

ANNUAL REPORT
FINANCIAL YEAR
(FY) 2019/20



**UGANDA NATIONAL
BUREAU OF STANDARDS**



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OF STANDARDS

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(FY) 2019/20



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LIST OF ACRONYMS

ASTM	American Society for Testing and Materials
BIA	Business Impact Analysis
BCP	Business Continuity Plan
COC	Certificate of Conformity
CIMS	Certification Information Management System
DESA	United Nations Department of Economic and Social Affairs
EAS	East African Standard
EN	European Standard
ERM	Enterprise Resource Management
FDUS	Final Draft Uganda Standard
FSMS	Food Safety Management Systems
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
MFPED	Ministry of Finance Planning and Economic Development
MSME	Micro Small and Medium Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NSC	National Standards Council
NSS	National Standardization Strategy
OHS	Occupation Health and Safety
OSBP	One Stop Boarder Post
PT	Proficiency Testing
PVoC	Pre-Export Verification of Conformity
QMS	Quality Management Systems
QUISP	Quality Infrastructure and Standards Programme
SANAS	South African National Accreditation System
SIMo	Standards Information Management System
SQMT	Standards, Quality Assurance, Metrology and Testing
TBT	Technical Barriers to Trade
TBS	Tanzania Bureau of Standards
TC	Technical Committee
TMEA	Trade Mark East Africa
UIA	Uganda Investment Authority
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
UTM	Universal Testing Machine
WTO	World Trade Organization

CORE VALUES

01

PROFESSIONALISM

- We are courteous, competent, committed, efficient and dependable in our work
- We take responsibility and are accountable for our actions
- We are trustworthy

02

INTEGRITY

- We are morally upright, incorruptible and uphold high ethical code of behaviour.
- We are decent, honest and do our work with utmost transparency because we are accountable to our stakeholders
- We have the inward strength to stick to our values regardless of circumstances

03

CUSTOMER FOCUS

- Our customers are the reason we exist and so we ensure our clients are happy through timely service delivery, respecting their feelings and maintaining the right attitude towards them
- When mistakes occur we accept them and take responsibility by addressing complaints and providing timely feedback

04

INNOVATION

- We are creative because we need to provide alternative solutions to problems by doing the same things differently and more effectively to maximum outputs using minimum inputs,
- We do this to minimise wastage and control costs to cope with changes in the global and business environment
- We are visionary that is why we think at all times so as to be ahead of others by addressing complaints and providing timely feedback

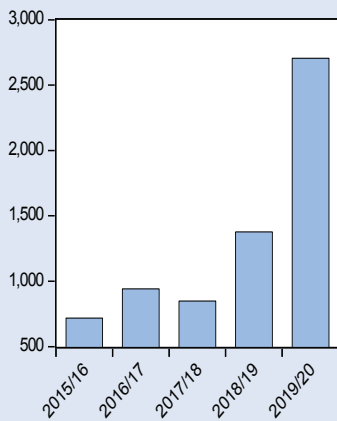
05

TEAMWORK

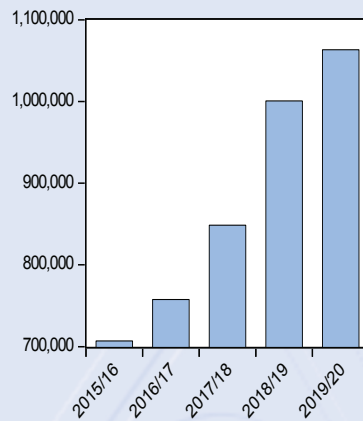
- We believe in working as a team that is why we cooperate, share resources, and work and live in harmony and unity with others with utmost respect and consideration in our diversity.
- We have empathy for each other and we acknowledge the effects of others
- Our strength lies on the strength of each of our individual members

GRAPHIC REPRESENTATION OF UNBS ACHIEVEMENTS

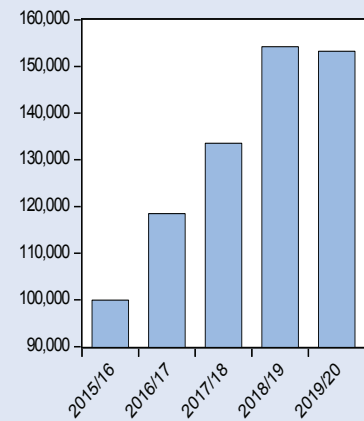
Number of certification permits issued



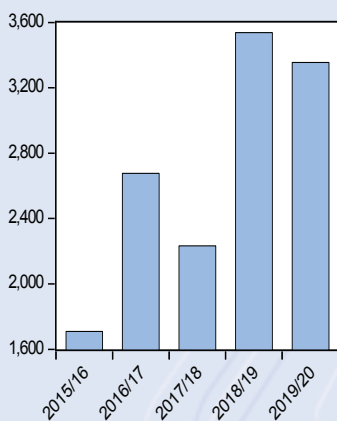
Number of equipment used in trade verified



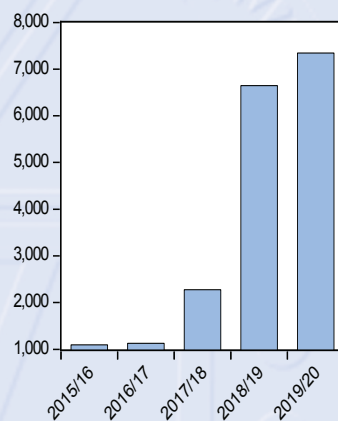
Number of import consignments inspected



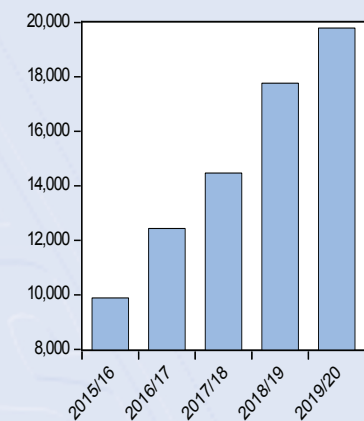
Number of industrial equipment calibrated



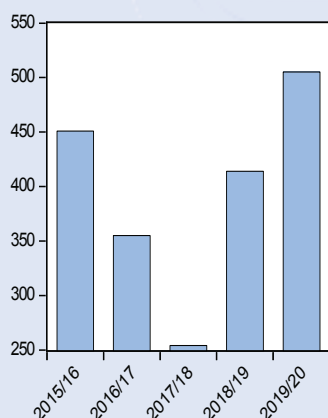
Number of market outlets inspected



Number of product samples tested



Number of standards developed



UNBS KEY EVENTS PICTORIAL



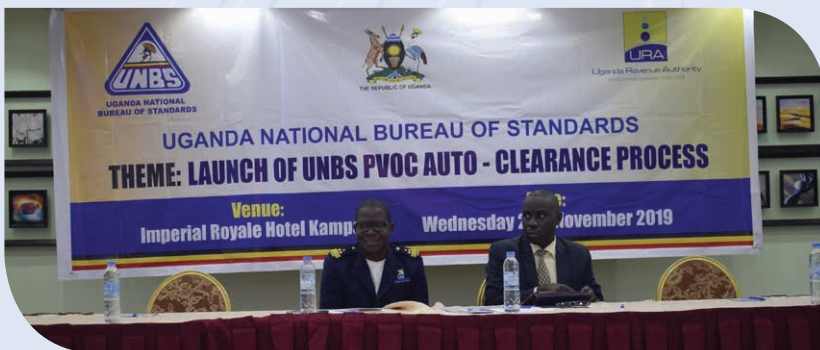
UNBS Staff engagement with stakeholders from the bakery sector



Redevelopment of the UNBS Calibration Rig



School visit to UNBS laboratories



Launch of UNBS PVOC auto-clearance process



Fuel Marking and Quality Monitoring Program



Newly constructed UNBS Food Safety Laboratories



UNBS Calibration truck



Members of Parliament visit and tour of the UNBS food safety laboratories at the Head Office in Bweyogerere



e-Minzani launch



URA hands over substandard alcohol to UNBS



UNBS Market Surveillance activities



NATIONAL STANDARDS COUNCIL



Mrs. Eng Masitula Munyami Male
Chairperson



Prof Dr. Eng. Jackson Mwakali
Vice Chairperson



Eng. Dr. Ben Manyindo



Mr Kachope-Kato Benedict
Abooki



Mrs Mary Sepuya



**Dr. James Kaboggoza
Ssemwanga**



Al-Hajji Lule Umar Mawiya



Mr Afidra Ronald



Mr Suudi Kizito



Mr. Lambert Olidio

MANAGEMENT TEAM



Eng. Dr. Ben Manyindo
Executive Director



David Livingstone Ebiru
*Deputy Executive Director
Management and Financial
Services*



Patricia Ejalu
*Deputy Executive Director
Standards*



John Paul Musimami
*Deputy Executive Director
Compliance*



Yasin Lemeriga
*Manager National Metrology
Laboratories*



Namubiru Leatitiah
*Manager Legal Metrology
Department*



Davis Ampwera
*Finance & Administration
Manager*



Daniel Arorwa
*Manager Market Surveillance
Department*



Susan Akantunga
Human Resource Manager



Andrew Othieno
*Manager Imports Inspection
Department*



Martin Imalingat
*Manager Certification
Department*



Timothy Sekandi Mugesera
Internal Audit Manager



Deus Mubangizi
Manager Testing Department



Charles Nkwanga
Manager ICT Department



David Eboku
*Manager Standards
Department*

LETTER OF TRANSMITTAL

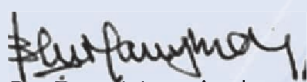
Hon Minister
Ministry of Trade and Cooperatives
Farmers House
Kampala, Uganda

Honorable 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 2019/20. This report contains Draft Accounts for the same period.

On behalf of the National Standards Council and 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



STATEMENT FROM EXECUTIVE DIRECTOR, UNBS

The annual report of Uganda National Bureau of Standards (UNBS) is a legal requirement under Section 40 of UNBS Act, Cap 327 of the laws of Uganda. It is part of the accountability and transparency to the public (tax payers) who finance the Bureau activities. The statement provides the level of funding by government and highlights the activities undertaken as part of service delivery of government to the nation for the FY 2019/20.

The vision of the Bureau is to be a leading institution of international repute in the provision of sustainable standardization services. The Bureau celebrated thirty (30) years of existence and service to Ugandans under the theme: "Celebrating 30 years of Promoting Standards, Trade, and Consumer Protection". The celebrations focused on recognition of men and women in government, industry and the non-state actors, the National Standards Council members and staff, who have made the journey and contributed to the growth of the institution to the levels exhibited over the years under the overall supervision of the Ministry of Trade, Industry & Cooperatives.

The highlights of 30 years included the growing number of the UNBS family to 327 staff, the development of 3,621 national standards, the certification of 1,200 locally manufactured products, increased awareness of UNBS services; increased

participation and influence in regional and international standardization activities and the construction of UNBS' home comprising of offices, the national calibration rig, the warehouse and the food safety laboratories.

The Budget Monitoring and Accountability Unit (BMAU) of MFPED in its annual monitoring report for the Industrialization sub-sector noted that the performance for the FY 2018/19 was good (average 74%) with UNBS having the best output performance of 84.9%.

Achievements

The approved budget for FY 2019/20 was UGX 68.935 billion comprising of NTR contribution of UGX 39.108 billion (56.73%) and GOU contribution of UGX 29.827 billion (43.27%). The Bureau received UGX 59.710 billion of the total approved budget of UGX 68.936 billion by end of the financial year which accounts for 86.6%. The funds were applied to deliver on UNBS mandate of trade facilitation, consumer protection and education; and fair trade practices in the marketplace.

The highlights during the FY 2019/20 included: the development and approval of the National Standards Strategy (NSS) 2019-2022; transformation of the Bureau activities to digital platforms; decentralization of UNBS services to Mbarara, Mbale and Gulu; accreditation of Quality Management Systems (QMS) and

Highlights of 30 years

Grew UNBS family to 327 staff,

Development of 3,621 national standards,

Certification of 1,200 locally manufactured products,

Increased awareness of UNBS services;

Construction of UNBS' home

UNBS having the best output performance of 84.9%.

"Celebrating
30 years
of Promoting
Standards, Trade,
and Consumer
Protection".

specifically ISO 9001 QMS and ISO 22000 FSMS; testing of energy meters; simplification and translation of food standards into local languages with support of Commonwealth Standards Network (CSN) and increased staff levels up to 435.

The National Planning Authority (NPA) ranked UNBS highest in the trade and industry sector with the score of 72.4% in their Annual Assessment of alignment of Work Plans and Budgets to the National Development Plan (NDP2) and other performance indicators across the various Government Ministries, Departments and Agencies (MDAs).

Response to COVID-19 pandemic

As part of the national response towards the COVID-19 pandemic, the Bureau was at the forefront in ensuring that the disease does not spread to the population. This was undertaken by ensuring that hand sanitizer standards were developed and implemented leading to certification of the products by manufacturers. The food distribution program of government was supported to ensure the food being distributed met the requirements of national safety and quality standards. Additional response was the development and approval of face masks standards to enable industry produce the masks and receive certification. The testing and certification of products were active during the COVID-19 lockdown to help test and certify the COVID-19 related products like sanitizers, non-medical masks, dry beans, maize flour and support product certification of industries.

As part of Corporate Social Responsibility, UNBS staff contributed UGX 20.882 million towards the Presidential call to support the national COVID-19 task force activities.

Challenges

With the national quality infrastructure capacity at about 40%, the Bureau will continue to

**UGX
20.882
million**

UNBS staff contributed towards the Presidential call to support the national COVID-19 task force activities.

72.4%

The score of UNBS that NPA ranked highest in the trade and industry sector

**UGX 160
billion**

The funding required approximately per year for the next five years, to recruit and increase staff to 640 so as to provide 24/7 service,

face difficulties in supporting the private sector in terms of laboratory testing capacity and quality certification of the products as well as elimination of substandard goods on the market. The funding of the Bureau needs to be increased so as to recruit and increase staff to 640 so as to provide 24/7 service, monitor the marketplace, complete construction of laboratory infrastructure and strengthen its decentralization programme. The funding required is approximately UGX 160 billion per year for the next five years.

Conclusions

The UNBS overall annual targets were affected by the COVID-19 pandemic disruptions but most functions had registered better results by end of Q3. Overall, the first half of the year was quite promising with Bureau having achieved most of the targets with half year performance rated as very good. The second half of the FY saw COVID-19 pandemic disruptions culminating into a lockdown of the country effective 18th March 2020. This eventually affected the momentum that had been generated in the first half of the year thus affecting the attainment of the annual target for the FY 2019/20.

The new financial year FY 2020/21 has had both opportunities and challenges. The Bureau will finalize the alignment of its strategies to Government NDP III, the COVID-19 pandemic responses and the new programme based budgeting framework. At operational level, resources will be allocated in ensuring the reduction of substandard goods on the market, trade facilitation for the private sector, strengthening internal control processes and IT platforms; construction of the National Metrology Laboratory and the strengthening of the decentralization program of UNBS services will continue.

David Livingstone Ebiru



STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, **MANAGEMENT AND FINANCIAL SERVICES**

The Directorate of Management and Financial Services is responsible for supporting and facilitating financial and operating activities of UNBS. It is also responsible for monitoring implementation of the Strategic Plan objectives by the respective functions of the Bureau through operationalization of Annual Work Plans and Budgets.

During FY 2019/20, a fair share of UNBS' Financial and Operating activities were disrupted by the COVID-19 lockdown which forced most of the activities to be halted for the entire 4th Quarter. Nonetheless, UNBS' Annual Financial and Physical Performance of planned outputs was above average.

Although there was an increase in the budget allocation to UNBS during the year from UGX47.8 Billion during FY 2018/19 to UGX68.9 Billion during FY 2019/20, the overall budget performance at the end of the year was 87%, of which the contribution of UNBS Non Tax Revenue (NTR) was 64% of the actual budget released to UNBS.

The staffing levels of UNBS also increased during the year from 330 staff during FY 2018/19 to 435 staff at the end of the Financial Year. This followed additional allocation of the Wage Bill during the Financial Year

moving the current staffing level to 67% of the approved establishment of 640 staff.

The Bureau continued to invest in ICT automation for most of its core processes by ensuring efficiency and effectiveness of the respective Information Management Systems in the various functions. The focus is now on ensuring security of these various ICT Systems given the increased level of reliance on online services by both staff and external clients.

The construction of the laboratory infrastructure at Bweyogerere using GOU funding was completed

Overall budget
performance at
the end of the
year was

87%



UNBS engages its stakeholders at the helm of the UNBS at 30 celebrations

during FY 2019/20 and the next Project of constructing the National Metrology Laboratories is expected to commence during FY 2020/21 with funding from African Development Bank (AfDB) under the Agricultural Value Chain Project. UNBS also acquired a 3-acre piece of land in Mbarara from Uganda Investment Authority and plans are underway to develop it as a Regional Office.

During the financial year, the Directorate through the Corporate Planning function spent most of its effort drafting the 4th UNBS Strategic Plan 2021-2025 and aligning it with the National Development Plan (NDP III) Programs which are expected to be implemented effective 1st July, 2020.

The focus for the coming Financial Year therefore will be ensuring that UNBS and her employees adjust and adapt to the new ways of doing things

brought about by the COVID-19 Pandemic. There will be need for increased vigilance in the observation of SOPs at the workplace, but most importantly by staff operating in the field.

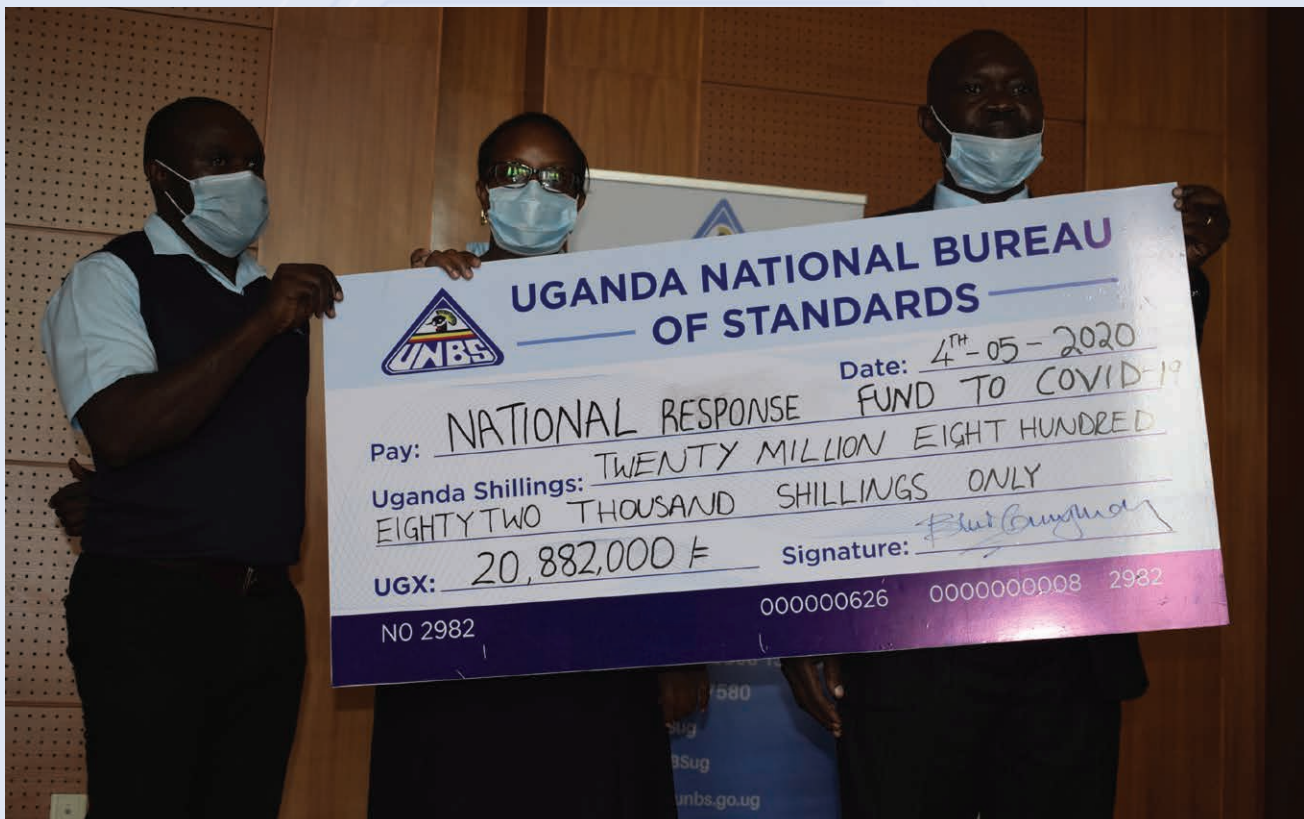
UNBS' efforts of growing its NTR contribution to the budget will continue despite the anticipated challenges of the general economic slowdown occasioned by pandemic.

In conclusion therefore, despite disruptions in operations brought about by COVID-19 Lockdown during the 4th Quarter of FY 2019/20, UNBS' Annual Financial and Physical Performance were above average. However the effects of the pandemic are likely to be spilt over to the next FY 2020/21 when NPDIII comes into force alongside the next UNBS 5-Year Strategic Plan 2021/25 and the Bureau needs to re-position itself to confront emerging challenges.

Wage Bill during the Financial Year moved the current staffing level to

67%

of the approved establishment of 640 staff.



UNBS Staff Donation to the National Response fund to COVID-19



STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, **STANDARDS**

The Standards Directorate continued to fulfill key roles in the development and implementation of standards and standardization services respectively. The demand for certification services continued to grow throughout FY 2019/20 as more manufacturers were required to meet the distinctive mark regulations as well as export requirements within the region.

With reference to available standards, the review of aged standards was a priority to ascertain the status of all existing standards and establish their relevance. The review of standards is an on-going process that ensures that relevant standards are available for use, based on the existing technologies and practices.

Accreditation continues to be a priority for UNBS to ensure that services rendered meet internationally recognized standards. This is done to enhance the quality of locally produced products in support of the Buy-Uganda-Build-Uganda (BUBU) Policy, as well as boost our export capabilities. The testing laboratories (Chemistry and Microbiology) were able to maintain their accreditation status against the International Standard that covers the requirements for testing and calibration laboratories (ISO/IEC 17025). The Certification Department was also able to maintain accreditation against the

international standard, ISO/IEC 17021-1 that covers the certification of management systems standards. Efforts were also made during the financial year to conclude the application process for accreditation for the National Metrology Laboratories. The COVID-19 pandemic presented new challenges to the Directorate with specific reference to the certification and testing of key products like sanitizers, food (maize flour and beans) and face masks.

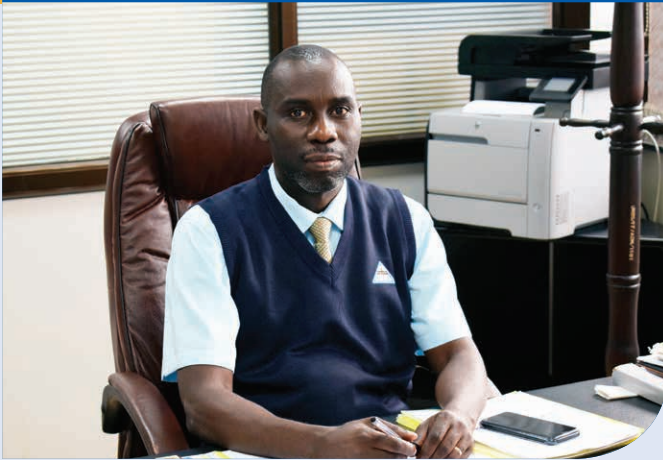
The teams met the challenges head on and were able to ensure the certification of over 200 sanitizer producers, and over 50 non-medical face mask producers. Online standards development activities commenced during this time to produce no less than 14 standards in particular the face mask (medical and non-medical) standards. UNBS will be implementing a new strategic plan in the FY 2020/21, based on the National Development Plan III (NDP III) goals and objectives and other key government policies like BUBU and Import Substitution. Lessons learned have prepared the teams to meet the coming challenges with commitment and determination, to ensure that UNBS meets expectations of all stakeholders in the provision of goods and services that maintain the health and safety of the consumers, allow for fair trade and protect the environment.

200
Sanitizer
Producers

50
Non-medical face
mask producers were
certified during the
COVID-19 Pandemic

**ISO/IEC
17021-1**

Covers the certification
of management
systems standards.



STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, **COMPLIANCE**

The Directorate of Compliance monitors, analyses, coordinates and implements the enforcement of standards activities.

The inspections activities increased during the FY 2019/20 with the sole purpose of ridding the market of substandard goods. The market surveillance activities increased by 50% in comparison to the previous year and the total seizures were 679 of the substandard goods. Inspections were spread across the country though the majority were done in the Central region. Over 500 metric tons of substandard products were destroyed. During the COVID-19 lockdown, 840 metric tons of maize were barred from distribution as relief food because of quality and safety concerns.

Inspections of imported products were conducted and a total of 106 metric tons of a variety of goods valued at UGX 2.57 billion failed the laboratory tests resulting in their destruction.

Interventions in the electricity sector specifically verification of meters was further enhanced by the acquisition of two test benches and six portable equipment from Electricity Regulatory Authority (ERA) and this resulted into a higher output of meters verified thus reduction in the turnaround time.

The focus for the coming financial year among other things will be the engagements with the stakeholders in the water sector with a view of discussing the draft regulation in regard to verification of water meters. A track and trace system is also to be put in place to support the inspection activities in respect to goods that are imported and those on the market. A number of strategies are being rolled out to reduce on the download of substandard goods on the market.

Overall budget
performance at the
end of the year was

87%



Team building activities for staff in the Compliance Directorate



CORPORATE GOVERNANCE

Legal Mandate

Uganda National Bureau of Standards (UNBS) is Government Institution 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 consumer protection.

UNBS Structure

National Standards Council (NSC)

The NSC is the governing body and comprises 10 members who are appointed by the Minister responsible for Trade. The NSC is responsible for the overall policy making, declaration of national standards and overseeing the strategic direction of the Bureau.

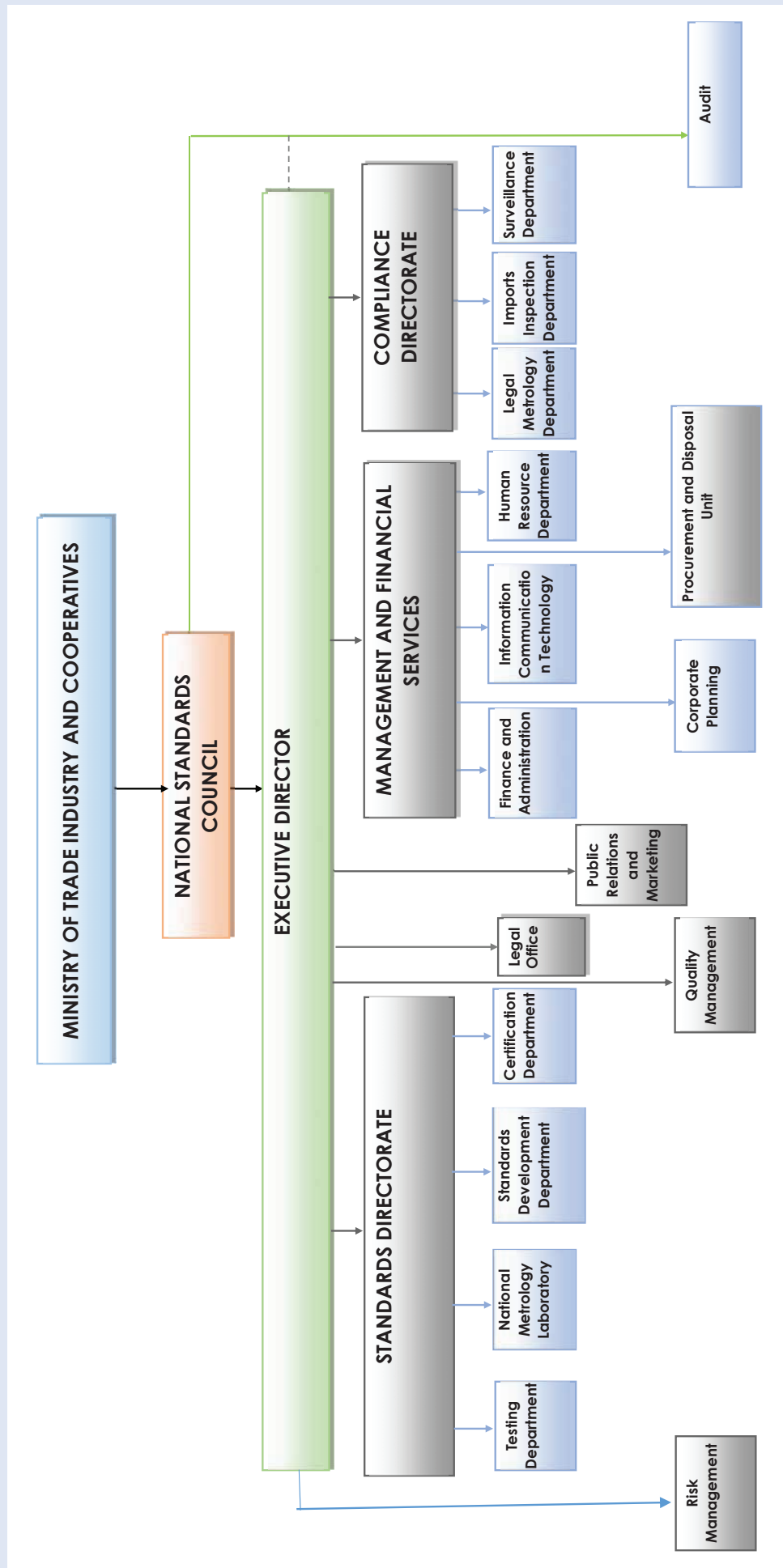
The NSC works closely with Management in developing policies and operational strategies. The NSC business is undertaken through committees namely; Finance and Planning, Staff and Administration, Standards and Technical and Audit, which play an important role in supporting governance approaches.

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 the three directorates namely; Standards, Compliance and Management and Financial services. The strategies and policies established by the Council are implemented by the staff, currently at 435 staff as compared to 337 in the previous year. The male to female ratio was 3:1 (325 males 110 females) as at close of the financial year.

The relationship between the Executive Director and the different directorates and departments is reflected in Figure 1.

Figure 1 - UNBS Organogram



1.0 Implementation of UNBS Strategic Plan 2015/16 - 2019/20

UNBS implements the Strategic Plan that is aligned to the Sector Development Plan (MTIC) and the National Development Plan. The Plan implemented in the year under review run from FY 2015/16 – FY 2019/20 and is aligned to NDP II. The implementation of the Plan was based on six Strategic objectives, which included:

The year under review was the final year of implementation of the Strategic Plan 2015/16 - 2019/20. A terminal review of the said plan was conducted and an evaluation was made. The table below shows the performance of each of the above mentioned strategic objectives.



Table 1 - Performance of strategic objectives FY 2015/16 - FY 2019/20

S/No	Strategic objectives	Score (%)
1	Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services	78
2	Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade	84
3	Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy	72
4	Strengthen human resource and improve infrastructure capacity for improved service delivery	89
5	Develop and maintain partnerships and collaborative arrangements at both national and international levels that support effective implementation of UNBS mandate	82
6	Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS	88
Overall score		82

During the year under review, UNBS registered achievements on each of the strategic objectives as undermentioned.

1.0 Implementation of Strategic Objective 1

Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.

The objective was designed to address issues of standards development and implementation during the execution of the UNBS mandate.

The role of the Standards Directorate is to formulate national standards as well as promote their implementation to ensure safety of goods and services and fair trade, with environmental sustainability in mind. Specific services offered include:

- development of standards for both products and services;
- testing of products against the standards developed to ensure conformity to set requirements;
- calibration of the measuring equipment used in trade and manufacture of the products covered by standards; and
- certification of the products and services to provide assurance to the consumer.

At UNBS, there are four departments that carry out the above-mentioned activities which include Standards, Certification, Testing and National Metrology Laboratory. The table below indicates a summary of performance of the above mentioned functions from the FY 2015/16 to FY 2019/20.

During the period under review, the undermentioned were achieved as per specific functional area implementing the Strategic objective one (1) of the Strategic Plan FY 2015/16 - FY 2019/20

1.1 Implementation of a Quality Management System (QMS)

UNBS is committed as per the Strategic Plan 2015/16 - 2019/20 to implement ISO 9001:2015. In line with the above, there is a deliberate policy by Management to ensure that every functional area promotes a well-documented management system in line with best international standards and practices. The Quality Management Division coordinates this process.

During the year under review, internal audits were conducted to check compliance to own procedures, confirm the procedures are aligned to the requirements of applicable standards and to verify the effectiveness of the management systems in the laboratory. Internal audits were done for National Metrology Laboratory (NML) and the Engineering Materials Laboratory (EML). This exercise was important towards the roadmap to accreditation of the NML and EML.

1.2 Standards Development

The Standards Department develops, promotes and provides information on national standards. The Department is comprised of six divisions which include four divisions that deal with writing of standards, one Division for the coordination of regional and international standardization and one Division for the editing and publishing of standards and information services.

During the year under review, 20 Technical Committees produced 505 standards. Out of 505 standards, 148 are in the area of Chemicals and Consumer Products, 125 under Engineering, 110 under Food and Agriculture and 122 under Management and Services. 83 are indigenous Uganda Standards (US), 111 harmonized indigenous East Africa Standards and 311 are other adopted

Table 2 - Summary of performance FY 2015/16-2019/20

SN	Key performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of standards developed	451	355	254	414	505
2	Number of samples tested	9,883	12,439	14,472	17,770	19,796
3	Number of certification permits issued	718	941	849	1,378	2,705
4	Number of equipment calibrated	1,709	2,677	2,233	3,538	3,354

international standards (ISO – 292 and Codex – 5, ARSO - 4, EN- 2 and ASTM- 8). On further analysis out of 505, 165 were revised standards.

14 standards including standards for facemasks, face shields and respirators were directly issued to support government efforts to fight COVID-19, which emerged during the second half of the financial year. In addition, UNBS published 12 simplified and translated standards and related materials enabling access to standards by small and medium enterprises and farmers. This brings the total number of standards in stock to 3948 as of June 2020.

The Bureau registered 595 request/ideas or proposals for standards; held 166 local technical committee meetings during the year. The Bureau also participated in 35 EASC TC, 2 ARSO TC meetings and 20 ISO/IEC/CAC TC meetings. In addition, there were a total 2,440 documents under processing during different stages during the financial year. The disruption due the COVID-19 has accelerated our digital transition improve standards development processes through use of online tools such as ISOLutions, SiMo (Standards management system) and online meeting platforms (Zoom, WebEx and Microsoft teams). Our pilot online meetings so far have been successful and we hope our stakeholders will be able transition and increase participation in standards work. We expect to enhance participation in regional and international standards development activities, strengthen collaboration and partnerships with stakeholders in order to improve outcomes.

A great performance despite COVID-19 is attributed to the partnership and collaboration with Ministry of Energy and Mineral Development (MEMD), Rural Electrification Agency (REA), Lotteries, Gaming Regulatory Board (LGRB), TradeMark East Africa (TMEA), Makerere University, Eastern Africa Grain Council (EAGC), National Information Technology Authority (NITA-U), ARSO, Codex Alimentarius Commission, ISO and Commonwealth Standards Network.

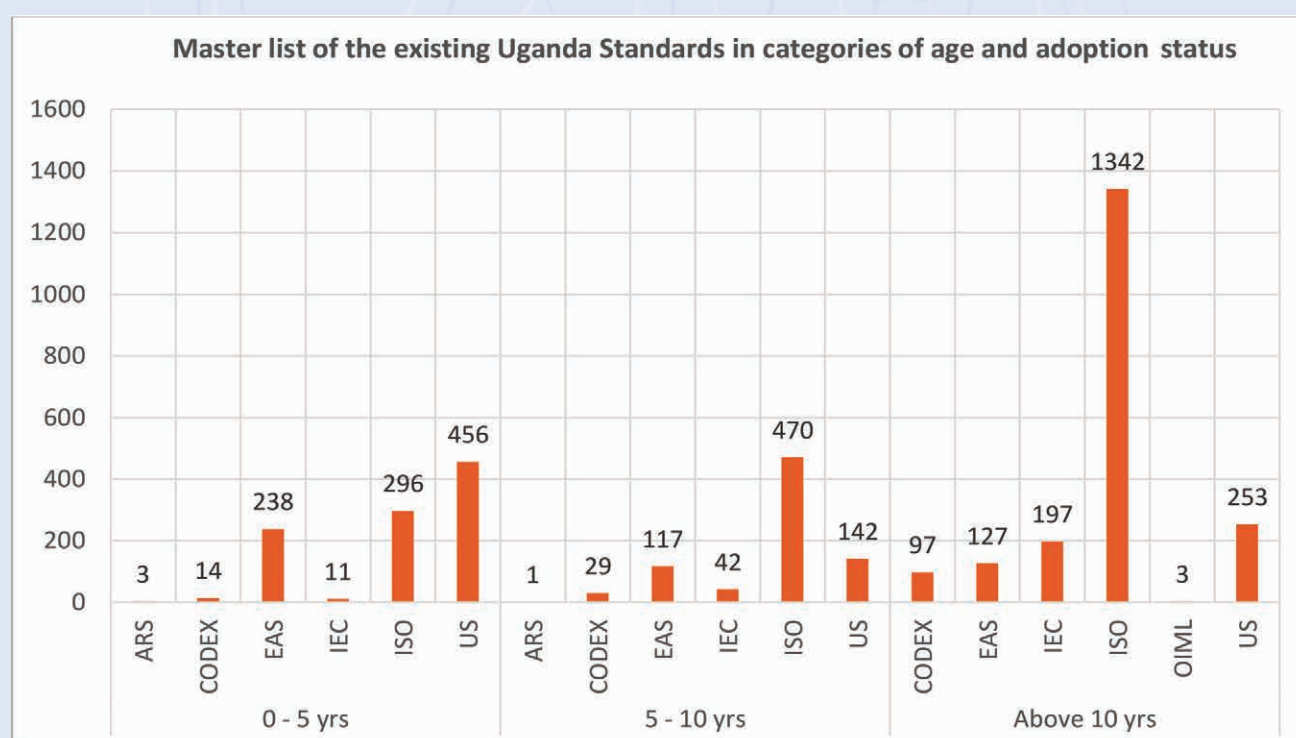
The aforementioned achievements were informed by the National Standardization Strategy 2019 - 2023 and review of standards as indicated below.

1.2.1 National Standardisation Strategy

The National Standardisation Strategy (NSS) was launched in November 2019. This document includes the National Standardization Plan and additionally the main results of the assessment of national economic, social and other needs that have resulted in the identification of the required standards in the Plan. The NSS is a three year plan from June 2019 – July 2023 and includes the following:

- A list of requests provided by stakeholders;
- A list of sector relevant standards identified from e.g. regional and international standards; and
- A total estimate of 2064 standards to be developed in three years.

Figure 2 - Master list of the existing Uganda Standards in categories of age and adoption status



1.2.2 Review of Standards:

The Standards Department reviewed the current stock of Uganda Standards and developed the master list that shows the number of standards at different age groups (0 - 5yrs; 5 - 10yrs; above 10yrs). This information gives a picture of the work required to ensure that the existing Uganda Standards are up-to-date and still relevant for use.

Above 10yrs: There are 2,019 Uganda Standards that are older than 10 years. Majority of these are ISO adoptions (1342) as seen in Figure 2 above. These standards are currently under review by the team to establish their relevance and the status of the international standard adopted, where relevant.

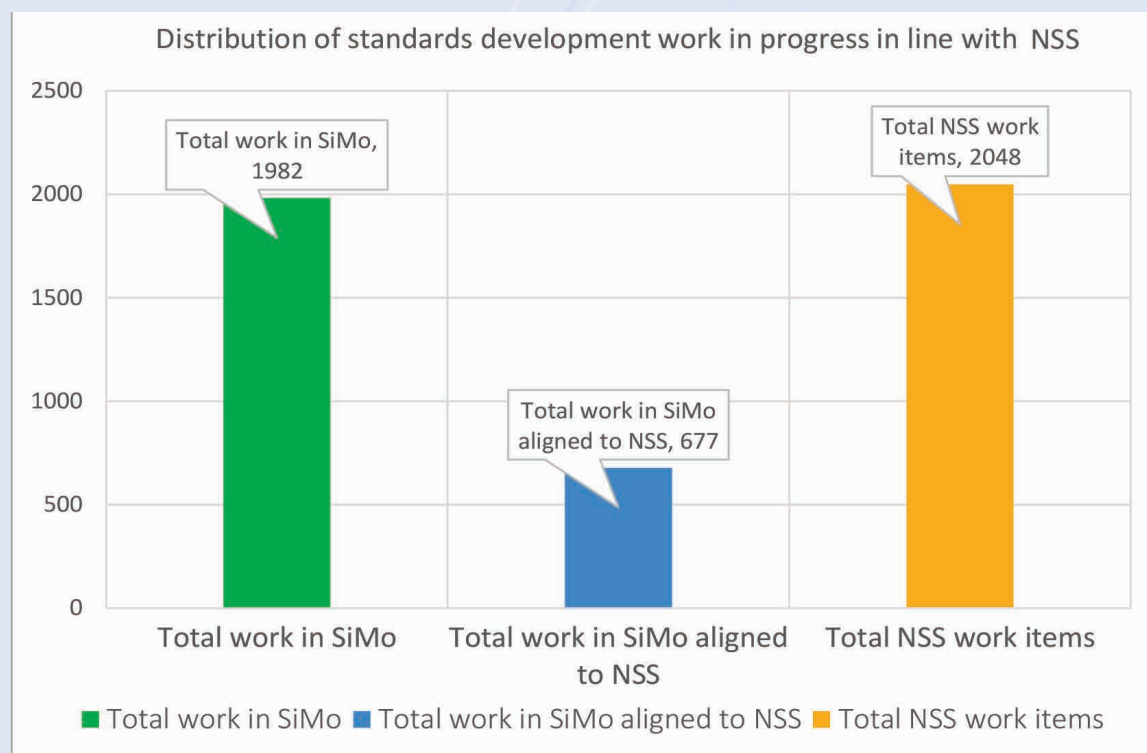
5-10yrs: There are 801 Uganda Standards that are between 5 - 10 years old. Majority of this group are ISO adoptions as well (470).

0-5yrs: There are 1,018 Uganda Standards in this group. Majority of these are indigenous standards (456).

During year under review the Bureau embarked on the process of reconfirmation of these standards to establish their relevance and technological validity. This information was used to plan for the review and development of standards which was incorporated into the current work program and the on-going implementation of the NSS.

The Standards team has also reviewed the ongoing work with reference to what is in the National Standardisation Strategy (NSS). As seen in Figure 3

Figure 3 - Distribution of standards development work in progress in line with NSS



above, out of the 1982 standards currently at different stages of development, 677 (34%) are aligned to what is in the NSS.

1.3 Certification

UNBS is the custodian of the principal seal of Quality in Uganda, the Q Mark (Distinctive Mark). The Q-Mark provides consumers with assurance that products meet standard requirements and are safe and fit for purpose. 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.



UMI ISO 9001 Certification by UNBS

During the year under review, UNBS undertook product certification, system certification, accreditation, support of MSMEs, management of COVID-19 emergency through certification of products, and further strengthened the decentralization of certification services as indicated below.

1.3.1 Product certification

UNBS is the Custodian of the principal seal of Quality in Uganda, the Q Mark (Distinctive Mark). The Q-Mark provides consumers with assurance that products meet standard requirements and are safe and fit for purpose. 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.

During the year under review, 3,109 product certification audits were conducted of which 76% (2,377 audits) were grant audits while 24% (732 audits) were surveillance audits, representing 133% increase from the 1,336 audits conducted in FY 2018/19. 5,956 products were sampled from the industry and market for independent testing as part of product evaluation. This was an increase of 120% compared to the 2,711 products sampled in FY 2018/2019.

The performance for the FY 2019/20 showed tremendous improvement in the performance of Certification with the number of product certification permits issued increasing by 100.4% that is from 1,350 permits in FY 2018/19 to 2,705 permits in FY 2019/20. An additional 1,355 products were certified in FY 2019/20.

The table below indicates the common products certified in the FY 2019/20.

1.3.2 Systems certification

The number of companies implementing and seeking certification to management systems based on international management system standards continues to register steady growth driven by market demand and organizations seek to demonstrate their commitment to quality, security, environment and food safety management through having their management systems certified.

During FY 2019/20, 24 systems certificates were issued to organizations, bringing the total number of active certificates to 62 as at 30th June 2020.

The Laboratory Recognition Scheme (LRS) has continued to attract private and public laboratories in a bid to improve internal systems of companies but also to improve the turnaround time for product certification by allowing acceptance of results from other laboratories. The scheme has continued to support the product testing needs of the manufacturing sector. The List of recognized laboratories is available on the UNBS website.

1.3.3 Accreditation of UNBS management systems certification services

Having achieved accreditation on 11th February 2019 from South African National Accreditation System (SANAS), UNBS has continued to maintain the accreditation while expanding the scope of accreditation to cover more sectors. At the 4th Certification Management Review Meeting held on 11th July 2019, UNBS Management set three (3) objectives for FY 2019/2020 which include:

- (i) To maintain accreditation by continually updating and monitoring effective implementation of the documented certification quality management system;

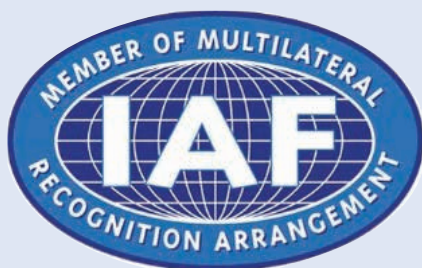
Table 3 - Common products (Top 10) by category FY 2019/2020

S/No.	Food & Agriculture Products	Chemicals and Consumer Products	Engineering Products
1	Bread	Instant hand sanitizers	Steel products: nails, bars, sections, sheets
2	Non-carbonated soft drinks	Flat and carrier plastic bags	Television sets
3	Packaged drinking water	Petroleum jelly	Tile adhesive cement and grout
4	Gin	Hair lotion and skin care lotion	Wood: poles, plywood, boards
5	Food grain snacks	Synthetic organic liquid detergent	Cement
6	Edible sunflower oil	Toilet paper	Pipes for water supply
7	Kombucha drink	Foam mattresses	Electric cables
8	Vodka	Plastic containers and plastic chairs	Power distribution transformers
9	Honey	Bathing bars and laundry soap	Concrete poles
10	Yoghurt	Non-medical face masks	Lead acid starter batteries

- (ii) To extend the scope of accreditation for QMS to cover at least three scopes by December 2020; and
- (iii) To ensure transition to ISO 22000:2018 by June 2020.

Following the November 2019 SANAS assessment, all the objectives were achieved as per the 21st January 2020 communication from SANAS and the updated and re-issued accreditation schedules. UNBS therefore holds valid accreditation for ISO 9001:2015, ISO 22000:2005 and ISO 22000:2018. The scope of ISO 9001 accreditation was extended to cover Foods and Beverages, Educational Institutions and Public Administration (Ministries, Departments, Agencies and Local Governments) while the ISO 22000 accreditation cover food manufacturing.

The accreditation has increased the credibility of UNBS certification services as UNBS is now internationally recognized to provide certification services to organizations for Food Safety Management Systems (ISO 22000) and Quality Management Systems (ISO 9001) in a competent, consistent and impartial manner. The certificates issued by UNBS are now recognized worldwide thereby facilitating international trade. This accreditation has given Ugandan companies an opportunity to certify their organizational systems at an affordable cost to demonstrate that their services meet international standards and therefore capable of meeting customer expectations.



UNBS was also given the approval to use the International Accreditation Forum (IAF) Logo (above) on accredited certificates and promotional material.

The accreditation has increased the credibility of UNBS certification services as UNBS is now internationally recognized to provide certification services to organizations for Food Safety Management Systems (ISO 22000) and Quality Management Systems (ISO 9001) in a competent, consistent and impartial manner.

1.3.4 COVID-19 emergency commodities certification

In the wake of the COVID-19 pandemic, UNBS intervened in the following areas:

1.3.4.1 Emergency food relief inspections and sampling

Between 13th April 2020 and 30th May 2020, 1,068 consignments of maize flour and dry beans were inspected and sampled comprising of both procurements and donations delivered to Office of the Prime Minister (OPM) stores in Nakawa for distribution to the vulnerable communities. The field team inspected and sampled food from the trucks that delivered the food supplies to the OPM stores and also conducted pre-

delivery inspections and sampling from the suppliers' premises. All samples were submitted to the UNBS laboratories, where they were tested to ascertain quality and safety. The food relief supplies that met the minimum quality and safety requirements were released to the OPM stores for distribution. The dry beans that did not meet the minimum requirements were released to the suppliers to undertake further cleaning after which they were re-inspected, sampled and re-tested. The maize flour that did not meet requirements, mainly due to the presence of aflatoxin beyond minimum acceptable levels, were impounded for further management, including re-processing or downgrading into animal feeds.



UNBS Food Safety Laboratory

1.3.4.2 Instant Hand Sanitizers

By March 2020, only two companies had been certified to manufacture hand sanitizers. However, with the COVID-19 pandemic, the number of manufacturers dramatically increased and the Certification Department was at hand to offer the necessary support including timely auditing to ensure that the hand sanitizers supplied were of the required quality. Accordingly, by 30th June 2020, 209 companies (with 254 brands) had been certified.

1.3.4.3 Face masks

The Certification Department, working with the Standards Department, conducted audits for facilities manufacturing face masks during May and June 2020. A total of 30 companies were certified.

1.3.5 MSME support services

UNBS offers a range of services in support of MSME development including:

- gap analysis;
- tailored guidance workshops;
- onsite technical guidance;
- product development and testing; and
- certification of products/processes.

UNBS has continued to provide support for MSMEs to create awareness and provide specific guidance to implement and meet the requirements of standards. This has been especially important with the roll-out of the implementation of the Use of Distinctive Mark Regulations.

During the FY 2019/20, UNBS registered 1,168 MSMEs down from 1,249 MSMEs (FY 2018/19) and visited 304 MSMEs (compared to 537 MSMEs in FY 2018/2019) for on-site technical assistance and gap analysis. 1,068 MSMEs visited UNBS and were provided with technical advisory services (compared to 929 MSMEs in FY 2018/19).

1.3.6 Decentralisation of Certification Services

In addition to the Head Office, UNBS continued to offer certification services from the regional offices in Gulu (North), Mbale (East) and Mbarara (West) as one of the strategies to promote production of good quality products by MSME at regional level thereby contributing to the government's effort of promoting industrialisation.

The applications completed in FY 2019/2020 were from 52 districts (18 Central; 14 West; 10 East; 10 North).

The districts on Table 4 below registered more activity in the period under review.

73% of the completed applications were from only 3 districts of Kampala, Wakiso and Mukono all in the Central Region.

1.4 Testing Services

The testing function is realized through the UNBS Testing Department. The Testing Department receives product samples from clients and tests them against standards or customer specifications, using standard test

UNBS SERVICES

Gap Analysis;

Tailored Guidance Workshops;

On-site Technical Guidance;

Product Development and Testing;

Certification of Products/Process.

Table 4 - Highest activity under decentralization

S/No.	District	Percentage	Number	District	Percentage
1	Kampala	37.78%	6	Buikwe	2.60%
2	Wakiso	23.30%	7	Lira	2.05%
3	Mukono	11.47%	8	Luwero	0.97%
4	Jinja	6.28%	9	Kasese	0.91%
5	Mbarara	3.02%	10	Mbale	0.91%

During the FY 2019/20, UNBS registered 1,168 MSMEs and visited 304 MSMEs for on-site technical assistance and gap analysis.

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.

As of 30th June 2020, the Testing function consisted of 4 laboratories namely:

- Chemistry laboratory;
- Microbiology laboratory;
- Engineering Materials laboratory; and
- Electrical laboratory .

The Petroleum Laboratory was still being operated jointly with MEMD although plans were underway to have a UNBS fully-owned petroleum laboratory at the new laboratories in Bweyogerere.

The Chemistry and Microbiology laboratories are internationally accredited by SANAS under facility number T0200. The UNBS Testing Department is also a Proficiency Testing Service provider for the matrices of edible oil and alcoholic spirits within the EAC, COMESA and other countries.

During the period under review, the following were achieved:

- a) A total of 19,635 samples were tested against a target of 20,000 samples thereby falling short of the target

by 365 samples. The shortfall was attributed to the Covid-19 pandemic which has ravaged the whole world negatively affecting performance.

- b) The e-certificates implementation was consolidated under LIMS.
- c) Construction of the new state-of-the-art Food Safety Laboratory blocks at the Headquarters was successfully completed.
- d) The Testing function successfully shifted operations from Nakawa to the new buildings at the Head-quarters in Bweyogerere
- e) A number of staff undertook technical training to improve on their competences.
- f) The participation in Proficiency Testing (PT) Schemes to support accreditation and the provision of PT services through the EAC PT scheme were successfully accomplished.
- g) During the months of March, April, May and June during the Covid-19 lockdown in Uganda, the UNBS Testing Laboratories continued to play the critical role of testing food samples supplied by Government to the population to protect consumers as well as testing sanitizers and face masks, among other key safety products, to mitigate the effects of the Covid-19.



Testing function consisted of 4 laboratories;

Chemistry laboratory;

Microbiology laboratory;

Engineering Materials laboratory;

Electrical laboratory

Table 5 - COVID related samples received in Q4, FY 2019/20

S/No.	Laboratory	Product	Number
1.	Chemistry	Hand sanitizers	413
		Maize flour	661
		Dry beans	393
		Disinfectant/sanitizer	10
TOTAL			1477
2.	Microbiology	Hand sanitizers	676
		Maize flour	301
		Non-medical masks	19
		Disinfectant/sanitizer	9
TOTAL			1005
3.	Materials	Non-medical masks	55
NOTE: Face mask samples were received as Materials Lab samples.			

1.5 National Metrology Laboratory (NML)

The National Metrology Laboratory handles both scientific and industrial metrology. NML consists of four divisions, namely: Mechanical laboratories, Thermometry and Thermodynamics laboratories, Instrumentation and Electromagnetic Laboratories. The role of the NML is to maintain the primary standards and ensure the traceability of the National Measurement System to the international System of Unit (SI).

Significant Results and Accomplishments

In the period under review, a total of over 3,435 equipment were calibrated (down from 3,538 equipment in FY 2018/2019). Over 700 large,

Medium, Small & Micro companies, academic and research institutions, testing and medical laboratories, regulatory bodies and authorities were served.

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 among others.
- 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.

Figure 4 - Distribution of clients by region

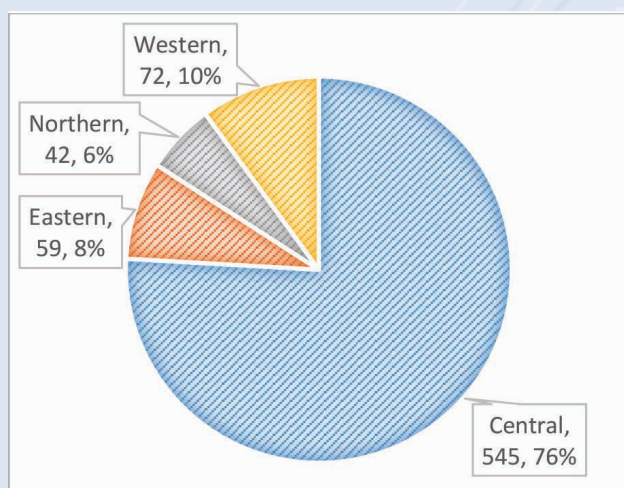


Figure 5 - Distribution of clients by certification status

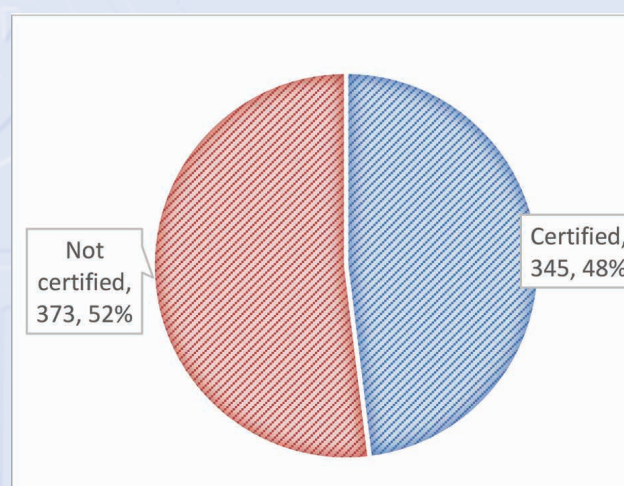
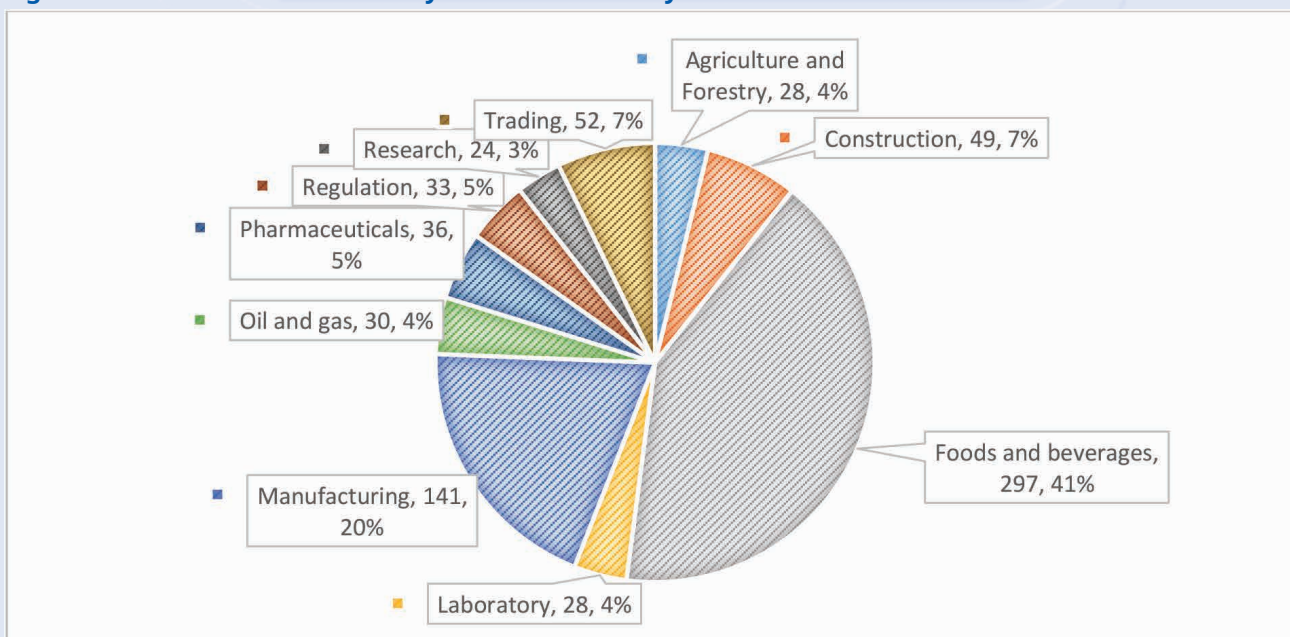


Figure 6 - Distribution of clients by sector of economy



Accreditation

The following steps were undertaken towards accreditation of the NML:

- The internal audit was held on 11th October 2019 and National Metrology Laboratories Management Review Meeting was held on 19th February 2020;
- The NML completed alignment of the management system documentation to ISO/IEC 17025:2017 and approved on 24th October 2019; and
- Application for re-accreditation of the Mass Laboratory was made to SANAS at the end of January 2020.

Measurement Inter-Comparison

The EAC Artefact for mass inter-comparison was received from Tanzania Bureau of Standards (TBS) and the mass laboratory undertook the measurements. The Bureau participated in EAC meetings to:

- Finalise the protocol for measurement inter-comparison in Temperature in Kigali, Rwanda.
- Discuss the protocol for measurement inter-comparison in Pressure in Nairobi, Kenya
- Discuss the protocol for measurement inter-comparison in Mass in Nairobi, Kenya
- Conclude the EAC Small volume Measurement Inter-laboratory comparison protocol at TBS, Dar es Salaam, Tanzania.
- Conclude the EAC Dimensional measurements Inter-laboratory comparison protocol at TBS, Dar es Salaam, Tanzania.

1.6 Status of Projects

In the FY 2019/20. UNBS continued to collaborate with development partners who include TMEA and MAAIF in development and implementation of standards. The undermentioned is the status of the projects UNBS is undertaking with the said partners towards the implementation of the Strategic objective one.

1.6.1 TradeMark East Africa (TMEA)

This project is with reference to the support of decentralized activities of UNBS in the regions. The specific objectives include the following:

- To build capacity of at least 300 MSMEs in implementation of markets and improve the level of compliance of goods on the market for consumer protection;
- To develop sector specific quality assurance guidelines and training materials to support the dissemination of standards information to MSMEs across the country to facilitate access to export markets;
- To strengthen the technical capacity of personnel for improved service delivery; and
- To establish regional offices and laboratories for ease of access to UNBS services.

The specifications for the required equipment were submitted to TMEA in Q1 for consideration. These specifications were reviewed by a TMEA consultant in February 2020 and the report submitted in March.

1.6.2 Vegetable Oil Development Project (VODP II)

This project is with reference to the support of decentralized activities of UNBS in the regions that produce oil seed based products (Northern and Eastern regions). The specific objectives and the status is indicated below:

- Develop and review 25 oil seed product standards; 19 standards currently completed and are under the public review/FDUS stages.
- Certification of 100 products; 53 permits for 56 enterprises that applied on CIMS were waived. 16 permits issued and 40 are in process.
- Enhance regional testing of oil seed products; procurement of equipment for the Gulu Laboratory was ongoing. Delivery of the testing equipment began in February, and is due for completion in FY 2020/21.
- Mentorship Process; completed in the Northern and Eastern regions. 42 samples collected during the visits
- Sample and test 300 oil seed products; 112 samples waived for testing. Test results for the 42 samples collected during the mentorship program were issued.
- Conduct 30 factory and market surveillance activities and 10 sensitization sessions; enforcement activities carried out in Gulu, Mbale and Lira Hubs with action taken against non-conforming mills.

In the FY 2019/20. UNBS continued to collaborate with development partners who include TMEA and MAAIF in development and implementation of standards.

Table 6 - Challenges and possible solutions to the implementation of Strategic Objective 1

S/No.	Challenge	Recommendation
i	Delays in receiving corrective actions from clients after audits to enable timely close out of audits. This has greatly affected turnaround time for delivery of certification.	Relationship management with the auditees to make follow up easy
ii	MSMEs are failing to pay certification fees mainly because of the increase in testing fees. There are many companies stuck at the 'payment of audit fees' step and several appeals have also been received in regard high costs	Continuous lobbying of government to meet the cost of certification.
iii	Few auditors with adequate competence to carry out management systems work, has continued to delay initiation and completion of systems certification audits.	A pool of trained auditors
iii	Lack of equipment and standards for calibration	Procurement of standards and equipment to support calibration
iv	Workshop space for maintenance and repair and design of components and the necessary tools needed are lacking	Construction of NML Lab
v	The density and viscosity laboratory is currently not fully operational due to lack of skilled manpower	Training and recruitment of skilled manpower
vi	Obsolete and non-functional gauge block comparator, which needs upgrading or replacement.	Procurement of state of the art gauge block comparator
vii	Lack of some essential testing equipment and specialized equipment, glassware and apparatus	Phased plan for purchase of essential equipment
viii	Lack of capacity to carry out specialized equipment servicing/maintenance	<ul style="list-style-type: none"> Sign service framework contracts with equipment suppliers Procure an experienced service engineer/ technician to maintain and repair equipment
ix	Unaccredited laboratories	For strategic reasons, all UNBS laboratories should be accredited in order to have internationally acceptable test results and also to serve as examples to other laboratories.

2.0 Implementation of Strategic Objective 2

Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.

The objective was designed for activities that enforce compulsory standards and technical regulations that is done through Imports Inspection, Market Surveillance and Legal Metrology.

Table 7 indicates a summary of performance of the above mentioned functions from the FY 2015/16 to FY 2019/20.

During the period under review, the undermentioned were achieved as per specific functional area implementing the Strategic objective 2 of the Strategic Plan FY 2015/16-2019/20

2.1 Imports Inspection

During the year under review, the Bureau continued to implement its mandate of enforcement of the Uganda National Bureau of Standards (Inspection and Clearance of Imports) Regulations 2018. The goals being to:

- Protect the health and safety of the public;
- Protect of the environment; and
- Promote and facilitate fair trade.

The Bureau also undertook a series of measures aimed at increasing the competitiveness of locally manufactured products by offering quick and special clearance for imported industrial machinery, spare parts and raw materials/inputs.

Mandate implementation and quick imports clearance whilst guaranteeing conformity to quality and safety requirements was achieved for the year under review by implementing three major intervention strategies:

- (i) Implementation of the Pre-Export Verification of Conformity to Standards program (PVoC) for all products for which compulsory standards have been declared;
- (ii) Destination inspection scheme for all products that have not undergone PVoC; and
- (iii) Clearance for all other imports from the EAC Partner States that bear the Distinctive Mark.

In order to directly address the issue of Uganda becoming a dumping ground for substandard imports, protecting consumers/the public and the environment from harmful and substandard products and to ensure value for money, the following specific interventions/activities were undertaken:

- a) Increased use of the e-Portal and URA Asycuda systems for targeting products, leveraging on ICT and risk profiling;
- b) Increased ICD coverage from 22 to 94, and three border entry points namely Mirama Hills, Elegu and Mpondwe; and
- c) Supporting government projects by ensuring the mainstreaming of a quality system in the procurement process which in turn facilitates fast clearance of goods.

Table 7 - Summary performance for the past five years

Key Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20
Number of consignments inspected	99,980	118,467	133,517	154,196	153,256
Number of equipment verified	706,939	757,551	848,456	1,000,787	1,063,277
Number of market outlets inspected	1,093	1,128	2,278	6,646	7,345

During the year under review, the Bureau was able to undertake 153,256 inspections of products under compulsory standards thus meeting 83% of the set target for the year. The failure to meet the annual set target was due to the sudden lockdown of all activities in March 2020 as a result of the COVID-19 pandemic.

There was an increased uptake of the PVoC services by 27,000 compared to the previous year as a result of continued uptake of the program. There was a reduction in general goods cleared under destination inspection by 4,541 consignments compared to the previous financial year.

The Bureau undertook destruction of a total of 106 tonnes of a variety of substandard goods which failed the tests upon importation that included food and food products, chemicals including cosmetics, consumable products, assorted electronics such as electric cables, primary batteries, soap, detergents, mosquito nets, cement and assorted textiles all valued at approximately UGX 2.57 billion as seen in Table 8. This resulted in the protection of approximately six million people from the consumption of substandard goods.

Table 8 - Imported substandard goods destroyed

Product category	Weight (Kg)	Value(USD)
Electrical and electrical products	33,063	39,403
Chemical products and consumables	40,614	15,462
Textile material	2,914	4,168
Mechanical materials	27,813	5,421
Food and food products	1500	5,001
Total	105,904	69,4545

One of the priorities of the department in the next financial year is the integration of the e-Portal with the national electronic window system (eSW) and the systems of the PVoC service providers that provides for a One-Stop Centre where importers lodge all relevant documentation for all other agencies. Revamping of the e-Portal to enhance effectiveness is something that the Department will focus on with the help of the Development Partners.

2.2 Market surveillance

During the year under review, the Market Surveillance Department continued to enforcement of the compulsory standards and technical regulations for enhanced protection of consumers and the

environment and promotion of fair trade with the following objectives:

- Protect the health and safety of the public,
- Protection of the environment,
- Reducing the level of substandard products on the market and
- Promoting and facilitating fair trade.

This was primarily done through the following strategies:

Implementation and enforcement of the Distinctive Mark Regulations, 2018

Inspection of sales outlets and manufacturing places for conformance to the compulsory Uganda Standards. The Market Surveillance Annual Plan (2019/20) was based on past activities done in the Bureau which include previous field inspections and results of previously tested products. The Plan recognized the various achievements realized but also took note of the areas that needed further improvement. During the period under review the undermentioned activities were undertaken:

- Surveillance inspections of sales points, supermarkets and manufacturing facilities;
- Inspection of distribution trucks; and
- Sampling of products from the sales points and manufacturing facilities.

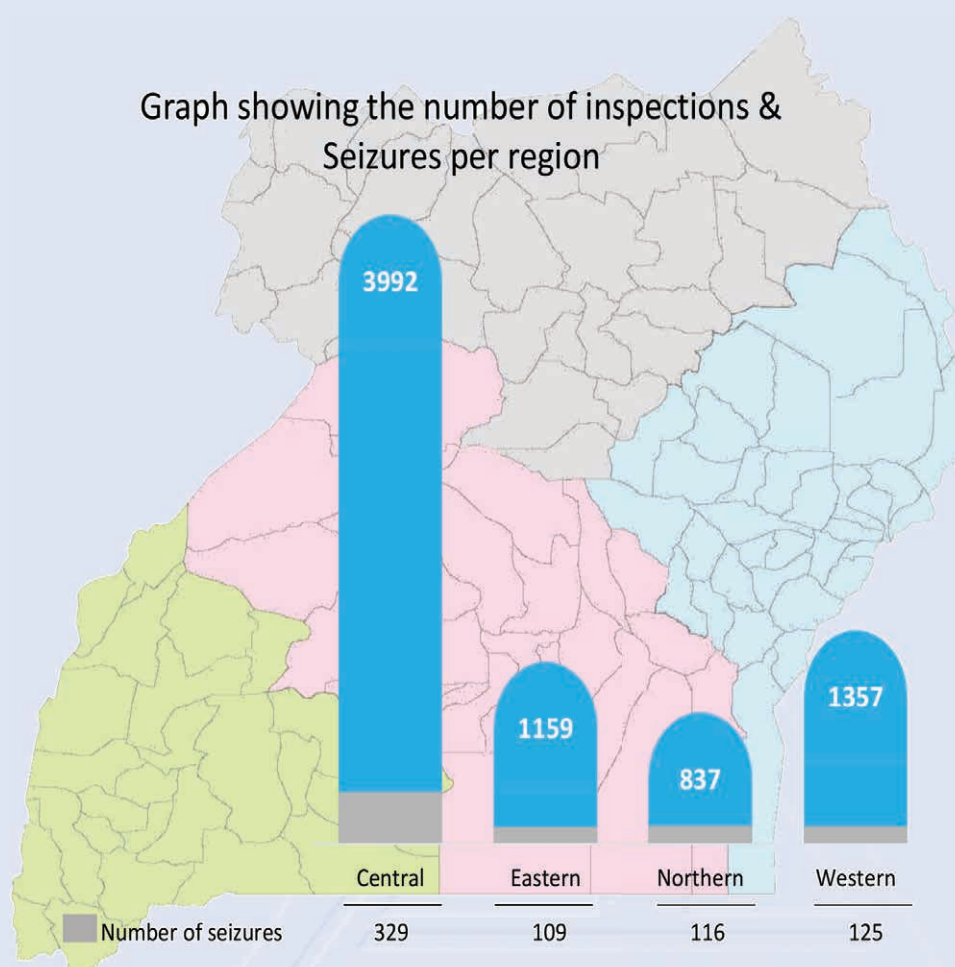
Surveillance inspections

7,345 inspections were conducted against a set target of 6,000 (122.4%). Inspections were conducted in 74 districts across the country. The inspections resulted into 679 seizures of substandard products.

Summary of inspections conducted per region

The districts were operationally divided into four regions primarily manned by four different teams under the different regional offices, that is Central comprised of 30 districts under the Headquarters; Western comprised of 33 districts under Mbarara office; Eastern comprised of 39 districts under Mbale Office, and Northern comprised of 32 districts under Gulu Office.

The main aim of inspecting trucks was to enforce the Distinctive Regulation as well as intercept substandard products being distributed. In this exercise, 125 trucks were impounded where over 90 companies were brought for certification and a number of substandard products seized.

Figure 7 - Inspections per region

Shops and other distribution outlets

These included electronic shops, general retail and wholesale shops, cosmetics shops, depots for beverages, agro inputs and distribution stores. Out of 1,763 businesses inspected, 295 seizures were made where tons of products were seized mainly cosmetics containing hydroquinone, expired foodstuffs and beverages.

Supermarkets

Out of 366 supermarkets inspections, 61 seizures were made with hundreds of kilograms of substandard products seized, mainly substandard cosmetics and expired products.

Manufacturing facilities

548 inspections were made mainly bakeries, beverage factories, maize millers, etc. This resulted in 173 seizure mainly sealing/seizure of premises due to poor hygiene and seizure of tones of substandard foodstuffs. These included 840 metric tons of maize flour which would have been distributed to 280,000 people almost 20% of the COVID-19 relief food beneficiaries.

Summary of seizures made

Table 9 shows number of seizures made by product category and region.

Table 9 - Summary of seizures made

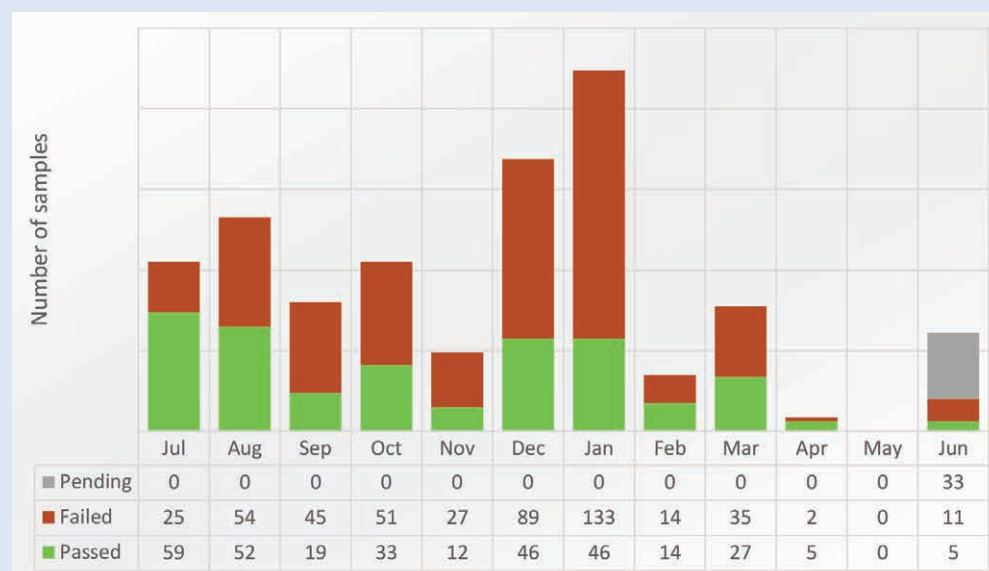
Region	Super Markets	Shops and distribution outlets	Manufacturing facilities	Hardware shops	Distribution trucks
Central	37	78	106	7	101
Eastern	16	58	13	1	21
Northern	6	69	38	2	1
Western	8	97	16	2	2
Total	67	302	173	12	125
Grand Total	679				

Summary of samples picked per month

A total of 867 samples were picked, 320 (37%) of which passed the lab tests and

485 (56%) failed the lab tests as shown in the table and Figure 8 below.

Figure 8 - Graph showing the number of samples picked throughout the year



Summary of samples picked by category

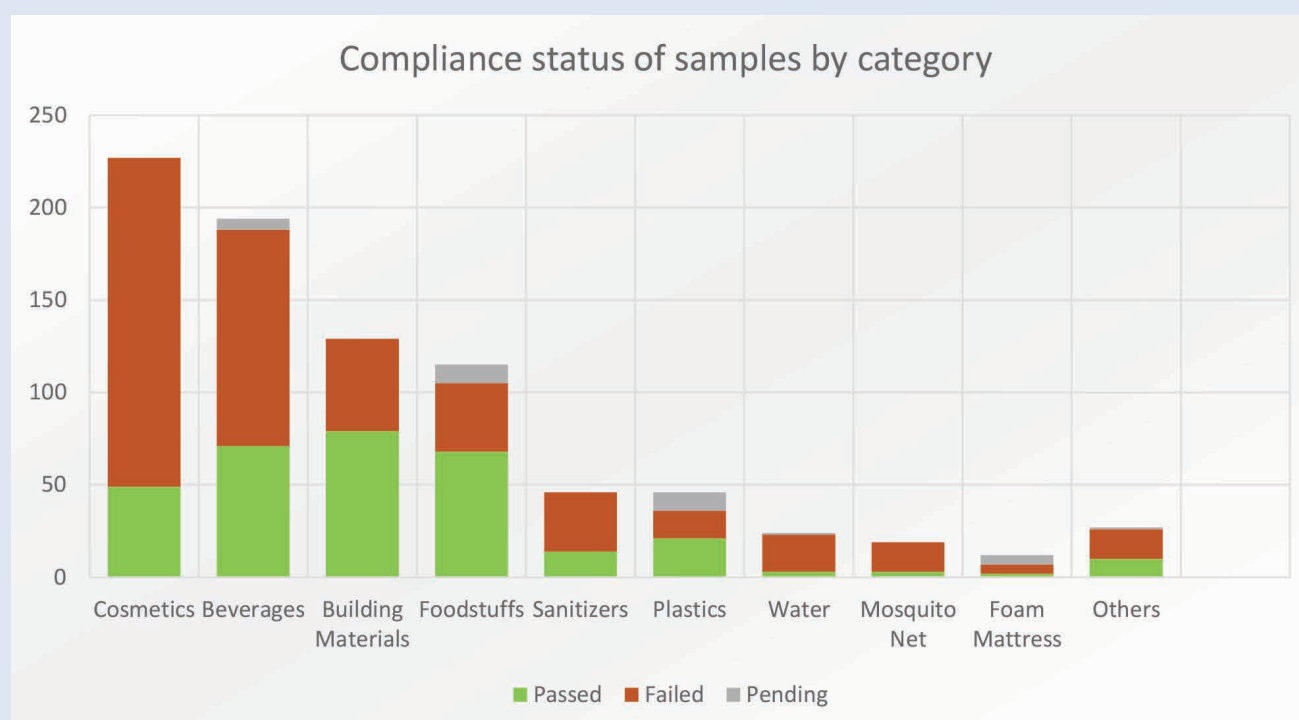
Different categories of products were picked mainly cosmetics, beverages, Building materials, foodstuffs, sanitizers, plastics, etc. as shown in Table 10.

Table 10 - Categories of products sampled

Product category	Passed	Failed	Pending	Rejected	Not traceable	Total
Cosmetics	49	178		2	1	230
Beverages	71	117	6	1	2	197
Building materials	79	50		1	4	134
Foodstuffs	68	37	10	3	5	123
Sanitizers	14	32			1	47
Plastics	21	15	10			46
Water	3	20	1			24
Mosquito nets	3	16				19
Foam mattress	2	5	5			12
Others	10	16	1		8	29
Total	320	486	33	7	22	868

Out of
366
supermarkets
inspections,

61
seizures were
made with
hundreds of
kilograms of
substandard
products
seized, mainly
substandard
cosmetics
and expired
products.

Figure 9 - Graph showing the numbers of samples sampled by product category

Foodstuffs and beverages

Over 320 samples of foods and beverages were picked, 154 of which failed the lab tests (48% failure). Most of these samples were picked during routine market and industrial inspection. Some were picked in response to complaints while other were picked during follow-up inspections. This resulted in sealing and suspension of over 132 food and beverage processing facilities. These include bakeries, water processing plants, processors of drinks such as kombuchas, non-carbonated drinks and alcohol beverages. Some resulted in the seizure of substandard products.

Cosmetics

A total of 230 samples were picked, 178 of which failed the lab tests. Most of the samples were seizures for locally produced lightening products seized during enforcement operations. Survey sample were picked at the beginning of the financial year which prompted these operations. Subsequently, a number police cases were opened with UNBS CID Unit for prosecution of the offenders as outlined in the sections below.

Building materials

Most of the samples picked were for monitoring the conformity status of the different brands as well as

customer complaints. Out of the 134 samples picked, 59 of them failed the lab tests.

Sanitizers

These were sampled in reponse to their increased use and production due to the COVID-19 outbreak. The results of the failing samples were shared with the PR division to notify the public accordingly.

Plastics (flat plastic carrier bags)

These samples were picked during the enforcement of the plastic carrier bags standard and as a follow-up of the operations conducted last financial year. Out of the 46 sample picked, 15 failed the lab tests. Consequently over 10 tons of plastic carrier bags were seized and six Police cases opened with UNBS CID Unit for prosecution.

Destruction

Over 500 metric tons of substandard products were destroyed/recycled. These included expired foodstuffs, cosmetics, toilet paper, mattresses, sanitary products, and other building products such as cement, steel bars and roofing sheets. The steel products were taken for recycling. The tables below show the details of the different products and why they were destroyed.

Table 11 - Products destroyed

Nature of products	Quantities and reason for seizure/destruction	Remarks
Foodstuffs and beverages	These were mainly expired products and products that failed lab tests. Approximately 350 Metric Tons.	Consumption of expired and substandard food products can lead to food poisoning and illness. Some of these were baby foods and their consumption could result to malnutrition, stunted growth, etc.
Building products	These were mainly steel products such as steel roofing sheets, steel bars, expired paint and cement approx. 19 Metric Tons.	Use of substandard building materials can result into collapse of structures.
Cosmetics	These were mainly cosmetics containing hydroquinone and substandard baby powder approx. 15 metric tons.	Use of substandard baby cosmetic products can cause skin illness.
Toilet paper and other sanitary products	Most of the toilet paper seized was not well wrapped and consequently had a high bacterial load approximately 4 metric tons.	Using toilet paper and sanitary products with a high bacterial load exposes the user to the risk of contracting bacterial infections.
Maize flour	Over 840 metric tons of substandard maize flour containing high levels of aflatoxins were reprocessed.	Consumption of foodstuffs with high levels of aflatoxins can lead to cancer. This flour would have been consumed by over 280,000 people (6 kg per beneficiary).

*UNBS Market Surveillance activities**UNBS training MSMEs in Mpigi district in standards and certification of their products*

2.3 Legal services

Overview

The Legal function was created to:

- Provide National Standards Council Secretarial support services;
- Provide Legal and advisory support services to the National Standards Council, Management and Departments in UNBS;
- Represent UNBS in courts of law (civil cases);
- Prosecute offenders under UNBS Act as amended and other laws;
- Draft & review contracts and Memorandum of Understanding (MOUs); and
- Amendment, review and development of laws

The undermentioned are the activities undertaken by the function towards the implementation of the previously mentioned mandate for the period July 2019 to June 2020.

Summary of activities undertaken in the year under review

National Standards Council Secretarial support services

The function provided secretarial services to the NSC by coordinating the scheduling of meetings, compiling and dispatching of papers to Members and taking the record for Twenty-Two (22) Board meetings in the period under review.

Legal Advisory Services

The function provided legal advice to several departments on varied issues that had legal risk issues. The function recorded a total of sixty nine (69) opinions in the period under review.

Representation of UNBS in courts of law (civil cases)

External Legal Counsel supports this function: MMAKS & Co. Advocates.



22
Board meetings
in the period
under review

Table 12 - Key processes and deliverables of legal services

Key processes	Deliverables	Primary customers
NSC Secretarial support services	Meetings and Board records	NSC
Legal Advisory Services	Legal opinions	User departments
Representation of UNBS in courts of law (Civil cases)	Rulings/settlements	UNBS
Prosecution of offenders under the UNBS Act	Convictions/Acquittals	UNBS
Drafting & reviewing of contracts and Memorandum of Understanding (MOUs)	Contracts and MOUs	NSC, Management and User departments
Amendment, review and development of laws	Gazetted rules, regulations	UNBS

133
Criminal Case
Portfolio as at
30 June 2020

Civil Case portfolio

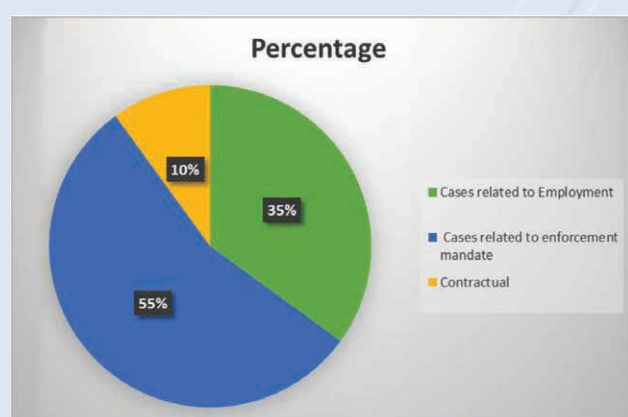
The case portfolio as at 30th June 2020 was:

- 20 civil cases;
- Cases related to enforcement mandate – 11,
- Cases related to Employment -7
- Contractual – 2

Table 13 - Status review of civil case portfolio

S/No	Status	Number
(i)	Ongoing/pending	17
(ii)	Concluded civil cases	3
(iii)	New cases	1 (new and concluded)

Figure 10 - Analysis of civil cases



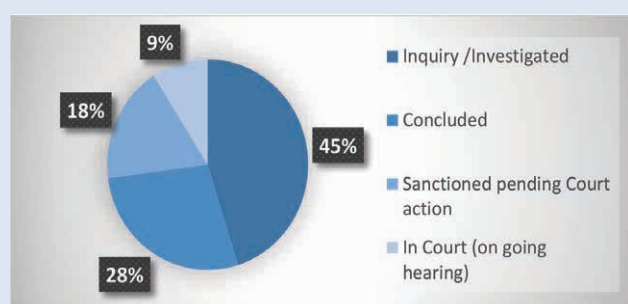
Prosecutions

Criminal Case Portfolio as at 30 June 2020 was 133 as follows:

Table 14 - Prosecutions

S/No.	Remarks	Numbers
i	Inquiry /Investigated	60
ii	Concluded	37
iii	Sanctioned pending Court action	24
iv	In Court (on going hearing)	12

Figure 11 - Analysis of prosecutions



Drafting & reviewing of contracts and Memorandum of Understanding (MOUs)

Contracts

In the period under review, the Department reviewed and signed 69 contracts for supplies, services and consultancies.

MOUs reviewed

- a) Reviewed the Memorandum of understanding between UNBS and Petroleum Authority of Uganda (PAU);
- b) Reviewed the Memorandum of Understanding between UNBS and National Drug Authority;
- c) Reviewed Memorandum of Understanding between NITA-(U) and UNBS for collaboration in the implementation and utilization of the SMS Gateway for the government of Uganda;
- d) Reviewed MOU between UNBS and Electricity Regulatory Authority at Protea Hotel;
- e) Reviewed and drafted an MOU between UNBS and Uganda Manufacturer's Association (UMA) to provide a framework for cooperation in the areas of promoting, protecting and coordinating activities that promote manufacturing in Uganda to enhance the facilitation of trade;
- f) Reviewed and drafted an MOU between UNBS and Uganda Securities Exchange (USE) to provide a framework for Standards Development, Promotion, and Training between the two institutions;
- g) Reviewed and drafted an MOU between UNBS and Petroleum Authority of Uganda to provide a framework for Standards Development and Promotion, Inspection, Testing, Certification and Training in the Petroleum sector; and
- h) Reviewed and Drafted an MoU between Rikolto (VECO) and UNBS to provide for development of Good Agricultural Practices (GAP)-Quality Management Systems (QMS) for selected agricultural value chains, develop standards and conduct conformity assessment for selected agricultural value chains.

Concluded MOUs

- a) Drafted and signed and MoU with M/s STANDARD CALIBRATION SERVICES LIMITED for cooperation in the area of hire and letting of a Calibration Rig from for the month of August 2019;

- b) Drafted and signed and MoU with M/s MPONYE ENTERPRISES (U) LIMITED for cooperation in the area of hire and letting of a Calibration Rig for the month of August 2019; and
- c) Signed MOU between UNBS and Electricity Regulatory Authority on 20th November 2019.

Amendment, review and development of laws

- a) Reviewed and drafted Weights & Measures (Sale and Labelling) Amendment Rules 2020;
- b) Reviewed and drafted Weights & Measures (Pattern Approval) Rules 2020; and
- c) Reviewed and drafted UNBS (Use of Distinctive Mark) Amendment Regulations 2020.

Concluded Laws

Weights & Measures (Sale and Labelling) Amendment Rules 2020, which was signed by the Minister on 5th February 2020

Achievements

In comparison with FY 2019/20, the Department achieved the following:

- a) 37 concluded cases which is 40%% increase from the previous year; and
- b) Obtained two legal Officers and the department now has three legal staff.

Challenges

- a) Limited number of prosecutors and so this curtails the increase in number of criminal cases prosecutors;
- b) Inadequate transport to facilitate investigations and movement of exhibits to Court; and
- c) Delayed release of funds to facilitate investigations.

Proposed mitigation measures

- a) Training of new officers to be prosecutors and obtain licenses to prosecute;
- b) Double cabin pickup to CID to ease movement of exhibits; and
- c) Creation of a revolving fund with the Principal Accountant so that funds are easily accessible when required.



UNBS engages its stakeholders at the helm of the UNBS at 30 celebrations

2.4 Legal Metrology

Legal Metrology is concerned with protecting society against consequences of false measurement thereby promoting fairness in commercial transactions. Legal Metrology has four operational functional areas, namely: Weights and Measures, Volume and Flow, Pre-package Control and Utilities.

The Weights and Measures Division is responsible for regulating non-automatic weighing equipment used in trade. The operations are conducted at five regional offices namely: Kampala, Jinja, Mbale, Lira and Mbarara. The division is also responsible for regulating weighbridges used in the country.

The Volume and Flow Division verifies road fuel tankers entering the country. This is done by checking the validity of calibration charts and any other statutory requirements spelt out under Statutory Instruments No. 31 of 2007. The services are being extended to cover rail wagons and milk bulk trucks in the next FY 2020/21. Furthermore, the function is responsible for regulating flow meters, bulk measures and fuel dispensers.

Pre-package Control Division is responsible for regulating sale and labelling of goods as provided under Statutory Instruments No. 36 of 2007. The operations involve visiting factories, warehouses, supermarkets and places where goods are made up for sale. During the process, pre-packages are sampled in accordance with the statutory requirements, tested and passed or rejected. In-house, the division also handles the imported products and submitted labels to ensure that the labels meet the statutory requirements provided for under the Sale and labelling requirement of goods.

The Utility Division has two sections namely: Electricity meter and water meter sections. The Electricity meter section verifies both In house and in service electricity meters. UNBS is currently in the process of initiating the verification of all water meters in the country. A draft regulation to enable UNBS operationalise this function has been drafted and in the process of engaging stakeholders. Table 16 indicates a summary of legal metrology performance from the FY 2015/16 to the FY 2019/20.

Table 15 - Number of equipment verified

Indicator Description	Number of equipment verified				
	2015/16	2016/17	2017/18	2018/19	2019/20
Weighing equipment	129,757	132,013	146,862	155,576	124,291
Weights	556,166	603,456	672,554	676,048	553,523
Road Tankers	1,348	1,702	3,052	2,151	2,151
Bulk meters	305	264	292	266	302
Static Tankers	357	463	416	823	838
Fuel Dispensers	14,480	14,731	15,238	15,743	14,172
Pressure gauges	337	337	323	467	586
Consumer goods	4,189	4,585	4,940	5,510	5,488
Electricity meters	-	-	23,624	144,471	343,687
Weigh bridges	-	-	-	79	190
Total	706,939	757,551	867,301	1,001,134	1,045,228

Other key achievements include:

- i. The energy meters section got a donation of equipment, which included two fixed test benches and six portable test devices from Electricity Regulatory Authority (ERA) and MEMD under a World Bank project. Installation of new test benches and portable test equipment in the Energy meters laboratory increased the daily meter output from 1,000 to 3,150 meters hence a monthly output of 171,600 meters there by improving on our verification turnaround time and customer satisfaction.
- ii. The e-Minzani is to be fully rolled out in the next financial year 2020/21 and this will go a long way towards improving on service delivery and resource accountability for all weighing and measuring equipment.
- iii. After improvements on the calibration rig, the daily output increased from four trucks to ten trucks per day. This intervention eliminated the long queues at the rig, which were caused by drivers waiting for our services.
- iv. Awareness and sensitization campaigns were carried out in Lira and Jinja for all our stakeholders. Bakery and confectionary stakeholders were sensitized on prepackage procedures, scale repairers were trained on the use of e-minzani in Kampala and Lira regional offices. These stakeholder engagements reduced on the number of complaints we received from our clients.
- v. Scale repairs and calibrators were trained and licenses issued.
- vi. Revision on Legal Metrology procedures and other necessary documentation began and is still ongoing. The preparations to accredit the energy meters laboratory and the calibration rig has commenced.



The Minister of Trade, Industry and Cooperatives launches the UNBS e-minzani system.

3.0 Implementation of Strategic Objective 3

“

“Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy

”

The lead player in implementation of the objective is Public Relations and Marketing. However, the activities for visibility and corporate image are implemented in collaboration with all functional areas.

Public Relations and Marketing Division undertook a number of activities during FY 2019/20 to raise awareness and promote the positive corporate image of UNBS. The activities were informed by the Public Relations and Marketing Strategy and the emerging communications needs.

Stakeholder engagements and sensitisation campaigns

A stakeholder engagement plan was developed in consultation with other functional areas to ensure coordination and participation of different functions in stakeholder engagements. UNBS organised and participated in 14 outreaches and stakeholder engagements. These included exhibitions like the National Trade Show, National Agricultural Trade Show, Taxpayer's Appreciation Week among others. All these events had big audiences with big gains in the visibility of UNBS. The Bureau was also represented in national events like the Liberation day, Women's day, Independence Day among others.

Complaints handling system and customer feedback

The Bureau received 632 complaints and inquiries from a cross-section of stakeholders and channels which included WhatsApp line, Toll free line, Office



UNBS staff engage stakeholders in Mbarara

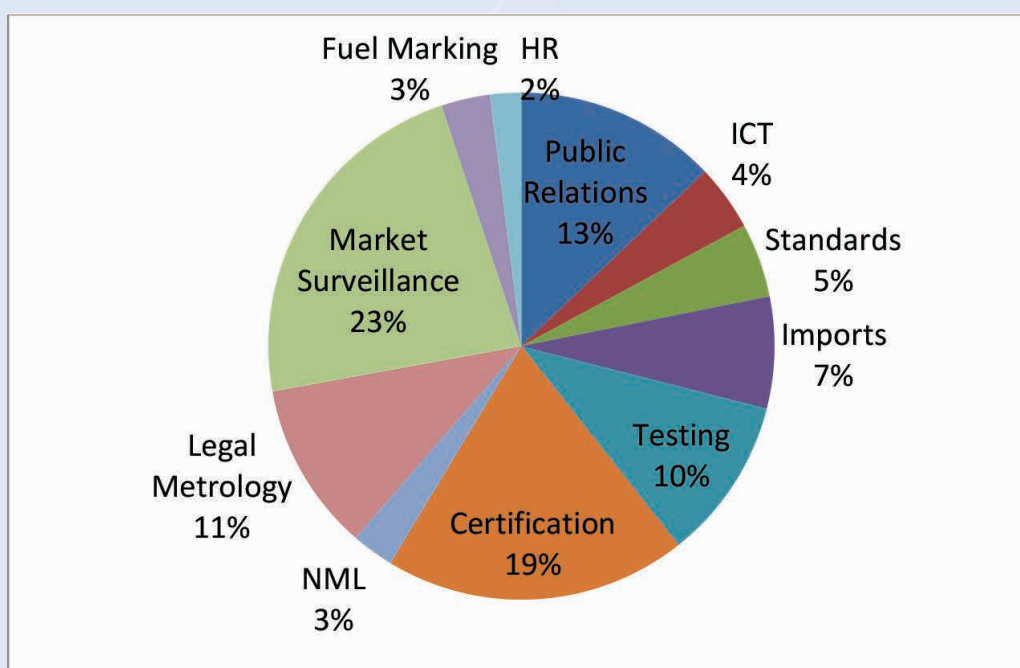
helpdesk, The UNBS APP, Online helpdesk, Social Media and official email. Out of the complaints received 200 complaints were handled within the set timelines as per the Customer Service Charter, three (3) were handled outside the set timelines while 159 representing 25% remain unresolved.

The categorisation of complaints received by the Bureau is summarised in Figure 12.

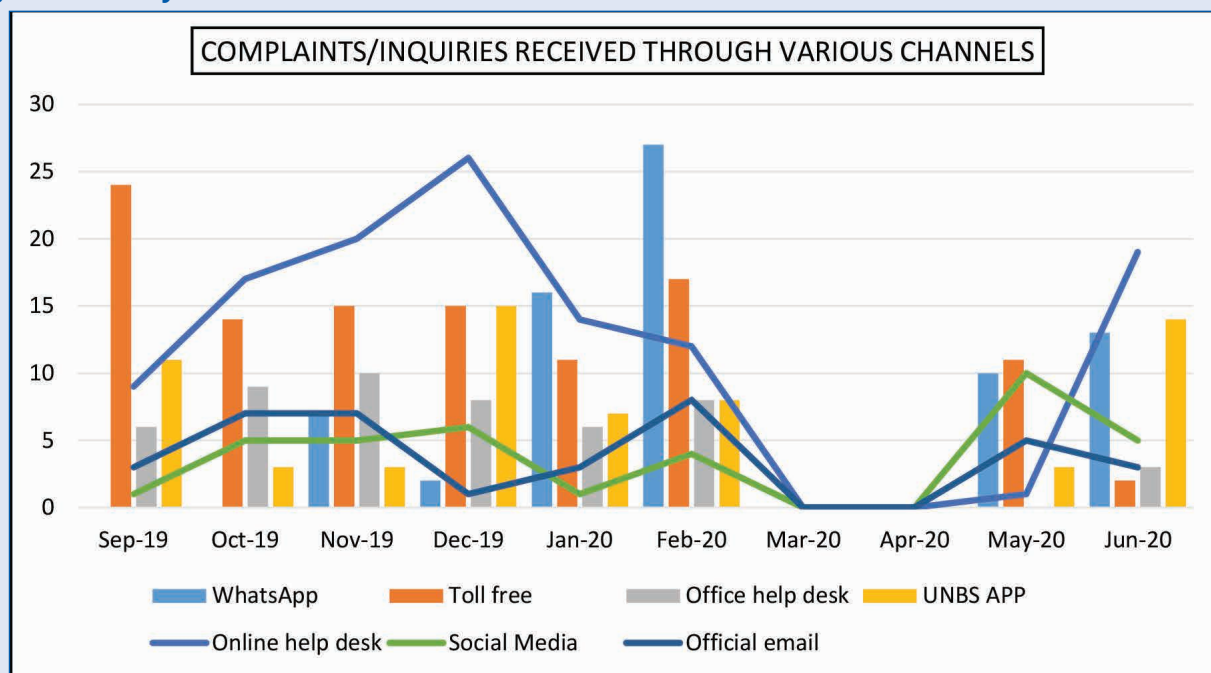
By function, Market Surveillance attracted 23% of the complaints, followed by Certification which accounted for 19% of the complaints, Public Relations which accounted for 13% of the complaints and Testing which accounted for 10% of the complaints.

An online complaints management system was developed and rolled out. The system is user friendly and provides an avenue to stakeholders to lodge their complaints without physically having to visit UNBS offices.

Figure 12 - Nature of complaints received



UNBS Market Surveillance activities

Figure 13 - Analysis of UNBS feedback channels

Since inception, the system has logged 92 complaints of which 85 complaints have been successfully resolved. The system can be accessed from <https://support.unbs.go.ug/>

Coverage in Broadcast and Print Media:

One hundred and seventy nine (179) media stories were published in print, television, radio, and online publications. UNBS participated in seventeen (17) radio programs, twelve (12) television programs and one hundred and fifty (150) newspaper and online publications. Most of the programs were

undertaken as part of the government strategy to create awareness on its ongoing programmes where media houses are compelled to provide free airtime to Government Ministries, Departments and Agencies (MDAs) to create awareness on ongoing programs.

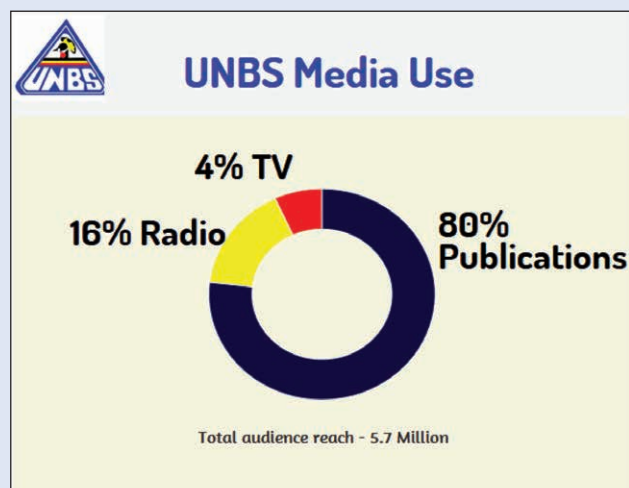
The stories were mainly about the core operations of the Bureau and helped to create awareness on UNBS. As a result, 5.7 million people were reached on various media platforms.

The various media used during the year have been summarised as Figure 14.



School visit to UNBS laboratories

Figure 14 - Media Usage by UNBS during FY 2019/20



Social Media presence

The Bureau maintains a vibrant online presence on all major social media platforms like Facebook, Twitter, YouTube and LinkedIn where it interacts with its stakeholders on a daily basis. The social media platforms are very imperative in the dissemination of information to stakeholders and resolution of stakeholder complaints. The reach of UNBS social media platforms registered growth from the FY 2018/19 levels as depicted in the summary performance shown in Figure 15.

Figure 15 - Summary of UNBS social media presence



Documentaries and Videos

Three (3) documentaries and short videos were shot and shared with stakeholders. These included documentary for UNBS@30, and two documentaries on UNBS interventions in the fight against COVID-19. The videos detail the journey of UNBS right from inception to date, highlighting the key achievements, challenges and outlook for the medium to long-term time horizon and response to government efforts in the fight against COVID-19.

UNBS Website and Blog

UNBS continues to use the institutional website as a major tool for communication and dissemination of information on UNBS operations and mandate. The UNBS website continues to enjoy a big audience and during the period under review, over 100 press statements and articles published on the UNBS website and these reached over 12,854 stakeholders.

In order to enhance the use of its website, UNBS developed a blog site where articles on various UNBS services are posted in a simplified format. The blog provides a platform for sharing information with stakeholders specifically on the work undertaken by UNBS. The blog can be accessed from <https://blog.unbs.go.ug>.

Table 17 - Staff deployment

4.0 Implementation of Strategic Objective 4

Strengthen human resource and improve infrastructure capacity for improved service delivery. This objective addresses human resource and the respective working environment

4.1 Human Resource management

Recruitment

The Bureau has so far recruited additional 105 staff since the beginning of the year under review. These have been deployed to the various functions of the Bureau as indicated in Table 17.

Additional recruitment has now moved the staff establishment from 330 staff (51.6%) at the beginning of the year in June 2019 to currently 435 staff (67.7%) of the current approved structure of 640 staff.

Current Deployment

The table below indicates how the 435 staff are currently distributed to the various functional areas.

Table 16 - Staff deployment

S/No	Function	No. of Staff end of June 2019	No. of staff by June 2020	Additional Staff
1	Audit	5	8	3
2	Certification	23	39	16
3	Corporate planning	3	3	0
4	Executive Director's Office	9	11	2
5	Finance & Administration	60	62	2
6	Human Resources	10	11	1
7	ICT	10	9	-1
8	Imports Inspection	59	76	17
9	Legal services	2	3	1
10	Legal Metrology	41	57	16
11	NML	13	15	2
12	Public Relations	10	11	1
13	PDU	3	6	3
15	Standards	23	34	11
16	Surveillance	16	27	11
17	Testing	43	63	20
TOTAL		330	435	105

105

additional staff recruited since the beginning of the year

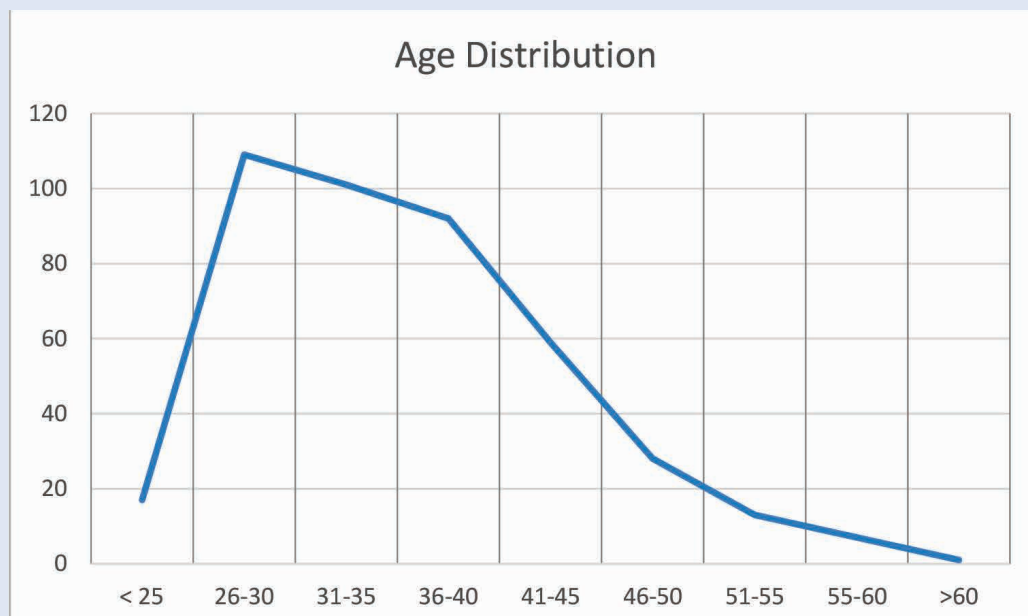


Staff distribution by gender

The current male/female ratio is approximately 3:1 (325 males and 110 female) that is female staff constitute 25% of the total staff.

Although the desired national gender ratio is 30%, attracting qualified female scientists to the Bureau is quite limiting.

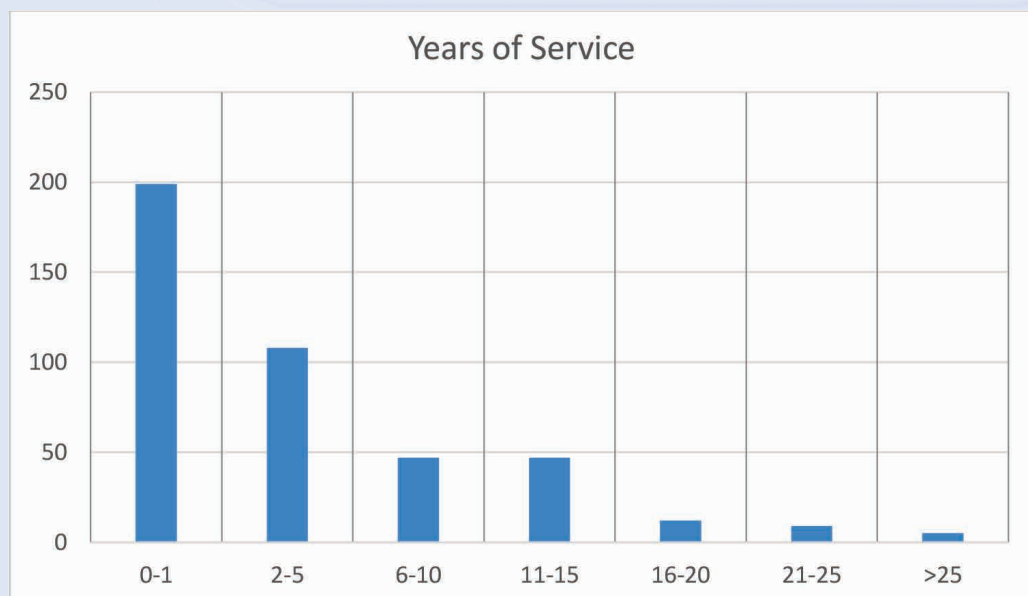
Figure 16 - Age distribution



Notes to Graph 1: As seen from the graph, the majority of staff are in the age group of between 26 to 35 years, indicating that the Bureau's workforce is relatively young with assumption that they still have many more years to serve.

Figure 17 - Years in service per age group

Years in UNBS service by current staff



Notes to Graph 2 As seen from the Graph:

- i) The majority of staff have served the Bureau for less than five (5) years due to the additional recruitments undertaken in recent time.
- ii) Given that the majority of newly recruited staff are also youthful, there is need to ensure they are retained to serve for a longer time.

Staff exits

Twenty one (21) staff exited UNBS service during the period from July 2019 to June 2020 as indicated below:-

- One (1) of the staff resigned due to personal reasons
- One (1) staff died of natural causes
- Six (6) staff were dismissed under disciplinary issues.
- Eight (8) staff resigned to take up better job offers elsewhere
- One (1) staff resigned for medical reasons
- Two (2) staff retired

Medical Insurance Scheme

AAR continued to provide medical insurance to all staff and their dependents as per the policy in the UNBS Human Resource Manual.

Staff training and development

- i) The Training Plan for Quarter 1 which was disrupted due to the budget shortfall. It was implemented during Quarter 2 upon receipt of additional cash limits from MFPED.
- ii) The Training Committee finalized the Training Plan and Budget for the next Financial Year 2020/21 which commences in July 2020. The plan includes the training programs that were never undertaken due to COVID-19.
- iii) All the newly recruited staff were given orientation and induction before deployment to their respective departments for further training on the job by their respective Supervisors.
- iv) A post-training impact evaluation was conducted where Departments and trainees were asked to evaluate the impact of trainings they have attended in the previous financial year. The findings show that most of the trainings were effective and had a positive impact on the work and behavior of trainees.

- v) All trainings for Quarter 4 were disrupted due to the guidelines put in place by the Government to reduce the spread of COVID-19 as well as budgetary shortfalls.

The complete list of Trainings undertaken to-date are given in Annex 1.

Human Resource Information Management System (HRIMS)

The Bio Data for all the new staff members have been updated on their personal information profiles in the HRIMS system. The system is currently used by staff to process leave, performance appraisal, access pays lips and access HR documents. It is always under continuous enhancement.

Biometric clock in systems have been placed at all UNBS offices and this is to be linked to the HRIMS for easy tracking of staff attendance

Performance management

Performance management focused on the following parameters through the financial year:

1. Coordination and monitoring of the implementation of the performance management process in Departments, Divisions and Units. In this regard:
 - Staff have been reached through Departmental meetings, organized sensitization meetings and individual staff.
 - An analysis of performance per Department was done for both FY 2017/18 and FY 2018/19 and the trend indicated improvement in performance management as well as performance evaluation emphasis on timeliness in target setting that needed focus for improvement.
 - Appraisal committees were found to be lagging behind schedule although most of them had Management handle their backlog since apart from the Executive committee which had not yet closed staff appraisals.
2. The Department followed up the Implementation of all performance management recommendations as approved by Management. In this area, some staff with comments relating to poor performance have been duly notified while others have been put on PIP for follow up purposes.

3. The Department undertook a survey and collected information from staff in relation to the impact of the current performance management system and tool that aimed at establishing its effectiveness in monitoring performance. The collected data was analyzed and an impact analytical report was submitted to guide Management in further improvements in the performance management system of UNBS.
4. It also engaged in new staff sensitization in relation to contract obligations, performance management system and confirmation requirements. Owing to this arrangement, all staff recruited within the year have duly followed through with satisfactory performance and have been confirmed in service.
5. In terms of contract management, staff have continued to be notified of their contract expiry status through the HRMIS at six months towards end of contract and this message is followed by a reminder email to enable staff commence their renewal requests in good time. Staff requests for contract renewal have been processed in good time, submitted to Management and those approved the contract renewals are drafted accordingly.
6. Staff exiting UNBS service have had their exit process done in good time whereby those exiting through resignations go through

briefing to enable them understand what it takes to exit the Bureau, undertaking exit interviews, following through with all clearances and eventual processing of their respective release notices.

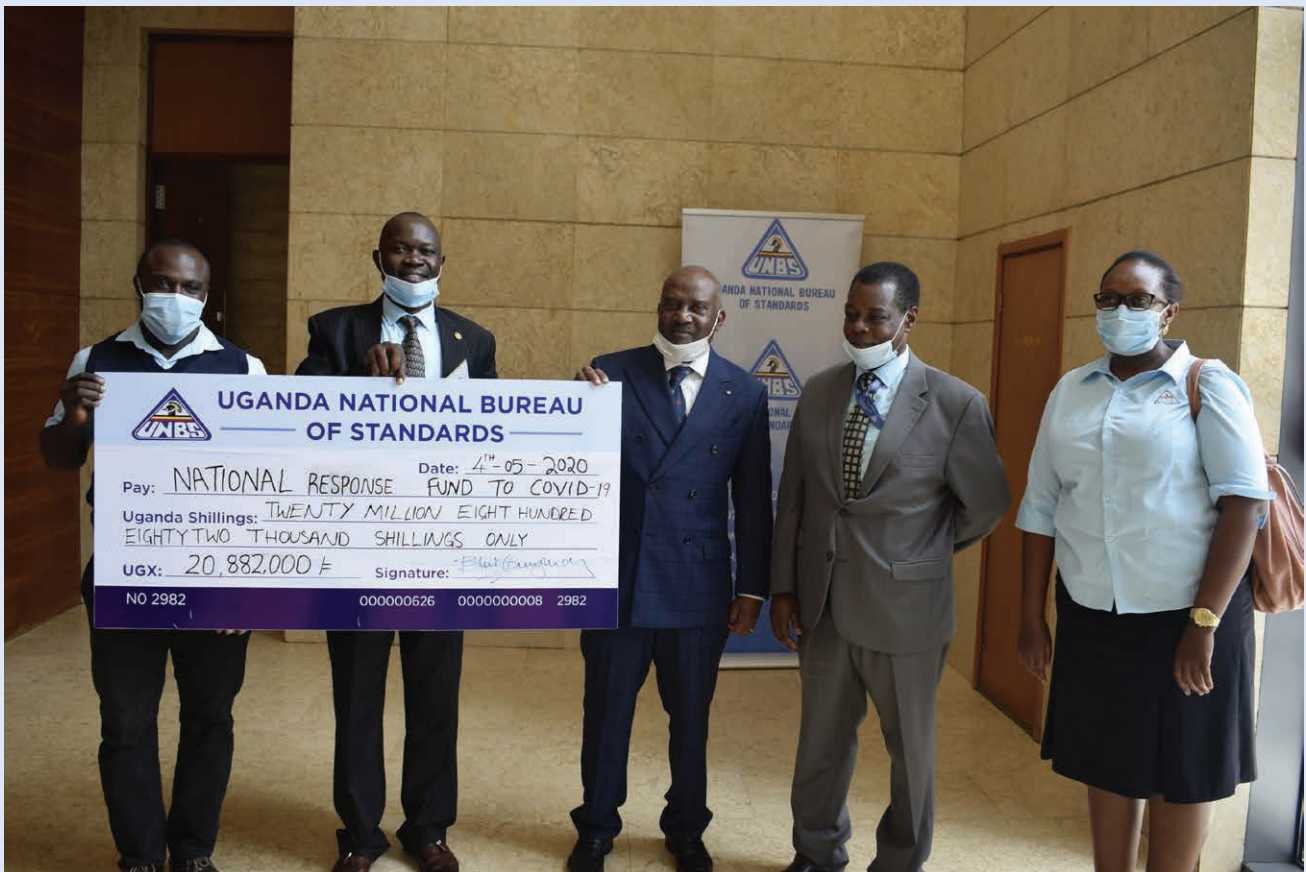
4.2 Occupational Safety and Health

The Occupational Safety and Health Committee met during this period to review their work plan and assess the following aspects;

- Evaluation of the Welfare Service Providers i.e. inspection of their premises, food transportation system and medical report for their staff.
- Ergonomics training in OHS .
- Identification of OHS champions for each floor on the Standards House and field staff to track any incidences and near misses.
- Field inspection by HR and OHS Committee to identify any OHS related issues and follow-up on other HR related needs of staff.
- SOPs put in place to mitigate the current Corona Virus (COVID-19) infections at the work place which has been communicated to all staff.
- Provision of cloth face Masks as per the government guidelines to reduce the spread of COVID-19. Staff in high risk areas and who are in contact with several external clients to be issued additional PPEs like gloves.



UNBS staff participating in the Corporate games



UNBS Staff Donation to the National Response fund to COVID-19

Award and recognition

UNBS had end of year celebrations which were combined with celebrations for UNBS@30 on 13th December 2019 and the opening of the food safety laboratories on 12th December 2019.

The following functions were recognized for their respective achievements:

1. ICT for the Best Interactive Web Portal, NITA-U.
2. Certification for accreditation for the Management Systems Certification based on ISO 9001:2015, ISO 22000:2005.

3. UNBS Corporate Games Team for Winning the Corporate Games 2019 Leadership Award.

4.3 Information and communication Technology (ICT)

To turn the Bureau into a standards body of international repute, automation of all processes remains work in progress. During the period under review, more improvements were made as undermentioned in Table 18.

Table 17 - ICT outputs

Application	Results/Outputs	Comments on Performance
E-MINZANI IMS Development	<ul style="list-style-type: none"> E-Minzani system developed, launched and implemented Updated E-Minzani mobile Apps and was installed on 31 POS terminals A step by step video guide was created for inspectors to use while updating their E-Minzani mobile Apps and also setting their devices to use SIM Cards. 	Launched on 26/11/2019 and is now in use by LM Department
Human Resource IMS integration with Time & Attendance System	<ul style="list-style-type: none"> Integrated HRMIS with the new Time & Attendance system Time & Attendance system installed in the Standards House & regional offices of Mbale, Lira, Katwe, NML, Jinja, Mbarara, Gulu and Entebbe 	This enables Management to monitor staff working hours, late arrivals, early departures, time taken on breaks and absenteeism.
LIMS upgrade	<ul style="list-style-type: none"> Enhanced LAB analysis interface to auto populate specifications configured by Standards department and auto Pass/Fail samples. Enhanced the reporting module to add clients' payments on credited and debited transaction statements. 	The system is now fully functional
Development of an Audit Module in CIMS	<ul style="list-style-type: none"> PVOC auto-clearance process module was developed and launched. An audit module was developed and implemented in the E-Portal system. Completed development and Implementation of e-Portal API that enables integration with the SCIPA DTS Made technical API documentation for DTS integration with CIMS. To be shared with SCIPA team Reviewed the E-Portal system & URA APIs Engaging URA technical team to secure the points of system integration between URA & UNBS. 	Easy auditing process
E-Portal System update		<ul style="list-style-type: none"> For motor vehicles, three entries with their associated PVOC certificates were referenced, tested and after payment of assessments, these entries (2020 UGKLA C 2508, 2020 UGKLA C 2536, 2020 UGKLA C 2540) were auto-released. Enable data sharing between the e-Portal & the DTS system.
Time Attendance system server setup	<ul style="list-style-type: none"> 11 devices were procured, installed and configured. Enrollment of staff is still ongoing both at the headquarters and in the various regional offices. 	<ul style="list-style-type: none"> The 11 devices are centralized at the UNBS headquarters. Staff can clock in at any station where the device is and details sent back to headquarters database automatically. Attendance reports can be accessed via HRMIS.

Table 18 - Challenges and recommendations for implementation of Strategic Objective 4

S/No	Challenges	Proposed way forward
i.	Timeliness in target setting and performance evaluation is still a challenge much as some improvement has been registered.	Continued sensitization of staff on the proper timelines for target setting
ii.	Evaluation committees are still challenged in finalizing the appraisals and this has led to delays in closing staff appraisals.	The appraisal tool will be reviewed to change the appraisal committee to Moderating Committee and spell out clearly the terms of reference. The reviewer will be the one to give final comments.
iii.	Inadequate capacity in terms of staffing levels	Increase on the Budget ceiling to accommodate more staff or attract any other sources of funding.
iv.	Exit interviews conducted revealed a challenge of poor remuneration and career advancement as the reason for staff leaving	Conduct salary survey to come up with a competitive structure that will attract and retain staff
v.	Running two terms of employment that is contract and permanent	Conversion of all staff onto contract basis
vi.	Lack of adequate staff training	More funds allocated to staff training and sourcing of sponsored training opportunities
vii.	COVID-19 which has led to disruption of business as usual	Implementation of business continuity strategies
viii.	Increasing and dynamic cybersecurity attacks	Implement Network Access Control (NAC) and vulnerability and pen testing tools
ix.	Lack of stable and reliable internet services	Have more than two credible Internet Service Providers
x.	Increasing demand for mobile devices for remote working	Implement Data management and Electronic Document Management Systems (EDMS)
xi.	Lack of training for ICT staff on the ever emerging new Technologies	Train staff for the new technologies
xii.	Unstable power supply in upcountry offices and this is affecting most of the ICT equipment. This has also affected the use of Time and Attendance System in the field offices.	Procurement of power backup systems for all offices

5.0 Implementation of Strategic Objective 5



Strengthen human resource and improve infrastructure capacity for improved service delivery. This objective addresses human resource and the respective working environment



A great performance in standards development as earlier mentioned despite COVID-19 is attributed to the partnership and collaboration with Ministry of Energy and Mineral Development (MEMD), Rural Electrification Agency (REA), Lotteries, Gaming Regulatory Board (LGRB), Trade Mark East Africa (TMEA), Makerere University, and Eastern Africa Grain Council (EAGC), National Information Technology Authority (NITA-U), ARSO, Codex Alimentarius Commission and ISO and Commonwealth Standards Network.

As the Bureau continues to collaborate with new stakeholders, the undermentioned MOUs were considered in the year under review.

Table 19 - MOUs considered

S/No.	Institution	Scope	Status
(i)	Rikolto-VECO	Standardisation activities for selected agricultural value chains (cereals, fruits and vegetables)	Draft submitted to Executive Director
(ii)	Uganda Securities Exchange (USE)	Standardisation for the securities sector	Draft shared with USE for comments
(iii)	Petroleum Authority of Uganda (PAU)	Standardisation for the oil and gas sector	MoU pending signature
(iv)	Ministry of Local Government (MoLG)	MSME mobilisation for standardisation at district level	Draft shared with MoLG
(v)	National Drug Authority (NDA)	Bilateral cooperation on standardisation and regulation of medical devices and chemical products	Draft shared with NDA
(vi)	Ministry of Works and Transport (MoWT)	Road vehicle standardisation and compliance inspections	Draft shared with MoWT

6.0 Implementation of Strategic Objective 6



Develop innovative funding mechanism and effectively manage financial resources and a deliberate effort for sustainability is a requirement



6.1 Risk Management Practice and Internal Control

6.1.1 Internal control

At UNBS, Internal Audit is a full-time activity providing independent, objective assurance and consulting services throughout the Bureau. The function is charged with a 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 function 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.

In FY 2019-20, Internal Audit prioritised continuous assessments of financial management practices, with a view of addressing the fiscal risk. The audit of treasury operations, assets management audit, and revenue assurance engagements greatly improved accountability and financial propriety of funds availed to run the Bureau operations. From time to time, the financial and operating information as measured and reported by accounting methods was being evaluated for reliability and accuracy.

Internal Audit function conducted audit of occupational health and safety, and technical audits and reviews of the National Metrology Laboratory and Legal Metrology activities, specifically weights and measures and energy meters to assess its efficiencies and effectiveness towards achievement of UNBS objectives. The review of operations of the National Metrology Laboratory aimed at continuous preparation of the laboratory for re-application of accreditation.

The function also conducted a comprehensive internal audit monitoring and follow-up exercise of the status of implementation of both internal and external audit recommendations in Quarter 3. The exercise covered all internal and external audit recommendations for the financial year FY 2018/19. A number of the audit recommendations had been implemented and the issues were 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 to assess and guide on internal audit observations and recommendations. The NSC Audit and Risk Committee approved and monitored implementation of the annual internal audit activity plan for FY 2019/20; considered and tracked implementation of both External (OAG) and internal audit recommendations. The Committee's professional guidance has significantly reinforced the function's effectiveness, efficiencies and effort to provide value adding services and contribution to improved UNBS business processes.

UNBS is committed to compliance with laws, regulations, standards and 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 has continued to embrace and grow the Risk Management System using best practices and strategies that will enable it to competently address 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 has played a key part in shaping how resources for FY 2019/20 were used by the various budget holders in order to effectively achieve their set goals. The key risk management activities implemented during FY 2019/20 included: coordination of the developmental business continuity plans, Risk training for all new staff, risk assessment and monitoring of regional offices, coordinating internal control self-assessment, updating the institutional risk register, Directorate risk meetings, identification of new and emerging risks, risk performance monitoring for the Bureau.

6.1.2 Risk Management Practice

The highly dynamic global business environment, combined with geopolitical shifts, rapidly emerging technologies, cyber threats, economic and financial market volatilities, tax reform and other emerging developments like global and regional shocks (diseases-pandemics like COVID-19) create tremendous opportunities and threats for organizations like UNBS as it pursues growth and the advancement of its core mission. As organizations manage the ever-changing economic, political, and technological landscape they face an exponentially increasing range of uncertainty that creates a highly complex portfolio of potential risks that, if unmanaged, can cripple, if not destroy, an organization's business model and brand.

Public sector entities of which UNBS is one, are bound by their mandates to provide services in the interest of the public good. No organization has the luxury of functioning in a risk-free environment and public Institutions are especially vulnerable to risks associated with fulfilling their mandates. UNBS embraced the concept of Enterprise Risk Management (ERM),

which is designed to provide an organization's board and management a top-down, strategic perspective of risks on the horizon so that those risks can be managed proactively to increase the likelihood the organization will achieve its core objectives.

The FY 2019/2020 has seen the crystallization of pandemic risk (COVID-19) which has disrupted operations greatly. The evolving uncertainty surrounding the vast implications of COVID-19 is triggering a complex array of risks affecting virtually all aspects of the organization from its people, processes, systems, its customers and cash flows. Many organizations are beginning to realize the implications of being ill-prepared to manage such a large-scale root cause event of the magnitude of COVID-19. While organizations like UNBS that previously invested in developing robust enterprise-wide risk management processes are still experiencing significant impacts from this unfolding crisis, that previous preparation to manage risks at an enterprise-wide level has positioned their leadership teams to be in a more proactive risk management position relative to others who have little, if any, ERM process in place.

Despite the ERM maturity for UNBS, the Business impact analysis done in March 2020, helped us fully acknowledge that ERM would not prevent the next COVID-19 if we didn't come up with a Business Continuity Framework. During the COVID-19 crisis, the institution committed to Business Continuity and thus offered and is still offering complete support to its employees, customers, stakeholders and the community. All contingencies and business continuity plans were put in place as was informed by the Business Impact Analysis (BIA) to maintain the UNBS promise of quality service to its customers and stakeholders at relatively high efficiency.

UNBS continuously monitored the situation as the global and national events unfold as such there has been continued updates to the number of Business Continuity Plans developed by management to allow the institution work effectively in the wake of the COVID-19 pandemic. UNBS continues to direct all efforts towards ensuring safety and offering 100% support to its employees, customers and stakeholders.

The Risk Management function continued to coordinate all risk management activities at the Bureau and reported to Management and NSC on a quarterly basis on the amount of risk exposure of the institution. Currently the Risk Management Function is drafting the Business Continuity Management System (BCMS) framework to house the various BCPs that have been generated. The Internal Audit function continued to evaluate the effectiveness of risk management in the Bureau by conducting risk-based audits and thus contribute to the improvement of risk management processes.

6.2 Funding

The total budget for the FY 2019/20 was UGX 68,935,917,349/- of which Recurrent (Wage and Non-Wage) was UGX 53,183,002,121/- and Development UGX 15,752,915,228/-.

Government released UGX 59,710,346,144/- for both Recurrent and Development, which was 86.6% of the total approved budget for FY 2019/20.

Expenditure for FY 2019/20

The total expenditure for the year amounted to UGX 55,111,717,220/- up from UGX 49,559,372,066/- (i.e. increment of 11.2%) during the previous FY 2018/19 (**refer to Statement of Financial Performance**).

During the year, the employee costs remained the single biggest expenditure item accounting for 57.00% of the total expenditure having increased from 49.70% in the previous financial year.

Analysis of movements in major items of expenditure:

- a) Staff costs which increased from UGX 24,633,790,063/- to UGX 31,421,469,680/- (27.56%) due to staff recruitment, conversion of lower staff cadre to contract terms of employment, increased gratuity for a bigger number of staff on contract, and promotion of some staff to senior positions.
- b) Purchase of property, plant and equipment increased from UGX 8,815,060,517/- to

UGX 10,622,974,088/- (i.e. 20.49%) due to procurement of equipment, furniture and laboratory construction.

- c) Goods and services consumed remained stable having increased by just 3.6%.

Analysis of NTR performance

There was a marked increase in NTR performance during the FY 2019/20 compared to FY 2018/19 across most revenue centres except Testing, NML and other income.

Reasons for under performance in the three revenue centres are as follows:

- Other income especially from sales of bid documents realized less than projected due to unreleased development funds to facilitate procurements.
- Delayed procurement of calibration truck to facilitate calibration activities.
- Effect of COVID-19 that adversely impacted on the manufacturing sector for submission of samples affected laboratory testing.

Overall, performance for the year under review was 17% higher than that of FY 2018/19.

However, performance against the target was at 97%. Only three revenue centres hit their targets while the other five missed theirs.

Imports Inspection, the cash cow of the Bureau (contributing over 60% of NTR) missed their target by just 4.97%. However, it realized an increment of approximately 23% over the FY 2018/19.

All adverse variation in NTR generation by most revenue centres arose from the COVID-19 lockdown as most activities relating to field operations were affected.

Legal Metrology remains the second most important revenue centre though its contribution to total revenue has reduced as other revenue sources continue to improve such as Testing and Certification (refer to table below).

Table 20 - Annual NTR Performance from FYs 2013/14 to-date

FY s	Q1 (UGX)	Q2 (UGX)	Q3 (UGX)	Q4 (UGX)	Totals (UGX)
2013/14	1,379,100,409	1,070,608,123	1,561,667,022	1,967,317,309	5,978,692,863
2015/16	2,052,378,827	2,352,192,308	1,996,541,758	3,914,568,468	10,315,681,361
2016/17	3,142,581,719	3,892,613,008	3,860,985,859	5,481,579,452	16,377,760,038
2017/18	5,589,350,887	7,136,757,829	6,961,587,287	3,724,822,415	23,412,518,418
2018/19	9,804,596,176	7,259,647,500	7,339,176,738	8,218,966,393	32,622,386,807
2019/20	11,712,213,100	11,196,932,152	9,411,881,858	5,847,928,655	38,168,955,765

Table 21 - Analysis of Revenue Centres from FYs 2017/18 to 2019/20

REVENUE CENTRE	ACTUAL FY 2017/18	ACTUAL FY 2018/19	ACTUAL FY 2019/20	Proportion FY 2018/19	Proportion FY 2019/20
Other Income	265,332,626	39,927,516	17,540,000	0.12	0.05
Imports Inspection	15,750,785,020	18,640,365,968	22,902,463,700	57.14	60.00
Legal Metrology	5,771,847,226	7,137,951,540	7,331,374,144	21.88	19.21
National Metrology	481,812,357	666,248,101	550,339,300	2.04	1.44
Certification	1,274,745,500	1,723,234,800	3,009,786,000	5.28	7.89
Sale of Standards	88,787,418	113,472,716	120,121,117	0.35	0.31
Testing	1,664,746,358	4,166,733,866	4,096,081,504	12.77	10.73
Training & Consultancy	104,500,000	134,452,300	141,250,000	0.41	0.37
Total Amount	25,402,556,505	32,622,386,807	38,168,955,765	100.00	100.00

6.3 Unaudited Financial statements for the year ended 30th June 2020

Table 22 - Statement of Financial Position

	30 June 2020 (UGX)	30 June 2019 (UGX)
ASSETS		
Cash and Cash Equivalents		
Receivables		330,000
Inventories		
Investments		
Non Produced Assets	8,571,548	
Total Assets	8,571,548	330,000
LIABILITIES		
Borrowings		
Payables	1,533,880,962	4,347,000,575
Deposits		
Pension Liability		
Total Liabilities	1,533,880,962	4,347,000,575
Net assets (liabilities)	(1,525,309,414)	(4,346,670,575)
REPRESENTED BY:-		
Net Worth	(1,525,309,414)	(4,346,670,575)

Table 23 - Statement of Financial performance

	30 June 2020 (UGX)	30 June 2019 (UGX)
ASSETS		
Cash and Cash Equivalents		
Receivables		330,000
Inventories		
Investments		
Non Produced Assets	8,571,548	
Total Assets	8,571,548	330,000
LIABILITIES		
Borrowings		
Payables	1,533,880,962	4,347,000,575
Deposits		
Pension Liability		
Total Liabilities	1,533,880,962	4,347,000,575
Net assets (liabilities)	(1,525,309,414)	(4,346,670,575)
REPRESENTED BY:-		
Net Worth	(1,525,309,414)	(4,346,670,575)

Table 24 - Statement of Cash flows

Items	30 June 2020 (UGX)	30 June 2019 (UGX)
CASH FLOWS FROM OPERATING ACTIVITIES		
Revenue from Operating activities (see below)	57,910,735,941	45,212,701,491
PAYMENTS FOR OPERATING EXPENSES:		
Employee costs	31,421,469,680	24,633,790,063
Goods and services consumed	12,855,105,831	11,679,001,635
Transfers to Other Organizations	150,778,825	296,095,441
Other expenses	60,728,796	52,490,400
Net Advances paid		330,000
Domestic arrears paid during the year	2,791,107,173	
Total payments for operating activities	47,279,190,305	36,661,707,539
Net cash inflows/(outflows) from operating activities	10,631,545,636	8,550,993,952
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	10,622,974,088	8,550,993,952
Purchase of non-produced assets	8,571,548	
Proceeds from sale of property, plant and equipment		
Net cash inflows/(outflows) from investing activities	10,631,545,636	8,550,993,952
CASH FLOWS FROM FINANCING ACTIVITIES		
Net cash flows from financing activities		
Net increase (decrease) in cash and cash equivalents	0	0

Table 25 - Statement of changes in equity

	Schedule	30 June 2020 (UGX)	30 June 2019 (UGX)
At 1 July - Net worth Last Year (B/F)		(4,346,670,575)	51,868,049
Less: Transfers to the UCF account	Note 16(b)		
+/- Balance sheet adjustments	Note 26	22,672,440	(51,868,049)
Revaluation reserves			
Add: Excess of revenue over expenditure for the FY		2,798,688,721	(4,346,670,575)
Closing Net Financial Worth		(1,525,309,414)	(4,346,670,575)

ANNEXES

Table 26 - Trainings undertaken

S/No	Training Program/ Description	Department
1	Attachment training on Force and torque (Calibration) -NML	National Metrology Lab
2	ISO 31000 Risk Management	Risk Management
3	3 rd Annual Cyber Security and Risk Management Conference	ICT
4	Technical orientation and induction for new legal metrologists	Legal Metrology
5	Training on Quality Management System for new staff	QMS
6	Procurement Audit	Audit
7	Organizational culture promotion - Compliance	Compliance
8	Method validation and uncertainty of measurement	Testing
9	Tools and Techniques for Audit In-charge and Manager	Audit
10	Tools and Techniques for Audit Managers	Audit
11	Taxation Seminar	Accounts
12	Training in Contract Management	Procurement and Disposal Unit
13	Monitoring and evaluation of strategic plan and reporting	Corporate Planning
14	Introduction to Standardization	Standards
15	Standards Act for Standards writing	Standards
16	How to write standards	Standards
17	Mentoring and coaching skills in contemporary orgs	Legal
18	ISO22000:2018 Food Safety Management Systems - Transition Course - Implementation and Auditing	Certification
19	Technical Experts on Standards, Certification and Auditing Techniques	Certification
20	Refresher Training on Auditing Techniques	Certification
21	Refresher Training for CRC Old & new members	Certification
22	Refresher Training for the CIC members	Certification
23	Assessment Skills for Technical Assessors for LRS	Certification
24	ISO 9001:2015 Awareness, Implementation & Auditors' Course	Certification
25	Advanced ICP/OES/MS/AES attachment to KEPHIS	Testing
26	Stores Management and Materials Control (Eton, Morris, Damalie)	Admin
27	Risk management	Risk Management
28	Laboratory training on detection of aflatoxins B & G	Testing
29	Risk management	Risk Management
30	Advanced Mass Spectrometry Analysis-Testing	Testing

S/No	Training Program/ Description	Department
31	Certificate in Prosecution	Compliance
32	Minute writing and effective committee meetings	Standards
33	Standards Information Management System	Standards
34	Procedures for development of Uganda Standards	Standards
35	Best HR practices- Attachment	Human Resources
36	Leadership and Mentorship Course	Market Surveillance, Legal Metrology, Public Relations, Human Resources, National Metrology Lab, Finance, Standards
37	Value for Money in Procurement	Contracts Committee
38	HR Master Class	Human Resources
39	Attachment training on Direct Current (DC), Alternating current and Low frequency	National Metrology Lab



UNBS IN PICTURES



Launch of UNBS PVOC Auto-Clearance Process



e-Minzani launch



Launch of UNBS PVOC Auto-Clearance Process



Redevelopment of the UNBS Calibration Rig



UNBS Calibration activities\Calibration truck



Fuel Marking and Quality Monitoring Program



Fuel Marking and Quality Monitoring Program



UNBS engages its stakeholders at the helm of the UNBS at 30 years celebrations



UNBS staff in the Materials Engineering Laboratory



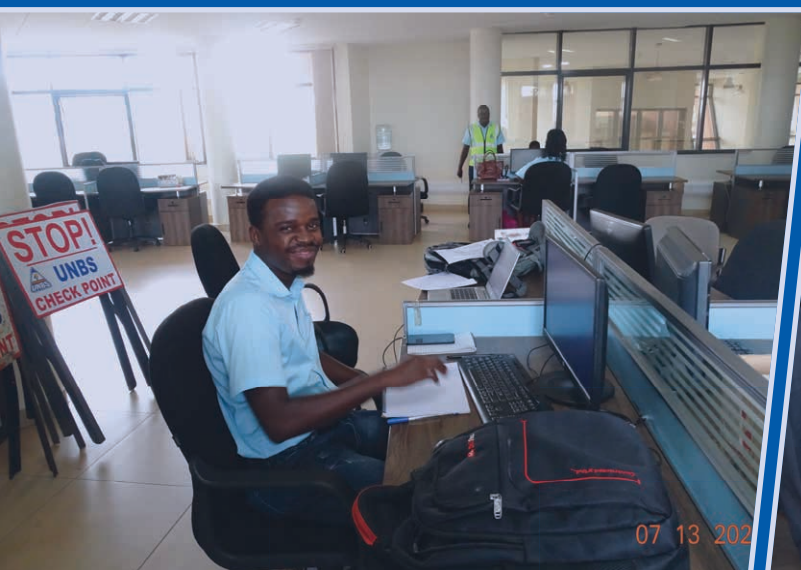
UNBS engages its stakeholders at the helm of the UNBS at 30 celebrations



UNBS Market Surveillance activities



School visit to UNBS laboratories



UNBS Market Surveillance activities



UNBS training MSMEs in Mpigi district in standards and certification of their products



Training UNBS staff at Kyankwanzi



Team building activities for staff in the Compliance Directorate



Team building activities for staff in the Compliance Directorate



Launch of UNBS PVOC auto-clearance process



Destruction of substandard goods



UNBS participation in corporate games



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