IDIQ Activity</b></p>	<p>Under the U.S State Department IDIQ mechanism, JMS will complete delivery of the remaining shipments under the COP23 Y2 work plan and initiate preparations for the next financial year. This will include task order closeout activities and collaborative planning for future engagements to sustain alignment with donor expectations and project objectives.</p>
	<p><b>IARC</b></p>	<p>As we look to the future, IARC will prioritise initiatives that strengthen our oversight functions and improve agility in responding to a rapidly changing risk environment including:</p> <ul style="list-style-type: none"> <li>a) Automating the audit, risk and compliance processes to streamline workflows and improve the efficiency of audit cycles.</li> <li>b) Deepening integration with directorates to promote a comprehensive, coordinated approach to risk and compliance management.</li> <li>c) Enhancing training programs to raise awareness and proactively stay ahead of emerging threats and evolving legal and regulatory requirements.</li> </ul>





## HEAD OFFICE

Plot 1828, Gogonya Road, Nsambya

P. O. Box 4501 Kampala, UGANDA

Email: [sales@jms.co.ug](mailto:sales@jms.co.ug)

**Arua Branch:** Email: [salesarua@jms.co.ug](mailto:salesarua@jms.co.ug)

**Fort Portal Branch:** Email: [salesfort@jms.co.ug](mailto:salesfort@jms.co.ug)

**Gulu Branch:** Email: [salesgulu@jms.co.ug](mailto:salesgulu@jms.co.ug)

**Mbarara Branch:** Email: [salesmbra@jms.co.ug](mailto:salesmbra@jms.co.ug)

**Tel:** 0800203018, 0800340340, 0312236400

**WhatsApp:** 0707999024

[www.jms.co.ug](http://www.jms.co.ug)

FIND US ON SOCIAL MEDIA

