

BUILDING STRONGER SYSTEMS, DELIVERING GREATER IMPACT

Welcome to the fourth Edition of the Rwanda Medical Supply Ltd newsletter

Shaping the Future of Rwanda's Health Supply Chain

As we conclude the fourth quarter of the 2025/2026 financial year, Rwanda Medical Supply Ltd continues to make significant strides in strengthening Rwanda's healthcare supply chain.

This quarter was defined by strategic collaboration, digital transformation, quality improvement, and institutional strengthening. Through engagements with suppliers, health sector stakeholders, development partners, and staff, RMS Ltd continued to build systems that are more resilient, efficient, and responsive to the healthcare needs of all Rwandans.

We also took time to honor our national history during Kwibuka 32 and celebrate the dedication of our employees whose commitment remains the driving force behind our success.

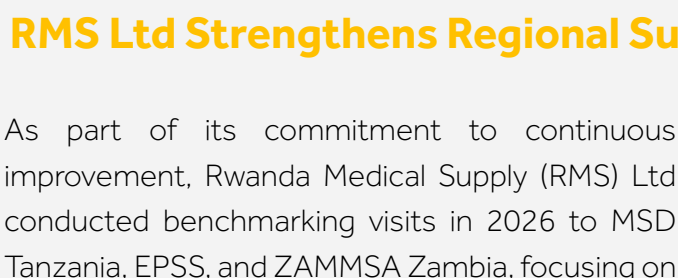
As we look ahead, RMS Ltd remains committed to innovation, accountability, quality, and service excellence.

Quality Without Compromise:

RMS Ltd Achieves ISO 9001:2015 Certification

One of the quarter's most significant milestones was the successful achievement of ISO 9001:2015 certification.

The certification reflects our commitment to internationally recognized quality management standards and continuous improvement across all our operations.



For us, ISO certification is more than a compliance milestone. It represents a culture of accountability, customer focus, process excellence, and continuous improvement.

To mark this important accomplishment, we came together for a joyful celebration to recognize the collective effort behind the achievement. The event was filled with appreciation, pride, and a shared sense of success as teams reflected on the journey toward certification.

This milestone not only highlights our commitment to quality but also reinforces our mission to support a reliable and effective healthcare supply chain for Rwanda.

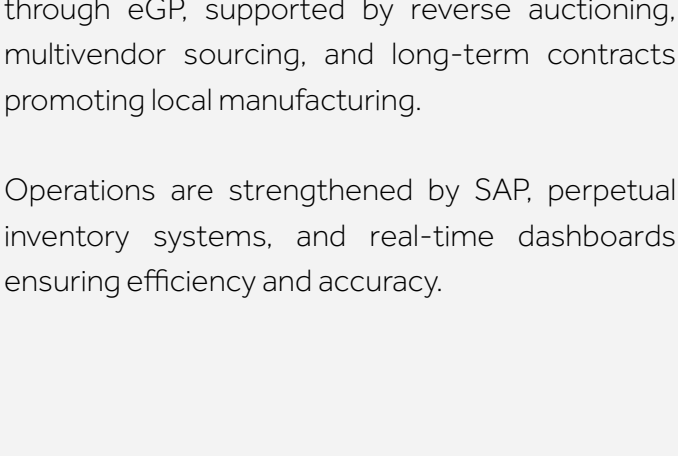
Learning Beyond Borders:

RMS Ltd Strengthens Regional Supply Chain Excellence

As part of its commitment to continuous improvement, Rwanda Medical Supply (RMS) Ltd conducted benchmarking visits in 2026 to MSD Tanzania, EPSS, and ZAMMSA Zambia, focusing on procurement, warehousing, digital transformation, and supply chain governance.

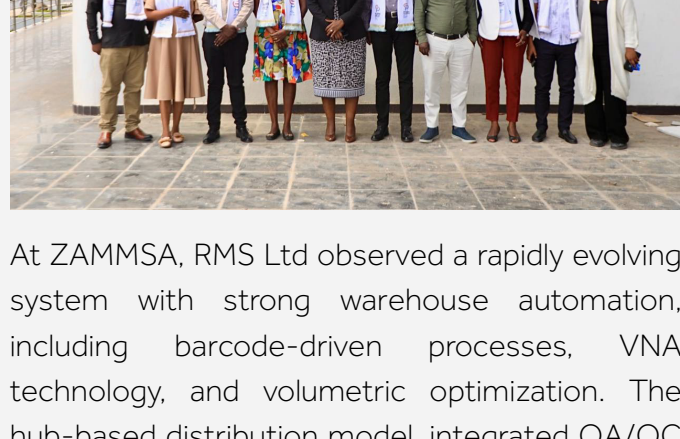


At MSD Tanzania, We observed a mature decentralized supply chain supported by a revolving fund model, strong national quantification led by the Ministry of Health, and ERP-enabled visibility across zonal warehouses. The system is reinforced by structured distribution, financial discipline, and KPI-driven performance management.



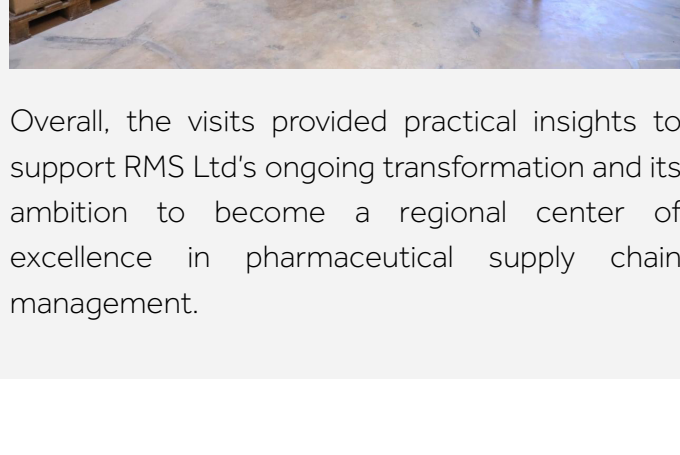
At EPSS, the delegation learned from a highly digitized supply chain where health facilities are actively involved in demand planning through Demand Committees, with CDSS under development. Procurement is fully digitalized through eGP, supported by reverse auctioning, multivendor sourcing, and long-term contracts promoting local manufacturing.

Operations are strengthened by SAP, perpetual inventory systems, and real-time dashboards ensuring efficiency and accuracy.



At ZAMMSA, RMS Ltd observed a rapidly evolving system with strong warehouse automation, including barcode-driven processes, VNA technology, and volumetric optimization. The hub-based distribution model, integrated QA/QC systems with internal laboratory testing, and digital platforms (eLMS and Warehouse Expert) enhance visibility, efficiency, and control across the network.

Across all three institutions, key lessons included the importance of integrated digital systems, structured warehouse and distribution models, and strong performance management frameworks to drive accountability and efficiency.



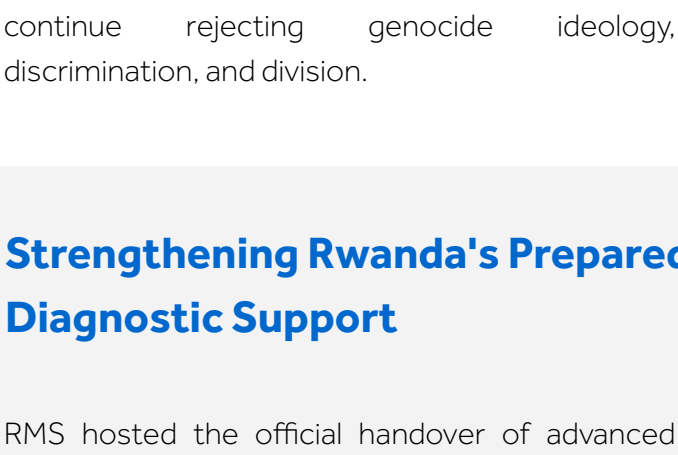
Overall, the visits provided practical insights to support RMS Ltd's ongoing transformation and its ambition to become a regional center of excellence in pharmaceutical supply chain management.

REMEMBER • UNITE • RENEW

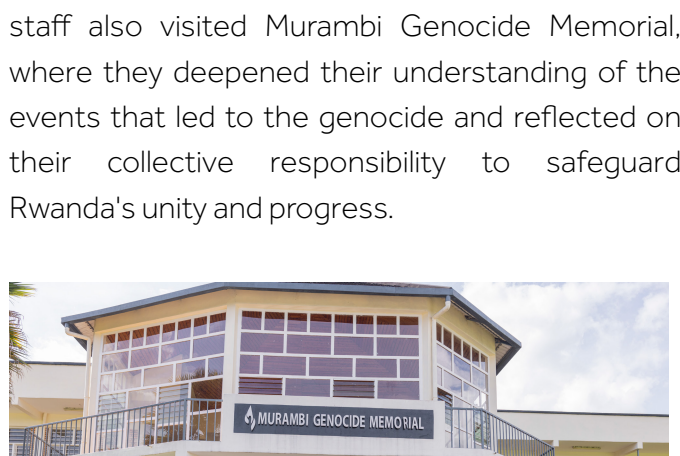
Honouring Memory, Strengthening Unity

During Kwibuka 32, We joined the nation in commemorating the 1994 Genocide against the Tutsi through remembrance activities that brought together staff, partners, survivors, and invited guests.

The commemoration featured reflections on Rwanda's history, messages of unity and resilience, and a moving testimony from survivor Stany Simugomwa, whose story highlighted both the pain endured by survivors and the remarkable resilience that helped rebuild lives and communities.



Deputy CEO Diana Mutoni reminded participants that remembrance is not merely a ceremony but a responsibility to preserve historical truth and continue rejecting genocide ideology, discrimination, and division.

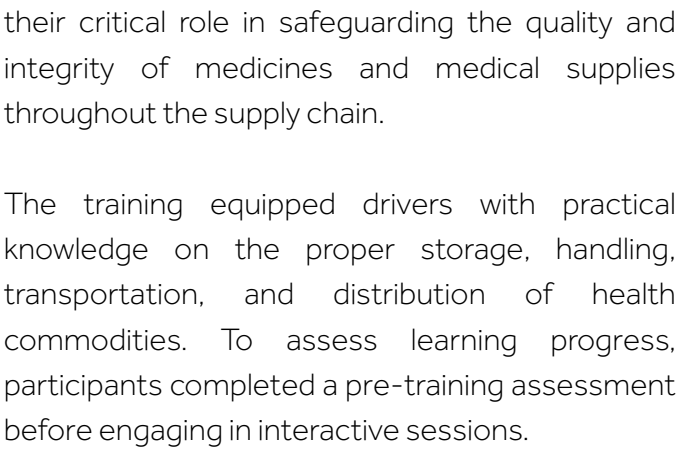


As part of the commemoration period, RMS Ltd staff also visited Murambi Genocide Memorial, where they deepened their understanding of the events that led to the genocide and reflected on their collective responsibility to safeguard Rwanda's unity and progress.

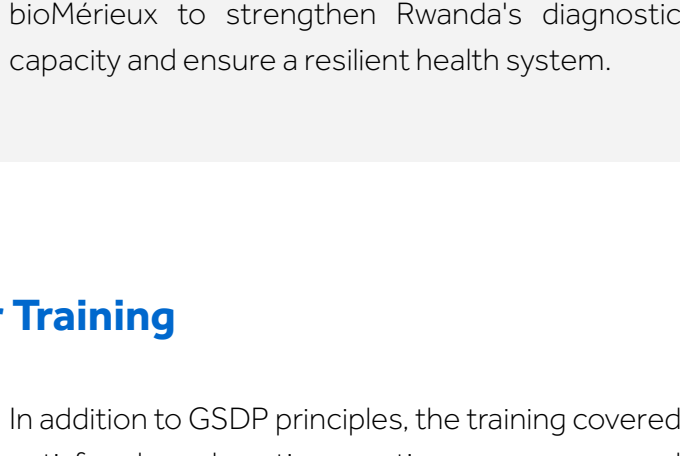
Strengthening Rwanda's Preparedness Through Advanced Diagnostic Support

RMS hosted the official handover of advanced **BIOFIRE® Torch Systems and Global Fever Special Pathogens Panels**, donated by **bioMérieux** to the Government of Rwanda through the Ministry of Health.

The handover was led by Marc Haribou, Vice President for Africa at bioMérieux, alongside Diana Mutoni, Deputy Chief Executive Officer of Rwanda Medical Supply Ltd, and Dr. Mukagatara Isabelle from the Rwanda Biomedical Centre (RBC), reaffirming the strong collaboration among partners in strengthening Rwanda's health security.



The donated diagnostic systems will be deployed to four strategic sites: **RBC National Reference Laboratory (NRL), Rwamagana Level II Teaching Hospital, Gihundwe District Hospital, and Gisenyi District Hospital**. The equipment will enhance the country's capacity for rapid detection of Ebola and other high-consequence infectious diseases, enabling timely public health response and improved outbreak preparedness.

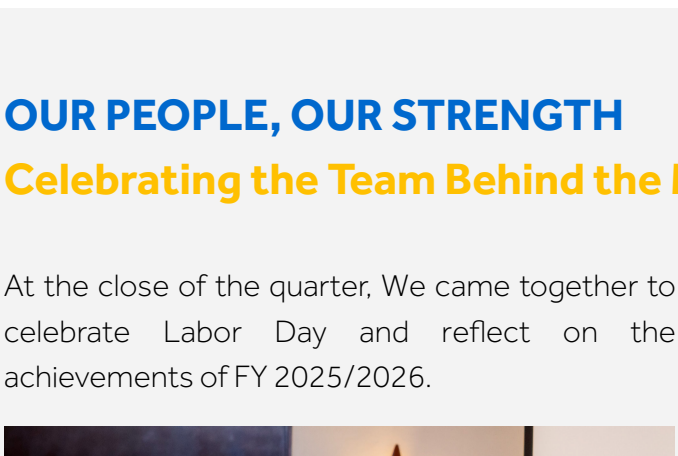


This donation reflects the continued partnership between the Ministry of Health, Rwanda Medical Supply Ltd, Rwanda Biomedical Centre, and bioMérieux to strengthen Rwanda's diagnostic capacity and ensure a resilient health system.

Strengthening Good Storage and Distribution Practices Through Driver Training

We conducted a Good Storage and Distribution Practice (GSDP) training for our drivers, reinforcing their critical role in safeguarding the quality and integrity of medicines and medical supplies throughout the supply chain.

The training equipped drivers with practical knowledge on the proper storage, handling, transportation, and distribution of health commodities. To assess learning progress, participants completed a pre-training assessment before engaging in interactive sessions.



In addition to GSDP principles, the training covered anti-fraud and anti-corruption measures and provided a platform for drivers to share operational experiences, discuss challenges, and identify solutions to improve distribution efficiency.

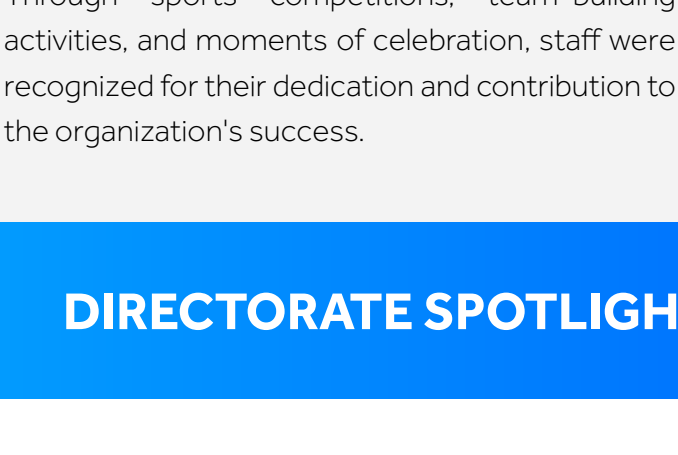


By strengthening drivers' capacity, we continue to ensure that safe, quality-assured health commodities are delivered reliably to health facilities across the country.

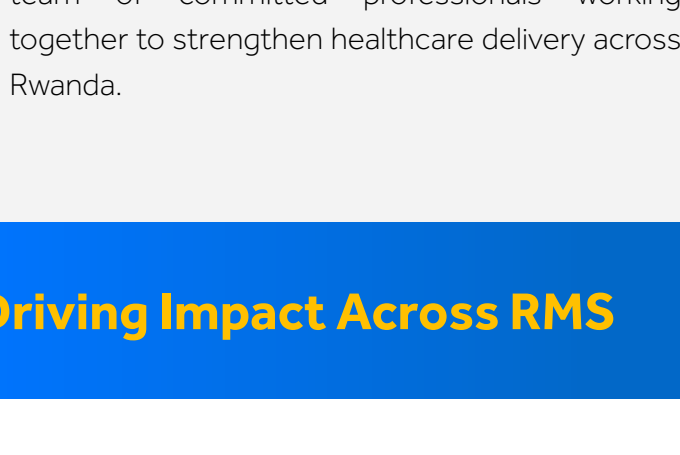
OUR PEOPLE, OUR STRENGTH

Celebrating the Team Behind the Mission

At the close of the quarter, We came together to celebrate Labor Day and reflect on the achievements of FY 2025/2026.



Through sports competitions, team-building activities, and moments of celebration, staff were recognized for their dedication and contribution to the organization's success.



The event served as a reminder that behind every delivery, every procurement, every system improvement, and every milestone achieved is a team of committed professionals working together to strengthen healthcare delivery across Rwanda.

DIRECTORATE SPOTLIGHT: Driving Impact Across RMS

AUDIT, RISK AND COMPLIANCE DIRECTORATE

Established key governance frameworks, including the RMS Risk Appetite and Tolerance Framework, Anti-Fraud and Anti-Corruption Policy, and Incident Management Framework.

Conducted audits of RMS Information Systems and Regional Warehouse Operations to strengthen compliance, efficiency, and operational effectiveness.

Achieved a 70% implementation rate of previous audit recommendations, contributing to RMS obtaining an unqualified compliance conclusion.

Enhanced institutional risk management capacity through ISO 31000 Lead Risk Manager certification for three Risk and Compliance staff members.

FINANCE AND ADMINISTRATION DIRECTORATE

Increased RMS revenue by 32%, from RWF 35.1 billion to RWF 46.4 billion, strengthening the organization's financial sustainability.

Expanded the fixed deposit portfolio from RWF 10 billion to RWF 15 billion, increasing projected annual interest income to approximately RWF 1.73 billion.

Successfully completed an institutional restructuring exercise and introduced a new salary determination framework aligned with organizational priorities and workforce needs.

Supported SAP/ERP implementation while strengthening financial reporting, audit facilitation, staff engagement, and organizational change management.

PROGRAMS DEVELOPMENT AND GRANTS DIRECTORATE

Successfully trained all RMS staff on the SAP ERP system, strengthening digital transformation and improving operational efficiency across the organization.

Expanded the RMS distribution fleet with 11 new trucks, including two refrigerated vehicles, enhancing the safe and reliable delivery of health commodities nationwide.

Published the Annual Order Fill Rate (OFR) Bulletins, reporting an 84.8% facility-level Order Fill Rate and demonstrating continued improvements in commodity availability and order fulfillment performance.

Launched the RMS Operations Center (ROC), enhancing real-time supply chain monitoring, forecasting, decision-making, and operational coordination across the country.

STRATEGIC INFORMATION DIRECTORATE

Successfully delivered Phase I SAP S/4HANA training to 221 users, advancing RMS's digital transformation agenda.

Procured and distributed 35 laptops to supported health facilities to facilitate SAP Customer Portal adoption and strengthen digital readiness.

Developed interactive dashboard analytics that provide real-time visibility into key supply chain performance indicators and operational trends.

Conducted information system audits and optimization activities to strengthen the effectiveness, maturity, and security of RMS digital systems.

QUALITY ASSURANCE AND QUALITY CONTROL DIRECTORATE

Successfully achieved ISO 9001:2015 certification, reinforcing RMS's commitment to internationally recognized quality management standards.

Partnered with a WHO-prequalified laboratory to conduct independent quality testing of health commodities supplied through RMS.

Conducted quality inspections on approximately 2,500 batches of pharmaceuticals, medical supplies, and laboratory commodities.

Strengthened quality assurance systems to ensure the delivery of safe, effective, and reliable health commodities nationwide.

LOOKING FORWARD

As we enter the final quarter of the financial year, the organization remains focused on accelerating digital transformation, strengthening quality systems, enhancing supply chain resilience, and deepening collaboration with stakeholders.

Through innovation, partnership, and operational excellence, RMS Ltd continues to build a stronger supply chain that supports better health outcomes for all Rwandans.