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Working with RMS, USAID ensures Rwandans have enough medicines they need. Photo by Martin Tindiwensi for USAID Rwanda.

TRANSFORMING RWANDA MEDICAL SUPPLY CHAIN

IMPROVING THE EFFICIENCY OF RWANDA'S HEALTH SUPPLY CHAIN

Over the past two decades, USAID has worked with the Government of Rwanda through international contactors to provide health commodities and supply chain technical assistance to strengthen the health supply system in Rwanda.

Transforming Rwanda Medical Supply Chain (TRMS) activity represents a major next step in the evolution of USAID's supply chain support by directly funding the Rwanda Medical Supply Ltd. (RMS), a commercial parastatal organization. This activity serves as a primary vehicle to procure and deliver health commodities to the last mile service delivery points.

With this activity, USAID helps to enhance institutional accountability, efficiency, and long-term viability of competitive supply-chain services in the country. The interventions are designed to overcome systemic operational inefficiencies in Rwanda's supply chain system, which has historically been plagued by lengthy procurement processes (long lead times of 8-12 months), poor inventory management with order fill rates ranging from 20-45 percent, and an end-user mark-up of 66 percent, which is 9 percent higher on average than in some other African countries.

OBJECTIVES

The main objective of this five-year project is to enhance the efficiency of Rwanda's health supply chain by:

- Strengthening planning and management capabilities of a national commercial supply chain organization;
- Improving operational efficiencies through the application of global industry standards for procurement, warehousing, and in-country distribution; and
- Increasing capacity to use data for decision-making at all levels to optimize supply and improve order fill rates.

EXPECTED RESULTS

- Reduced procurement lead time by 75 percent,
- Improved On-Time Delivery (OTD) to 80 percent,
- Double the order fill rates for tracer commodities,
- Lowered end-user markups from 66 percent to 40 percent.

RESULTS ACHIEVED BY 2024

- Procured and delivered commodities as planned in 2022 on-time and in-full,
- Developed training materials and trained 45 trainers and 617 healthcare workers on comprehensive supply chain management,
- Conducted on-site training and mentorship to professionals in 120 health facilities,
- Conducted Semi-Annual Stakeholders Review Meeting and Annual Review Meeting with Health Facility Managers to improve supply chain and strengthen partnerships,
- Conducted the first ever customer satisfaction survey and disseminated the results to stakeholders,
- Conducted baseline order fill rate assessment and disseminated the results to stakeholders,
- Regularly prepared and shared monthly stock status reports to key stakeholders for data-based decision-making,
- Supported the co-creation of RMS's five-year strategy (2022-2027) for private sector involvement in health supply chain in Rwanda.

BUDGET: US \$75 million

DURATION

July 2021 - June 2026

ACTIVITY LOCATIONS

Nationwide

IMPLEMENTING PARTNER

Rwanda Medical Supply Ltd.

KEY COUNTERPARTS

Rwandan Ministry of Health

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