



20²⁴₂₅
ANNUAL REPORT

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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.”

1





1.1

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

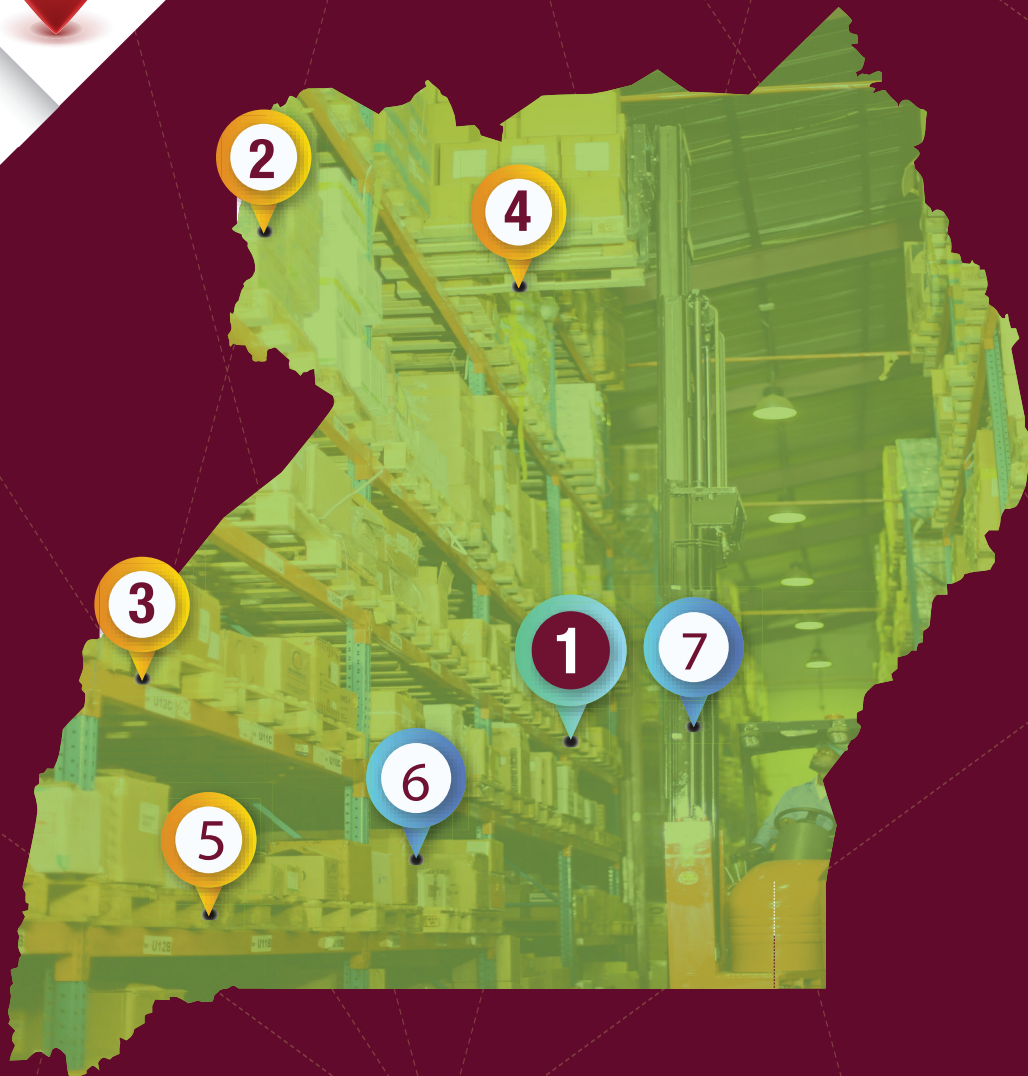


Five stylized human figures representing values: Integrity (orange), Collaboration and Team work (dark purple), Adaptability (teal), Responsibility (blue), and Excellence (green). Each figure has an icon and a letter above it.

- I** Integrity (Lightbulb icon)
- C** Collaboration and Team work (Two hands icon)
- A** Adaptability (Briefcase icon)
- R** Responsibility (Globe icon)
- E** Excellence (Chess knight icon)



Where We Are



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Website: www.jms.co.ug
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OUR BRANCHES

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- 3 JMS Fort Portal**
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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
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Email: salesmbra@jms.co.ug
-

OUR DISTRIBUTORS

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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








1.2

Why JMS matters to society

Access to quality medicines is fundamental to public health, economic productivity, and social equity. For more than 40 years, Joint Medical Store (JMS) has ensured that health facilities especially Private Not for Profit can reliably serve communities across Uganda and the region.

The 2024/25 year marked a defining transition for JMS: the conclusion of the Vision 2025 Strategic Plan and the formal integration of Environmental, Social, and Governance (ESG) principles. This period therefore reflects not only scale, but sustainability moving from delivery to long-term societal value.

Impact snapshot

						
<p>Communities reached across 131 districts</p>	<p>Launched Gulu Warehouse serving emergency supplies to Northern Uganda</p>	<p>JMS served over 2,300 customers nationwide</p>	<p>Managed the PHC Fund to PNFP on behalf of MOH where we distributed emergency supplies worth 19.3Bn to 553 facilities with an order fill rate of 96%.</p>	<p>Rolled out the Integrated Online Ordering System (IOS).</p>	<p>Launched New ERP-Dynamics.</p>	<p>Average stock availability exceeded 95%, reducing treatment interruptions</p>

2



Impact across priority health programmes

	<h3>HIV and TB Care</h3>	<p>JMS supplied life-saving HIV and TB commodities to 530 accredited facilities, supporting care for over 445,000 patients. Despite donor funding disruptions, JMS safeguarded continuity for testing, treatment, and prevention of mother-to-child transmission.</p>
	<h3>Malaria Prevention and Treatment</h3>	<p>Anti-malarial medicines, rapid diagnostic test kits, and mosquito nets were distributed to 796 facilities, supporting national malaria control efforts.</p>
	<h3>Reproductive Health and Family Planning</h3>	<p>Reproductive health commodities reached 365 facilities, complemented by health worker training, mentorship, and last-mile distribution support.</p>

Societal Impact: Lives saved, maternal health improved, and preventable diseases controlled.

3



Quality, Safety, and Public Trust

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Impact snapshot

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4



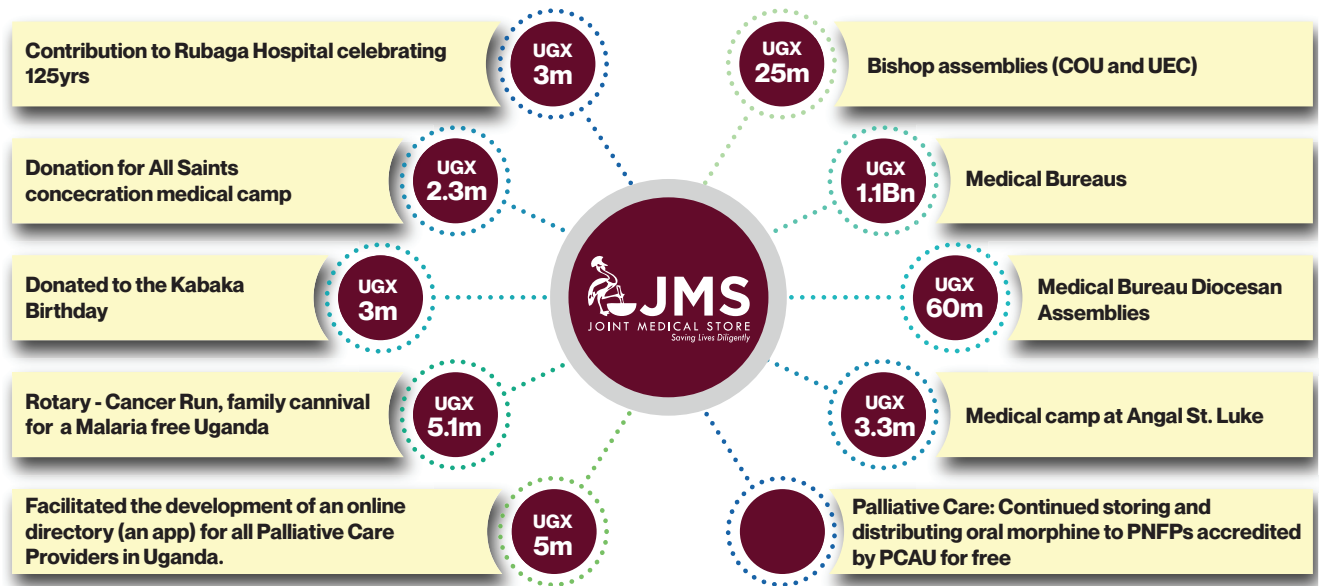
Beyond Commodities: Community and Facility Support

JMS' societal impact extends beyond products.

During the year, JMS:

- Trained health workers in electronic ordering and inventory management
- Supported biomedical engineering and equipment maintenance.
- Responded to special and emergency orders for hospitals and humanitarian actors.
- Distributed Morphine to all PCAU accredited facilities for free.

Other support:



Outcome: More resilient, better-functioning health facilities.



5



People at the Centre of Impact

Behind every delivery is a committed workforce.

In FY 2024/25:

- **226 full-time staff** were employed.
- Staff engagement exceeded **80%**
- 18 Graduates from the Leadership Development Program
- Functioning Staff Sacco.
- Continuous investment was made in learning, leadership development, and wellbeing.

By professionalizing health supply chain roles, JMS contributes to national skills development in a critical sector.

Societal value: Decent work, institutional knowledge, and service excellence.

6

6.0

Environmental and Social Sustainability

The integration of ESG principles marked a new chapter for JMS.

Key milestones:

- i. Adoption of a formal ESG Policy
- ii. Identification of material issues including waste management, carbon emissions, and ethical procurement
- iii. Launch of a bamboo-based carbon initiative in partnership with the Catholic Archdiocese of Tororo

These actions position JMS as a responsible steward of environmental and social resources.

Societal value: Health supply chains that are sustainable and future-ready.



7

Economic and Regional Impact

JMS contributes to economic stability and regional health security through:

- JMS achieved a turnover of UGX 343 billion
- UGX 135 billion in revenue sustaining national supply chains
- 42% growth in exports, improving cross-border access to medicines
- Local manufacturing and value addition through subsidiaries including Joint Health Care Investments and Oxylife Uganda

These investments reduce import dependence, create jobs, and strengthen Uganda's pharmaceutical ecosystem.

Societal value: Economic resilience and regional health security.



8



Governance

Governance

8.1

The JMS AGM was held on 6th 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.

8.2

The AGM:

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

8.3

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
- b) Purchase and roll out of a new ERP system
- 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
- e) Approved the Environmental, Social, and Governance (ESG) Policy and Strategy
- f) Budget for FY 2025-26 with a projected total revenue of Ugx. 140bn
- g) Closely monitored Debt during the year and participated in the Joint Bishops Symposium.
- h) The annual report for 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 2023/2

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.





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.

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.



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.



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.



Dr. Tonny 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.

Board of Directors



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.

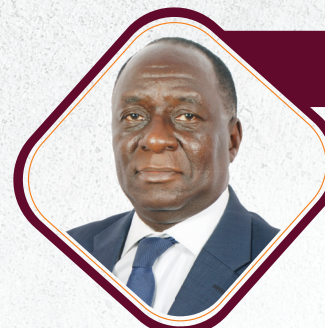


Ms. Mary Lubowa Nannono
MEMBER

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



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 Fetzé 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. 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.



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.



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

Price Volatility and Competition

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.

02

Supply Chain Disruptions

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.

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.

03

Regulatory Challenges

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.

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.

Future Outlook

As JMS advances toward its Golden Jubilee, its societal mission remains clear:



1

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.



2

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.








3

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.

10



	<p>D2V and Blue Ocean Strategy</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>Key Accounts Development</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>Business Development and Communication</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>US State Department IDIQ Activity</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>IARC</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"> a) Automating the audit, risk and compliance processes to streamline workflows and improve the efficiency of audit cycles. b) Deepening integration with directorates to promote a comprehensive, coordinated approach to risk and compliance management. c) Enhancing training programs to raise awareness and proactively stay ahead of emerging threats and evolving legal and regulatory requirements.

Through these contributions, JMS continues to serve as a cornerstone of Uganda’s health system for communities today and generations to come.



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