

# UGANDA NATIONAL BUREAU OF STANDARDS

2017/18  
Annual Report



UGANDA NATIONAL BUREAU OF STANDARDS





*Ongoing construction of UNBS food safety laboratories*



*UNBS staff participating in Wildlife and Utility court day*

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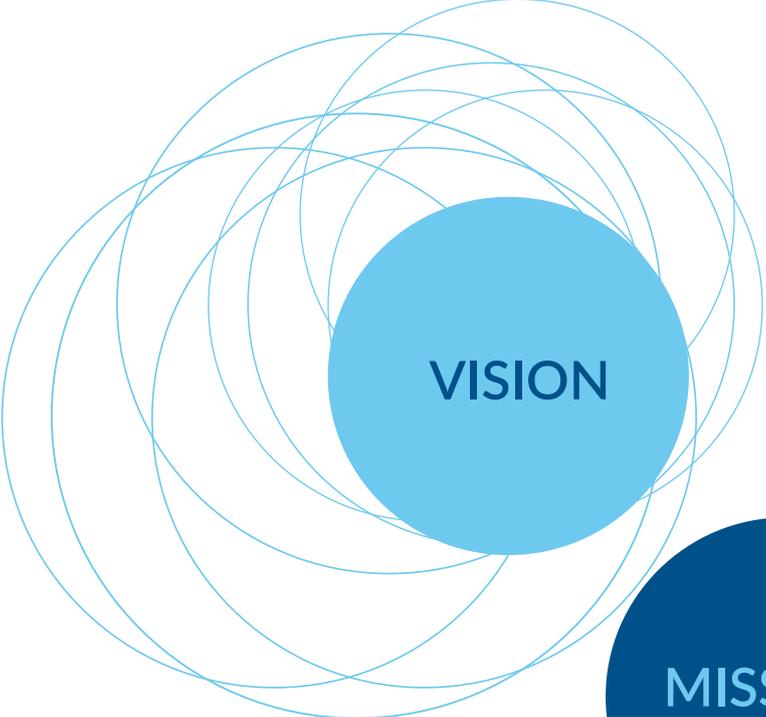
# LIST OF ACRONYMS

ASTM	American Society for Testing and Materials
COC	Certificate of Conformity
DESA	United Nations Department of Economic and Social Affairs
EAS	East African Standard
IRCD	Information Resource Centre Division
ISO	International Organization for Standardization
ITC	International Trade Centre
LIMS	Laboratory Information Management System.
MEMD	Ministry of Energy and Mineral Development
MTIC	Ministry of Trade, Industry and Cooperatives
NSC	National Standards Council
PT	Proficiency Testing
PVoC	Pre-Export Verification of Conformity
QUISP	Quality Infrastructure and Standards Programme
SANAS	South African National Accreditation Programme
SQMT	Standards, Quality Assurance, Metrology and Testing
TBT	Technical Barriers to Trade
TC	Technical Committee
TMEA	TradeMark East Africa
UIA	Uganda Investment Authority
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
UTM	Universal Testing Machine
WTO	World Trade Organization

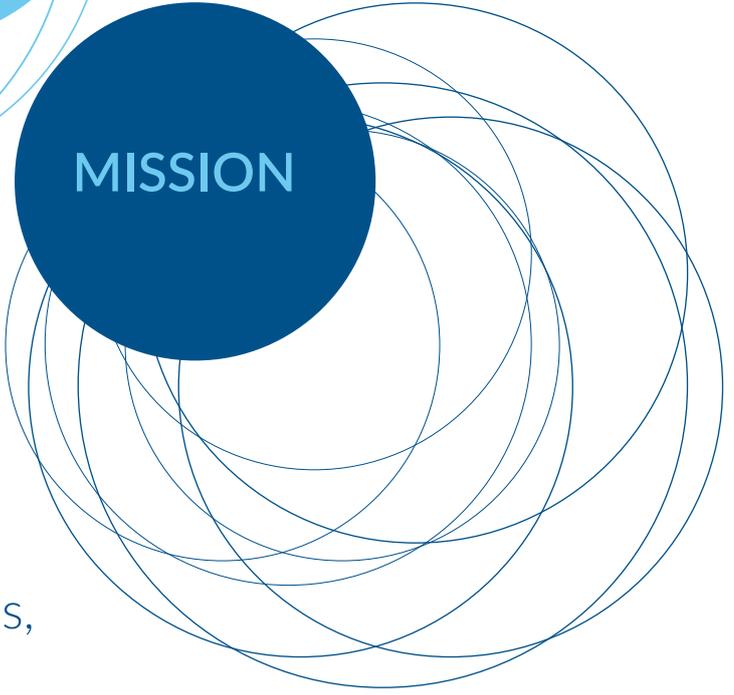
# VISION & MISSION

## OUR VISION

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



**VISION**



**MISSION**

## MISSION

To provide standards, measurements and conformity assessment services for improved quality of life

# CORE VALUES



PROFESSIONALISM



INTEGRITY



CUSTOMER FOCUS

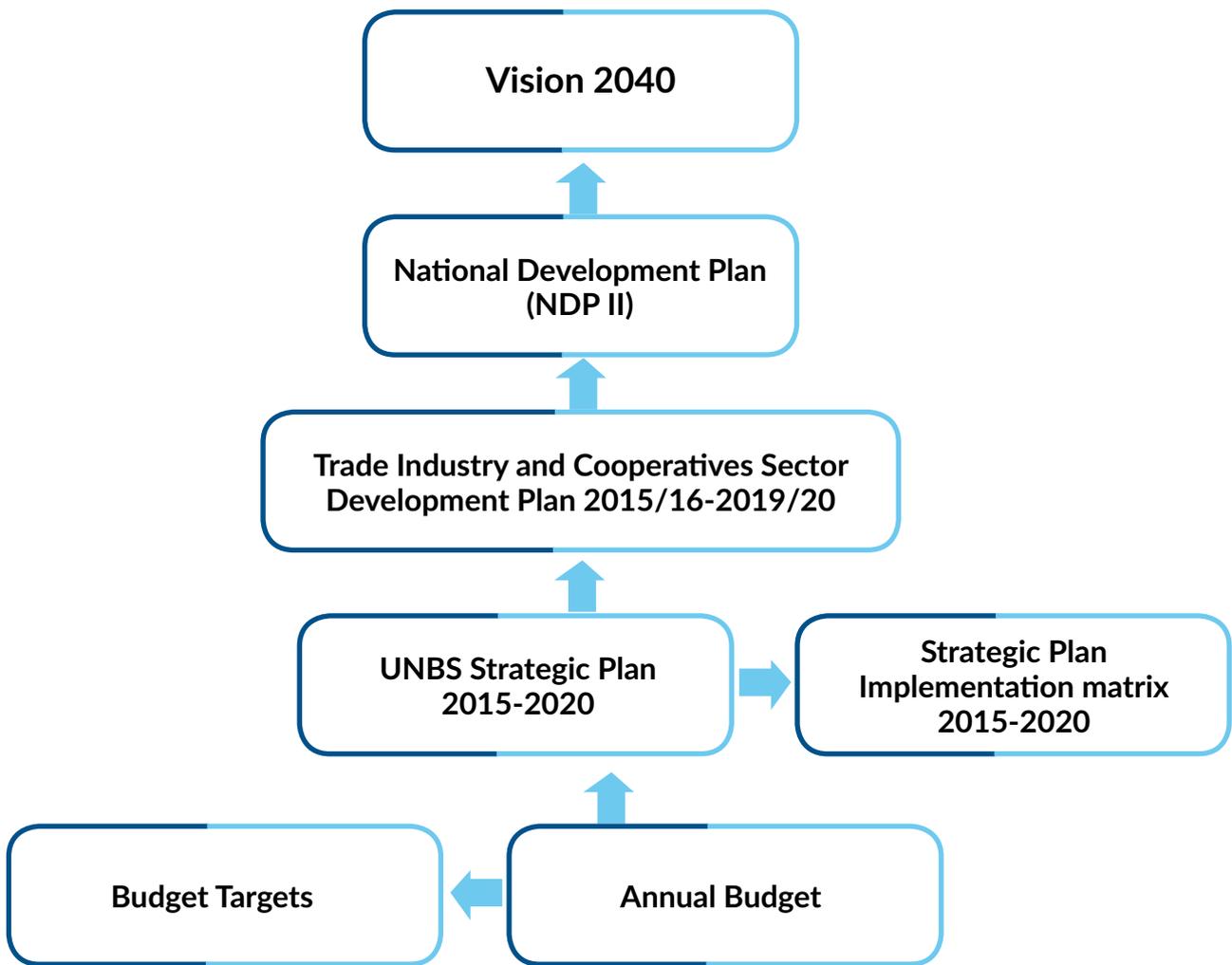


INNOVATION



TEAMWORK

Figure 2 – Strategic Planning Process

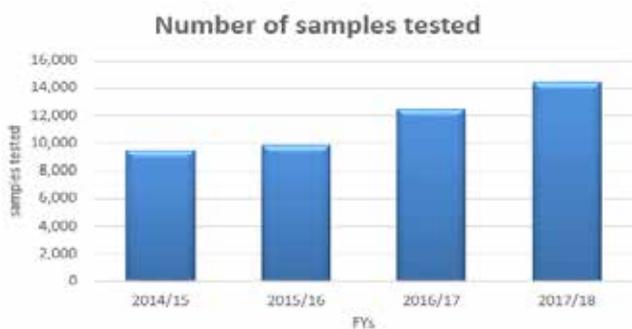
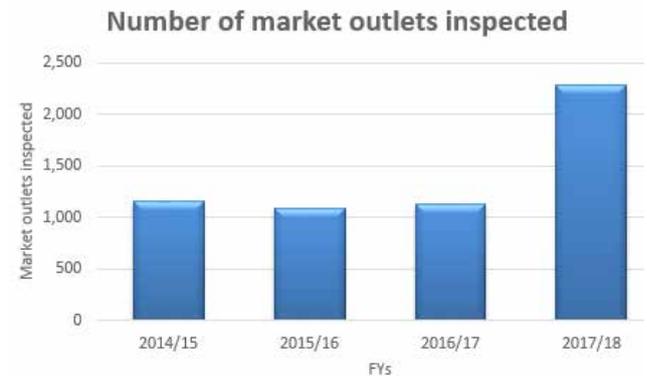
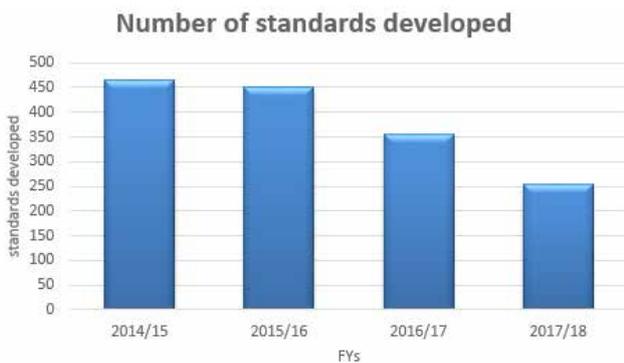
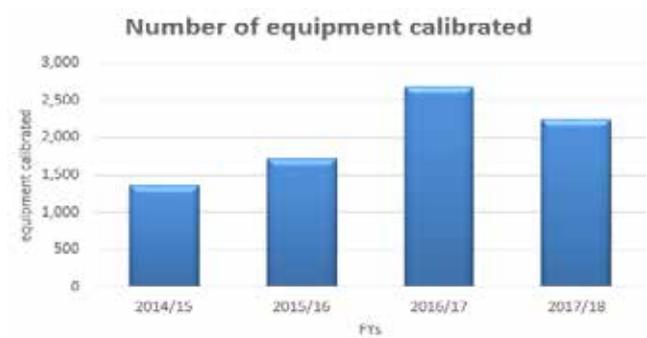
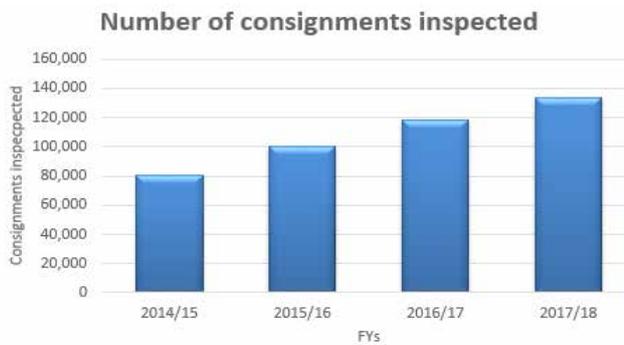
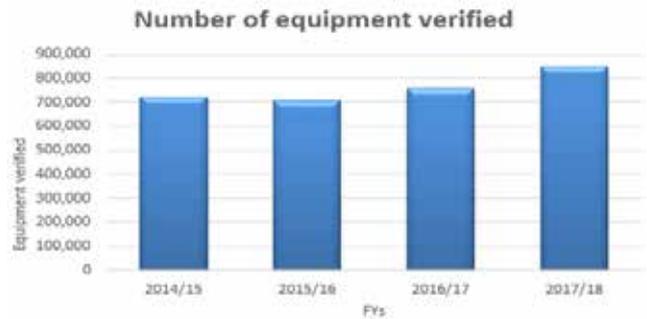


UNBS has a 5-year strategic plan which is reviewed annually during the annual budget consultative meeting. The 5 year strategic plan is aligned to the Trade Industry and Cooperatives strategic plan.

Table 1 – Summary of performance  
FY 2014/15 - 2017/18

<b>Key Performance Indicator</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Number of standards developed	466	451	355	254
Number of samples tested	9,526	9,883	12,439	14,472
Number of equipment calibrated	1,359	1,709	2,677	2,233
Number of certification permits issued	562	718	941	849
Number of market outlets inspected	1,153	1,093	1,128	2,278
Number of equipment verified	720,764	706,939	757,551	848,456
Number of consignments inspected	80,648	99,980	118,467	133,517

# Figure 3 – Graphical representation of UNBS Achievements



# Figure 4 – Key Regional Events



**Codex Day**



**World Metrology Day**



**World Standards Day**

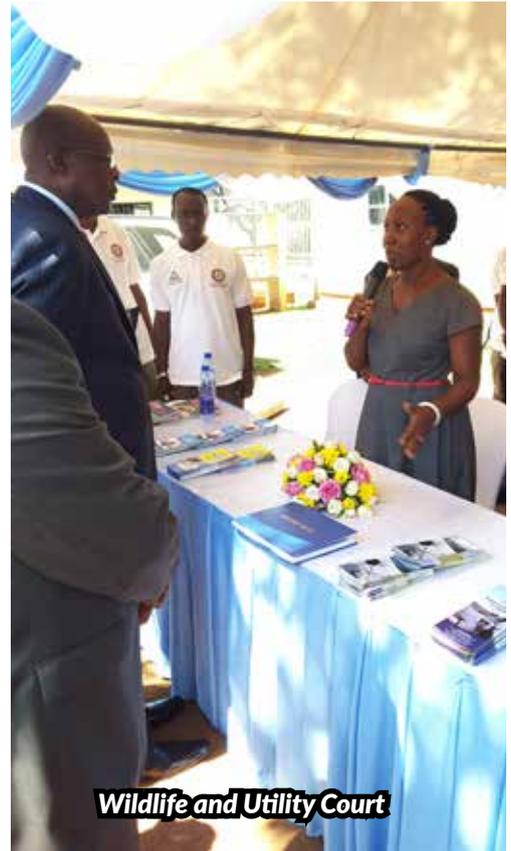




**Codex Day**



**World Metrology Day**



**Wildlife and Utility Court**



**World Standards Day**



**Wildlife and Utility Court**

## Figure 5 – The National Standards Council



**Mrs. Eng. Masitula  
Munyami Male**  
Chairperson



**Prof. Dr. Eng. Jackson  
Mwakali**  
Vice Chairperson.



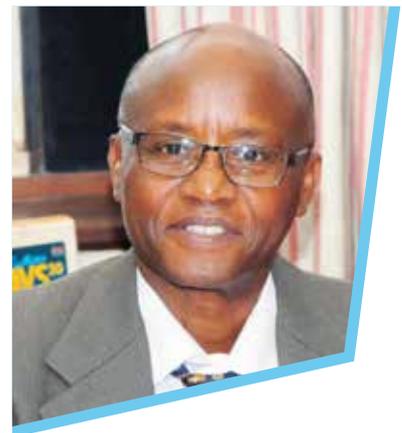
**Eng. Dr. Ben Manyindo.**  
Executive Director



**Dr. James Kaboggoza  
Ssemwanga**



**Al-Hajji Lule Umar  
Mawiya**



**Mr. Kachope-Kato  
Benedict Abooki**



**Eng. Francis Odongo  
Gimoro**



**Mrs. Mary Sepuya**



**Afidra Ronald**

## Figure 6 – UNBS Management Team



**Eng. Dr. Ben Manyindo.**  
Executive Director.



**John Paul Musimami**  
Deputy Executive Director  
Compliance.



**Patricia Ejalu**  
Deputy Executive Director  
standards



**David Livingstone Ebiru**  
Deputy executive Director  
Management & Financial  
Services



**Davis Ampwera**  
Finance and Administration  
Manager.



**Hellen Wenene**  
Legal council



**Dr Mark Kayongo**  
Principal Accountant



**Deus Mubangizi**  
Manager Testing



**Susan Akantunga**  
Manager Human Resource



**Martin Imalingat.**  
Manager Certification.



**Daniel Arorwa**  
Manager Market surveillance.



**Hakim Mufumbiro**  
Ag Manager Standards.



**Sekandi Timothy Mugesera**  
Internal Audit Manager



**Yasin Lemeriga,**  
Manager National Metrology Laboratory



**Andrew Othieno**  
Imports inspection Manager.



**Charles Nkwanga.**  
Manager ICT.



**Richard Ebong**  
Ag Manager Legal Metrology

# Letter of Transmittal

**Hon Minister,  
Ministry of Trade, Industry and Cooperatives  
Farmers House  
Kampala, Uganda**

Honourable Minister,

Pursuant to section 40 of the Uganda National Bureau of Standards Act, Cap 327, I hereby submit to you the Annual Report for Uganda National Bureau of Standards for the financial year 2017/18. This report contains draft Accounts for the same period.

On behalf of Management, I wish to acknowledge and express our sincere gratitude for the support offered by the Government and Development Partners through the Ministry of Trade, Industry and Cooperatives for the effective operations of UNBS.

Yours faithfully

**Dr. Ben Manyindo**  
**EXECUTIVE DIRECTOR**  
**UGANDA NATIONAL BUREAU OF STANDARDS**



### **Performance highlights for FY2017/18**

I am pleased to report and share UNBS' performance for the FY 2017-18 as part of the accountability and transparency to the public and as part of the overall service delivery of government to the people of Uganda.

During FY 2017/18, the Bureau implemented a number of activities under its approved annual work plan. Overall, the performance was very good. The institution achieved all its targets 100% and exceeded its Non Tax Revenue collections by UGX 1.7 billion despite a shortfall from the government grants of UGX 1.488 billion. At the close of the year the staff levels were 290 of which 26% are women. This however represents 45% of the required 640 staff and forms the number one challenge for scaling up service delivery at UNBS.

UNBS is committed to compliance with best practices as regards corporate governance principles of accountability, fairness, transparency and respect for the rights of all stakeholders among others. Given the current dynamic business environment, the Bureau adopted the Risk Management System best practices and strategies that will enable it to be on top of its threats and uncertainties and tap into opportunities in order to optimally realize its mandate and objectives. At UNBS, Risk management is taken as an essential tool in ensuring that UNBS objectives are not jeopardized by unforeseen events.

At UNBS, Internal Audit is a full time activity providing independent, objective assurance and consulting services throughout the Bureau. The Department is charged with a responsibility of evaluating and recommending value

## Statement from the Executive Director

UNBS is committed to compliance with best practices as regards corporate governance principles of accountability, fairness, transparency and respect for the rights of all stakeholders among others.

**Dr Ben Manyindo**  
EXECUTIVE DIRECTOR, UNBS

adding improvements on effectiveness of the risk management, control and governance processes within the Bureau. By undertaking a range of independent reviews, the department supported the National Standards Council (NSC), Management and staff to fulfill their roles efficiently and effectively in their efforts towards achievement of UNBS goals and objectives.

### **Key Performance Highlights**

UNBS contributes to Sector Outcome No.3 which is "Improved Competitiveness and Market Access of Uganda's Goods and Services" under the Tourism, Trade and Industry Sector. This is undertaken through the provision of standards, metrology (measurements) and conformity assessment (inspection, testing and certification) services.

A summary of outputs achieved is given below:

- a) Standards Development: 254 standards were developed against the set target of 253. These standards were largely developed to support the Buy Uganda Build Uganda (BUBU) policy and the industrialization agenda of Government.
- b) Product/Systems Certification: 849 products and systems permits were granted against the set target of 820 most targeting MSMEs. The Bureau continued to support MSMEs in order to have the products exported within the region by granting them the quality mark, which is a requirement under the East African Community.
- c) Laboratory testing function: 14,472 samples were tested against the set target of 11,000 product samples.

The Bureau also embarked on testing of energy meters to provide quality assurance in the sector. The laboratory continued to test samples for compliance to standards for both the regulatory function of UNBS as well as the certification process of MSMEs including exports.

- d) Imports Inspection function: 133,517 consignments were inspected against planned inspection of 120,000. The increase was largely due to increased compliance to the PVOC program that requires imports to be inspected from their countries of export before entering Uganda.
- e) Market surveillance: 2,278 outlets were inspected against the set target of 2,000.
- f) Measurement Systems (Metrology): Planned to calibrate 2,000 industrial equipment but calibrated 2,233.
- g) Verification of Weights and Measures: Under this function it was planned to verify 595,348 equipment used in trade but verified 848,456 equipment. This is geared at promoting fair trade within the market place.
- h) Public awareness and consumer education. The Bureau continued to engage with stakeholders to create awareness and increase compliance with quality and safety standards. Conducted 479 media stories in print, radio, TV and online against a target of 212 media stories. Participated in 408 radio talk shows, 25 TV talk shows. Majority of the talk shows were free government airtime.
- i) The Bureau also embarked on Phase II construction of laboratories, and by the year end 25% of the construction had been completed.
- j) A study on the extent of substandard goods in the market place was completed by a Consultant that provides

a baseline for further intervention in this area of consumer protection. 54% of the products on the market were found to be substandard that is, not meeting the set national standards.

- k) Non Tax Revenue: The Bureau realized UGX 20.2 billion against a projected UGX 18.4 billion during the year, with excess of UGX 1.7 billion being retained in the Consolidated Fund.

I would like to thank and appreciate my staff and colleagues who worked hard to produce good annual results and our partners and stakeholders including the media that supported UNBS in posting these results.

### Challenges

The major challenge affecting the Bureau from fulfilling its mandate is inadequate staffing and low standards compliance levels in the market place. As highlighted above, the Bureau only operates at 45% of staff establishment i.e. 290 staff out of the required 640 staff. This largely affects the standards enforcement function of the UNBS. The Bureau will continue engaging Government through its line Ministry of Trade Industry & Cooperatives as well as partners in order to have this and other budgetary challenges of the Bureau addressed. This would enable UNBS meet its mandate of facilitation of fair trade and consumer protection.

*Dr Ben Manyindo*  
EXECUTIVE DIRECTOR, UNBS



## Overview by The Deputy Executive Director, Management and Financial Services

During the year, a number of trainings were conducted to enhance staff skills and performance in various fields. We continued with the provision of improved welfare services and enforcing Occupation Safety and Health (OSH) to ensure a safe and conducive environment for all to work.

**David Livingstone Ebiru**  
DEPUTY EXECUTIVE DIRECTOR  
MANAGEMENT & FINANCIAL SERVICES

The Bureau's Strategic Plan for the period 2015-2020 will expire alongside the Sector Development Plan (SDP) and the National Development Plan (NDP2) during FY2019/2020. The National Planning Authority has identified UNBS among respondents for the mid-term review of NDP 2 whose report will be used to inform NDP 3 for the period 2021-2025. The Bureau intends to undertake the terminal review of its Strategic Plan during FY2019/2020 so that the next Strategic Plan will equally be aligned to NDP 3.

During the previous FY2017/18, the Bureau devoted most of its resources towards the provision of ICT enabled services and most of the core functions were automated to provide e-services to the various stakeholders. However, there is still need for more investment in modern ICT infrastructure to be able to sustain the provision of the e-services.

The contribution of the Bureau's non- tax revenue to the budget continued to grow during the year contributing to 46% (UGX 18.3 billion) out of the approved budget of UGX 39.9 billion. The major areas of allocation in the budget remained on development expenditure items involving the construction of Laboratories and the acquisition of specialized Laboratory and ICT Equipment. Other major costs in the budget were towards staff related costs.

The Bureau closed the year with 290 staff distributed across the various functions of the Bureau, both at its headquarters in Kampala and the Regional Offices. There still remains a big staffing gap as the current numbers are only 45% of the required total of 640 in the structure.

During the year, a number of trainings were conducted to enhance staff skills and performance in various fields. We continued with the provision of improved welfare services and enforcing Occupation Safety and Health (OSH) to ensure a safe

and conducive environment for all to work.

The 2<sup>nd</sup> phase of construction covering the Testing Laboratories commenced during Quarter 3 of the FY2017/18 at UNBS Headquarters in Bweyogerere. The works are expected to be completed during FY 2018/19 and the facilities will provide adequate space to house all laboratory staff and equipment which are still based at Nakawa Industrial Research Institute (UIRI).

Our focus in the coming FY 2018/19 will continue to be on automation of the remaining functions to improve efficiency in service delivery as well as enhancing the existing e-systems. We shall also continue with the resource mobilization effort to sustain the operations of the Bureau as well as enforcing internal controls and good governance.

  
DEPUTY EXECUTIVE DIRECTOR  
MANAGEMENT & FINANCIAL SERVICES



## Overview by The Deputy Executive Director, Compliance Directorate

UNBS has increased on the supervision of its Import Inspection staff by continuously monitoring the performance of its staff through systems and control mechanisms such as monthly audit reports, quality assurance reports among others which have positively impacted on the inspection activities. Staff who violate the procedures are strongly sanctioned and indeed some fell victims and were handled accordingly

**John Paul Musimami**  
DEPUTY EXECUTIVE DIRECTOR COMPLIANCE

During the year under review, the Compliance Directorate devoted most of its time towards the reduction of the level of substandard goods on the market. The level of substandard goods is informed by a survey report which puts it at 54% and the source was both from locally manufactured and imported goods. The fight against substandard goods is on a continual basis but after the report, more strategies are under execution with a view that in the next survey to be undertaken, the level of the substandard goods on the market should have significantly reduced.

The number of verified equipment under the Legal Metrology Department significantly increased and there was a deepened intervention in ensuring fair trade in the electricity sector which is fairly a new area of intervention. In addition to in-house verification of electricity meters, verification of electricity meters in the field commenced in the financial year under review. Due to the increased demand, UNBS with support from Electricity Regulatory Authority (ERA) is to acquire more test equipment which include two test benches and extra portable testing equipment.

UNBS has increased on the supervision of its Import Inspection staff by continuously monitoring the performance of its staff through systems and control mechanisms such as monthly audit reports, quality assurance reports among others which have positively impacted on the inspection activities. Staff who violate the procedures are strongly sanctioned and indeed some fell victims and were handled accordingly.

The Market Surveillance Department had changes whereby a new Manager for the department was recruited and since then, there is increased market surveillance activities. There is increased visibility of surveillance activities and a number of guidelines and procedures were put in place to increase on the compliance levels.

Deepening collaborations with sister regulatory agencies was intensified and chief among them was Uganda Revenue Authority (URA) where more integration of the systems was undertaken. Working with the different associations took place and among them were the Kampala Butchers and Traders Association (KABUTA) and those of the form mattresses sector.

In the year 2018/2019, decentralization of the market surveillance activities will be undertaken, increased test purchases of products from the market to inform inspection intervention activities where gaps are identified, support to local industries so as to reduce on substandard goods locally produced, increased enforcement activities, closely work with organized groups or associations and increased collaborations with other regulatory agencies among others.

  
DEPUTY EXECUTIVE DIRECTOR  
COMPLIANCE

## Corporate Governance

### 1.1 LEGAL MANDATE

Uganda National Bureau of Standards (UNBS) is a Government body established under Cap.327 of the laws of Uganda. UNBS also implements the Weights and Measures Act, (Cap 103). The mandate of UNBS is to provide standardization and metrology services to industry and for consumer protection.

### 1.2 UNBS STRUCTURE

#### 1.2.1 National Standards Council (NSC)

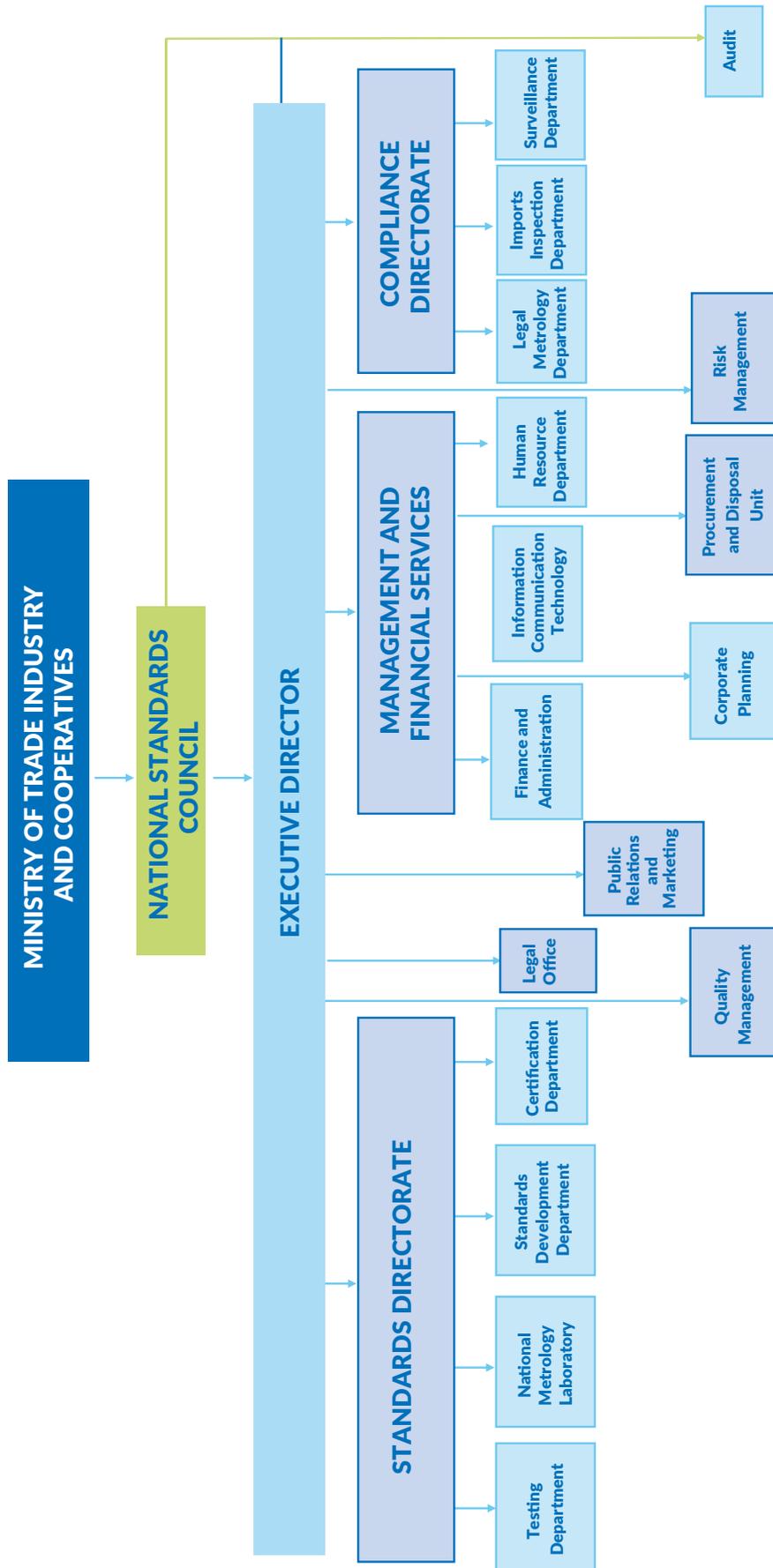
The National Standards Council (NSC) is the governing body and comprises of 10 members who are appointed by the Minister. The Council is responsible for the overall policy making, declaration of national standards and overseeing the strategic direction of the Bureau. The Council works closely with Management in developing policies and operational strategies. The Council's business is undertaken through committees namely: Finance and Planning; Staff and Administration; Standards and Technical, and Audit which play an important role in supporting governance approaches.

#### 1.2.2 Management and staff

The day-to-day operations of the Bureau are supervised by the Executive Director and assisted by the three Deputy Executive Directors responsible for three directorates namely; Standards, Compliance, and Management and Financial Services. The strategies and policies established by the Council are implemented by staff strength currently at 292 people as compared to 297 last financial year. The female to male ratio was 3:1 (216 males and 72 female).

The relationship between the Executive Director and the different directorates and departments is reflected in the Figure 7.

Figure 7 – UNBS organogram



# Standards Development and Program Activities

## 2.1 STANDARDS DEVELOPMENT AND HARMONIZATION

UNBS facilitates the development of national standards, coordinates Uganda's participation in regional and international standardization and publishes standards.

During the year under review, UNBS developed a total of 254 standards as national standards by December 2017. Out of 254 standards, 76 standards are compulsory standards because they are concerned with safety of consumers and the environment. Of the approved standards, 43 cover Food and Agriculture, 48 of them cover Management and Services, 111 standards cover chemicals and consumer products, while 52 are in the Engineering sector. This brings the total number of standards in stock to 3311 as of June 2018.

The standards developed

- a) Contribute to government efforts to promote locally manufactured products under the Buy Uganda, Build Uganda (BUBU) policy, especially with standards for school clothing and furniture such as wooden door shutters and dining tables.
- b) Support the nascent Oil and Gas sector with standards such as methods of test for crude oil, volumetric metering of viscous hydrocarbons and gas cylinders.
- c) For the electro technology sector include LED lamps and electricity metering payment systems.
- d) For maize grain, maize flour, wheat flour, milled rice and dry beans, which are important staple foods in the country and contribute to food security, value addition and income generation for small holder farmers. Standards for fertilizers have also been developed to contribute to increasing agricultural production in the country. A standard for green coffee beans was also developed which directly contributes to the achievement of the target by Government to produce 20 million 60Kg bags of coffee by 2020.
- e) For farm tools and implements such as spades, hoes and machetes to curb the rampant sub-standard tools in the market.
- f) For testing the road worthiness of used imported vehicles will ensure that the safety of motorists is guaranteed.
- g) For building materials such as cement and building lime have also been reviewed to support the infrastructure projects being undertaken by the Government.

A high number of standards may be attributed to the partnership and collaboration with Ministry of Energy and Mineral Development (MEMD) for support to develop standards in the Oil and Gas sector, Rural Electrification Agency for standards in the electricity sector and the Lotteries and Gaming Regulatory Board (LGRB).

## 2.2 PUBLIC AWARENESS OF STANDARDS AND STANDARDS RELATED SERVICES

UNBS implements its mandate through collaboration and networking with stakeholders in the public, private sector as well as civil society. To reach these stakeholders, the Bureau uses various ways which include holding regular press conferences/briefings, press releases through print media adverts, radio and television talk-shows, seminars and conferences. During the period under review, the Marketing and Public Relations Department continued to enhance visibility and build the corporate image of UNBS. The following were the key achievements:

- a) Improved visibility of UNBS. In the period under review, there were 295 media stories in print, radio, TV and online against a target of 288 media stories. UNBS participated in 24 radio talk shows and 10 TV talk shows. The majority of the talk shows were free government airtime.
- b) Digital media continued to play a key role in consumer engagement and customer complaint handling. In total, we reached, 632,562 people through our posts on social media. Facebook posts reached 587,400 while twitter posts reached 45,162. Facebook audience grew from 15,436 likes to 16,238 representing 15.4% growth against a target of 12% new likes. Twitter Audience grew from 3,290 to 3,854 representing 17.1% growth against a target of 12%.
- c) UNBS Communication Policy as well as the Marketing and Communication Strategy documents were developed and presented to Management.
- d) The UNBS Customer Service Charter was developed, shared with staff and uploaded on UNBS website. It is now being used to track timelines for closing customer complaints.
- e) A Customer complaint handling Procedure was developed and it is now being used to monitor customer complaints. Staff at regional offices were trained in the handling customer complaint using the new procedure and they have been filing regular reports.
- f) Customer complaints and enquiries registered were 2, 279 of which 1,812 were enquiries and 467 were complaints. Out of the 467 complaints received, 108 are investigated and closed within timelines set out in the customer service charter, 290 were closed beyond the set timelines while 69 complaints still remain unresolved.
- g) Stakeholder engagement. School outreach programme was kick-started which resulted in reaching 1,872 students from 29 schools and 7 districts to raise awareness on the need for standards and quality products. A consumer awareness forum was held to raise and it attracted over 200 participants.

### Corporate image and reputation drivers

The following contributed positively to the reputation and corporate image of UNBS.

- Performance for financial year 2016/17.
- Meeting of the Codex Committee on fresh fruits and vegetables
- Signing of MoU with Kabuta.
- Sudan Standards and Metrology Organization delegation visit in partnership with UCDA.
- Market Surveillance activities.
- UNBS Quality Gala.
- Half year performance for financial year 2017/18.
- Motor vehicle inspection.
- Verification of electricity meters.
- Implementation of meat standards.

Below is a table indicating the procedures involved in accessing the Uganda standards, certification of products, and other services offered by UNBS.

**Table 2 – Services offered by UNBS**

Services Offered	Customer Obligation	Time line	User charges UGX
<b>1. Standards Development</b>			
<ul style="list-style-type: none"> <li>Standards development through technical committee</li> </ul>	<ul style="list-style-type: none"> <li>Request for a standard</li> <li>Providing necessary justifying data and information</li> <li>Participate in standards development</li> </ul>	20 months	Nil
<ul style="list-style-type: none"> <li>Revision of existing standards</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>5 years</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>
<ul style="list-style-type: none"> <li>Information on available standards</li> </ul>	<ul style="list-style-type: none"> <li>Request for information.</li> </ul>	<ul style="list-style-type: none"> <li>30 minutes</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>
<ul style="list-style-type: none"> <li>Sale of standards</li> </ul>	<ul style="list-style-type: none"> <li>Request for an existing standard from the Standards website; <a href="https://webstore.unbs.go.ug/">https://webstore.unbs.go.ug/</a></li> <li>Pay the required fees</li> </ul>	<ul style="list-style-type: none"> <li>30 minutes upon confirmation of payment</li> </ul>	Depends on the standard requested but it ranges between UShs 10,000 - UShs 110,000
<b>2. Testing</b>			
<ul style="list-style-type: none"> <li>Factory inspection of products after re-quest</li> </ul>	<ul style="list-style-type: none"> <li>Provide product samples</li> </ul>	<ul style="list-style-type: none"> <li>3 weeks</li> </ul>	Product inspection fees apply
<ul style="list-style-type: none"> <li>Release of test report after collection of samples</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>2 months</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>
<b>3. Management Systems Certification</b>			

<ul style="list-style-type: none"> <li>• Inspection of services after request</li> </ul>	<ul style="list-style-type: none"> <li>• Fill in application forms from UNBS website</li> <li>• Provide company details including scope, location, etc.</li> </ul>	1 day	Payment of applicable fees
<ul style="list-style-type: none"> <li>• Application review</li> </ul>	<ul style="list-style-type: none"> <li>• NIL</li> </ul>	2 days	NIL
<ul style="list-style-type: none"> <li>• Management systems audit (Documents review and onsite audit)</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to issues raised</li> </ul>	7 days	Payment of applicable fees
<ul style="list-style-type: none"> <li>• Closure of non-conformities</li> </ul>	<ul style="list-style-type: none"> <li>• Address issues raised during audit</li> </ul>	45 days	NIL
<ul style="list-style-type: none"> <li>• Issuance of Certificate of Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Fulfilment of requirements of relevant standards</li> <li>• Pay certification application fees</li> </ul>	3 days	Payment of applicable certification fees
<b>4. Product certification</b>			
<ul style="list-style-type: none"> <li>• Review of application for certification</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain and submit application</li> <li>• Payment of application fees</li> </ul>	3 days	Payment of applicable certification fee
<ul style="list-style-type: none"> <li>• Billing for assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of audit fees</li> </ul>	1 week	Payment of applicable audit fees
<ul style="list-style-type: none"> <li>• Audit/evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of the relevant documents and samples</li> </ul>	1 day for onsite audit	NIL
<ul style="list-style-type: none"> <li>• Product evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Submit required sets of test reports</li> </ul>	2 months	Fee depends on product and laboratory fees
<ul style="list-style-type: none"> <li>• Closure of non-conformance</li> </ul>	<ul style="list-style-type: none"> <li>• Address non-conformances raised during audit as soon as possible.</li> </ul>	30 days	NIL
<ul style="list-style-type: none"> <li>• Issue of certification of Quality Mark</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of certification fees</li> </ul>	3 days	As per statutory requirements

<b>5. Market surveillance</b>			
• Respond to consumer complaints	• Raise the complaints through UNBS official communication channels	5 days	Nil
• Market inspection	• Providing relevant samples	5 days	NIIL
• Destruction of Substandard goods	• NIIL	30 days	NIIL
<b>6. National Metrology Laboratory</b>			
• Respond to request for quotation (RFQ's)	<ul style="list-style-type: none"> <li>• Request for calibration</li> <li>• Full payment of applicable fees</li> <li>• Provide necessary resources</li> </ul>	2 days	Nil
• Carry out accurate calibration in-lab including calibration certificates	<ul style="list-style-type: none"> <li>• Delivery of calibration item(s) to the UNBS Metrology laboratory and collection of item(s) after calibrations</li> <li>• Provide appropriate and accurate technical information about the equipment.</li> </ul>	2 – 10 days	Depends on the equipment, number of calibration points, Resolution, accuracy class
• Carry out accurate calibration on site including calibration certificates	<ul style="list-style-type: none"> <li>• Provide necessary resources</li> </ul>	Depends on the distance, terrain and environment	Payment of applicable fees
• Carry out equipment and site survey where necessary.	<ul style="list-style-type: none"> <li>• Provide necessary resources</li> </ul>	Depends on the distance, terrain and environment.	Payment of applicable fees
• Provide training and sensitization in Metrology	<ul style="list-style-type: none"> <li>• Make a training request</li> </ul>	Depends on the type of training required	Payment of applicable fees

<b>7. Legal Metrology (Weights and Measures)</b>			
• Verification of measuring equipment for compliance to the standards/statutory regulation ( <i>Electricity meters, Weighing scales, road tankers, railway wagon, static tanks, flow meters</i> )			
• Test the equipment	• Submit Equipment	1 day	Payment of applicable statutory fees
• Issue test result	• Submit relevant documentation	1 day	Payment of applicable statutory fees
• Carry out examination on equipment	• Require verification and payment of applicable fees	10 m per day in house	Payment of applicable statutory fees
<b>8. Pattern Approval service</b>			
• Request for Pattern Approval	• Submits request for pattern approval	Less than 90 days	Payment of applicable statutory fees
• Assesses for fitness for purpose of use	• Submit Relevant Documentation	Depending on the type of equipment	Payment of applicable statutory fees
• Conduct test as per the standards	• Submit equipment for test	Depends on the type of equipment	Payment of applicable statutory fees
• Issue test report	• NIL	1 day	NIL
• Issues certificate of approval/rejection	• Receives the report	1 day	NIL
<b>9. Pre-package control service</b>			
• Labelling requirements Verification - Analysis of a label in house	• Submit a label	1 day	Payment of applicable statutory fees

<ul style="list-style-type: none"> <li>Quantity verification – inspection at the factory or markets</li> </ul>	<ul style="list-style-type: none"> <li>Provide access for inspection</li> <li>Provide samples for analysis</li> </ul>		
<b>10. Imports Inspection</b>			
<ul style="list-style-type: none"> <li>Release of consignments not accompanied by CoC/CWR but subject to PVoC</li> </ul>	<ul style="list-style-type: none"> <li>Apply on the ePortal for clearance by declaring on Asycuda World and uploading other relevant documents in Asycuda World</li> <li>Upload valid relevant import documents (invoice, BoL) in Asycuda World</li> </ul>	One day if not subjected to testing, 28 days if subjected to testing	Payment for applicable PVoC penalty (15% CIF)
<ul style="list-style-type: none"> <li>Release of consignments not subject to PVoC and no sampling required for destination inspection</li> </ul>	<ul style="list-style-type: none"> <li>Avail samples for testing and payment of applicable testing fees</li> <li>Samples must comply with approved standards specifications.</li> </ul>		0.5% CIF administration inspection fee
<ul style="list-style-type: none"> <li>Pre-export verification of conformity to standards (PVOc) Respond to PVOc complaints and appeals</li> </ul>	<ul style="list-style-type: none"> <li>Apply on the ePortal for clearance by declaring on Asycuda World</li> <li>Upload valid relevant import documents (invoice, BoL, CoC)</li> </ul>	8 hours	0.5% CIF administrative inspection fee
<ul style="list-style-type: none"> <li>Acknowledge and resolve PVoC complaints</li> </ul>	<ul style="list-style-type: none"> <li>Submit written request</li> <li>Provide copies of supporting documents</li> <li>Provide supporting documents where applicable</li> </ul>	Response in 2 days	Only where applicable
		7 days	NIL

<ul style="list-style-type: none"> <li>• Issuance of ISM permit and stickers from date of application</li> </ul>	<ul style="list-style-type: none"> <li>• Submit application letter</li> <li>• Provide CoC/CRW or evidence of a complying test reports</li> <li>• Provide packing list</li> <li>• Provide import declaration form</li> <li>• Provide a valid, relevant certificate of analysis</li> </ul>	24 hours	Payment of applicable fees.
<ul style="list-style-type: none"> <li>• Release under seal</li> </ul>	<ul style="list-style-type: none"> <li>• Provisional release of consignment still under query to owners premises pending other processes</li> </ul>	24 hours	USD 50 per application (UGX equivalent) related to securing cash bond or bank draft 15% CIF value
<b>11. Training and consultancy</b>			
<ul style="list-style-type: none"> <li>• Acknowledge request for training</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for training</li> <li>• Make payment as per applicable charges</li> <li>• Confirm dates schedule and venue</li> </ul>	7 days	Depends on the training being undertaken.
<ul style="list-style-type: none"> <li>• Issue certificates after completion of training</li> </ul>	<ul style="list-style-type: none"> <li>• Attend in person</li> </ul>	Depends on the training	Payment of applicable fees

## 2.3 STANDARDS INFORMATION AND INTERNATIONAL TRADE FACILITATION

The Information Resource Centre Division (IRCD) carries out the function of developing and maintaining a collection of materials on standardization and related matters as mandated in the UNBS Act Cap 327. The objectives of the IRCD are to: provide an efficient information service on standardization and related matters; and operate as the National Member of ISO Information Network (ISONET). The IRCD also operates the World Trade Organization (WTO) National Enquiry Point on Technical Barriers to Trade (TBT).

UNBS is the WTO/TBT National Enquiry Point under WTO/TBT Agreement and is responsible for responding to enquiries on TBT Measures in this respect. In addition, UNBS in collaboration with MTIC monitors how stakeholders in Uganda are using the ePing Export Alert System to obtain information on proposal for introduction of new products requirements in other WTO Members. In the Financial Year 2017-2018, UNBS and MTIC used the ePing to monitor a total of 2708 TBT notifications which were circulated by WTO Secretariat. Twenty-two (22) new ePing users were also registered.

In the FY2017-2018; Uganda, the United States, Brazil, the European Union, Mexico, Chinese Taipei, Chile, Tanzania, the Kingdom of Saudi Arabia and Kenya respectively notified the most TBT notifications in 2017. It is noteworthy that 2017 was the first year since 1995 when the WTO was established in which the top notifying country was an African WTO Member (Uganda), and the first time that three of the top ten notifying countries were African WTO Members, all three of which are Partner States of the East African Community.

During this Financial Year, Uganda provided technical assistance to the other EAC Partner States (except South Sudan) and trained government officials directly responsible for drafting SPS and TBT regulations on the Transparency procedures of the SPS and TBT Agreements including online submission of SPS and TBT notifications. The motivation to conduct this training is the ongoing Specific Trade Concern in the WTO TBT Committee against EAC Partner States in respect of East African Standards on alcoholic beverages in which one of the concerns raised by some WTO Members was non-compliance with the Notification Obligations by some EAC Partner States. The high level of compliance to the Notification Obligations by the other EAC Partner States was a direct impact of the training Uganda conducted.

## Conformity Assessment

### 3.1 INTRODUCTION

The Bureau provides conformity assessment services in a number of areas including laboratory testing, industrial and scientific metrology, legal metrology, certification and inspection.

### 3.2 TESTING AND ANALYTICAL LABORATORIES

One of the key functions of UNBS is to establish and operate National Testing Laboratories to assist industry and other stakeholders from the private and public sectors in testing of product samples as part of conformity assessment. This mandate is provided for in the UNBS Act of 1983 Cap (327) Section 2 (1) as amended in 2013 which gives the functions of UNBS relating to laboratory testing as:

- Provide for the testing of locally manufactured or imported commodities with a view to determining whether such commodities conform to the standard specification declared under this Act; and
- Make arrangements or provide facilities for the examinations, 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;

The testing function is realised through the UNBS Testing Department which falls under the Directorate of Standards. The Testing Department receives product samples from clients and tests them against standards or customer specifications, using standard test methods and procedures. After testing, a Certificate of Analysis or Test Report is issued to the client. Samples are received from both internal (UNBS) and external clients, from both public and private sectors.

During the year under review 14,472 samples were tested and the Bureau embarked on testing of energy meters to provide quality assurance in the sector.

One of the challenges UNBS has is the large volume of samples to be tested in the laboratories. As a result, the turnaround time has been a major concern of the clients. UNBS has opened up this testing function to other Government and private laboratories that have been assessed and recognised by UNBS. To date 8 laboratories are assisting UNBS in undertaking laboratory analysis with their results being recognised and used by UNBS. These include among others; Uganda Industrial Research Institute (UIRI), Government Analytical Laboratories (GAL), Chemiphar among others.

**Table 3 – Number of samples analyzed in 2017/18**

Laboratory	Number of samples tested in 2014/15	Number of samples tested in 2015/16	Number of samples tested in 2016/17	Number of samples tested in 2017/18
Chemistry	4,889	4,876	6,406	6,421
Electrical	320	477	939	992
Materials	1,847	2,041	2,163	3,361
Micro Biology	2,470	2,489	2,931	3,698
<b>Total</b>	<b>9,526</b>	<b>9,883</b>	<b>12,439</b>	<b>14,472</b>

### 3.3 NATIONAL MEASUREMENT SYSTEM

#### 3.3.1 Overview

The UNBS National Metrology Laboratory (NML) handles both scientific and industrial measurements. NML consists of three operational divisions, namely: Mechanical laboratories, Thermometry and Thermodynamics laboratories and Instrumentation laboratories. The role of the laboratory is to maintain the primary measurement standards and ensure that all measurements performed in the country in all fields and spheres of life are comparable, linked and traceable to the International System of Unit (SI). The services are offered in the areas of: mass, dimensions, temperature, pressure, density and viscosity, volume and flow, electrical laboratories and instrumentation. The main objectives of NML include:

- To maintain the primary standards of Uganda;
- To provide measurement traceability to institutions that require calibration and measurement services;
- To ensure that measurement standards and equipment are traceable to international and/or other national standards through continuous calibration, internal validation and comparisons;
- To use cost-effective calibration and measurement techniques and procedures; and,
- To obtain and maintain international recognition through accreditation of the laboratories to ISO/IEC 17025 standard.

This in turn helps to support fair trade, interoperability, technological development and transfer. Accurate measurements of in-process controls of factors like temperature, pressure, dimensions and mass have greatly contributed to the quality of Ugandan products and their acceptability in the region and internationally.

In the period under review, a total of over 2,648 equipment were calibrated from over 350 large, Medium, Small & Micro companies, academic and research institutions, testing and Medical Laboratories, Regulatory bodies and authorities.

The calibrations have enabled:

- A number of large, medium, small and micro firms to effectively control manufacturing processes and meet certification requirements, in support of industrial development and export promotion in the sectors of construction, beverages, foods etc.
- Weighbridge and container weigher firms to accurately declare weights of shipment containers as required by the International Maritime Organization.
- Uganda National Roads Authority (UNRA) control axle load on Ugandan roads to protect the road infrastructure.
- Metrology, analysis, medical and testing laboratories meet accreditation and regulatory measurement traceability and accuracy requirements.
- Measurement related challenges in internal and custody transfer of products in the milk and oil sector.

### **3.3.2 Accreditation**

Following the withdrawal of accreditation for the mass Laboratory in May 2016. Reapplication for accreditation was made in September 2016. Document review report was received from SANAS in November 2017. Application for National Laboratory Association - South Africa for Metrologist certification of the technical signatories was made and near competition in preparation for the initial audit as this depended on completion of Introduction to Metrology, Method Validation and Measurement Uncertainty trainings which were concluded in June 2018.

### **3.3.3 Measurement inter-comparison**

- NML participated in the EAC Timer inter-comparison
- NML participated in the AFRIMETS Resistance inter-comparison.
- NML received the EAC Small Volume Inter-comparison and the AFRIMETS Small Volume inter-comparison results.
- The abstract of AFRIMETS. M.M-S6 (AFRIMETS Mass Inter-comparison was officially published on the Technical supplement of Metrologia in December 2017 However, our results could not have displayed because Uganda is not yet a member state or associate of CGPM.

### **3.3.4 Challenges**

These include:

- Lack of equipment and standards for calibration of:
  - Humidity and moisture meters to support the pharmaceutical, grain, cereal, and confectionery biscuit industries.
  - Temperature equipment in the range of 150 – 1200 °C to support accredited laboratories, steel, aluminium and food processing industry to ensure traceability of their measurement equipment
  - Pressure equipment such as pressure transmitters and transducers, magnehelic pressure gauges, negative and absolute vacuum pressure gauges to support accredited laboratories, steel, aluminium, pharmaceutical and food processing industry ensure traceability of their equipment

- Bulk storage tanks to enable the Petroleum and oil industry and government control stock and ensure fair taxation.
  - Force and compression machines, CBR machines to support the cable, steel, cement, construction, fabrics industry and materials testing laboratories meet national and international requirements.
  - Electrical equipment to support the construction companies, power utility providers, information and telecommunications companies to measure processes accurately and have an efficient billing system
  - 1,000 kg. Comparator to calibrate the 500 kg. Mass pieces.
- Workshop space for maintenance & repair and design of components and the necessary tools needed are lacking.
  - Room for mass piece cleaning, adjustment, setting, painting, etc is lacking.
  - The density and viscosity laboratory is currently not fully operational due to lack of skilled manpower.
  - Obsolete gauge block comparator.

**Table 4 – Number of equipment calibrated**

Specific Equipment	Number calibrated 2014/15	Number calibrated 2015/16	Number calibrated 2016/17	Number calibrated 2017/18
Weigh bridges	32	96	126	99
Balances/scales	364	506	820	574
Dimensional measure	118	177	152	178
Thermometry	172	273	384	490
Mass pieces	253	34	327	317
Density measures	1	25	23	78
Flow	35	17	72	32
Volumetric	144	163	262	254
Electrical	88	219	238	321
Force measures	25	9	24	50
Pressure	127	190	249	255
<b>Total</b>	<b>1,359</b>	<b>1,709</b>	<b>2,677</b>	<b>2648</b>

## 3.4 CERTIFICATION

### 3.4.1 Product and system certification

UNBS is the custodian of the principal seal of quality in Uganda, the Q- Mark. The mark provides consumers with assurance that products meet standard requirements, and are safe and fit for purpose. The Q-Mark is awarded to products that have been tested against specific requirements in the UNBS laboratories, whose production has been inspected for quality control. Certification from UNBS provides organizations with the assurance that their products and services consistently comply with certain predefined standards and customer requirements. The Q-Mark is a PASSPORT for Ugandan goods trading across the EAC Borders and internationally. Only goods bearing the notified product certification marks from the Partner States (the Q-Mark in the case of Uganda) can have free access and movement within the regional market. All other goods not bearing the product certification marks have to undergo inspection, sampling and laboratory testing for conformance to standards before being released to the market. This can be very costly for businesses and increases the cost of doing business. During the year under review:

- 849 products Certified to enable access to the regional and international markets for Ugandan products.
- 23 system certification permits were issued.
- 667 factory audits undertaken (includes for system audits).
- 54 Certification Review Committee meetings held to evaluate company files for grant/ renewal of permits to use Q-Mark.
- 30 organizations' quality management and food safety management systems certified to enhance product/service quality and food safety in order to access international markets.
- 8 laboratories assisted to develop competence and implement good laboratory practices in order to expand testing capacity available to industry to test their products for compliance to standards.
- 256 MSMEs, mainly in agro-processing, supported to implement standards and Good Manufacturing & Hygiene Practices.
- 12 MSME products were certified to enable market access.
- 66 Stakeholders engagements were undertaken – both organized by the Department and where the Department participated
- 35 trainings in Good Manufacturing/Hygiene Practices (GHP/GMP) and implementation of standards – product and HACCP, ISO Management System standards - were conducted to support industry to enhance productivity and product quality and safety to meet market requirements and demand.
- 865 industry employees benefited from these trainings.

This outstanding performance is a result of the teamwork of dedicated, committed and engaged staff that the Department has developed over time.

Despite the challenges faced by the industry and the Department in terms of financing operations, the product certification scheme continues to register a steady growth making a significant positive contribution to the growth of our economy through increased application of

standards in industry and the resultant impact to exports within the region. The performance for the FY 2017/18 is distributed by region and gender as shown in the table below:

**Table 5 – Regional Distribution of Active permits and certified companies**

Region	Active Permits		Active Certified Companies	
	Number	%	Number	%
Central	888	77.2	258	73.1
East	122	10.60	40	11.33
West	104	9	40	11.33
North	17	1.40	09	2.55
<b>Total</b>	<b>1150</b>		<b>353</b>	

**Table 6 – Gender distribution**

Enterprises served are owned by:				Remarks
Male	Female	Youth	Disabled	
94%	6%	2%	0%	<p>Male owned companies (above 35 years) continue to dominate the certification clientele.</p> <p>No applications were received from disabled clients. Youth and female- and disabled-owned enterprises need to be deliberately supported to undertake certification.</p>

**Table 7 – Turnaround time**

Product Certification	Turnaround Time	Systems Certification	Turnaround Time
Time between Application and Permit collection	96 Days	Time between Application and Permit collection	136 days
	3.2 Months		4½ months

## **3.4.2 Focus for FY 2018/19**

### **3.4.2.1 Product - Mandatory Certification**

As part of our efforts to promote competitiveness of the local products in regional and international markets and support the BUBU Policy in addition to safeguarding public health, safety, and the environment from products that do not meet the standards, product certification which has hitherto been voluntary, will beginning with the FY 2018/19 become compulsory or mandatory and it will transform to UNBS distinctive mark.

- The UNBS mandatory certification scheme will be governed by the new regulation: “Use Distinctive Mark Regulations, 2018”
- Under the new regulation, all products covered by compulsory standards must be certified with the UNBS Distinctive Mark (Q-Mark) before they are allowed on the market.
- Previously, certification of products was done on voluntary basis; however, with the coming into force of the new regulations, all affected products are expected to comply.
- Implementation will be undertaken on a sector by sector basis focusing initially on priority sectors based on risk to consumers and potential for economic impact starting with juices and beverages, cosmetics, steel products and cement, confectioneries (bread and biscuits), apiary and mattresses, among others.
- Details of the new regulation can be accessed from our website: [www.unbs.go.ug](http://www.unbs.go.ug)

### **3.4.2.2 Strengthening decentralized UNBS services**

In our effort to bring services closer to the people, UNBS decentralised its services of Certification and Market Surveillance to regional offices in Gulu, Mbale and Mbarara effective July 2018.

This will further promote production of good quality products by Micro, Small and Medium Scale Enterprises (MSMEs) at regional level thereby contributing to the government’s effort of promoting industrialisation of our economy while we continue to protect consumers and the environment from dangerous substandard products.

### **3.4.2.3 Support for MSMEs**

Department will continue to provide support for MSMEs to create awareness and provide specific guidance to implement and meet the requirements of standards. This is especially important as we roll out the implementation of the Distinctive Mark that will be required before placing any products in the market. The decentralized UNBS offices will be very central in achieving progress in this area.

## 3.5 MARKET SURVEILLANCE

### 3.5.1 Overview

UNBS undertakes market surveillance activities to remove substandard goods from the market both to ensure consumer safety and to create a level playing field for the local and imported goods. These activities are important in ensuring socio-economic transformation of our people and the development of our local manufacturing industry in the long term.

UNBS carries out regular market inspections to ensure that traders are selling quality products in right quantities. Any substandard goods found on the market are seized by UNBS Market Surveillance inspectors. During the year under review the department conducted 2,278 inspections of industries, supermarkets, warehouses, wholesale shops and retail outlets all over the country and seized 413 metric tonnes of goods worth 3.5 billion including electronics, cosmetics, steel products, iron sheets, food stuffs, toilet papers, agro-inputs, cooking oil, secondhand tyres, beers, paints, and cereals among others. As a result of these operations, Ugandans were protected from 413 metric tonnes of substandard goods.

### 3.5.2 Challenges

These include:

- The issue of manpower continues to pose a serious challenge in market surveillance operations considering that UNBS is intending to operate 24/7.
- Inspectors continue to heavily depend on the security provided by the police at the districts. Officers have failed to operate in certain areas or sometimes have been forced to wait to be assigned police officers to work with. This has compromised management of information as well as caused delays in the schedules. Officers are unable to operate between districts.
- Resources do not permit for comprehensive operation in a given district since officers have to cover the districts according to available funds.
- There is need to beef up security of officers while in transit.

However, the department recommends solutions to the above mentioned challenges which include:

- Increasing the number of days allocated to conducted inspections across regions;
- A standby UNBS police unit put in place to support operations, and
- Allowing the team to operate beyond the normal working time stipulated by the Human resource manual.

## Legal and Compliance Affairs

### 4.1 LEGAL AFFAIRS

#### 4.1.1 Overview

The main thrust of the Bureau in the area of legal affairs is to ensure continued legal reform and that action is taken against the violators of the laws. UNBS has two lawyers in the department and three Criminal Investigation officers that are attached to UNBS.

The activities below were undertaken during the year under review.

#### 4.1.2 Laws

- a) The Uganda National Bureau of Standards (Use of Distinctive Mark) regulations 2018 were gazetted on 13th April 2018, copies were received on 1st June 2018 and circulated.
- b) The Uganda National Bureau of Standards (Imports Inspection and Clearance) regulations 2018 were gazetted on 25th May 2018, copies were received on 28th June 2018 and circulated.
- c) A meeting was held with the Uganda Law Reform Commission on the proposals for amendment of the UNBS Act Cap 327 as amended and the Weights and Measures Act, Cap 103 and agreement was made on the way forward.

#### 4.1.3 MOUs

- a) Drafted and signed an MOU with URSB in the areas of tracking of local manufacturers and traders for purposes of promotion of quality in goods, enforcement of standards and the promotion, protection and enforcement of Intellectual Property Rights.
- b) Drafted and signed an MOU with Kampala Butchers and Traders Association (KABUTA) to provide a framework for cooperation in the areas of compliance to the food safety standards, weights and measures requirements, training and certification of the butchers.
- c) Drafted and signed an MoU with the Ministry of Works and Transport for the Standard Gauge Railway (SGR) to provide a framework for cooperation between the parties during the SGR development.
- d) Reviewed MOU between Uganda Export Promotion Board (UEPB) and UNBS for improving the quality of Shea butter products through standards development and implementation, certification, awareness and marketing the products in Uganda.
- e) Reviewed MOU between Baltic Control Inspection Services (U) Ltd & UNBS for provision of product testing services for goods destined for South Sudan.
- f) Drafted the Memorandum of Understanding with South African Bureau of Standards for cooperation in SQMT activities.

#### **4.1.4 Contracts**

Reviewed and signed 61 contracts for services, supplies and civil works.

#### **4.1.5 Cases**

15 cases were taken to court and UNBS secured conviction on 7 cases while 8 are ongoing.

### **4.2 COMPLIANCE WITH WEIGHTS AND MEASURE LAW**

UNBS implemented the Weights and Measures Law (Cap 103) of the Laws of Uganda. The main objective is to ensure that the equipment used for trade is verified for correct measurements and accuracy at regular intervals as required by the Law and therefore protects society from the consequences of wrong measurements.

During the period under review Legal metrology registered the following under listed achievements in its operations.

#### **4.2.1 Utilities divisions (Electricity meters)**

A total of 23,624 energy meters have been verified during the FY 2017/18. The division registered the underlisted achievements.

- Detected fraudulent labeling on meters which could miss lead during installation.
- Identified fraudulent software function of prepaid metering where the meter would reduce credit for any direction of flow of electricity. This would double billing for customers with alternative sources of energy installed directly such as plug and play generators.
- Over-registering meters has also been ceased which could be cheating either the customer or the utility company.
- Handled a number of complaints from the consumers about their energy consumption and billings.
- Recommended corrective actions to meter manufacturers in line with electricity meter regulations and saving importers the trouble of reprogramming or destruction.
- Initiated verification of in-service energy meters.

#### **4.2.2 Prepackages**

- A total of 4,940 prepackage products samples were verified in the whole country during the period.
- An increment of 20.9% in the samples analyzed in 2017/2018 compared to those in 2016/2017. This has been as a result of new SMEs coming on board to acquire certification to use UNBS Quality mark.
- Sensitization.
- On average 30 packers have been visited each month and provided with guidance and technical support on prepackage requirements as per statutory Instrument No. 36, 2007 and this has resulted into an increase in compliance in both labelling and quantity requirements.

#### **4.2.3 Pattern approvals**

Approved 18 new models of electricity meters

#### 4.2.4 Volume and flow

The division covers compliance monitoring of liquid fuel dispensers; pressure gauges; bulk meters; static tanks; road tankers and railway wagons. It has two sections namely Dispenser Section and Bulk Measures Section.

#### 4.2.5 Fuel dispenser

- In the FY2017/18, the section has inspected and verified a total of 15,238 liquid fuel pump dispensers and 323 pressure gauges covering the entire country.
- The number of complaints about short measures and cheating have greatly reduced to about 5 complaints registered in this period as compared to the previous times which would be above even ten.
- Improved surveillance and the routine verification of the equipment has saved the public from being cheated either intentionally or not, due to faulty equipment. The fuel dealers have also been saved of losses due to sometimes over delivery of equipment which we are able to rectify during our exercises
- There has been improvement in sensitization of the public increasing their confidence in taking fuel from a dispenser that has been verified by UNBS and how one would identify such a dispenser.
- There was improvement on the compliance by the pump technicians and adherence to standard working procedures as they are monitored to deter them from aiding tampering with the fuel dispensers.

#### 4.2.6 Bulk Measures Section

- In the FY2017/18, the section has inspected and verified a total of 292 bulk meters, 416 static tanks and 3,052 road tankers.
- Increased collaboration and cooperation with other MDAs (URA) on the Single customs territory SCT project leading to increased transparency on information regarding importing road tankers.
- In the Aviation sector, the section provided third party confidence on aviation meters through regulation from March 2017. All functional aircraft loading meters at Entebbe were verified.
- In Downstream Custody transfers, the section provided assurance of accuracy in Downstream Custody transfers measuring equipment and Verified all functional depot meters across the country.

#### 4.2.7 Other service delivery

- Instant production of verification certificates after verification - A truck verification IMS for handling verification of road tanks was developed which has eliminated manual computations.
- Development Database for Road tankers - Tankers enumeration started in November 2017. All delivery trucks are expected to be in the database by November 2018.
- Arbitration between petroleum depots and transporters: Reduced conflict in measurements between petroleum depots and transporters; truck drivers used to loose wages due to unfair measurements at the fuel depots. The Bulk Measures section has addressed most of

the complaints through the 'Instant Response' strategy. It has been possible because the road tankers measurements are verified and therefore reliable.

**Table 8 – Number of equipment verified**

Indicator Description	Number of equipment verified 2014/15	Number of equipment verified 2015/16	Number of equipment verified 2016/17	Number of equipment verified 2017/18
Weighing equipment	130,501	129,757	132,013	146,862
Weights	571,349	556,166	603,456	672,554
Road tankers	624	1,348	1,702	3,052
Bulk meters	260	305	264	292
Static tanks	330	357	463	416
Fuel dispensers	13,526	14,480	14,731	15,238
Pressure gauges	350	337	337	323
Consumer goods	3,824	4,189	4,585	4,940
Electric meters	-	-	-	23,624
<b>Total</b>	<b>720,764</b>	<b>706,939</b>	<b>757,551</b>	<b>867,301</b>

## 4.3 IMPORTS INSPECTION

### 4.3.1 Overview

UNBS continued to implement its mandate during the FY 2017/18 that involves enforcement of the Uganda National Bureau of Standards (Import Inspection and Clearance) Regulations 2015 the goals being:

- Protection of the health and safety of the consuming public;
- Protection of the environment;
- Promotion and facilitation of fair trade.

This was achieved for the year under review by implementing two major intervention strategies. These were; Implementation of the Pre-Export Verification of Conformity to Standards program (PVoC) – for all products for which mandatory standards have been declared and Destination inspection scheme – for all other imports not covered by PVoC, such as those from within the East African Community (EAC).

Improvements and enhancements were made to the imports clearance electronic portal (e-Portal) to facilitate quick application, processing and reporting of imports clearance. The portal was linked to the national electronic single window – in effect meaning that all importers customs declarations doubled up as applications for UNBS clearance and thus no need for the importer to apply again separately to UNBS for imports clearance. During the period under review, a total in excess of 115,424 applications for inspection under the National eSingle window were handled.

In the period under review, a total of 150,995 inspections were undertaken (Pre-shipment contributing 62,217 and Destination inspection 88,778) an increase in all categories compared to the previous year 2016/17 [PVoC – 49,425, Destination – 69,042], 33 million worth of substandard products were stopped from being imported into the country. As a result of UNBS intervention, Ugandans were protected from 33 million worth of substandard goods that would have been detrimental to their health and safety.

### **4.3.2 Achievements**

This was attributable to a number of major achievements that included; 100% continued use of the departmental electronic portal (ePortal) that provides for automation of the imports clearance application and clearance of goods processes; Integration of the ePortal with the national electronic window system (eSW); Implementation of a Quality Management System aligned to ISO 17020 wherein all the documentation on procedures and the departmental manual were finalized and are in use; Continued strengthening of imports inspection offices with IT hardware and improvement of connectivity at all stations (backup options were provided); Recruitment of additional staffing thru engaging of six (6) graduate interns; Visible enforcement efforts such as destruction of nonconforming products worth UGX124,093,700; Opening of additional clearance stations such as Doj and Joj in Malaba as well as deployment of two (2) staff in Mombasa; and introduction of trade facilitation interventions enabling faster clearance of goods following improvement of internal processes and aligning them to those of Customs (The UNBS clearance time is measured at less than 2 hours when all required documentation is provided).

### **4.3.3 Challenges**

Some of the challenges faced by the Department during the year included:

- Lack of minimum critical number of inspector staff to cover all major entry and clearance points and also inability to operate 24/7 like our counterparts in URA Customs;
- Inadequate funds to cater for all departmental needs such as tooling all inspectors with quick test kits; Inability to profile on the national electronic single window all products with mandatory Uganda standards (only approximately 900 out of a possible 2,500 are profiled);
- Slow turnaround time on sample testing (by the Testing Department) which leads to delay in issuance of imports clearance; and
- Inadequate national standards promotion resulting in a largely ignorant regulated community.

### **4.3.4 Conclusion**

Looking ahead, the department will continue to build on its successes by ensuring that it automates and updates all its processes; engaging stakeholders/clients more in order to understand their needs; working closely with other regulatory entities; improving the work environment and tools of the inspectorate and being more transparent in what we do and being accountable to the public.

## Management and Support Services

### 5.1 FINANCE AND ADMINISTRATION

#### 5.1.1 Overview of Financial Performance for the FY 2017/18

The Bureau's performance in the year under review provides mixed results but generally picked from last FY and upward trend was maintained.

The total approved budget for FY2017/18 was US\$39,969,545,000 of which US\$21,573,209,000 was from GOU Grants and US\$20,085,283,435 from Non Tax Revenue (NTR). During the year, there was a cumulative shortfall in releases amounting to US\$1,491,779,007 mainly attributed to GOU i.e. US\$1,300,747,678 – Development; and US\$187,177,887 – Recurrent. The net shortfall in NTR/AIA amounted to US\$3,853,442. The total expenditure for the year amounted to US\$32,430,277,392 up from US\$23,511,77,919 during the previous FY 2016/17.

UNBS obtained an unqualified audit opinion from the Office of Auditor General on the annual accounts for FY2016/17. The draft financial statements for FY2017/18 were finalized i.e. reviewed by Internal Audit and submitted to Office of Auditor General (OAG) as per law. OAG auditors are already at station conducting verification and review of the accounts.

#### 5.1.2 Revenue performance (including Non Tax Revenue (NTR))

**Table 9 – Summary of Revenue for FY 2014/15 – FY2017/18**

Revenue Source	FY2014/15 (shs)	FY2015/16 (shs)	FY2016/17 (shs)	FY2017/18 (shs)
Gov't Recurrent	8,782,003,979	7,569,897,239	8,602,496,009	11,806,367,907
Gov't Dev't	3,600,424,300	2,839,398,641	2,120,513,239	8,279,037,687
Total Government	12,382,428,279	10,409,295,880	10,723,009,248	20,085,405,594
Non-Tax Revenue (NTR)	8,012,337,829	10,315,681,361	16,740,683,374	18,385,525,621
Projects	50,276,470,	358,429,396	525,266,636	-
<b>Grand Total</b>	<b>20,394,766,108</b>	<b>21,083,406,637</b>	<b>27,988,959,258</b>	<b>38,470,931,215</b>

### 5.1.3 Fixed assets performance including Infrastructure development

**Table 10 – GOU Budget performance between FY2012/13 – 2017/18**

FY	Total approved budget (bill)	Rec't approved (bill)	Actual Rec't expenditure (bill)	% Actual Rec't to budget	Dev't Budget (bill)	Actual Dev't release (bill)	% Actual Dev't to budget
2012/13	10.309	7.720	7.720	1.000	2.589	2.589	1.000
2013/14	11.629	8.350	8.050	0.964	3.279	3.314	1.011
2014/15	12.814	9.248	8.782	0.950	4.065	3.600	0.886
2015/16	20.728	9.248	7.569	0.818	3.579	2.839	0.793
2016/17	28.328	10.368	8.602	0.830	3.659	2.120	0.579
2017/18	39.970	27.87	27.708	0.994	12.099	10.762	0.889

**Table 11 – Percentage of Payroll costs to Recurrent and total Government between 2011/12 – 2017/18**

FY	Total GOU budget (shs bns)	Rec't GOU (shs bns)	Actual Payroll Costs (shs bn)	% of Payroll Costs to Rec't	% Payroll Costs to total GOU
2011/12	10.53	7.53	7.00	93%	67%
2012/13	10.31	7.72	6.81	88%	66%
2013/14	11.63	8.35	7.15	86%	61%
2014/15	12.38	7.72	8.39	108.68%	67.77%
2015/16	10.41	7.57	11.79	155.75%	113.26%
2016/17	10.72	8.60	13.11	152.44%	122.29%
2017/18	21.573	11.994	14.36	119.7%	66.56%

### 5.1.4 Administration Outputs for FY2017/18

- UNBS installed Utility Sub-meters at Nakawa to monitor the consumption of both water and electricity that is, for the water consumption bill reduced from approximately US\$3.7 million to US\$500,459 per month while electricity reduced from approximately US\$14.0 million to US\$12.0 million per month.
- Completed the aluminum partitioning of the Chemistry lab, Nakawa - the LCMS/MS equipment room in Chemistry Lab in Nakawa.
- Construction of UNBS HQs Phase II - Food safety labs was commenced.
- Completed TORs for the redesigning the calibration rig at Bweyogerere.

- Repaired the main reception area by replacing tiles on the ramp with Terrazzo
- Installed the 3D Signage on the main UNBS Gate.

### 5.1.5 Plans for the FY 2018/19

The administration function will continue construction works for the Phase II for Food safety labs. Construction is progressing well and now estimated at about 34% completion as at end of August 2018. Evaluation of bids for re-designing of the Calibration Rig was completed. The best evaluated bidder is now displayed on the noticeboard until 18<sup>th</sup> September 2018 as per PPDA requirements.

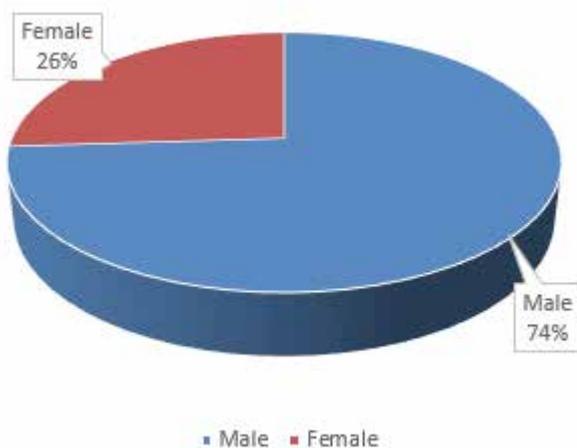
## 5.2 HUMAN RESOURCE

The Human Resource Department is mandated to offer a supportive role with the main objective of attracting, developing and retaining competent and motivated human resources to enable UNBS achieve its objectives. This is done through development and implementation of human resource management policies and procedures; human resource planning; recruitment and selection; learning and development; performance management; employee relations; human resource information systems, and exit management.

### 5.2.1 Staffing overview of the Bureau

UNBS closed the financial year 2017/18 with a total staff number of 264 staff and 28 graduate interns which is a total of 292 members which has reduced from the 297 staff in financial year 2016/17. The male/female (gender) ratio profile is approximately 3:1 (216 males and 76 female staff) which is consistent with the ratio at the end of the last financial year.

**Figure 8 – Gender representation at UNBS FY 2017/18**



Out of the 292 staff, 153 are on contract basis representing 52% while 111 are on permanent placements representing 38% and 28 on temporary/ short term contracts representing 10%.

### 5.2.2 Performance management

Staff performance appraisal at UNBS is a continuous process which is carried out on completion of probationary appointments, at the end of staff contracts and after every cycle of 6 months. The performance appraisal tool was reviewed and updated in the system with the help of the ICT department to include soft skills and core values. Appraisals for the current cycle have included the new features of evaluation.

There has been re-sensitization on the performance appraisal tool to all staff and departments and this has led to a significant increase in the response rate to the updated performance management tool. An audit was done on the performance appraisal tool and the recommendations from the audit are being implemented. Appraisal committees have been set up and approved and are ready to close appraisals at the end of the financial year.

### **5.2.3 Occupational health and safety**

A survey on the occupational health and safety was conducted by the HR department, Risk management and Estates office. This was benchmarked against Total- Uganda Ltd and Vivo Energy Uganda Ltd with an aim of learning the best practices in managing health and safety that can be used to improve on the safety of staff at the work place.

Hepatitis B vaccination has been ongoing during this period with AAR health services coming on site at Standards House to administer the vaccines to staff, safety wear has been distributed to departments that required it, first aid boxes have been distributed to offices both in Kampala and upcountry, General medical tests have also been conducted for staff during this period starting with the staff in the Testing and NML departments as well as staff who work at the Rig. The tests conducted include; General Physical Examination, history taking and consultation, Full Blood Count (FBC with Platelets), ESR, Urinalysis, Fasting Blood Sugar, Cholesterol, HIV (optional), Renal Function Tests (40+), PSA (Males, 40+), Occult Blood (stool)40+, Liver Function Tests (40+), PAP smear (women only), Resting ECG (50+ or if clinically indicated). Drivers also went for eye tests and the ones who were found to have some eye defects were given spectacles.

### **5.2.4 Staff training and development**

Different categories of staff were trained in different disciplines as undermentioned; Performance Management, Effective Communication and Customer Care Skills, ISO Certification 31000 and Risk Management Professional, Contract management and Bid Evaluation, IFMS, Standards Information Systems (SIMS) Web store and HRIMS, Root Cause Analysis, Fleet Management Improvement, Value for money Audit, Risk Management, Training on Footwear standards, Practical Auditing of Food safety Management Systems based on ISO 22000:2005 Auditors Course, Understanding the New revised ISO 17025 implementation, International Public Sector Accounting Standards, Training on Quality Control Management, Training of Certification Actors on ISO 17021- 1:2015.

## **5.3 INTERNAL AUDIT**

Internal audit is a full time activity providing independent, objective assurance and consulting services on processes throughout the Bureau. The department was established 12 years ago in April 2006 as a unit which graduated into a department in 2010. The department is charged with the responsibility of evaluating and recommending value adding improvements on effectiveness of the risk management, control and governance processes within the Bureau. By undertaking a range of independent reviews, the department supports National Standards Council (NSC), Management and staff to fulfill their roles efficiently and effectively in their efforts towards achievement of UNBS goals and objectives.

This financial year, internal audit continued to prioritise assessment of financial management practices, with a view of addressing the fiscal risk. The treasury operations and revenue management reviews greatly improved accountability and financial propriety of funds and other resources availed to run the Bureau operations. Revenue assurance engagements included

Certification, Standards development and National Metrology Laboratories. Periodically, the financial and operating information as measured and reported by accounting methods of the Bureau were continuously evaluated for authenticity and credibility.

The Department conducted operational and technical reviews of the transport operations and fleet management, employee performance management, governance, and standards development activities to assess the overall efficiency and effectiveness towards achievement of UNBS objectives. Notable process improvements: under Transport operations and fleet management included procurement of an IT fleet management system to track motor vehicle utilisation. Improvements under employee performance management included a review of the internally developed ICT performance management tool to capture key information and aspects that are required to support evidence based decision making. The review of operations on governance and standards development aimed at identifying areas for improvement to support the achievement of the UNBS mandate.

The Department also conducted internal audit monitoring and follow up exercise of the status of implementation of both internal and external audit recommendations. The exercise covered all internal and external audit recommendations for the FY2016-17. The internal audit department noted that a number of audit recommendations were implemented and closed.

The NSC audit and risk committee in pursuance of its oversight role relating to financial practices, internal controls and corporate governance issues, compliance with laws, ethics and audit matters, held quarterly meetings only up to December 2017 to assess and guide on internal audit observations and recommendations. The Committee approved and monitored implementation of the annual internal audit activity plan; considered and tracked implementation of both external (OAG) and internal audit recommendations. The Committee's parental and professional guidance has significantly reinforced the department's effectiveness, efficiencies and effort to provide value adding services and contribution to improved UNBS business processes.

This financial year, NSC and Management, in bid to support Internal audit fulfill its mandate, recruited a substantive Manager Internal Audit in Q3 following the resignation of the previous one in August 2016. Also in Q3, the Internal auditor was evaluated and promoted to the position of Senior Internal Auditor. A new Technical Auditor was recruited during Q2 following the re-designation of the former technical auditor to the Risk management office. Towards the end of the financial year, the two (2) graduate interns who joined the department during FY 2016-17 were evaluated and absorbed as fulltime internal auditors' effective beginning of FY 2018-19. These additions have boosted department's operating capacity which may go along in enhancing its efficiency and effectiveness as well as meeting its value addition role.

The department maintained and enjoyed good working relationship with the Office of the Auditor General (OAG), the Internal Auditor General (IAG) and other assurance providers as provided for under the National Audit Act (2008), PFMA (2015), PPDA Act 2003 (as amended). In its external liaison role, the department ensured productive and collaborative arrangement with all its stakeholders which in turn led to successful coordination of the audit effort.

## 5.4 QUALITY MANAGEMENT SYSTEM

Following a deliberate policy by UNBS Management to have all UNBS activities carried out based on a well-documented management system in line with best international standards and practices, the Quality Management System division structured a roadmap to establish, implement and maintain management systems for the various functions and operations of UNBS. This journey started with UNBS testing activities which has led to laboratories like Chemistry and Microbiology getting accredited based on ISO 17025. The culture has been extended to all the other departments, functions and operations of UNBS. Currently standards development, inspection, certification, management and administration have taken course on operating Quality Management system.

## 5.5 RISK MANAGEMENT

UNBS is committed to compliance with best practices as regards corporate governance principles of accountability, fairness, transparency and respect for rights of all stakeholders among others. Given the current dynamic business environment, the Bureau adopted the Risk Management System best practices and strategies that will enable it to be on top of its threats and uncertainties, tap in to opportunities in order to optimally realize its mandate and objectives. At UNBS, Risk management is taken as an essential tool in ensuring that UNBS objectives are not jeopardized by unseen events.

Risk management plays a key part in shaping how resources are used by administrations in order to effectively achieve their set goals. To operationalize Risk management, Management and the NSC set up Risk Management Policy which has a policy statement and objectives committing to risk management implementation at UNBS. The policy statement and objectives are as stated below;

UNBS is committed to achieving customer satisfaction through implementation of a Risk management system as embedded in ISO 31000:2009 standard and other applicable regulations.

- a) Risk management shall be everyone's responsibility, from the NSC to individual employees and each shall be expected to understand the risks that fall within the limits of their accountabilities and expected to manage these risks within UNBS risk appetite to meet its strategic and business objectives.
- b) Risk Management shall be integrated into all UNBS processes such as strategic planning, business planning and operational management to ensure consistent consideration of risks in all decision-making. Risk Management shall continue to evolve to reflect international standards, industry best practices and UNBS's stakeholder needs.
- c) Each strategic business unit, department or division shall be required to undertake a risk assessment on an annual basis. The outcome of the risk assessment shall be reviewed by the department or division on a bi-annual basis; and a report prepared for the Management team and the Audit Committee of the NSC.

UNBS Risk Management objectives that guide implementation of the system include the following:

- Develop a common understanding of risk across UNBS functions and business units in order to manage risk cost effectively on enterprise wide basis;

- Achieve a better understanding and appreciation of risk for effective service delivery;
- Build and improve capabilities to respond effectively to risk;
- Achieve cost savings through better management of internal resources and processes;
- Allocate resources more efficiently;
- Improve internal controls and mitigate risks; and
- Define and categorize UNBS risks to better mitigate and manage them.

In the financial year 2017/2018, UNBS embarked on the journey to make risk management part of its processes through establishment of a continuous risk training and awareness program for top management, council members and staff, identification and inventory of the risks faced at UNBS based on the definition of risk, assigned risk owners to identified risks within the risk management tools and cross cutting risks were identified within the risk management tools and followed up for implementation with support functions.

The Risk Management function coordinated all risk management activities at the Bureau and made reports to management on the amount of risk exposure at the UNBS. The internal audit function evaluated the effectiveness of risk management in the Bureau by conducting risk based audits and in order to contribute to the improvement of risk management processes.

## **5.6 INFORMATION AND COMMUNICATION TECHNOLOGY**

The ICT Department provides a full range of services including strategic planning; project management; data backup and storage, information security, staff training, website update, software development and maintenance plus the provision and maintenance of computer systems, Internet, e-mail & telephony. The ICT Service is supplied via a combination of in-house and contractor provision.

The ICT Department provides an appropriate environment and Information and Communication technologies that enable our clients to access the information and services necessary to do their jobs. We provide UNBS staff in various Departments with the ICT tools to enable them to achieve their goals. Some of the key achievements in this area included:

- Setup of 20KVA online UPS to run backup for 24 hours
- Procured and installed 64 terabytes Network Attached Storage (NAS).
- Upgraded Standards House Network to layer 3 protection
- Automated power at Standards House with 240KVA Gen set
- Extended LAN to the upcountry offices
- Setup of the in-house smart ID Production
- Installed the IP PABX
- Procured and setup Microsoft Exchange server 2016 for email collaboration

## Financial report

**Table 12 – Statement of Financial Position as at 30th June 2018**

UGANDA NATIONAL BUREAU OF STANDARDS			
Statement of Financial Position as at 30 <sup>th</sup> June 2018			
ASSETS			
	Note	2018	2017
Non-Current Assets		UGX	UGX
	1	31,352,249,330	22,766,042,701
<b>Current Assets</b>			
Accounts Receivables	2	17,681,970	17,681,970
Activity Advances		461,312,909	383,117,426
Cash at Bank	3	5,232,853,677	1,102,603,820
Total Current Assets		5,711,848,556	1,503,403,216
Total Assets		<b>37,064,097,886</b>	<u>24,269,445,917</u>
<b>EQUITY &amp; RESERVES</b>			
<b>Capital &amp; Reserves</b>			
Capital		2,903,770,727	2,903,770,727
Cumulative Surplus/Deficit		33,859,106,178	20,716,667,156
Capitalized Grants		5,155,483	5,891,980
		<b>36,768,032,388</b>	23,626,329,863
<b>Current Liabilities</b>			
Accounts Payables	21	296,065,498	643,116,054
		296,065,498	643,116,054
		<b>37,064,097,886</b>	<u>24,269,445,917</u>

**Table 13 – Statement of Financial Performance and other Comprehensive income**

<b>UGANDA NATIONAL BUREAU OF STANDARDS</b>			
<b>Statement of Financial Performance and other Comprehensive income</b>			
<b>For the Financial Year ended 30<sup>th</sup> June 2018</b>			
<b>INCOME</b>	<b>Notes</b>	<b>2018</b>	<b>2017</b>
Government Funding	4	20,085,405,594	10,723,009,248
Non Tax Revenue	5	25,402,556,505	16,754,522,432
Project Income	6	84,017,818	525,266,636
		45,571,979,917	28,002,798,316
<b>LESS EXPENDITURE:</b>			
Employee Costs	7	14,360,279,795	13,112,896,169
Medical Expenses		650,009,509	585,177,541
Offices Expenses/Welfare	8	1,176,797,731	898,771,440
Travel Inland/Abroad	9	2,863,242,862	1,776,586,130
Staff Training/Workshops	10	1,222,134,408	703,406,248
Laboratory Chemicals/Consumables	11	825,063,164	199,002,923
Laboratory/ Lab Equipment Repairs	12	345,946,953	344,295,939
Utilities	13	530,849,528	537,826,043
Allowances		1,380,213,583	218,541,406
Printing & Stationery	14	1,097,410,071	483,557,957
Operation & Maintenance of Vehicles	15	1,264,795,502	915,904,887
Cleaning and Sanitation		181,546,188	200,599,460
Guards, Security Expenses		175,776,112	125,586,565
Contribution to Intern'l & Local Org.	16	327,628,633	158,469,722
Advertising/Publicity & Newspapers	17	239,653,066	323,307,134
Recruitment Expenses		16,195,000	26,651,000
Bank Charges		26,998,766	17,911,024
Rent for Offices and Laboratories		307,397,455	156,644,272
NSC Expenses		128,139,447	299,538,594
Projects Expense		-	525,266,636
Telephone/Postages Expenses	18	1,249,476,756	460,667,384
Consultancy Expenses		338,168,204	83,711,570
Standards Development	19	219,143,747	15,181,000
Consolidated A/C	20	1,792,376,916	-
Depreciation of Grants		-	841,711
Depreciation of Assets	1	1,711,033,996	1,341,435,164
		<b>32,430,277,392</b>	<b>23,511,777,919</b>
<b>Surplus/Deficit</b>		<b>13,141,702,525</b>	<b>4,491,020,397</b>







## UGANDA NATIONAL BUREAU OF STANDARDS

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