



UGANDA NATIONAL BUREAU OF STANDARDS

THE FIVE-YEAR STRATEGIC PLAN (2005 - 2010)

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December 2004

FOREWORD

It is my pleasure to present the *Uganda National Bureau of Standards Strategic Plan 2005-2010*. Various stakeholders keen to assist the UNBS have always indicated that they would base their help on a needs analysis and a clear programme of activities that would focus UNBS efforts towards spearheading the standards and quality assurance aspects of Uganda's manufacturing and export business. This strategic plan will help fulfil this need.

Also, the strategic plan will help the UNBS itself to optimise its resource utilization and adopt the most effective development strategies in view of its growing mandate occasioned by changing technological, environmental and economic situations.

The strategic plan will be the basis of the UNBS plans and will form the reference to all relations with stakeholders, in a bid to serve the country better and harness internal and external synergies to execute its mandate and project the country's regional and international responsibilities in the trade sector.

The development of the strategic plan was essentially an effort by UNBS staff through numerous discussions, seminars and workshops, guided by the Management Training and Advisory Centre consultants, and suitably cross-fertilized with stakeholder input. Hence it is a consensus document that exhibits the earnest aspirations of the workers of the institution, the professional analytical skills of MTAC and the realistic needs of the sectors that UNBS serves, as enshrined in the mission and vision statements.

Dr. Terry Kahuma

EXECUTIVE DIRECTOR

December 2004

TABLE OF CONTENTS

Section	Page
<i>Foreword</i>	2
<i>Table of Contents</i>	3
<i>Acronyms and Abbreviations</i>	4
<i>Glossary of Terms</i>	5
1.0 INTRODUCTION	6
1.1 Uganda National Bureau of Standards (UNBS) – Brief History	6
1.2 The UNBS Mission	6
1.3 The UNBS Vision	6
1.4 The UNBS Values	6
1.5 The Mandate of UNBS	6
1.6 Functions of UNBS	7
1.7 Management and Organizational Structure of UNBS	7
1.8 UNBS Activities and Services	8
2.0 NEEDS AND EXPECTATIONS OF UNBS STAKEHOLDERS	8
2.1 Importance of Stakeholders needs and expectations	8
2.2 The identified needs and expectations of Stakeholders	8
2.2.1 <i>On the status of UNBS</i>	8
2.2.2 <i>On UNBS services</i>	8
2.2.3 <i>On UNBS funding</i>	9
3.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)	10
3.1 Strengths	10
3.2 Weaknesses	10
3.3 Opportunities	10
3.4 Threats	11
4.0 PAST PERFORMANCE OF UNBS	11
4.1 Standards Development Division	11
4.2 Testing Division	12
4.3 Metrology Division	12
4.4 Quality Assurance Division	13
4.5 Common Services Department	13
5.0 THE NEED FOR A STRATEGIC PLAN FOR UNBS	14
5.1 The Importance of the Strategic Plan	14
5.2 Aims of the UNBS Strategic Plan	14
5.3 The Process of Developing the Strategic Plan	14
6.0 THE FIVE YEAR STRATEGIC PLAN	14
6.1 Areas of Strategic Focus	14
6.2 Key Success Factors	15
6.3 Strategic Objectives	15
6.4 Strategies	16
7.0 CONDITIONS NECESSARY FOR IMPLEMENTATION OF THE UNBS STRATEGIC PLAN	19
7.1 Adjustments to Policies, Structures and Systems Necessary to Achieve the Strategic Objectives	19
7.2 Budgetary Requirements	20
7.2.1 <i>The importance of the financial resources in the implementation of the strategic plan</i>	20
7.2.2 <i>Annual funding requirements for implementing the strategic plan</i>	20
8.0 IMPLEMENTATION LOG FRAME	21
8.1 Importance of the Implementation Log Frame	21
8.2 The implementation Log Frame	22
ANNEXES	39
Annex 1 Current Organization Chart of UNBS	40
Annex 2 Proposed New Organization Chart of UNBS	40

ACRONYMS AND ABBREVIATIONS

AIA	Appropriation In Aid
ARSO	African Regional Organization for Standardization
ASEAN	Association of South East Asian Nations
ASTM	American Society for Testing and Materials
BIPM	Bureau International des Poids et Mesures (<i>International Bureau of Weights and Measures</i>)
COMESA	Common Market for Eastern and Southern Africa
CSIR	Council of Scientific and Industrial Research
EABC	East African Business Council
EAC	East African Community
ED	Executive Director
EN	European Norm
FAO	Food and Agricultural Organization
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis Critical Control Points
HR	Human Resource
ICT	Information and Communication Technology
IEC	International Electrotechnical Commission
ISO	International Organization for Standardization
IT	Information Technology
KEBS	Kenya Bureau of Standards
KRA	Key Result Areas
LAN	Local Area Network
MFPED	Ministry of Finance, Planning and Economic Development
MOES	Ministry of Education and Sports
MOU	Memorandum of Understanding
MP	Member of Parliament
MTAC	Management Training and Advisory Centre
MTTI	Ministry of Tourism, Trade and Industry
NEPAD	New Partnership for Africa's Development
NEP	National Enquiry Point
NML	National Metrology Laboratory
NMS	National Measurement System
NSC	National Standards Council
OIML	International Organization of Legal Metrology
PABX	Private Automatic Branch Exchange
PC	Personal Computer
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernization of Agriculture
PSFU	Private Sector Foundation Uganda
PTB	Physikalisch-Technische Bundesanstalt
QA	Quality Assurance
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SANAS	South African National Accreditation Scheme
SPS	Sanitary and Phyto-sanitary
SQMT	Standards, Quality Assurance, Metrology, Testing
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBT	Technical Barriers to Trade
TC	Technical Committee
TOR	Terms of Reference
TT	Telegraphic Transfer
UMA	Uganda Manufacturers Association
UNBS	Uganda National Bureau of Standards
UNCCI	Uganda National Chamber of Commerce and Industry
UQA	Uganda Quality Association
WAN	Wide Area Network
WHO	World Health Organization
WTO	World Trade Organization

GLOSSARY OF TERMS

Accreditation	A formal recognition that a body is competent to carry out specific tasks
Calibration	The set of operations which establish, under specified conditions, the relationship between values indicated by the measuring instrument or measuring system, or values represented by a material measure, and the corresponding known values of a measurand
Certification	Procedure by which a third party gives written assurance that a product, process or service conforms to the specified requirements
Codex Alimentarius Commission	WHO/FAO Commission for food standards
Inspection	Conformity evaluation by observation and judgement accompanied as appropriate by measurement, testing or gauging
ISO 9000	A set of International standards describing and specifying requirements for Quality Management Systems
ISO/IEC 17025	International Standard specifying the general requirements for the competence of testing and calibration laboratories
Metrology	Science of measurement (<i>applied to ensure accuracy and precision of measuring tools and instruments</i>)
Operation Q	Section of UNBS responsible for market surveillance (<i>standards enforcement in the market place</i>)
Quality	Degree to which inherent characteristics fulfils requirements
Quality Assurance	Part of quality management focused on providing confidence that quality requirements will be fulfilled
Quality Audit	Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled
Quality Management System	Management system to direct and control an organization with regard to quality
Standard	Document, established by consensus and approved by a recognized body, that provides, for common and repeated use, rules guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context
Standardization	The activity of establishing, with regard to actual or potential problems, provisions for common and repeated use, aimed at the achievement of the optimum degree of order in a given context
Technical Committee	A team of experts and stakeholders mandated to develop standards in a specific area/field

1.0 INTRODUCTION

1.1 Uganda National Bureau of Standards (UNBS) – Brief History

Uganda National Bureau of Standards is a statutory body, under the Ministry of Tourism, Trade and Industry. It was established in June 1983 by an Act of Parliament, *The Uganda National Bureau of Standards Act No. 1 of 1983*, as the body responsible for standardisation, quality assurance, metrology and testing. UNBS became operational in 1989.

1.2 The UNBS Mission

To enhance national development through the application of standards in trade, industry and consumer protection

1.3 The UNBS Vision

To be a leading institution of international repute in the provision of standardization services

1.4 The UNBS Values

UNBS is an institution that offers both regulatory and promotional services to her clients and the general public. As such, UNBS attaches much importance to the way the management and staff conduct themselves and how they serve the clients. In its drive to service excellence UNBS is guided by the following values:

1. Professionalism
2. Integrity
3. Customer focus
4. Team work
5. Innovation
6. Quality service
7. Equal opportunities
8. Good working environment
9. Respect

1.5 The Mandate of UNBS

The mandate of UNBS is to develop and promote standardization, quality assurance, laboratory testing, and metrology, to enhance the competitiveness of local industries and to promote quality, safety and fair trade.

The mandate of UNBS as derived from its statutory functions is two-fold:

- a) Promotional – promoting and facilitating trade and industries, and promoting the quality and competitiveness of locally manufactured products
- b) Regulatory – enforcing standards to protect consumers and ensure fairness in trade

UNBS represents Uganda in a number of regional and international standardization fora in its capacity as:

- A Member of the International Organization for Standardization (ISO)
- A member of the African Regional Organization for Standardization (ARSO)
- The National Contact Point for FAO/WHO Codex Alimentarius Commission (the World-wide Food Standards body)
- The National Enquiry Point of the World Trade Organization (WTO) on TBT and SPS Agreements.

1.6 Functions of UNBS

The functions of UNBS as defined in *Section 2* of the *UNBS Act* are as follows:

- a) formulate national standard specifications for commodities and codes of practice as may from time to time be required
- b) promote standardisation in commerce, industry, health, safety and social welfare
- c) determine, review, modify or amend standard specifications and codes of practice as may from time to time be required
- d) endorse or adopt any international or other country's specification with or without any modification as suitable for use in Uganda
- e) require certain products to comply with certain standards in manufacture, composition, treatment, or performance and to prohibit substandard goods where necessary
- f) enforce standards in protection of the public against harmful ingredients, dangerous components, shoddy material, and poor performance
- g) promote trade among African countries and the world at large through the harmonisation of standard specifications demanded in various countries
- h) provide for the testing of locally manufactured and imported commodities with a view to determining whether such commodities conform to standard specifications declared under the UNBS Act
- i) make arrangements or provide facilities for the examination, testing or analysis of commodities and any material or substance from which or with which and the manner in which they may be manufactured, produced, processed or treated
- j) make arrangements or provide facilities for the testing and calibration of precision instruments, gauges, and scientific apparatus for determining their degree of accuracy by comparing with the devices approved by the Minister on the recommendation of the National Standards Council and for the issue of certificates thereto
- k) assist the Government, local administrations, statutory corporations, companies or any other person in the preparation or framing of any internal or company standard specification or in the preparation or framing of any internal or company code of practice
- l) provide for co-operation with the Government, representatives of any industry, commercial organisation, local administration, statutory corporation or any other person with a view to securing the adoption and practical application of standards
- m) encourage or undertake educational work in connection with standardisation
- n) procure the recognition of the Bureau by any other country
- o) seek membership of any international organisation connected with standardisation
- p) develop and maintain a collection of materials relating to standardisation and related matters

1.7 Management and Organizational Structure of UNBS

UNBS is governed by the National Standards Council (NSC) appointed by the Minister for Tourism, Trade and Industry. The Executive Director heads UNBS and is responsible for the day-to-day running of the institution. The Executive Director reports to the NSC.

UNBS comprises of two departments, the Technical Operations Department and the Common Services Department. The Common Services department provides the administrative and support services to the Technical Operations Department, which is composed mainly of scientists.

The Technical Operations Department comprises of 4 divisions namely: Standards Development division, Quality Assurance division, Testing division and Metrology division. There is a proposal to restructure this organizational set-up to cater for future growth. Annex 1 shows the present UNBS organizational structure, while Annex 2 shows the proposed structure to cater for future expansion.

1.8 UNBS Activities and Services

UNBS offers technical support services to the private sector (traders and manufacturers) as well as the public sector. Trade support services are aimed at promoting import and export trade, as well as domestic trade. Industry support services are aimed at promoting the quality and competitiveness of locally manufactured goods, both for export and local consumption. In addition, UNBS carries out regulatory activities of enforcing mandatory standards. Within its mandate of standardisation, UNBS activities and services offered include:

- a) Development of standards
- b) Laboratory analysis and testing in the areas of microbiology, chemistry and engineering.
- c) Products certification and quality marking
- d) Exports inspection and certification
- e) Imports inspection and certification
- f) Pre-delivery inspection of goods and equipment (tenders, etc)
- g) Factory inspection
- h) Market surveillance (Operation Q) and handling of consumer complaints
- i) Calibration of testing & measuring equipment for industries (industrial metrology)
- j) Verification of Weights and Measures used in trade (legal metrology)
- k) Training and technical advisory services to industry
- l) Documentation and information services
- m) Representing Uganda at regional and international standardisation fora

2.0 NEEDS AND EXPECTATIONS OF UNBS STAKEHOLDERS

2.1 Importance of Stakeholders' needs and expectations

In order to develop a strategic plan that ensures that the UNBS services and activities are relevant to the stakeholders, UNBS convened an external stakeholders' meeting to collect their views and understand better their needs and expectations. The stakeholders expressed their needs and expectations and what they thought needed to be done to improve on the UNBS services.

2.2 The identified needs and expectations of stakeholders

The stakeholders expressed their needs and expectations as regards the following issues:

2.2.1 On the Status of UNBS

The Stakeholders of UNBS expect that UNBS will serve them better if:

- a) It is autonomous
- b) It is self accounting
- c) Both the public and private sector stakeholders are adequately represented on the National Standards Council.
- d) The UNBS Act of 1983 is revised to reflect recent trends/developments

2.2.2 On UNBS Services

The stakeholders expect that UNBS will be more effective in its delivery of services and therefore serve them better if:

- a) Other institutions that initiate and develop standards in their own right liaise with UNBS so that those standards are declared as national standards
- b) UNBS becomes a one-stop centre for all standards from all institutions
- c) UNBS encourages the adoption of international standards and standards of other countries and institutions as a way of speeding up the standards development process.
- d) UNBS collaborates more with stakeholders in development of standards
- e) UNBS sets minimum national standards

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- f) Standards development is based on cluster i.e., a group of related standards are developed together at a go.
 - g) UNBS targets agriculture and develops codes of practice for production and handling of farm produce to help farmers at the grassroots levels meet quality requirements for internal and external markets
 - h) UNBS sensitises stakeholders and the public on available national and international standards.
 - i) UNBS expands its operations to the rural areas to assist farmers and cottage industries at the grassroots levels to meet quality requirements
 - j) UNBS sets up laboratories at regional level to cater for upcountry needs
 - k) UNBS focuses on the certification of organic products which are on high demand in the export markets
 - l) Information from UNBS is distributed through modern communication technology like web-sites and through Uganda's missions abroad
 - m) UNBS seeks collaboration with other Standards bodies in product certification and considers certification at source for imported products
 - n) In the process of export inspection and certification, UNBS collaborates with other organizations that deal with export certification e.g., Uganda National Chamber of Commerce and Industry
 - o) UNBS collaborates with other Standards bodies in other countries in controlling the quality of imports
 - p) UNBS is well facilitated for enforcement of standards
 - q) The public is sensitized on the UNBS services by intensifying publicity through the distribution of standardization materials, programs in the press e.g., radio, TV and the print media.
 - r) UNBS assists small-scale industries in improving the quality of their products for marketability.
 - s) UNBS resumes and expands the annual training programs including training of small scale industries
 - t) UNBS improves on the coverage of verification of weights and measures in the country since the current average number of 150,000 instruments per year is far below the total number of instruments in the country
 - u) All local industries are inspected and certified by UNBS
 - v) UNBS out-sources or privatizes some of its services, e.g., verification of weights and measures.
 - w) UNBS improves its image among stakeholders and the public

2.2.3 On UNBS funding

The stakeholders expect that the funding problems of UNBS will be solved if:

- a) UNBS becomes self-reliant in terms of funding thereby reducing the dependence on Government
- b) UNBS lobbies parliament in its quest for better facilitation from government by articulating its important role to government
- c) Government considers borrowing the Indian example where a development fund or tax is levied on each product for purposes of funding the standards bureau and research and development

3.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

In the process of developing the strategic plan, it was important for UNBS to identify its strengths, weaknesses, opportunities and threats. Strategies would then be laid to take advantage of the strengths and to utilise the opportunities while minimising or (where possible) eliminating the weaknesses and mitigating the effects of threats to the institution.

The following were identified as the strengths, weaknesses, opportunities and threats for UNBS:

3.1 Strengths

1. Skilled, competent and committed manpower
2. Existence of established mechanism for development of standards
3. Availability of testing and calibration facilities
4. Possession of an internationally accredited Microbiology laboratory
5. Availability of basic Information Technology (IT) equipment and systems
6. International recognition as the National Standardisation body for Uganda
7. Existence of international linkages and networking relationship with external standardisation and other institutions
8. Availability of Regional offices

3.2 Weaknesses

1. Inadequate staffing levels (understaffing)
2. Lack of own and sufficient accommodation for laboratories, office space, meeting rooms and other facilities
3. Poor staff motivation including inadequate staff development and poor terms and conditions of service
4. Inadequate logistical support e.g., transport, consumables, communication, etc
5. Inadequate computer facilities e.g., few, old and outdated IT equipment (PC's, PABX, servers, etc), low network coverage (LAN/WAN, intercom) and poor internet connectivity among others
6. Inadequate reference materials and research capacity to facilitate standards development
7. Inadequate marketing of UNBS services
8. Inadequate utilisation of qualified quality auditors
9. Inadequate resources and legal capacity to enforce standards
10. Lack of certification of Quality Assurance office and accreditation of chemistry and metrology laboratories
11. Inadequate capacity to increase internally generated funds (Appropriation in Aid, AIA)
12. Inadequate financial resources leading to delay in procurement, poor remuneration, poor work facilitation
13. Poor debt collection
14. Inadequate storage and stores management system.
15. Inadequate records management system
16. Inadequate maintenance of buildings and equipment

3.3 Opportunities

1. Membership upon subscription to regional and international organisations that support standardisation e.g., ARSO, ISO, IEC country affiliate, EAC
2. International recognition of UNBS as the National Standardisation body
3. Availability of demand for UNBS services
4. Willingness of various sector institutions, other laboratories and consumer associations to collaborate with UNBS in standardisation work
5. Continued government support in terms of policy and budget finance
6. Emerging new areas for standardisation
7. Favourable government programmes and policies e.g., PMA, PEAP, NEPAD, Presidents manifesto, etc.

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8. Support from the public especially consumers
 9. Potential for accreditation of more laboratories
 10. General willingness of some development partners to support UNBS activities in terms of training and equipment, among others
 11. Globalisation which has eased information access and dissemination and brought global opportunities nearer
 12. Availability of staff development programmes relevant to UNBS
 13. General willingness of the media to support UNBS

3.4 Threats

1. Uncoordinated development of standards within institutions mandated to develop standards in different areas
2. Declining government budgetary support to UNBS, i.e., inadequate funding and delays in government release of funds
3. Poor consumer quality culture and resistance to UNBS regulatory programmes e.g., import inspection, Operation Q and verification of weights and measures
4. Inadequate research data for standards development
5. Competition from other providers of services similar to those of UNBS
6. Rapid technological changes
7. Changes in customer demands
8. Government policies that limit UNBS areas for income generation, e.g., import inspection fee that was scrapped
9. Inadequate appreciation for standardisation at political level
10. Inadequate and out dated laws
11. Increasing perception by donors that private sector institutions deserve funding more than government institutions (like UNBS) to minimise competition with private sector
12. Rising cost of overheads (rent, water, & power) and operating costs (fuel, lab consumables) while government support diminishes

4.0 PAST PERFORMANCE OF UNBS

In order to ensure proper planning, it was found necessary to review past performance of UNBS. The performance review was done in order to determine areas and activities that needed more close attention and/or reasons for disparity in the year-to-year performance. Below is the summary of performance of UNBS in key activities during the past three years.

4.1 Standards Development Division

The Standards Development Division through Technical Committees (TC) develops national standards. UNBS currently runs 8 TCs in different technical areas. Below is a summary of the Uganda standards developed by the different TCs in the past three years.

TC No.	Technical Committee (TC)	OUTPUT			Remarks
		2001	2002	2003	
1	Basic and General Standards	-	-	1	Figures do not include draft standards at different stages of development
2	Agricultural and Food standards	37	63	12	
3	Building and construction	12	2	22	
4	Mechanical Engineering and metallurgy	20	4	29	
5	Chemicals and Environment	21	5	16	
6	Textiles and Apparels	18	23	3	
7	Electro technology	7	9	7	
8	Transport and Communications	-	-	15	
TOTAL	Achieved	115	106	105	Planned output not achieved mainly due to understaffing, and small number of TCs and their inadequate facilitation *
	Planned	150	150	150	

*Note: - Staffing - the division has a total of 5 staffs manning 8 TCs
- Technical Committees - UNBS has 8 TCs (compare for example with 106 TCs for Kenya Bureau of standards).

4.2 Testing Division:

The Testing division is made up of 4 laboratories namely, *Chemistry laboratory, Microbiology laboratory, Engineering (materials) laboratory* and the *Electrical testing laboratory*. The main output of the testing laboratories is the number of samples tested. Previously, the number of samples tested was client dependant. However, after the launch of the import inspection and Operation Q in 2003, the samples tested increased significantly.

The Microbiology Testing Laboratory acquired international recognition in 2000 when it received accreditation from the South African National Accreditation Scheme (SANAS) based on the international standard ISO/IEC 17025. Since then, the number of samples for exports have increased in particular, frozen and chilled fish and horticultural products.

The testing division plans to have all the laboratories internationally recognised through accreditation. The chemistry and engineering laboratories are undergoing renovations in preparation for accreditation.

Below is a summary of the past performance of the testing laboratories.

Laboratory	Output (Number of samples tested)						Remarks
	2001		2002		2003		
	Planned	Achieved	Planned	Achieved	Planned	Achieved	
Chemistry	240	299	480	587	840	1091	Major constraints include; understaffing, lack of and delays in procuring of lab consumables and lack of modern equipment
Microbiology	348	246	316	431	720	787	
Building Materials	96	162	600	326	420	292	
Electrical	-	25	12	20	180	120	
TOTAL	684	732	1008	1364	2160	2290	

4.3 Metrology Division:

The Metrology division is made up of two sections namely, *Industrial Metrology* dealing with calibration of industrial measuring equipment and *Legal Metrology* dealing with verification of weights and measures used in trade.

Below is a summary of the past performance of the metrology division.

Section/ Performance Indicator	Output						Remarks
	2001		2002		2003		
	Planned	Achieved	Planned	Achieved	Planned	Achieved	
Industrial Metrology - number of industrial equipment calibrated	120	108	120	400*	150	136	Limitation in available scope (field) & capacity of calibration at UNBS
Legal Metrology (Weights & Measures) - Number of trade instruments verified	150,000	149,545	150,000	149,865	160,000	162,981	Understaffing and under-facilitation

* Includes over 100 glassware units submitted by one company to establish conformance to the class indicated on them (this is a one time activity).

4.4 Quality Assurance Division:

The Quality Assurance division is responsible for implementation of standards to promote local industries and protect consumers. The division monitors and ensures implementation of standards through inspection, certification, market surveillance, handling consumer complaints and offering technical advisory services to industries, institutions and the general public.

Below is a summary of the past performance of the Quality Assurance division.

Activity	Verifiable indicator	Outputs						Remarks/Reasons for disparity
		2001		2002		2003		
		Planned	Achieved	Planned	Achieved	Planned	Achieved	
1. Products Certification	No. of certified products	30	28	40	34	50	43	Some permits not renewed in time
2. Imports inspection and certification	No. of consignments inspected	-	-	-	-	-	6910	Import inspection scheme launch in 2003
3. Pre-delivery Inspection (tenders & orders, etc)	No. of inspections carried out	48	44	48	3	48	7	Fewer requests received
4. Factory inspection	No. of factories inspected	48	22	48	11	48	22	Understaffing and under-facilitation
5. Market surveillance (Operation Q)	No. of on-spot inspections	48	45	48	19	48	104	Increase due to launch of Operation Q in 2003
6. Handling of consumer complaints	No. of consumer complaints handled	-	85	-	59	-	78	Consumer law not yet passed
7. Training for industry & service sector	No. of people trained	300	534	300	143	300	-	Training program suspended due to lack of staff & facilitation
8. Technical Advisory services to industry	No. of beneficiaries of advisory services	-	211	-	140	-	237	Mostly from small scale industries

4.5 Common Services Department

The Department of Common Services encompasses the Finance and Administration division, and Human resources. The department is responsible for staffing, office and work facilitation, welfare, transport, estate management and personnel administration. The following table gives an indication of the past performance of the Common Services department as regards finances and human resources .

Indicator	Output						Remarks
	2001		2002		2003		
	Planned	Achieved	Planned	Achieved	Planned	Achieved	
Staffing	-	76	-	85	-	106	Launch of Import Inspection scheme in 2003 involved recruitment of about 30 inspectors
Annual budget (Millions US\$)	4,218	994	12,818	1,247	6,400	1,225	Major constraints are under-funding, and delays in disbursement of the limited approved funds

5.0. THE NEED FOR A STRATEGIC PLAN FOR UNBS

5.1 The Importance of the Strategic Plan

The role of standards in the national economy and in the daily lives of the population has never been so much evident as it is today. Standardization as a prerequisite to quality has become a hallmark of competitiveness in this era of globalization and economic liberalization.

This means that Uganda National Bureau of Standards (UNBS) as the national standardization body must be at the forefront in the government efforts of building an export-led private sector driven economy and in focussing on the overall objective of poverty eradication. UNBS must be able to effectively provide support services to the private sector (traders and industrialists) and the public sector (government/ public institutions) as well as safeguarding the health and safety of consumers and protecting the environment.

In order to do that, UNBS needs a clear roadmap setting out the plans and strategies for achieving those objectives.

5.2. Aims of the UNBS Strategic Plan

The aim of this Strategic plan is to chart out the path that UNBS intends to take in serving its clients, and the general public in the next five years.

5.3. The Process of developing the Strategic plan

This Strategic Plan was developed by UNBS using a participatory approach with the guidance of consultants from Management Training and Advisory Centre (MTAC). The management and staff of UNBS as well as stakeholders were given opportunity to contribute to the plan. This approach was to ensure that internal and external stakeholder needs are catered for and that the strategic plan is relevant to the needs and expectations of Uganda as a nation.

6.0 THE FIVE-YEAR STRATEGIC PLAN

6.1 Areas of Strategic Focus

Strategic areas of focus were identified by reflecting on what the key result areas of UNBS should be for the next five years, considering the mission, stakeholders expectations, past performance as well as the strengths weaknesses, opportunities and threats.

The following were identified as the key areas of strategic focus:

1. Public awareness and marketing of UNBS services
2. Availability of standards and related information
3. Application of standards in industry
4. Conformity of products to standards
5. International recognition and accreditation for testing, metrology and quality assurance certification services
6. National Measurement System
7. Availability and use of ICT
8. Corporate image
9. Legislation and Policy framework
10. Resource capacity (Human & Financial)
11. Accommodation (Acquiring own home)

6.2 Key Success Factors

In order to come up with effective strategies for achieving the strategic objectives, it was necessary to identify the key success factors for UNBS. These are the issues that must be particularly attended to, or the conditions that must exist in order for UNBS to succeed. The following key success factors were identified:

1. Strong advocacy and lobbying capability
2. Adequate funding and/or capacity to generate own funds
3. Good accountability and management of funds
4. Staff knowledge (& acquisition) of current technological and scientific skills
5. Conducive policy and regulatory framework
6. Favourable political and socio-economic environment
7. Sound human resource development and management practices
8. Ability to identify and fulfil customer requirements and expectations
9. Adequate (reasonable) logistical support
10. Active participation by industry, government institutions and other stakeholders in development and implementation of standards
11. A functional website for effective dissemination of information about UNBS activities
12. Appropriate/adequate accommodation – Own premises for Headquarters and decent (rented) regional offices
13. Timely subscriptions to international organizations
14. Co-operation at local and international level

6.3 Strategic Objectives

These were formulated for each strategic area of focus with reference to stakeholders' expectations, results of performance analysis, and the environmental trends. The strategic objectives are:

1. Increase the level of awareness on SQMT among stakeholders and the general public
2. Promote the application and use of standards in industry so as to enhance the quality and competitiveness of Ugandan products.
3. Increase availability of standards and standards related information that is relevant to stakeholder needs and priorities
4. Increase the level of conformity to standards of products in the market
5. Increase the availability and use of Information and Communication Technology (ICT) to enhance the delivery of UNBS services
6. Upgrade the capacity and attain accreditation of testing and metrology laboratories in order to meet the needs of clients.
7. Expand and sustain the scope and coverage of the national measurement system.
8. Upgrade capacity and attain accreditation of the quality assurance certification services

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9. Promote the development and review of legislation and policies that support UNBS services
 10. Increase the demand for UNBS services
 11. Raise the capacity and motivation of Human Resource in UNBS
 12. Secure adequate and sustainable financial resources for UNBS
 13. Improve the image of UNBS amongst stakeholders
 14. Secure UNBS own home

6.4 Strategies

Strategies were formulated for each strategic objective, to spell out the approach for ensuring that the selected strategic objectives are attained in the course of the 5 years of the strategic plan.

The formulated strategies address each strategic issue identified during this planning exercise and they also address how to achieve the strategic objectives by:

- Making effective use of the strengths
- Minimizing or eliminating weaknesses within the organization
- Taking advantage of the key opportunities identified
- Minimizing the effects of the threats

The strategies formulated are as follows:

Strategic Objective 1:

Increase the level of awareness on SQMT among stakeholders and the general public

Strategies:

1. Create and maintain awareness among the policy makers and institutions of learning on standardization and the need to include it in the formal education system
2. Raise the level of awareness in government of the benefits of using standards in social policy, regulatory system and public procurement
3. Raise the level of awareness in the business sector and among the population on the benefits of using standards at the different levels of business such as purchasing, manufacture and supply

Strategic Objective 2:

Promote the application and use of standards in industry so as to enhance the quality and competitiveness of Ugandan products.

Strategies:

Create awareness in industry and among the public on the benefits of using standards

Market the UNBS product certification scheme

Participate in the harmonization of conformity assessment programs in the region (COMESA, EAC, SADC)

Build capacity in industry for implementation of standards

Expand quality assurance activities to regional offices

Strengthen partnership with the private sector

Improve collaboration and coordination with stakeholders (including industry, government departments, development partners and civil society) to participate actively in standards development and implementation.

Strategic Objective 3:

Increase availability of standards and standards-related information that is relevant to stakeholder needs and priorities

Strategies:

1. Develop standards in line with national needs and priorities
2. Acquire and increase accessibility of regional and international standards and standards related information relevant to national needs.
3. Increase the number, mandate, skills and knowledge of Technical Committees (TCs) to enable them to participate more effectively in standardization work both at local and international level

Increase participation in regional and international standardization

4. Establish and maintain an effective mechanism for publishing, distributing and selling of standards
5. Develop, implement and maintain a process for setting priorities for standards development activities in line with national development needs and priorities
6. Generate and maintain relevant data for standardization

Strategic Objective 4:

Increase the level of conformity of products to standards in the market

Strategies:

1. Adopt and implement OIML recommendations
2. Review and strengthen the laws that govern the quality and safety of products in the market
3. Strengthen the UNBS legal, financial and technical capacity to enforce standards through market surveillance, imports inspection and factory inspection
4. Promote the use of standards in public procurement
5. Strengthen collaboration with other regulatory bodies that deal with product conformity to standards
6. Promote the principle of reference to standards in regulations concerning products

Strategic Objective 5:

Increase the availability and use of Information and Communication Technology (ICT) to enhance the delivery of UNBS services

Strategies:

1. Upgrade the ICT system
2. Develop and continuously upgrade skills of end users of the ICT system
3. Set up and maintain a UNBS Website

Strategic Objective 6:

Upgrade the capacity and attain accreditation of testing and metrology laboratories in order to meet the needs of clients.

Strategies:

1. Acquire appropriate equipment and certified reference materials in testing and metrology
 2. Increase participation in laboratory inter-comparison schemes
- Adopt and implement international requirements and guidelines for testing and metrology laboratories
3. Develop the skills of personnel in equipment operation and maintenance and in other fields of metrology and testing
 4. Acquire and adopt rapid test methods and kits
 5. Expand the scope of tests to cover comprehensive analysis of strategic exports

Strategic Objective 7:

Expand and sustain the scope and coverage of the national measurement system.

Strategies:

1. Maintain traceability to international measurement standards
2. Establish and operate a national calibration service
3. Expand the scope of verification of weights and measures

Strategic Objective 8:

Upgrade capacity and attain accreditation of Quality Assurance certification services

Strategies:

1. Train and register more auditors and continuously update their skills
2. Adopt and implement international guidelines and requirements for certification bodies
3. Establish and operate a quality systems certification scheme
4. Seek mutual recognition with other certification bodies

Strategic Objective 9:

Promote the development and review of legislation and policies that support UNBS services

Strategies:

1. Provide information to legislators and policy makers on the need to develop and/or review legislation and policies that affect UNBS
2. Lobby relevant authorities on the development and/or review of legislation and policies that affect UNBS

Strategic Objective 10:

Increase the demand for UNBS services

Strategies:

1. Develop and execute a marketing plan for UNBS services
2. Strengthen the regulatory role of UNBS

Strategic Objective 11:

Raise the capacity and motivation of Human Resource in UNBS

Strategies:

1. Develop a strategic Human Resource plan
2. Increase the level of staffing and the knowledge and skills of staff to numbers and levels commensurate with the strategic Human Resource plan
3. Put in place and implement effective staff motivation schemes
4. Develop, periodically review and implement a staff development plan
5. Involve staff in the planning and decision making process

Strategic Objective 12:

Secure adequate and sustainable financial resources for UNBS

Strategies:

1. Increase lobbying for adequate financial support from government and development partners
2. Strengthen and widen the scope of internal revenue generation

3. Seek direct support/funding from stakeholders for the development and implementation of standards
4. Advocate for an industrial levy to support standardization
5. Advocate for restoration of the import inspection fee
6. Advocate for revision of certification and verification fees

Strategic Objective 13:

Improve the image of UNBS amongst stakeholders

Strategies:

1. Participate in and contribute to public and charity events
2. Establish and maintain a good image of UNBS infrastructure
3. Be more proactive and responsive to government programs and customer needs
4. Instil among the staff a corporate culture that upholds UNBS values
5. Sensitize key stakeholders on the importance and role of UNBS in national development
6. Organize events and activities that promote the image of UNBS

Strategic Objective 14:

Secure UNBS own home

Strategies:

1. Secure funding for acquiring of own home by lobbying government to look at appropriate accommodation for UNBS as a priority area for direct or donor support

Strategies that support all strategic objectives:

1. Secure and provide adequate logistical support including transport (vehicles), communication (telephones and faxes), consumables (stationery, chemicals, field allowances), etc
2. Improve and maintain a records management system

7.0 CONDITIONS NECESSARY FOR IMPLEMENTATION OF THE UNBS STRATEGIC PLAN

7.1 Adjustments to UNBS Policies, Structures and Systems Necessary to Achieve the Strategic Objectives

These policy and legal adjustments and amendments are required to facilitate successful implementation of the strategies. The necessary adjustments are as follows:

1. Amendment of the UNBS Act of 1983 to cater for recent development.
2. Review of the weights and measures verification fees.
3. Reinstatement by Government of the Import inspection fees.
4. Inclusion of industrial levy on schedule of UNBS sources of funding.
5. Revision of the UNBS Certification Regulations of 1995 to include mandatory certification as per the UNBS Act.
6. Reconsideration of the UNBS legal status to make it autonomous and self-accounting.
7. Government pronouncing itself on the National standards policy and industrialization policy.
8. Transformation of UNBS as a one stop center for all standards
9. Parliament passing the consumer protection law.

7.2 Budgetary Requirements

7.2.1 The importance of financial resources in implementation of the Strategic Plan

It is recognized that in order to implement the UNBS strategic plan, adequate resources will be required. The resources that will be required are mainly *financial* and *human* resources. These resources cut across all the activities and strategic objectives.

It should be noted that the current financial constraints bear directly on the human and other resource constraints at UNBS. The financial resource requirements are specified in this section while other resource requirements are indicated in the implementation log frame. The financial resources required are given below in form of annual budget requirements.

7.2.2 Annual Funding Requirements for Implementing the UNBS Strategic Plan

Note: Capital costs are spread out in 5 years

No.	Item	Annual Funding Required	Remarks
CAPITAL			
1.	Vehicles (Total of 600,000,000/=)	120,000,000	10 Double cabin pickups to cover the whole country as follows - 2 for each of the 3 regions of Northern, Eastern and Western, and 4 for the Southern/ Central region.
2.	Laboratory Equipment (Total of 990,000,000/=)	198,000,000	Chemistry – 600,000,000/=:, Electrical – 90,000,000/=:, Mechanical - 120,000,000/=:, Metrology – 120,000,000/=:, Microbiology – 60,000,000
3.	ICT Equipment including Computers & accessories and Bar-code system equip. (Total of 550,000,000/=)	110,000,000	50 Personal Computers, 2 servers, 25 printers and 10 scanners, other accessories and Bar-code system equipment
4.	Office furniture (Total of 60,000,000/=)	12,000,000	Furniture for all UNBS offices throughout the country (Headquarters, import inspection offices, and Regional offices)
5.	UNBS Home – Accommodation (Total of 2,980,000,000/=)	596,000,000	Modern block to house modern Laboratories, offices, training centre, and others
Capital - Sub-total		1,036,000,000	
RECURRENT			
6.	Salaries and wages	2,688,000,000	Salary for 160 staff in the medium term
7.	Rent and upkeep of buildings	120,000,000	For Headquarters, 5 regional offices and import inspection offices
8.	Stationary, office consumables & utilities	150,000,000	Stationary, consumables, water, electricity etc
9.	Publicity, stakeholder sensitisation and Information dissemination	200,000,000	Subscription to newspapers, magazines and journals, public notices and Press releases, advertisements, sensitisation seminars and workshops, Radio and TV talk shows, trade fairs, etc
10.	Staff training	134,000,000	In-country training – 30,000,000 Training abroad – 104,000,000 (US\$ 52,000)
11.	International travel	300,000,000	Attending obligatory meetings on EAC, COMESA, ISO, CODEX, SADC, WTO, and other commitments with Government delegations by Executive Director & selected UNBS officials.
12.	Subscription to International standardisation bodies	90,000,000	International - ISO, ARSO, IEC, OIML, BIPM, SADCA, SADCMET, CODEX, Local – EABC, UQA, PSFU, UMA, & Inter-laboratory comparisons

13.	Establishing and maintaining a UNBS Web-site	12,800,000	Website development, Monthly fees, maintenance and updating
14.	Laboratory chemicals & other lab consumables	230,000,000	Chemistry, Engineering, Metrology and Microbiology labs
15.	Maintenance of equipment and vehicles	253,000,000	Maintenance, repair and calibration of Laboratory equipment, and maintenance and repair of vehicles
16.	Operating the import inspection scheme	1,440,000,000	To cover all ICDs and Entry points. Currently only ¼ of the work being done.
17.	Operation Q (Market & industry surveillance)	211,200,000	Daily surveillance and inspection operations throughout the country
18.	Establishment and operationalization of ISO 9000 QMS Certification by UNBS	120,000,000	Practical audits, setting up and accrediting certification office
19.	Product certification scheme	60,000,000	Auditing and purchasing market samples. Cater for small-scale industries in the Certification scheme and ensure national coverage.
20.	Operating the Mandatory standards scheme	26,000,000	Daily factory inspections, follow up and technical advisory services
21.	Operating the Weights and Measures function	200,000,000	Facilitation with fuel, hiring of working space, security, labour. Nation-wide coverage for weighing and measuring instruments, and fuel dispensers.
22.	Industrial Calibration	120,000,000	Calibration resulting from Product Certification, ISO 9000 certification, mandatory standards scheme, voluntary clients
23.	Standards development	60,000,000	Sourcing of draft information, facilitating Technical Committees, publishing standards.
24.	Staff Retirement benefits scheme	60,000,000	Required once for starting off the scheme - staff deductions and UNBS contributions to maintain scheme.
	Recurrent - Sub-total	6,475,000,000	
	TOTAL (Recurrent + Capital)	7,511,000,000	Annual funding required by UNBS to achieve the strategic objectives

8.0 IMPLEMENTATION LOG FRAME

8.1 Importance of the Implementation Log Frame

The following Implementation Log frame was developed in line with the Strategic Plan and spells out the necessary resources and other factors that will be required for the strategic plan to be successfully implemented. It gives the practical aspects of the implementation of the strategic plan.

The financial resource requirements (funding) are indicated in the budgetary requirements and are not repeated in the log frame.

8.2 The Implementation Log Frame

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
Strategic Objective 1: Increase the level of awareness on SQMT among stakeholders and the general public							
1.1. Create and maintain awareness among the policy makers and institutions of learning on standardization and the need to include it in the formal education system	Design a sensitization program for different groups and prepare the sensitization materials	Jan 2005-Apr 2005	Sensitisation program and materials prepared	Existence of sensitization program and materials	Facilitation of meetings ICT - Logistical support	Inadequate ICT and facilitation	Involve top management in planning
	Organize sensitization workshops for stakeholders and policy makers	Feb 2005-Dec 2005	Sensitization workshops held	Workshop reports Attendance records	Facilitation for workshops	Low turn-up for workshops and seminars	Involve managers of institutions. Send timely invitations
	Lobby institutions of learning through the Ministry of Education and sports to include SQMT in the curriculum	Feb 2005-Dec 2005	MOES made more aware of the need for SQMT to be taught in formal education system	Minutes of meetings held, Resolutions of meetings	Lobbying capacity, Facilitation of meetings	Bureaucracy and delays, Resistance from some institutions	Lobby top management, Show relevance to institutions during sensitization
	Draft educational curriculum component on SQMT and present it to MOES for consideration	Jan 2006-Dec 2006	Curriculum on SQMT drafted	Availability of the draft	Technical Expertise (Consultancy), ICT, Logistical support	Delay in approval process. Lack of expertise on SQMT in schools and institutions	Involve top Ministry of Education officials. Organize Training of Trainers courses
1.2. Raise the level of awareness in government of the benefits of using standards in social policy, regulatory system and public procurement	1. Design a sensitization program for Government officials and prepare the sensitization materials	Jan 2005-Apr 2005	Sensitization program and materials prepared	Existence of program and materials	Facilitation of meetings ICT - Facilitation	Inadequate facilitation	Involve top management in planning
	2. Organize sensitization workshops for central and local government officials	Feb 2005-Dec 2005	Sensitization workshops held	Workshop reports and attendance records	Facilitation for workshops	Low turn-up for workshops and seminars	Involve top Government officials, Send timely invitations

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
1.3. Raise the level of awareness among the business sector on the benefits of using standards in purchasing, manufacture and supply	1.Design a sensitization program for business people and prepare the sensitization materials	Jan 2005-Apr 2005	Sensitization program and materials prepared	Existence of program and materials	Facilitation of meetings - ICT	Inadequate facilitation	Involve top management in planning
	Organize business sensitization workshops sector-wise	May 2005-Dec 2006	Sensitization workshops held	Workshop reports Attendance records	Facilitation for workshops	Low turn-up for workshops and seminars	Involve business sector associations and PSF, Send timely invitations
Strategic Objective 2: Promote the application and use of standards in industry so as to enhance the quality and competitiveness of Ugandan products.							
2.1. Create awareness in industry and among the public on the benefits of using standards	Design and implement an awareness and sensitization campaign targeting industries	Jan 2005-Dec 2010	Increased awareness in industries about the benefits of using standards	-Published and distributed brochures and information leaflets, workshops and seminars, Radio and TV programs	ICT Facilitation of workshops Media (print and electronic)	High costs of publicity	Use ICT and website Target free talk-shows and affordable media
2.2. Market UNBS product certification scheme	Visit, inspect and inform factories about the certification scheme	Jan 2005 - Jun 2006	Factories visited, inspected and informed of the scheme	Schedule of visited factories	Facilitation of factory visits	Availability of information on factories	Establish database
	Promote certified products through Publicity events e.g., galas and quality clinics	Jan 2005 - Dec 2010	Increased awareness about certified products	Schedule of certified products, Annual publicity events, Number of certified products doubled by June 2006	Media	High cost of publicity events	Target few but effective events
	Lobby for amendment of the certification regulations to cater for small scale industries and mandatory certification	Jan 2005 - Dec 2006	Small scale industries and mandatory certification covered by relevant certification laws	Amended laws and regulations	Legal expertise	Slow process of amending laws	Lobby Minister to assist in speeding up process

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
2.3. Participate in the harmonization of conformity assessment programs in the region (COMESA, EAC, SADC)	Implement the East African Protocol on SQMT	Jan 2005 - June 2006	Conformity assessment programs at regional level harmonized	operational harmonized conformity assessment programs	Subscription to the relevant regional bodies	Difficulties in Reconciling SQMT procedures with customs procedures	Work in coordination with URA
2.4. Build Capacity in industries for implementation of standards	Develop and implement a training program for industries covering Standards, GMP, HACCP, QMS, etc	Jan 2005-Dec 2010	Training program in place Industries trained	Availability of UNBS training program Number of people and industries trained	Training resource persons ICT, Facilitation	Sustainability of the program	Charge appropriate fees for the training
	Visit industries and offer one-to-one Technical advice on quality improvement	Jan 2005-Dec 2010	Factory conditions and quality of products improved	Schedule of factories benefiting from technical advice Improvements in factories	Relevant technical Information Logistical support	Wide scope of industrial products. Difficulty in accessing far off factories	Classify industries into sectors and by regional location
	Strengthen and widen the scope of Laboratory testing services	Jan 2005 - Dec 2010	Testing services match demand by industries	Lab capacity to test 80% of local products by June 2007	Necessary Equipment	Low laboratory capacity	Gradually expand capacity
	Develop and implement proposals of offering QA services to industry	Jan 2005-Dec 2010	Proposals developed, funded and implemented	Operational projects resulting from proposals	Proposal writing skills	Ability to sell proposals to facilitators	Use support of beneficiaries to sell the proposals
2.5. Expanding QA activities to regional offices	Train UNBS staff in regional offices	Nov 2005 - Jun 2006	Regional staff trained in QA activities	Training reports	Training resource persons	Mix up of QA & metrology work	Streamline job descriptions
	Post QA staff to regional offices	Oct 2005 - Dec 2005	Staff levels at regional offices strengthened	Staffing levels at regional offices	Human resource plan	Logistical support	Expand gradually
2.6. Strengthen partnership with the private sector	Put in place partnership framework	Jan 2005 - Dec 2005	Strong partnership with private sector	Partnership framework and MOUs	Facilitation of meetings	Difficulties in Mobilizing the private sector	Use lead agencies like PSF (Uganda)

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
2.7. Improve the collaboration with stakeholders to participate in standards development and implementation	Establish framework for stakeholder consultations and participation in standards development & implementation	Jan 2005-Dec 2010	Stakeholders participating in standards development & implementation	Participation framework and procedures Level of participation	Facilitation of meetings	Inability to involve all stakeholders	Target the key stakeholders
Strategic Objective 3: Increase availability of standards and standard related information relevant to stakeholder needs and priorities							
3.1. Develop standards in line with national needs and priorities	Initiate and coordinate Standards development Technical Committee work in line with national priorities	Jan 2005-Dec 2010	Technical committee work initiated and coordinated in line with national priorities	Number of operational technical committees	ICT Committee rooms – accommodation	Too many areas for standardization	Set up TCs in key priority areas
	Develop standards according to the established needs and priorities	Jan 2005-Dec 2010	Standards developed according to established priorities	Catalogue of standards Schedule of priority areas for standards development	ICT TCs Publishing capacity	Inadequate use of published standards in the country	Sensitize potential users and the public
3.2. Acquire and increase accessibility of regional and international standards and standards-related information relevant to national needs.	Attain full membership to ISO, IEC, ARSO, and OIML and subscribe to ASTM, EN, ASEAN	Jun 2005-Jun 2007	Membership and subscription to relevant standards bodies attained	Schedule of bodies subscribed to Catalogues of international and foreign standards	Subscription & membership to relevant bodies	Inability to subscribe to all needed bodies	Prioritize bodies for subscription and phase subscription program
	Establish a network with various national focal points on standards and regulations, e.g., line ministries, trade associations,	Jan 2005-Jun 2006	Networking relationship with national focal points established	Existence of networking mechanism. Schedule of Networking contacts.	ICT	Inadequate information in the focal points	Include international focal points
	Develop data base on standards and standards-related information	Jan 2005-Dec 2010	Standards and standards-related database established	Existence of database. Catalogues.	ICT	Inadequate research capacity	Use ICT and network with research institutions

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
3.3. Increase the number, mandate, skills and knowledge of Technical Committees (TCs) to enable them to participate more effectively in standardization work both at local and international level	Establish more Technical Committees	Jan 2005 - Dec 2006	Number of TCs increased	Establish 4 more TCs by June 2006 to make a total of 10	Technical expertise	Inadequate TC meeting rooms	Lobby for UNBS own home
	Align the TCs to ISO/IEC/CODEX as mirror TCs to the international standards institutions	Jan 2005 – Dec 2006	Mirror TCs for ISO/ CODEX/ IEC established at UNBS	Existence of the mirror TCs	Subscription to ISO/IEC/Code ICT	Inadequate Information access	Use ICT Train the TC members
	Equip the Technical Committees with adequate skills and knowledge	Jan 2005 – Dec 2006	TC members equipped with more technical skills for TC work	Improved quality of TC work. Training reports, Regional programs	Technical expertise / resource persons	Inadequate Facilitation	Phase the program Study tours, training, exposure to international practices
3.4. Establish and maintain an effective mechanism for publishing, distribution and sale of standards	Establish editorial committee and recruit professional editor to head it	Jan 2005 – Jun 2005	Editorial committee headed by a professional editor established	Existence of the editorial committee	Editorial expertise. Facilitation	Inadequate editorial expertise	Train some committee members
	Establish a publishing unit with necessary equipment and software to publish standards in different formats such as CDs, DVDs and paper format	Jun 2005- Jun 2007	Publishing unit established	Existence of publishing unit	ICT, Stationary, Equipment	Quick changes in technology	Keep abreast with technological development
	Establish a mechanism for distribution and sale of standards in different format including use of e-commerce & collaboration with bookshops & libraries as distribution centres	Jan 2005 – Jun 2006	Increased sales of standards	Volumes of standards sales	ICT Facilitation Network of bookshops and libraries	Lack of appropriate mode of payment Small profit margin associated with bookshops	Use Telegraphic transfers (TT) in banks then credit cards later. Target high volumes of sales

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
3.5. Develop, implement & maintain mechanism for setting priorities for standards development activities in line with national development needs and priorities	Conduct survey on standards needs and priorities of users	Jan 2005 - June 2005	Needs and priorities of standards users determined	Results of the survey	Consultant Time	Reliability of survey results	Use professionals
	Develop criteria and procedures for prioritizing standards work and the mechanism to monitor	July 2005- Dec 2005	Criteria and procedures developed	Existence of procedures and monitoring mechanism	Relevant information	Too many factors affecting prioritization	Develop a general guide
3.6. Generate and maintain relevant data for standardization	Conduct research on key national interests e.g. coffee, cotton, cocoa, fish, apiculture, etc	Jan 2005- Dec 2010	Necessary data generated	Availability of data	Research facilities	Research is costly	Seek research grants and collaborate with other research institutions
Strategic Objective 4: Increase the level of conformity to standards for products in the market							
4.1. Adopt and implement OIML recommendations	Acquire and adopt all OIML recommendations as national standards	Jan 2005 - Dec 2005	OIML recommendations acquired and adopted	OIML recommendations in place by Dec 2005	Subscription to OIML	Long process of adopting the recommendations	Advocate for and use fast track method
	Implement the adopted OIML recommendations	Dec 2005- Dec 2010	OIML recommendations implemented	Existence of Implementation guidelines and framework	Logistical support	Inadequate Legal and technical capacity	Build capacity gradually
4.2. Review and strengthen the laws dealing with conformity of products to standards	Establish and revise where necessary laws & regulations on conformance of products to mandatory standards	Jan 2005 - Dec 2005	Laws and regulations of product conformity to standards established	Existence of the laws and regulations	Legal expertise	Long process of developing laws and regulations	Lobby Minister to assist in speeding up process

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
4.3. Promote the use of standards in public and private procurement	Initiate dialogue with relevant stakeholders in regard to use of standards in public & private procurement	Jan 2005 - Dec 2005	Dialogue with stakeholders initiated	Dialogue ongoing by June 2005	Facilitation of meetings	Reluctance by suppliers to use standards	Lobby the customers to insist on standards for self protection
	Sensitize and train public and private procurement departments such as tender boards	Jan 2005 - June 2006	Public and private procurement agents/officers trained and sensitized	Sensitization and training in progress by Dec 2005	Facilitation of seminars	Lack of goodwill from procurement bodies	Demonstrate benefits to procurement bodies/officers
4.4. Strengthen collaboration with other bodies having regulatory roles over manufactured products	Establish framework for collaboration with the other regulatory bodies	Jun 2005- Dec 2010	Collaboration framework established	Existence of framework and MOUs	ICT Facilitation of meetings	Willingness by the relevant bodies	Sensitize the regulatory bodies
4.5. Promote the principle of reference to standards in regulations	Establish working relationship with relevant ministries to influence policy and regulation development	July 2005- Dec 2010	Working relationship with relevant ministries established	Schedule of regulations citing/ referring to standards	Legal capacity	Long process of passing regulations	Sensitize the legislators and legal experts
4.6. Strengthen market surveillance and imports inspection	Recruit more staff including legal officers and field officers	Jan 2005 - June 2006	Adequate manpower for the tasks	Staffing levels and number of entry points and ICDs manned by UNBS	Human resource plan	Prioritizing areas that need staff	Involve management in decision making
	Streamline procedures and develop a mechanism for handling non-conforming products and offenders	Jan 2005 - Dec 2005	Mechanism for handling non-conforming products and offenders in place	Procedures supporting the mechanism	ICT Legal capacity	Inadequate legal framework	Lobby for review of the laws
	Identify and procure equipment for field use	July 2005- June 2006	Necessary equipment procured and put to use	Schedule of field equipment	Technical information and necessary equipment	Delay in procurement	Early requisition

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
	Strengthen consumer education and public sensitization	Jan 2005 - Dec 2010	Sensitized aware	Operational sensitization programs	Media ICT	High costs of publicity	Target affordable but effective media
	Strengthen the legal capacity of UNBS	Jan 2005 - Dec 2005	Legal capacity of UNBS strengthened	Legal manpower and strong laws	Legal machinery and Human resource plan	Failure to retain recruited legal staff	Improve on staff remuneration
Strategic Objective 5: Increase the availability and use of Information and Communication Technology (ICT) to enhance the delivery of UNBS services							
5.1. Upgrade the ICT system	Develop plan for ICT upgrading	Jan 2005 - Jun 2005	ICT upgrading plan developed	Availability of the ICT upgrading plan	Technical information	Technological changes affecting specifications	Adjust to technological changes
	Procure and install required ICT equipment	Jul 2005- Dec 2006	ICT equipment procured and installed	Installed ICT system	Technical support	Delay in procurement process	Start process early
	Establish and implement Policy on acquisition, maintenance, security and use of ICT	Jan 2005- Jun 2005	Policy established & implemented	Staff aware and adhering to policy	Relevant information	Resistance by staff to the policy	Involve staff in policy formulation
5.2. Develop and continuously upgrade skills of the end users of the ICT	Carry out training needs assessment covering fundamental and advanced ICT skills needs for staff and develop a training program	Jan 2005 - Dec 2005	ICT Training needs established. Training program developed.	Existence of documented Training needs and training program	ICT training information	Inadequate time	Use time outside working hours
	Procure ICT training services and implement the ICT training program for staff	Jun 2005- Dec 2010	Staff trained in use and maintenance of ICT	Training reports Improved information flow and communication	Reliable trainers Facilitation	Sustainability of the program	Phase the program Involve top management in implementation
5.3. Set up and maintain a UNBS Website	Identify reliable hosts of the UNBS website (service providers)	Jan 2005 – Jun 2005	Website hosts identified	Existence of reliable website host	Reliable website hosting service providers	Unknown reliability of host	Use experienced host already hosting websites for other institutions

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
	Design Website and identify and develop materials and information to distribute on the website	Jan 2005 – Jun 2005	Website designed and materials and information for distribution developed	Availability of materials and information	Technical expertise. ICT equipment	Poorly designed website not easily updated.	Use competent ICT firm
	Launch Website & continuously update the information and materials distributed on the website	Jun 2005-Dec 2010	Website launched, maintained & continuously updated	A reliable website, that is readily Accessible and updated having all necessary information	Reliable Host server	Delays in maintaining and updating the website	Ensure that website is updateable by UNBS Systems Administrator
Strategic Objective 6: Upgrade the capacity and attain accreditation of testing and metrology laboratories in order to meet the needs of clients							
6.1. Acquire appropriate equipment, and certified reference materials in testing and metrology	Identify required equipment & their specifications	Jan 2005 - June 2005	Materials and equipment, their specifications and suppliers Identified	- Material and equipment specifications - List of identified suppliers	ICT Technical expertise	Access to ICT Limited sources of information	Extend LAN Use of internet
	Procure & install the equipment	July 2005-June 2007	Specified equipment procured and installed	50% of equipment procured and installed by June 2006	Technical expertise	Laboratory space	Pursue UNBS own home
6.2. Increase participation in laboratory inter-comparison schemes	Identify areas for inter-comparisons and proficiency testing	Jan 2005 - May 2005	Areas of inter-comparisons and proficiency testing identified	Schedule of inter-comparisons and proficiency testing schemes to participate in	Subscriptions ICT	Delay in clearance of samples by Customs	Sensitize customs staff Appropriate policy to be put in place
	Subscribe to and participate in competent proficiency and laboratory inter-comparison schemes	Jan 2005 - Dec 2010	Inter-comparisons and proficiency testing schemes operational	All labs participating in the schemes by June 2006	Competent (sample) courier service Chemicals and consumables	Availability of regional inter-comparisons in areas of interest	Utilize PTB-EAC SQMT project

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
6.3. Adopt and implement international requirements and guidelines for testing and metrology labs	Document and implement ISO/IEC 17025	Jan 2005 - Dec 2005	Laboratories compliant to requirements of ISO/IEC 17025	Documentation available by July 2005. System operational by Oct 2005.	Stationery ICT	Lack of Time	Involve UNBS top management to allocate time
	Train auditors in ISO/IEC 17025	Jan 2005 - Dec 2005	ISO/IEC 17025 auditors trained	Trained auditors cards & certificates Training reports	Competent Trainers	Lack of sponsorship	Utilize PTB-EAC SQMT Project
6.4. Develop the skills of personnel in equipment operation and maintenance and in other fields of metrology and testing	Identify eligible staff and train them in equipment servicing and maintenance	Jan 2005 - Dec 2006	Staff to maintain & service equipment identified and trained	-Training certificates for trained staff -Training reports	Competent trainers	Availability of local training capacity	Attachment to KEBS NML/ CSIR, SABS
	Establish and maintain a repair workshop for lab equipment	Jan 2005 - Aug 2006	Repair workshop for lab equipment established	Workshop infrastructure and tools	Structure to house workshop	Availability of Space	Involve top management in search for space
6.5. Acquire and adopt rapid test methods and kits	Identify and acquire rapid test kits	Jan 2005 - Dec 2005	Rapid test kits identified, acquired and routinely used in labs	Schedule of rapid test kits in use	ICT Time to consult	Lack of local suppliers	Identify international suppliers
6.6. Expand the scope of tests to cover comprehensive analysis of strategic exports	Identify all the necessary tests for strategic exports and the required equipment	Jan 2005 - June 2005	Necessary tests for strategic exports identified	Schedule of essential tests and required equipment for national strategic exports	Information on strategic exports	Lack of central source of information	Use internet Networking with relevant institutions
	Procure and utilize the necessary equipment	Jan 2005 - Dec 2010	Necessary lab equipment procured and tests performed	50% of tests on strategic exports being tested by June 2005	Laboratory equipment and consumables	Availability of exports to be tested	Sensitize exporters

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
Strategic Objective 7: Expand and sustain the scope and coverage of the national measurement system							
7.1. Maintain traceability to international measurement standards	Regular calibration of national measurement standards against international standards	Jan 2005 – Dec 2010	National measurement standards traceable to international standards	Availability of calibrated measurement standards with Calibration certificates	Suitable laboratory environment	Delay in Customs clearance of samples	Sensitize customs staff
7.2. Establish and operate a national calibration service	Lobby for law and policy to regulate calibration service providers to be put in place	Jan 2005 - Jan 2006	Law and policy to regulate calibration service providers established	Existence of laws and policies to regulate calibration services	Legal and technical expertise	Delay in enacting the laws	Sensitize policy makers and stakeholders on importance and urgency of the laws
	Operate and regulate calibration services	Jan 2005 - Dec 2010	National calibration service operationalised and regulated	Register of calibration service providers Regulatory mechanism for calibration services	Necessary equipment	Availability of good will from industries	Sensitize industries
7.3. Expand the scope of verification of weights and measures	Revise the weights and measures act to widen the scope of verifiable items	June 2005- Jan 2006	Weights and measures Act revised	Revised Act and enabling regulations	Legal capacity	Delay in revising the Act	Sensitize policy makers and stakeholders on need and urgency
	Identify and procure equipment to cover the new areas	Jan 2005- Dec 2010	Expanded scopes operationalised	Schedule of areas of verification 50% of new scheduled areas operational by June 2007	Necessary technical information and equipment	Limited capacity at regional offices	Build capacity at regional offices

<i>Strategy</i>	<i>Activities</i>	<i>Timing</i>	<i>Output</i>	<i>Performance indicators</i>	<i>Required resources (in addition to Human and financial)</i>	<i>Anticipated constraints</i>	<i>Mitigation plans to overcome constraints</i>
Strategic Objective 8: Upgrade capacity and attain accreditation of Quality Assurance certification services							
8.1. Train and register more auditors	Train auditors	Jan 2005 - Oct 2006	Auditors trained	Training certificates for trained auditors Training reports	Competent trainers	Lack of local competent trainers	Source for international trainers
	Register the trained auditors	Jan 2005 - Dec 2010	Auditors internationally registered	Registration cards	Recognized auditor registrars	Lack of regional registrar of auditors	Source for International registrars
8.2. Adopt and implement international guidelines for certification bodies	Develop guidelines and procedures	Jan 2005 - Oct 2005	Certification scheme based on international guidelines established	Adopted guidelines in place by June 2005	Time dedicated for the purpose	Availability of relevant information	Use internet and ISO Guides
8.3. Establish and operate a systems certification scheme.	Run a pilot systems certification program	June 2005- June 2006	Certification scheme operationalized	Scheme operational by June 2006	Technical Expertise	Lack of prior experience	-Secure technical assistance to guide the pilot scheme
8.4. Seek mutual recognition with other certification bodies	Identify and seek mutual recognition with other certification bodies	June 2005 - Dec 2010	Certification scheme recognized by other certification bodies	Certificates of recognition, MOUs	Subscription	Availability of recognition mechanism in the region	Seek recognition at international level
Strategic Objective 9: Promote the development and review of legislation and policies that support UNBS services							
9.1. Provide information to legislators and policy makers on the need to develop and/or review legislation and policies that affect UNBS	1. Organize a retreat for the Parliamentary Sessional Committee on Tourism, Trade and Industry	Jan 2005 - Jun 2005	Retreat for MPs held	Records of retreat and resolutions made	Facilitation of the retreat	Lack of time by parliamentarians	Lobby through speaker of parliament
	Lobby members of parliament to consider UNBS among priority /essential parastatals	Jan 2005 - Dec 2005	UNBS supported by MPs and essential parastatal	Meetings held to lobby the MPs	Negotiation capacity	Prioritization by parliamentarians	Lobby through the parent Minister

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
9.2. Lobby relevant authorities on the development and/or review of legislation and policies that affect UNBS	1. Identify legislation and policies that affect UNBS and propose suitable amendments	Jan 2005 - Jun 2005	Policies and legislation identified and amendments proposed	Schedule of policies and legislation and proposed amendments	Relevant information on legislation. Legal expertise.	Delay in amendment process	Start the work promptly and make it priority
	2. Collaborate with the Uganda Law Reform Commission to have the amendments passed.	July 2005- Jun 2006	Amendments passed	Amended laws	Facilitation of process	Delay in process	Submit proposals early enough
Strategic Objective 10: Increase the demand for UNBS services							
10.1. Develop and execute a marketing plan for UNBS services	1. Identify all UNBS commercially viable services	Jan 2005- Mar 2005	All UNBS commercially viable services identified	Schedule of UNBS commercially viable services	Facilitation of consultative meetings	Lack of follow up on generated ideas	Appoint person to be responsible
	2. Develop TOR and hire a consultant to develop the marketing plan	Apr 2005- Aug 2005	Marketing plan developed	TOR for consultant. Consultants report. Marketing plan.	Consultancy, (Marketing expertise)	Delay in process	Start process early
	3. Recruit a marketing officer	Aug 2005- Oct 2005	Marketing officer recruited	Availability of Marketing officer	HR plan, Interview expertise	Inability to retain recruited person	Improve conditions of service
	4. Implement the marketing plan	Oct 2005- Dec 2010	UNBS services marketed	Increase in demand of UNBS services	Logistical support	competition from other service providers	Separate UNBS department of commercial services from dept of regulatory services
10.2. Strengthen the regulatory functions of UNBS	1. Increase the coverage and effectiveness of UNBS regulatory services	Oct 2005- Dec 2010	UNBS regulatory functions strengthened	Schedule of UNBS regulatory services. Coverage of UNBS regulatory services.	Logistical support	Inadequate capacity to enforce standards	Build capacity gradually

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
Strategic Objective 11: Raise the capacity and motivation of Human Resource in UNBS							
11.1. Develop a strategic Human Resource plan	1. Develop Terms of reference and procure Technical Assistance (consultant).	Jan 2005-Mar 2005	TOR developed and consultant procured	Existence of TOR and details of consultant	Relevant information	Work dragging on due to other more urgent matters.	Impress on management the importance of HR plan
	2. Identify and put in place in-house HR strategy planning task force.	Jan 2005-Mar 2005	In-house HR task force put in place	Task force details and membership	Logistical support	Task force members being overworked	Provide incentives for task force
	3. Hold series of HR strategy analyses and planning sessions with consultant	Apr 2005-Jun 2005	Planning and analysis sessions held	Records of sessions	Logistical support	Task-force members diverted to other priorities.	Plan sessions in consultation/agree ment with all.
	4. Draft and finalize the HR Strategic plan with consultant assistance	Jun 2005-Aug 2005	Final draft of HR plan	Existence of HR draft plan	Logistical support	Final plan not reflecting UNBS needs	Management and all staff in UNBS to contribute to plan
	7. Present HR plan to Council for approval	Sep 2005-Oct 2005	HR Plan	Existence of HR plan	Management commitment	Council not in place.	Lobby the Ministry to put Council in place
11.2. Increase level of staffing to a number & point of knowledge and skills commensurate with that in the strategic HR plan.	Establish optimum staff numbers and skill/competence gaps (competence profiling) for each year in the next 5 years	Jan 2005 - Dec 2005	Optimum staffing levels and skill/competence gaps established	Staffing levels and competence profiles	Information , Time	HR Plan not implemented. Inaccurate data	Involve top management in decision. Sensitize staff on importance of accurate data.
	Recruit more staff as to meet 5-year plan	Jan 2005-Dec 2010	Recruitment done as per HR plan	Staffing levels	Specialists to interview. Media for adverts Facilitation	HR strategic plan may not be approved.	Lobby to ensure approval

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
11.3: Put in place and implement staff motivation schemes	Collect relevant data for the review of the existing HR policies, procedures, practices, systems structures and processes and develop new proposals	Jan 2005 - Apr 2005	Proposals for review of HR manual developed	Data for review. Proposals.	Relevant data and information and benchmarks	Scattered information	Allocate appropriate time for data collection
	Have the proposals approved and implemented	Apr 2005- Dec 2005	Proposals approved and implemented	Approved new HR manual in place by June 2005	Facilitation	Delays in approval process. Inadequate capacity to implement	Lobby the approving authorities. Phase implementation
11.4: Develop and periodically review and implement a staff development plan.	Review existing career growth/ development path for each position in the approved UNBS structure and develop new career paths for the positions.	Jun 2005- Aug 2005	New career paths developed	New Career paths	Relevant data and benchmarks	Inadequate capacity to implement	Implement gradually
	Implement new staff development plan with periodic reviews/ revisions	Aug 2005- Dec 2010	New staff development plan implemented	New staff development plan	Facilitation, Logistical support	Inadequate Capacity to implement	Phase Implementation
Strategic Objective 12: Secure adequate and sustainable financial resources for UNBS.							
12.1. Increase lobbying for adequate support from Government and development partners	Justify to Government the need for increased funding for UNBS	Jan 2005 - Jun 2005	Need for increased Government funding justified	Documented justification	Negotiation skills	-Bureaucracy -Political will	-Initiate High-level discussion with MTTI & MPED Officials. -Lobby parliamentary committee on Trade & Industry
	Lobby for lift of ban on import inspection levy	Jan 2005 - Jun 2006	Import inspection fees re-instated	Increased revenue	Necessary information and data	Resistance from business people and some government departments	-Lobby MP's & Government and demonstrate benefits to national economy

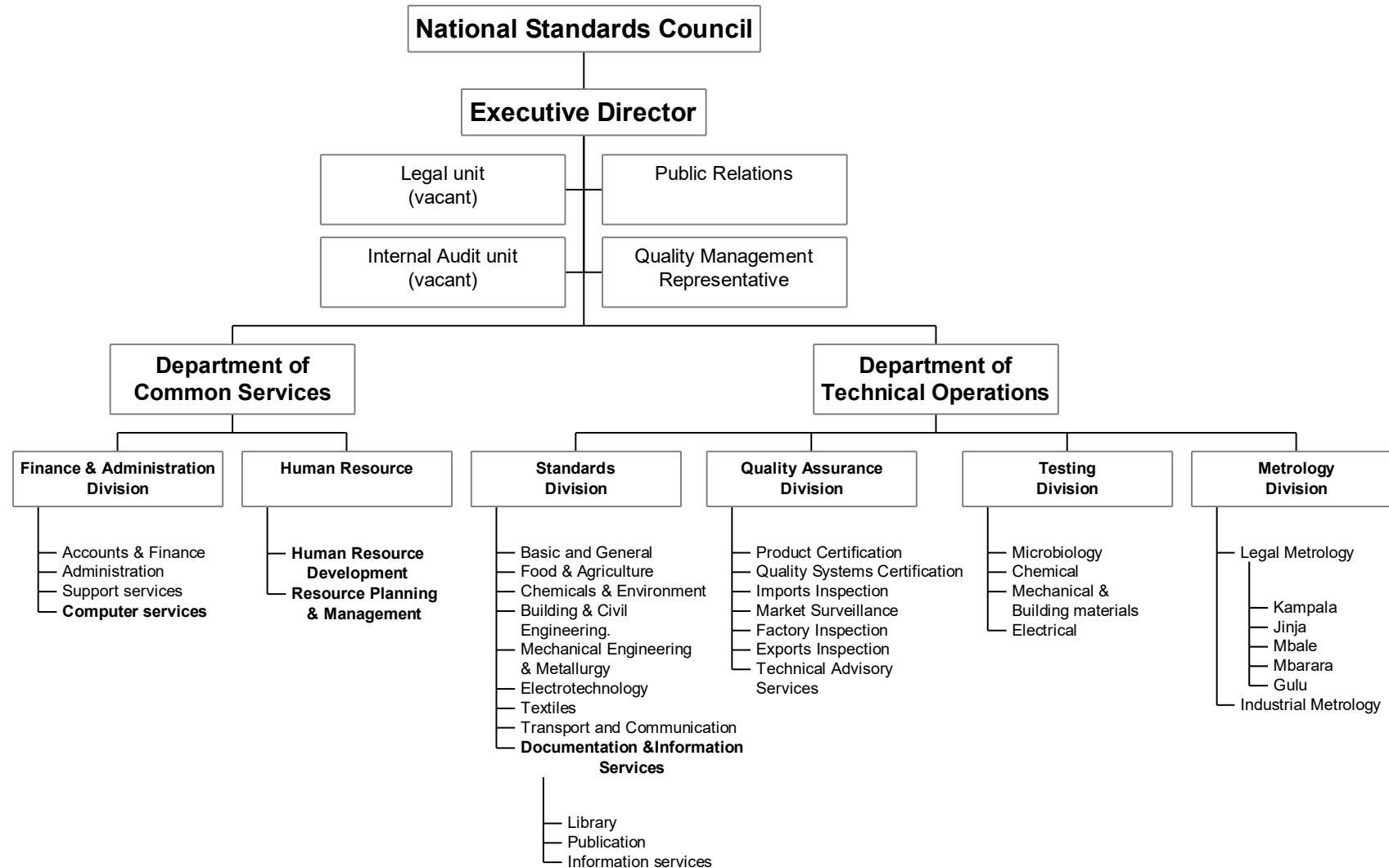
Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
12.2. Strengthen internal revenue generation	2.1. Revise verification fees	Jan 2005-Jun 2005	Verification fees revised	Increased revenue from verification fees	Relevant market information	delayed approval by MTTI	Lobby the Minister to approve proposal
	2.2 Identify all possible sources of internal revenue	Jan 2005 - Jun 2005	Sources of internal revenue identified	Schedule of possible sources of internal revenue	Market information	Inadequate mobilization of staff	Organize staff meetings to identify the sources
	2.3. Assess, plan and activate avenues of increasing internal revenue	Jan 2005 - June 2006	Internal revenue increased	Increase in internal revenue	Market information, Logistical support	Lack of capital injection (equipment, facilities)	Lobby government for capital injection
	2.4. Put in place finance committee to improve on the budgeting process & strengthen controls in accounting system	Jan 2005 - June 2005	Finance Committee put in place	Existence of finance committee	Logistical support to committee	Irregularity of meetings and poor attendance of committee meetings	Provide incentives to committee
	2.5. Strengthen debt collection as a result of increased internal income generation	Jan 2005 - Dec 2010	Debt collection capacity strengthened	Reduction in unpaid debts	Logistical support	Inadequate facilitation of the debt collection exercise	Involve top management in decisions
12.3. Seek direct support/funding from stakeholders	3.1. Increase publicity of UNBS activities with a view to getting direct support from stakeholders	Jan 2005 - Jun 2006	Direct contribution of funds to UNBS activities by stakeholders achieved	Increased activities of UNBS	Media Accountability mechanism.	Resistance from some policy makers	Make contribution system transparent and proper accountability
12.4. Advocate for industrial levy to support standardization	4.1. Lobby for inclusion of industrial levy in the UNBS Act	Jan 2005-June 2006	Industrial levy introduced	Increased revenue	Negotiation skills	-Bureaucracy -delay to amend the Act	-Lobby MP's & Government

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
Strategic Objective 13: Improve the image of UNBS amongst stakeholders							
13.1. Participate in and contribute to public and charity events	1. Identify and select public and charity events where UNBS can participate	Jan 2005 - Dec 2010	Public and charity events where UNBS can participate identified	Schedule of annual events of UNBS interest	Appropriate information (annual events charts, etc)	Information on events scattered and not readily available	Start with established calendar events
	2. Prepare schedule and budget for participating in events each year	Jan 2005- Dec 2010	Budget prepared	Availability of the budget	Information on events	Delay in budget approval	Involve top management
	3. Contribute and participate in selected events	Jan 2005- Dec 2010	UNBS participating in selected events	Records of events participated in. Certificates of participation	Logistical support	Limited capacity to participate	Select relevant and affordable events
13.2. Establish and maintain a good image of UNBS infrastructure	Keep the infrastructure and equipment clean and well maintained	Jan 2005- Dec 2010	Infrastructure and equipment kept clean	Cleanliness. Maintenance program.	Cleaning and maintenance services	Dependence on landlords due to lack of own home	Pursue own home
13.3. Be more proactive and responsive to government programs and customer/stakeholder needs	1. Continuously review the government policies in line with UNBS' mandate	Jan 2005- Dec 2010	Government policies relevant to UNBS reviewed regularly	Schedule of Government policies relevant to UNBS	Information on government policies	Changing government policies	Keep updated new government policies
	2. Identify customer and stakeholder needs and develop, implement and review work plans based on the identified needs	Jan 2005- Dec 2007	Customer and stakeholder needs identified and work-plans to address the needs developed and implemented	Schedule of customer and stakeholder needs. Workplans	Appropriate equipment, ICT	Inability to catch up with speed of change of needs	Review work plans regularly
13.4. Instil among the staff a corporate culture that upholds UNBS values	1. Develop, implement and review the UNBS Corporate Plan	Jan 2005– Dec 2006	Corporate plan developed and implemented	Existence of the corporate plan. Implementation progress.	Corporate planning expertise	Low staff motivation in implementation	Review staffs conditions of service
	2. Motivate staff to observe, respect and uphold UNBS values	Jan 2005– Dec 2010	Staff proud of and upholding UNBS corporate culture	Improved image of organization among staff	Motivation	Inadequate staff motivation	Make motivation a deliberate policy

Strategy	Activities	Timing	Output	Performance indicators	Required resources (in addition to Human and financial)	Anticipated constraints	Mitigation plans to overcome constraints
13.5. Sensitize key stakeholders on the importance and role of UNBS in national development	1. Organize sensitization workshops for key stakeholders especially Government & development partners	Jan 2005–Dec 2005	Government and development partners sensitized	Sensitization workshop reports and attendance records	Facilitation of workshops	Low attendance	Use ED's office in organizing workshops. Send invitations early.
13.6. Organize events and activities that promote the image of UNBS	Plan and organize events such as quality galas, radio and TV talk-shows	Jan 2005-Dec 2010	Promotional events planned and regularly held	Number and level of success of events/programs	Logistical support and facilitation	Inadequate facilitation	Involve beneficiary organizations
Strategic Objective 14: Secure UNBS own home.							
14.1. Secure funding for acquiring of own home by lobbying Government to consider accommodation for UNBS as a priority area for direct or donor support	1.1. Justify to Government the need for funding or providing a home for UNBS and seek urgent intervention	Jan 2005-Dec 2005	A permanent home for UNBS	Government response about UNBS home	Negotiation capacity. Political will.	MOFPED not taking UNBS as priority	-Initiate High-level discussion with MTTI & MPED Officials. Meet parliamentary committee on trade & Industry
	2.1 Sensitize the relevant government officials and potential donors on effects of lack of UNBS home on national development	Jan 2005-Dec 2005	Commitment by government about providing a home for UNBS	Sensitization workshops and lobby meetings	Negotiation capacity	Changing government priorities	Lobby through relevant ministries and parliament

ANNEXES

ANNEX 1: CURRENT ORGANIZATION CHART OF UGANDA NATIONAL BUREAU OF STANDARDS



ANNEX 2: PROPOSED NEW ORGANIZATION CHART FOR UGANDA NATIONAL BUREAU OF STANDARDS

