



**UGANDA  
NATIONAL  
BUREAU OF  
STANDARDS**

# **ANNUAL REPORT**



**FINANCIAL YEAR  
2020 / 2021**



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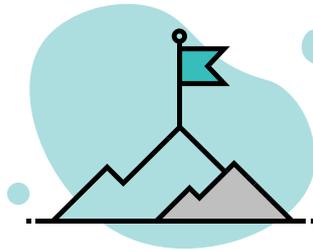
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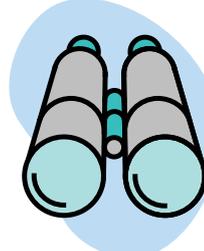
<b>ARSO</b>	African Organization for Standardization
<b>ASTM</b>	American Society for Testing and Materials
<b>BIA</b>	Business Impact Analysis
<b>BCP</b>	Business Continuity Plan
<b>COC</b>	Certificate of Conformity
<b>CODEX</b>	Codex Alimentarius Commission
<b>CIMS</b>	Certification Information Management System
<b>DESA</b>	United Nations Department of Economic and Social Affairs
<b>EAC</b>	East African Community
<b>EAS</b>	East African Standard
<b>EN</b>	European Standard
<b>ERM</b>	Enterprise Resource Management
<b>FDUS</b>	Final Draft Uganda Standard
<b>FSMS</b>	Food Safety Management Systems
<b>IEC</b>	International Electrotechnical Commission
<b>ISO</b>	International Organization for Standardization
<b>ITC</b>	International Trade Centre
<b>LIMS</b>	Laboratory Information Management System
<b>MEMD</b>	Ministry of Energy and Mineral Development
<b>MFPED</b>	Ministry of Finance, Planning and Economic Development
<b>MSME</b>	Micro Small and Medium Enterprises
<b>MTIC</b>	Ministry of Trade, Industry and Cooperatives
<b>NSC</b>	National Standards Council
<b>NSS</b>	National Standardization Strategy
<b>OHS</b>	Occupational Health and Safety
<b>OIML</b>	International Organization of Legal Metrology
<b>OSBP</b>	One Stop Boarder Post
<b>PT</b>	Proficiency Testing
<b>PVoC</b>	Pre-export Verification of Conformity
<b>QMS</b>	Quality Management Systems
<b>QUISP</b>	Quality Infrastructure and Standards Programme
<b>SANAS</b>	South African National Accreditation System
<b>SIMo</b>	Standards Information Management System
<b>SQMT</b>	Standards, Quality assurance, Metrology and Testing
<b>TBT</b>	Technical Barriers to Trade
<b>TBS</b>	Tanzania Bureau of Standards
<b>TC</b>	Technical Committee
<b>TMEA</b>	TradeMark East Africa
<b>UIA</b>	Uganda Investment Authority
<b>UNBS</b>	Uganda National Bureau of Standards
<b>URA</b>	Uganda Revenue Authority
<b>US</b>	Uganda Standard
<b>UTM</b>	Universal Testing Machine
<b>WTO</b>	World Trade Organization

## ABOUT UNBS



### VISION

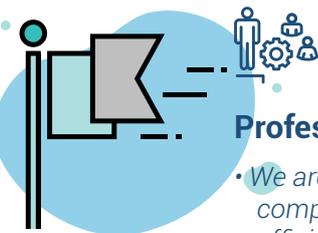
*Safe, quality goods and services for all*



### MISSION

*To provide Standards, Measurements and Conformity Assessment Services for improved quality of life*

## CORE VALUES



### Professionalism

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



### 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.



### 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.



### 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.

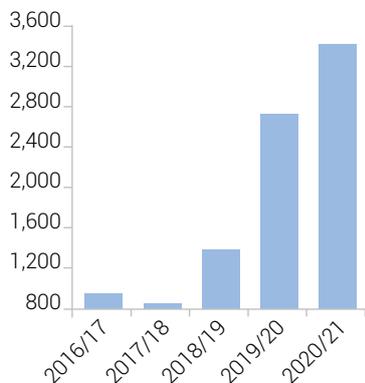


### Team Work

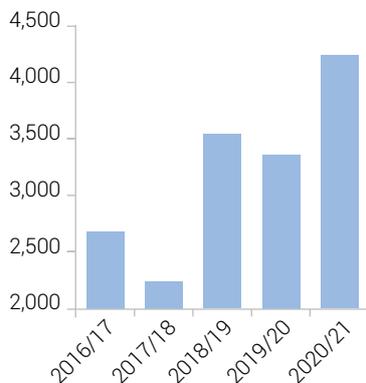
- We believe in working as a team that is why we cooperate, share resources, and work and live in harmony and unity with others with utmost respect and consideration in our diversity.
- We have empathy for each other and we acknowledge the efforts of others.
- Our strength lies on the strength of each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

**Figure 1:** Graphic presentation of UNBS achievements

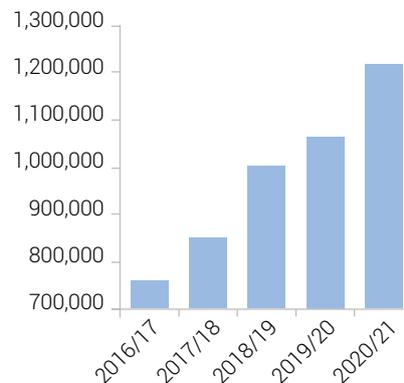
**Number of certification permits issued**



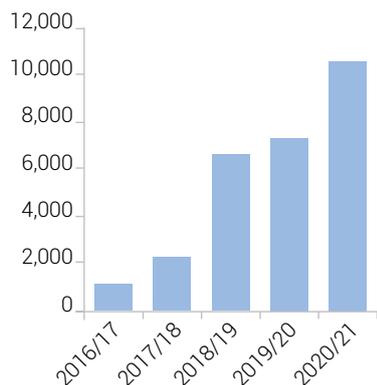
**Number of equipment calibrated**



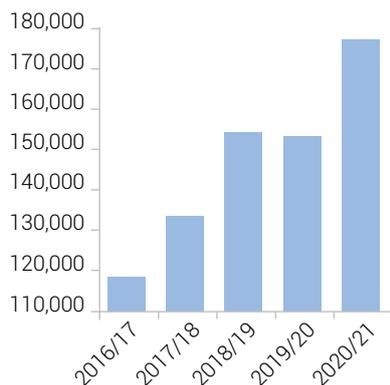
**Number of equipment verified**



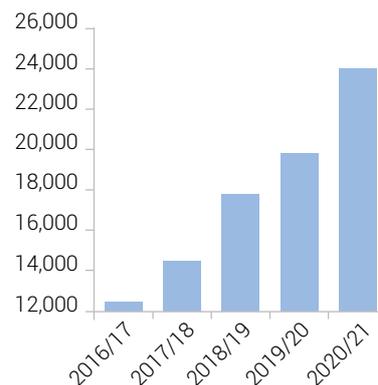
**Number of market outlets inspected**



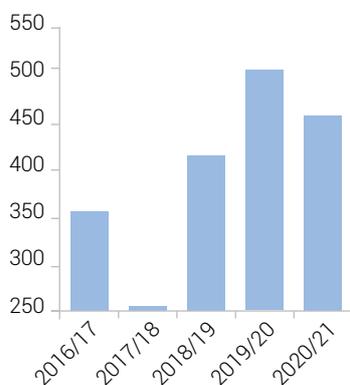
**Number of profiled import consignments inspected**



**Number of samples tested**



**Number of standards developed**



## KEY EVENTS PICTORIAL



African Organisation for Standardisation (ARSO) Essay competition receiving their awards from UNBS



ARSO engagement at Makerere University



National Standards Council, UNBS Management and staff bidding farewell to Eng. Dr. Ben Manyindo the former Executive Director



ED addresses the media on improved UNBS performance at the Uganda Media Center in Kampala



Outgoing trade committee visit to UNBS offices



Incoming trade committee visit to UNBS offices



UNBS staff sensitising Operation Wealth Creation on Maize standards



UNBS and URSB renew commitment to working together to fulfill each other's mandate

## NATIONAL STANDARDS COUNCIL



Mrs. Eng. Masitula Munyami Male  
Chairperson



Dr. James Kaboggoza  
Ssemwanga



Prof. Dr. Eng Jackson Mwakali  
Vice Chairperson



Mr. David Livingstone Ebiru



Mrs. Mary Sepuya



Mr. Kachope-Kato Benedict Abooki



Mr. Lambert Olidio



Al-Hajji Lule Umar  
Mawiya



Mr. Suudi Kizito



Mr. Richard Deogratias  
Mubiru

## MANAGEMENT TEAM



**David Livingstone Ebiru**  
Executive Director



**Patricia Bageine Ejalu**  
Deputy Executive Director Standards



**John Paul Musimami**  
Deputy Executive Director Compliance



**Susan Akantunga**  
Human Resource Manager



**Yasin Lemeriga**  
Manager Certification  
Department



**Deus Mubangizi**  
Manager National  
Metrology Laboratories



**Davis Ampwera**  
Finance & Administration  
Manager



**Timothy Sekandi**  
Internal Audit Manager



**David Eboku**  
Manager Testing  
Department



**Martin Imalingat**  
Manager Imports Inspection  
Department



**Andrew Othieno**  
Manager Standards  
Department



**Hassan Walusimbi**  
Legal Counsel



**Charles Joachim Nkwanga**  
Manager ICT Department



**Daniel Arorwa**  
Manager Market  
Surveillance Department



**Leatitiah Namubiru**  
Manager Legal Metrology  
Department

## LETTER OF TRANSMITAL

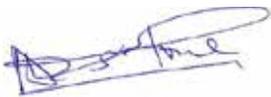
Hon Minister,  
Ministry of Trade, Industry and Cooperatives,  
Farmers House,  
Kampala.

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 2020/21. 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 effective operation of UNBS.

Yours faithfully,



David Livingstone Ebiru  
**EXECUTIVE DIRECTOR**  
UGANDA NATIONAL BUREAU OF STANDARDS

## STATEMENT FROM EXECUTIVE DIRECTOR



David Livingstone Ebiru  
Executive Director

Bureau's performance during FY2020/21 was generally above average despite the negative impact of COVID-19 on the economy and operating environment of the Bureau

Despite the lockdown measures effected by the Government to contain the spread of the COVID 19 pandemic during the year, the Bureau continued to play its role as part of the essential workers to provide conformity assessment for both imported and locally manufactured goods in order to promote fair trade and protect the health and safety of the public and the environment against substandard and harmful products given that these sectors continued to operate during the lockdown. The pandemic also had a toll on some of the Bureau's staff who got infected with the virus, including one death.

The Bureau's performance during FY2020/21 was generally above average despite the negative impact of COVID-19 on the economy and operating environment of the Bureau. The Bureau was able to collect and remit over UGX 38 Billion of Non Tax Revenue (NTR) to the Consolidated Fund from its standards promotion and enforcement activities amidst the general slowdown in the economy and global trade.

There was significant increase in the demand for UNBS services, especially certification services as many enterprises sought certification of their products to facilitate market access. The Bureau has re-engineered and automated most of its core services which are now accessed remotely through online platforms from anywhere at the convenience of our stakeholders.

As part of promoting Buy Uganda Build Uganda Policy, the Bureau has strengthened its partnership with the private sector associations in a bid to promote self-compliance and enable UNBS provide sector specific interventions. Our focus has been directed to supporting MSMEs meet the minimum standards for their products and we have provided tailor-made services to them, including subsidization of our charges to them,

In a bid to support and promote exports of Ugandan made products to regional and international markets, the Bureau has harmonized and adopted common standards for application within the East African Community (EAC), the African Continental Free Trade Area (AfCFTA) and beyond, so that products certified against these standards can be freely traded across these markets without being subjected to further quality checks

Although the focus of the Bureau is to promote voluntary uptake of standards by persons involved in production, distribution and sale of regulated products, we continue to undertake enforcement activities against persons who do not comply with the requirements of the specified quality standards.

The Bureau has since embarked on decentralization of its services to other parts of the country beginning with the regional offices and testing laboratories in Mbale, Gulu and Mbarara. This are on top of consolidating operations at the Head Office in Kampala in order to serve the public better.

The only major challenge faced by the Bureau is understaffing which does not enable us to match the business operations of 24/7. Our wish is to enable our staff work in shifts, with flexible timing.

We wish to thank all our stakeholders who have supported us during the year to enable us make the reported progress. We look forward to consolidating and surpassing these achievements in the coming FY2021/22.

## STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, STANDARDS



**Patricia Bageine Ejalu**  
Deputy Executive Director  
Standards

The increased demand for certification led to an increased demand for all other services in the Directorate, which are required to support the assessment of producers against the specifications in the Uganda Standards.

The challenges that came with the aftermath of the lockdown continued throughout FY2020/21, the main ones being firstly, the backlog of work that accumulated during the first lockdown and secondly, the increased demand for certification to facilitate trade in local, regional and international markets.

The Directorate continued to implement a number of improved methods of operation triggered by the lockdown in the previous financial year. We adopted new methods of work to ensure we meet the existing restrictions and still serve our customers. This included the use of virtual Technical Committee (TC) meetings to develop national standards, the use of existing and new ICT programs to facilitate testing and calibration services as well as inter-departmental cooperation to handle the high demand for product certification.

During the financial year, the Directorate was able to continue with the implementation of the National Standardization Strategy (NSS) – the guiding document for the development of Uganda Standards. The use of virtual TC meetings proved to be very effective, allowing more TC members to participate from wherever they were, without having to attend physical meetings at Standards House, Bweyogerere. The Standards team was able to facilitate the development of 406 final draft Uganda Standards (FDUS) out of which 316 are Uganda Standards.

The turnaround time (TAT) for testing and calibration services were a key result area for the Directorate. The testing team achieved a general reduction of approximately 40-50% of the TAT in the first six months of the financial year. The National Metrology Laboratory (NML) had a high TAT during the financial year due to the accumulated backlog from the first lockdown. There was however, a noticeable reduction at the end of the financial year as the implementation of the online system for metrology (METLIMS) began in April 2021.

The increased demand for certification led to an increased demand for all other services in the Directorate, which are required to support the assessment of producers against the specifications in the Uganda Standards. The Certification team was able to certify just over 3,400 products, meeting 75% of the annual targeted performance. The inter-departmental cooperation between the Certification and Standards team made this possible.

The Standards Directorate team performed well considering the challenging circumstances and their dedication and commitment to carrying out their duties whether working from home, in the field or at station was commendable. The Standards Directorate remains committed to improving the quality of goods manufactured in Uganda and increasing their competitiveness, to meet the national objectives of industrialization, imports substitution and export promotion.

## STATEMENT FROM EXECUTIVE DIRECTOR, COMPLIANCE



**John Paul Musimami**  
Deputy Executive Director  
Compliance

There was a reduction of 30% litigation relating to enforcement which reflects increased compliance.

The past FY2020/21 was a challenging one given the effects of the COVID 19 pandemic on the social and economic dimensions of Ugandans.

Legal Metrology was able to verify 1,217,343 weighing and measuring equipment notable among them 78 rail wagons and 238,418 electricity meters. On average, the department realized 84% of its physical outputs.

Market Surveillance realized 10,614 inspections and 1,089 seizures were made which aims at reducing substandard goods on the market.

Under Imports Inspection, 177,203 inspections were undertaken and the department embarked on cracking down unauthorized releases of goods from the customs areas before UNBS inspects them.

Stakeholder engagements and sensitization campaigns were carried out focusing on maize standards, UNBS certification requirements, consumer education, Pre-export Verification of Conformity (PVoC) and plug and play solar standards.

There was a reduction of 30% litigation relating to enforcement which reflects increased compliance.

The priority areas for FY2021/22 will position the Bureau to support the upstream Oil and Gas sector in areas of fiscal metering to ensure accurate readings and putting in place the required regulation for verification of water meters to protect consumers and service providers.

### **Legal Mandate**

Uganda National Bureau of Standards (UNBS) is a Government Institution established under Cap 327 of 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.

### **National Standards Council (NSC)**

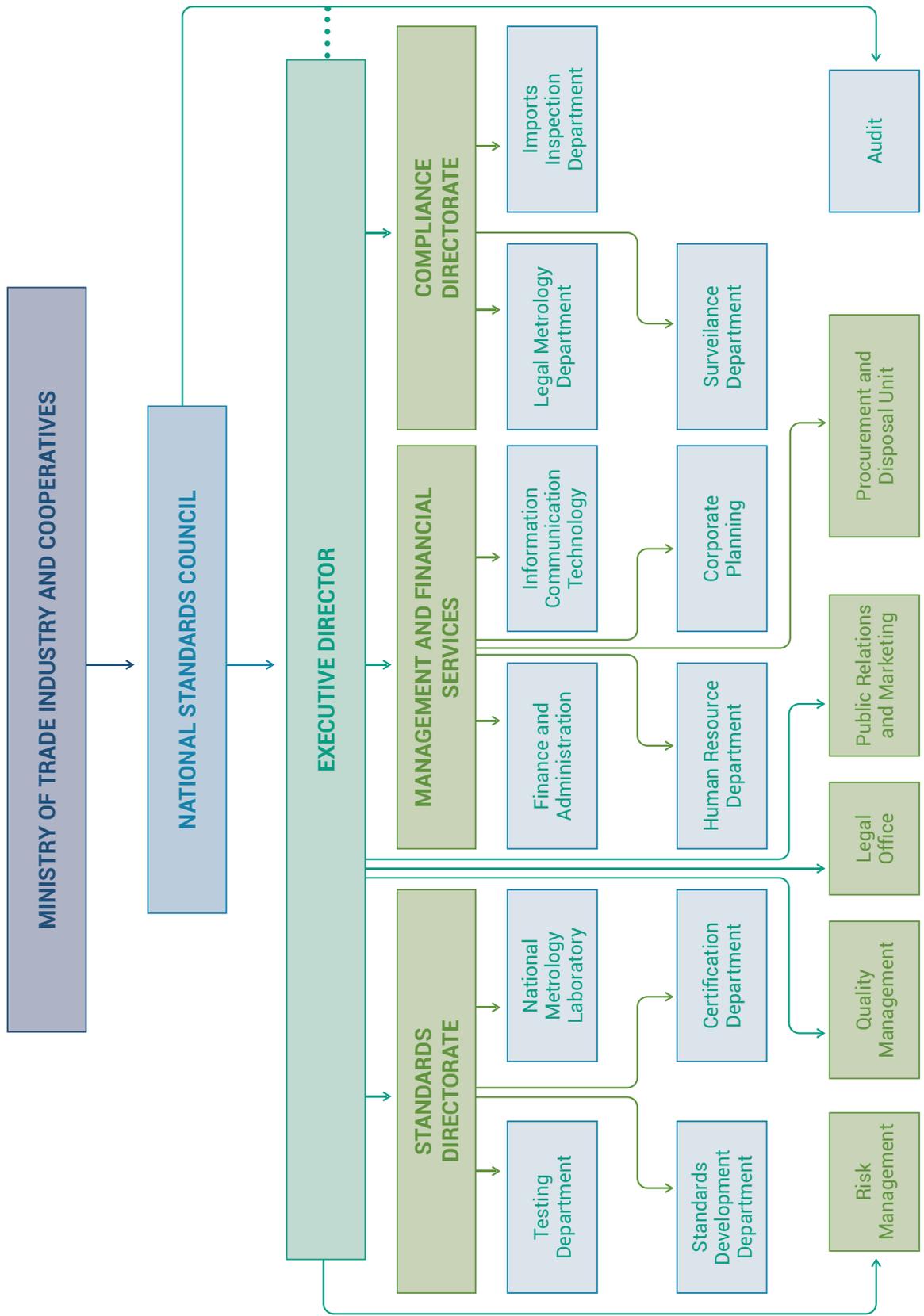
The National Standards Council is the governing body comprised of 10 members who are appointed by the Minister responsible for Trade. The NSC is responsible for the overall policymaking, declaration of national standards and overseeing the strategic direction of the Bureau.

The NSC works closely with Management in developing policies and operational strategies. The NSC business is undertaken through committees namely; Standards, Human Resource, Audit and Risk and Finance and Planning 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 three Deputy Executive Directors responsible for Standards, Compliance and Management and Financial Services. The strategies and policies established by Council are implemented by staff and the Bureau had 439 staff at the end of the year with the male to female ratio of 3:1 (326 males to 113 females).

**Figure 2:** Organization structure



## IMPLEMENTATION OF UNBS STRATEGIC OBJECTIVES

### 1.0 Improving of Competitiveness of Locally Produced Goods and Services

#### 1.1 Standards Development

The function develops, promotes and popularizes national standards and standards related information in order to support internal and external trade (market access). Standards make local product competitive; protect consumers and support innovation. The core activities of the function include:

- a) Formulation of national standards specifications for commodities and codes of practices as required by the public but also guided by the National Standardization Strategy; National Development Plan III; Vision 2040 and other national plans and policies;
- b) Review, modification or amendment of standards specifications and codes of practices as may be required with a view to doing this for those standards aged 5 years and more to guarantee relevance;
- c) Endorsement, adoption of any international or other country's specification with or without any modification as suitable for use in Uganda;
- d) Assisting government, local administrations, statutory corporations, company's or any other persons in the preparation or framing of any internal or company standards specification or in the preparation of any internal code of practice;
- e) Promotion of standardization in trade, industry and health safety and social welfare aspects.

In performance of standards development, work was accomplished through the newly established eighty-Seven (87) Technical Committees (TCs) up from the original twenty (20). This restructuring of TCs was necessary in order to:

- i. Align our TC structure with similar committees at EAC and African Organization for Standardization (ARSO) to the extent possible, and
- ii. Provide a framework that allows increased stakeholder involvement through specific TCs that are relevant to subjects in line with expertise in those subjects.

In the period under review, 463 Final Draft Uganda Standards (FDUS) were concluded and presented to the NSC for approval and declaration which resulted in the declaration of 457 Uganda Standards. Of these, 224 were in the area of Chemicals and Consumer products, 101 under Engineering, 65 under Food and Agriculture and 67 under Management and Services.

In regard to the origin, 87 were indigenous US, 74 harmonized indigenous East Africa Standard (EAS) and 296 other adopted international standards (ISO – 217 and Codex – 2, ARSO - 3, IEC- 17 and ASTM- 57). Of the total standards declared, 84 were revisions and 139 standards were withdrawn in the period being reported. Reaffirmed standards were 118.

The current stock of Uganda Standards indicating origin as of June 2021 stands at 4,265 as summarized in Table 1.1.

**Table 1.1** Stock of Standards

Origin	US ASTM	US EN	US OIML	US ARS	US CODEX	US IEC	US EAS	US	US ISO	TOTAL
<b>Number</b>	188	2	36	7	140	268	531	744	2,349	<b>4,265</b>

In respect of extending assistance to government, local administrations, statutory corporations, companies or any other persons in the preparation or framing of any internal or company standards specification or in the preparation of any internal code of practice, a number of formal memoranda of understanding (MOUs) were drafted and are in various stages of conclusion. These include:

- i. Uganda Muslim Supreme Council (UMSC) on the subject of promotion of Halal practices and related standards as well as training;
- ii. Uganda Investment Authority (UIA) – connectivity on eBiz as well as data and information sharing in order to facilitate trade and ease of doing business;
- iii. Development Initiative for Northern Uganda and Rikolto to build resilience in order to enhance food and nutrition security, incomes and health in Northern Uganda;
- iv. National Health Diagnostics Laboratory Services (NHDLS) on collaboration on standards development, promotion and enforcement in that sector;
- v. Ministry of Lands, Housing and Urban Development (MLHUD) to review and update of the National Physical Planning Standards and Guidelines aimed at consolidating standards for physical planning and development control countrywide;
- vi. Makerere University Department of Civil and Environmental Engineering on standards research and development collaboration and information exchange.

At the international level, collaboration with the following is ongoing: Standards Australia (SA); Bureau of Indian Standards (BIS); South African Bureau of Standards (SABS) – mentoring partnership and ASTM International on standards development and promotion.

UNBS is committed to continue in providing quality standards development and promotion services to meet the needs and expectations of its customers through the implementation of:

- A standards development process consistent with the ISO/IEC Directives Part 1 and 2,
- A quality management system in line with US ISO 9001, and
- Applicable legislation.

**Table 1.2** Summary of performance over the last 5 years (standards developed)

Standards Development Categories	2016/17	2017/18	2018/19	2019/20	2020/21
Engineering	60	52	62	125	101
Food and Agriculture	99	43	96	110	65
Chemicals and consumer products	124	111	212	148	224
Management systems and services	72	48	34	122	67

## 1.2 Product and System Certification

### 1.2.1 Product Certification

The Certification function 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. UNBS is making a significant positive contribution to the growth of the Ugandan economy through increased application of standards in industry and increasing exports within the region. The Product Certification Scheme continued to register a steady growth, in applications received (4527 applications received in FY2020/2021 compared to 3145 in FY2019/2020, representing a 44% increase).

5701 product certification audits were conducted in FY2020/2021 representing 83.4% increase from the 3109 audits conducted in FY2019/20. 7751 products were sampled from the industry and market for independent testing as part of product evaluation. This was an increase of 30% compared to the 5956 products sampled in FY2019/2020.

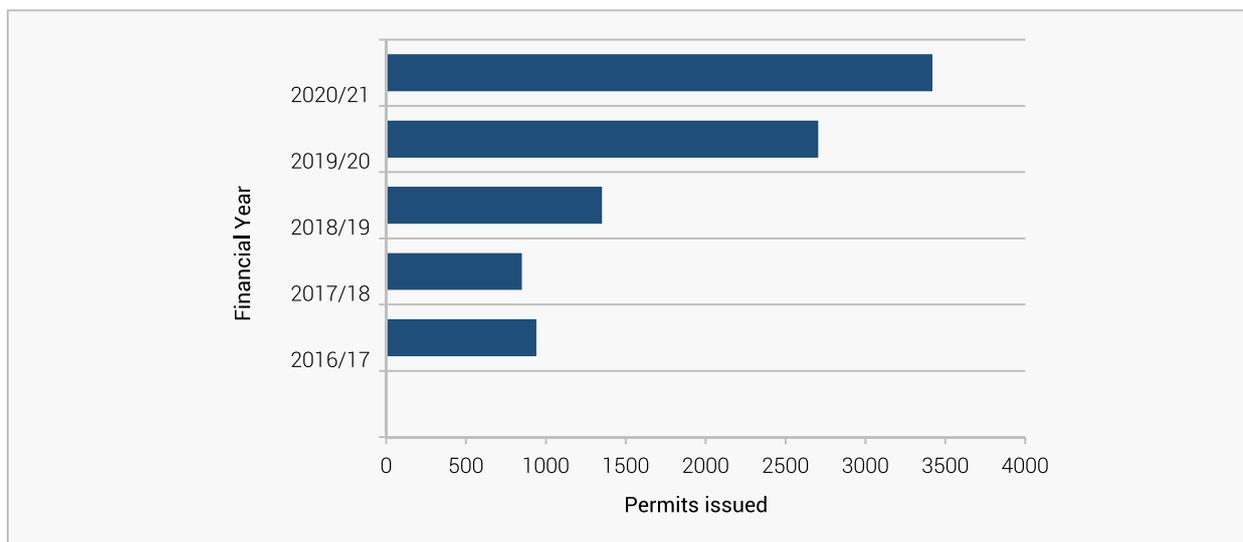
The performance for the FY2020/21 showed improvement in performance of the Certification function with the number of product certification permits issued increasing by 26. The percentage achievement against the target of 4000 permits was 85% compared to 77% in FY2019/2020. It is important to note that, effective 2021, the permit numbering system was changed to facilitate traceability, preservation of history, enhance data retrieval and reduce chances of forgery.

Details of certified companies and products are available on the UNBS website. The trend over the last five (5) financial years for Q-Mark permits issued to products is illustrated in Table 1.3.

**Table 1.3:** Certification (Q-Mark) permits Issued

Financial Year	2020/21	2019/20	2018/19	2017/18	2016/17
No. of product permits issued	3419	2705	1350	849	941

**Figure 3:** Number of product permits issued



Food products continue to dominate with about 54.74% of permits issued FY2020/21.

**Table 1.4:** Contribution of categories

Category	% Contribution	
	FY2020/2021	FY2019/2020
Food	54.74	55.6
Chemicals	32.39	32.3
Engineering	12.87	12.2
Total	100	100

**Table 1.5** Common products (top 10) by category FY2020/2021

S/N	Food and agriculture products	Chemicals and consumer products	Engineering products
1	Bread	Instant hand sanitizers	Steel products - nails, bars, sections, sheets
2	Non-carbonated soft drinks	Non-medical face masks	Television sets
3	Gin	Synthetic organic liquid detergent	Wood - poles, plywood, boards
4	Kombucha drink	Flat and carrier plastic bags	Cement
5	Packaged drinking water	Cosmetics	Power distribution transformers
6	Still table wine	Plastic containers	Electric cables
7	Vodka	Toilet paper	Ceramic tiles
8	Roasted ground coffee	Foam mattresses	Pipes for water supply
9	Black tea	Paint	Concrete poles
10	Yoghurt	Soap - bathing bars & laundry soap	Tile adhesive cement & grout
11	Maize Flour	Scholastic stationery	Lead acid starter batteries

### 1.2.2 Systems Certification

UNBS offers management systems certification to organizations seeking to demonstrate their commitment to quality, security, environment and food safety management.

During FY2020/21, 14 systems certificates were issued to organizations (compared to 24 in FY2019/2020). The total number of valid certificates as at 30<sup>th</sup> June 2021 was 52 (from 62 in FY2019/2020).

Details of systems certified companies are available on the UNBS website. 105 systems audits were conducted for organizations (compared to 75 done in FY2019/2020) including initial, surveillance and recertification audits.

The scheme has 118 active companies (up from 110 in FY2019/2020) of which 33 companies are for Quality Management Systems (QMS), Laboratory Recognition Scheme (29), HACCP (19), Food Safety Management Systems (18), Good Manufacturing Practices (9), Integrated Management

Systems (7), Occupational Health & Safety Management System (1) and Environmental Management System (1).

The trends in the system certification scheme over the past 5 years is in Table 1.6

**Table 1.6** System certification Permits

Financial Year	2020/21	2019/20	2018/19	2017/18	2016/17
Number of system certificates issued	14	24	28	23	30

### 1.2.3 MSME Support Services

UNBS offers a range of services in support of MSME development including: gap analysis, tailored guiding workshops, onsite technical guidance, product development and testing, and certification of products/services.

The Certification function has continued to provide support for MSMEs to create awareness and provide specific guidance to implement and meet the requirements of standards to achieve certification. This has been especially important with the rollout of the implementation of the Use of Distinctive Mark Regulations, 2018.

527 MSMEs were registered down from 1168 MSMEs registered in FY2019/20 of which 83 MSMEs were visited for on-site technical assistance and gap analysis (compared to 304 MSMEs in FY2019/2020). 743 MSMEs visited UNBS and were provided with technical advisory services (compared to 1068 MSMEs in FY2019/20).

During the FY2020/21 the Certification Department issued certification permits to 547 products manufactured by MSMEs, which is a 165% increase compared to the 201 issued in FY2019/2020.

### 1.2.4 Stakeholder Engagements

The Certification Department engaged in a number of stakeholder activities in a bid to improve application and compliance to standards by industry to support the "Buy Uganda, Build Uganda" (BUBU) Policy and enhance customer satisfaction.

During the FY2020/21, the Certification function conducted 43 stakeholder engagement workshops and meetings (compared to 76 in FY2019/2020). At least 1781 stakeholders benefited from the trainings conducted in these engagements (compared to 2958 in FY2019/2020). These engagements were used to disseminate standards and certification information in order to create awareness on the process for acquiring the Distinctive Mark and promote its use by industry as a tool for market access. Many were held in collaboration with Uganda Small Scale Industries Association (USSIA) and Private Sector Foundation Uganda (PSFU).

The Department participated in 53 TCs to support national and international standards development.



**Topic: Inter-Laboratory Comparison & Recognition Scheme**

**SPEAKERS**

- PATRICIA BACINE EDALU
- AZIZ MUKOTA
- MARIAM MALWOGA

**MODERATOR**

- SYLVIA KIRABO

**Tuesday 28th July 2020 | 9am – 11am**

Via **zoom** Meeting ID: 939 0163 2917 Password: 778873

#MeasurementDisciplineForLabs

Webinars engaging stakeholders on the Inter Laboratory Comparison programme



UNBS Officers sensitising stakeholder on standards on maize flour at Masanafu.



UNBS Officers sensitising stakeholder on solar standards in Gulu.



UNBS carrying out a stakeholder engagement on solar standards in Kampala.

### **1.2.5 Laboratory Recognition Scheme (LRS)**

The Laboratory Recognition Scheme (LRS) has continued to support the product testing needs of the manufacturing sector through both private and public laboratories enrolled on the scheme. Through the PSFU Master Card project and collaboration with UNBS, a total number of 26 laboratories were supported to implement ISO/IEC 17025 with 296 personnel trained, gap analysis conducted and technical guidance offered.

The 1<sup>st</sup> Inter Laboratory Comparison (ILC) for testing laboratories (Chemistry, Microbiology, Materials and Electrical labs) was successfully launched and conducted with 66 laboratories participating and achieving an overall satisfactory performance of 83.4%. ILCs provide a quality assurance tool to laboratories for comparing performance and taking necessary remedial action to facilitate improvement, accuracy and reliability test results.

In FY2020/2021, the scope of recognition was extended to cover calibration laboratories. This provides another option for the private sector that is seeking calibration services, other than UNBS. The scope of ILC has been extended to cover calibration laboratories with already seven laboratories registered to participate.

### **1.2.6 Accreditation of UNBS Management Systems Certification Services**

The Certification function implements a management system aligned to the requirements of international conformity assessment standards which has helped to streamline operations with improved effectiveness and efficiency. UNBS has continued to maintain the accreditation for its ISO management systems certification services by the South African National Accreditation System (SANAS) since 2019. UNBS currently holds valid accreditation for ISO 9001:2015 and ISO 22000:2018 and this was re-affirmed on 1<sup>st</sup> February 2021 following the SANAS remote assessment that took place on 26<sup>th</sup> November 2020. The scope of ISO 9001 accreditation covers Food 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 on accredited certificates and promotional material.

### **1.2.7 Equity in Certification**

The data below represents the distribution of clients served categorized by gender, age and disability status in FY2020/2021 and a year on year comparison for the past three (3) years.

**Table 1.7** Distribution of Clients by Gender, Age and Disability

FY	Males	Females	Age Below 35	Age Above 35	Disabled	Not Disabled
2020/2021	83.6	16.4	23.4	76.6	0.9	99.1
2019/2020	81.9	18.1	21.9	78.1	0.8	99.2
2018/2019	83.8	16.2	18.7	81.2	1	99

From the data above, 1.5% increase in youths served compared to FY2019/2020.

### Decentralization of Certification Services

In addition to the Head Office, UNBS continued to offer certification services from three (3) regional offices in Gulu (North), Mbale (East) and Mbarara (West) as one of the strategies to promote production of good quality products by Micro, Small and Medium Scale Enterprises (MSMEs) at regional level.

The applications completed in FY2020/2021 were from 80 districts (up from 52 districts in FY2019/2020). The districts in Table 1.8 registered more activity in the period under review.

**Table 1.8** Districts with more permits

S/N	District	Percentage
1	Kampala	34.08%
2	Wakiso	23.73%
3	Mukono	11.36%
4	Jinja	5.31%
5	Mbarara	2.89%
6	Buikwe	2.47%
7	Lira	1.92%
8	Mityana	1.42%
9	Mpigi	0.82%
10	Masaka	0.78%

Kampala, Wakiso and Mukono Districts in Central Region continue to dominate with 69% of completed applications. This is however a reduction from 73% in FY2019/2020. The new entrants in the top 10 districts served include Mityana, Mpigi and Masaka all in the Central Region, replacing Luwero, Kasese and Mbale.

### 1.2.8 PSFU/MasterCard Foundation Project

The Certification function is participating in the components for MSME Support, Laboratory Recognition and stakeholder sensitization and training under this project. So far identification and selection of beneficiaries, mentorship visits, product sampling and testing for select beneficiaries have been done. A number of stakeholder sensitization meetings including GHP/GMP requirements for priority sectors (PPEs; sanitizer; maize and beans) have been undertaken.

Stakeholder sensitization meeting on Laboratory Recognition Scheme and ISO 17025 for top management and technical training on ISO 17025 selected beneficiaries have been conducted. Visits for gap analysis to enable clients to apply for LRS for selected participants have been conducted

### 1.3 Testing of product samples

The Testing function provides test reports to industry actors including regulators and other customers.

The laboratories receive and test different product samples against standard specifications, following standard testing procedures and issuing test reports to both UNBS and external customers from both the public and private sector.

The purpose is to provide tests to help various actors protect life, health and environment; facilitate enterprises production and exchange of goods and services; and enhance capacity building in research and product including standards development.

The test reports support consumer protection by providing results that are accurate, reliable and can be traced to specific standards and reference materials. The test results help producers during product development, quality control and trade including assuring buyers of the quality of their products. The in-house scientists assist with the interpretation of standards to provide clarity on the requirements for conformity.

In addition to supporting regulators and producers, UNBS also support researchers and students to test products for certain characteristics. Such tests are used to develop standards, formulate products and for academic purposes. This support is able to enhance value addition, Buy Uganda Build Uganda, import substitution and export promotion policies.

The Food Safety Laboratories consisting of the Chemistry And Microbiology laboratories are Internationally Accredited to ISO/IEC 17025 by the South African National Accreditation System (SANAS). This means that the test reports are recognized and can be used globally. This facilitates exports of Uganda's goods.

The laboratories support other laboratories in the country through our Inter laboratory Comparison (ILC) Scheme. In this Scheme, UNBS shares samples with other laboratories and compares results. This helps build capacity and confidence in private and public laboratories to support industry.

During the financial year, the laboratories received 24,012 samples; and tested and issued reports for 22,053 samples. This is meeting 92 % of customer demand by close of the year.

The number of samples received (24,012) was higher than projected (2,004) by 20 %. This was particularly, higher in six months of July, September, December, March, April and May out of the 12 indicating pervasive phenomenon.

The number of test reports issued was 10% above target yet remained 8 % below number of samples received. This indicates great efforts by the teams compared to overwhelming demand from customers.

The highest number of samples received (2,251), was in April 2021. The number of samples received was lowest (1,326) in January 2021. This is attributable to the holiday season including national voting days in December and January.

## State of the art laboratory equipment in the new UNBS laboratories



Bio Safety Cabinet



Induction Coupled Plasma Optical Emission Spectrometer ICP OES



Gas Chromatography Mass Spectrometer GCMS



High Performance Liquid Chromatography HPLC

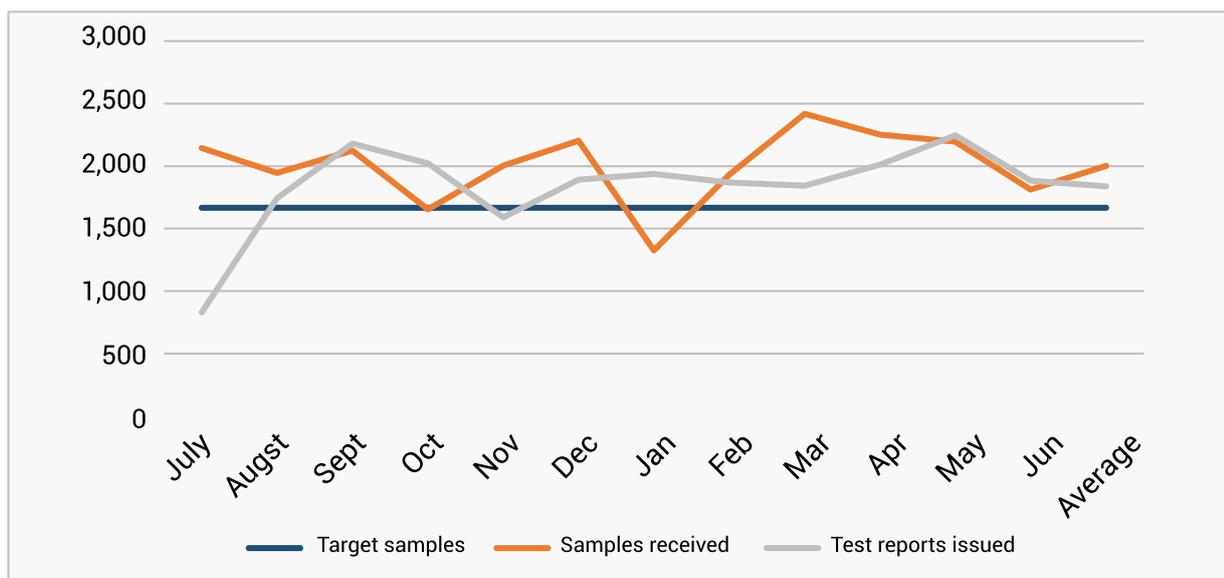


A Staff member working with the Incubators

## Students of Islamic University In Uganda visit UNBS Head Office



**Figure 4** Samples targeted, received and analysed by month during FY2020/21



The number of test reports issued averaged (1,838) per month during the year (Figure 4). This varied between 831 and 2,247 being the highest. The number of test reports issued averaging 1,838 was lower than the number of samples received averaging 2,001. This scenario is also pervasive occurring in seven out of the 12 months. This is an indicator that the lab does not have enough capacity to meet the demand. This is an opportunity to grow and improve to meet demand, which is rising as the economy grows.

The samples received and test reports issues were higher than targets for Chemistry (target 800, received 1014 and tested 890) and Microbiology (target 420, received 630, tested 580) laboratories. On the contrary, both results were lower than targets for the Materials (target 327, received 308 and tested 303), and Electrical (target 120, received 49 and tested 47) laboratories.

### Turnaround Time

During the year, (July 2020 to May 2021) turnaround time averaged, 21 days. Whereas the best test reports are issued within the same day (turnaround one day), there are cases of samples taking up to several months to complete analysis. Overall, this is due to the different number of parameters per sample, large number of samples and the capacity variability in the labs.

### 1.4 Calibration of Industrial equipment

Among the key functions of the Bureau as provided under the UNBS Act, is " ...to make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and scientific apparatus for determining their degree of accuracy by comparing with the devices approved by the Minister on the recommendation of the Council and for the issue of certificates thereto...", from which the National Metrology Laboratory (NML) function derives its mandate.

The mandate covers both Scientific and Industrial Metrology. The purpose is to maintain the primary standards and National Measurement System for Uganda by ensuring their traceability to the International System of Units (SI) at all times.

The NML function ensures that these accuracies are transmitted to the end-users in the country through calibration of measurement systems and standards used by industry, testing and analytical laboratories and other users of measurements.

The objectives of the National Metrology Laboratory are as follows:

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

During the financial year, a total of 4,370 equipment were calibrated (up from 3,800 equipment in FY2019/2020) from over 700 Large, MSMEs, Academic and research institutions, testing and medical laboratories, regulatory bodies and authorities.

The measuring and testing equipment calibrated by UNBS include:

- i. Balances and weighing scales such as; Analytical Balances, Platform & Top load balances, Crane weighers, and Tensile testers, as well as Mass pieces including Standard weights, Roller weights and pressure tester dead weights;
- ii. Pressure equipment including Pressure gauges, pressure balances and pressure sensors
- iii. Dimensional measuring equipment such as Vernier Callipers, Micrometres, Dial gauges, Steel rulers and tape measures
- iv. Volumetric equipment such as Proving tanks, verification cans, single-mark-flasks, storage tanks, volume fillers, pipettes & burettes and graduated cylinders
- v. Flow measurement equipment such as Flow meters, Road and rail wagons (tankers), large fuel and water tanks
- vi. Thermometry equipment such as Liquid in glass thermometers, Platinum Resistance Thermometers (PRT), Thermocouples, Ovens, Water baths, Incubators, Temperature controllers, Vacuum coolers and Cold rooms
- vii. Density measures including Hydrometers and density meters
- viii. Analytical and Electrical Instruments including pH and Conductivity meters, multi-meters, voltmeters, ammeters, ohmmeters and moisture meters
- ix. Force and Torque equipment including Compression machines, UTMs, Torque wrenches, load cells and bending machines

The calibrations have enabled:

- A number of large, medium, small and micro enterprises to effectively control manufacturing processes and meet certification requirements, in support of industrial development and export promotion in the sectors of construction, foods and beverages, chemical products, etc.

- Metrology, analytical, 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 to be streamlined.

**Table 1.9** Distribution of clients served by sector

SN	Sector	Number	Percentage
1	Agriculture and Forestry	18	2.32%
2	Electricity/Engineering/Construction	45	5.79%
3	Equipment suppliers and traders	25	3.22%
4	Manufacturing and processing (Foods and beverages)	302	38.87%
5	Logistics/Aviation/Transportation	15	1.93%
6	Manufacturing and processing (other sectors)	265	34.11%
7	Oil and gas	15	1.93%
8	Pharmaceuticals	26	3.35%
9	Research/Laboratories and Consultancy Services	25	3.22%
10	Government Ministries, Departments, Agency and regulators	15	1.93%
11	Medical Services	25	3.22%
12	Waste management	1	0.13%
<b>TOTAL</b>		<b>777</b>	<b>100.00%</b>

**Table 1.10** Distribution of clients served according to region (calibration)

Region	Number	Percentage
Central	623	80.18%
Eastern	68	8.75%
Northern	25	3.22%
Western	61	7.85%
<b>Total</b>	<b>777</b>	<b>100.00%</b>

In order to serve clients better by reducing on turnaround time and safeguarding both clients and UNBS staff against COVID-19, the National Metrology Laboratory has automated most of the processes through a Metrology Laboratory Information Management System (METLIMS).

Through METLIMS, most of the processes leading to calibration are done online. The online system enables clients and UNBS staff to accomplish the following online:

- Enabling clients to request for quotations on-line by registering into the system and filling in the different equipment they want to be calibrated;
- NML staff receiving requests for quotations from clients;
- Generating and sending quotations for calibration to clients;
- Enabling clients to pay for calibration in the banks through URA platform using A Payment Registration Number (PRN);
- Receiving equipment in NML;
- Internal monitoring the calibration process; and
- Preparing, generating and disseminating online calibration certificates to clients upon completion of calibration process.

This means that client-staff physical interaction is only during delivery of equipment to be calibrated and picking calibrated equipment, and it also shortens the process.

## 2.0 Strengthening Consumer Protection and Stakeholder Satisfaction

### 2.1 Imports Inspection

During the year under review, the Bureau continued to implement its mandate of enforcement of the UNBS (Inspection and Clearance of Imports) Regulations 2018, the goal being to protect the health and safety of the public, as well as 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;

- a) Implementation of the Pre-Export Verification of Conformity (PVoC) to standards program for all products for which compulsory standards have been declared;
- b) Destination inspection scheme for all products that have not undergone PVoC; and,
- c) 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 Inland Container Depot (ICD) coverage from 22 to 84, and three border entry points namely Mirama Hills, Elegu and Mpondwe,
- c. Supporting government projects by ensuring the mainstreaming of a quality system in the procurement process which in turn facilitates fast clearance of goods.

During the year under review, the Bureau was able to undertake 177,203 inspections of products under compulsory standards thus meeting 93% of the set target for the year. The failure to meet the annual set target was due to the lockdown of all activities in June 2021 as a result of the second wave of the COVID-19 pandemic.

There was an increased uptake of the PVoC services by 7,811 compared to the previous year as a result of continued uptake of the program. There was also an increase in general goods cleared under destination inspection by 16,136 consignments compared to the previous financial year.

275 consignments of non-conforming commodities did not meet the requirements were rejected by the PVoC service providers and not issued with COC s and were therefore denied to be imported into the country. Others were also seized through destination (in-country) inspection on arrival to the country.

The Bureau undertook destruction of a total of 11.111 tonnes, as shown in Table 2.1, of a variety of substandard goods which failed the tests upon importation among which were 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 55 Million. This resulted in the protection of approximately 6 million people from the consumption of substandard goods.

**Table 2.1** Imported substandard goods destroyed

Product category	Weight (Kg)	Value (USD)
Electrical and electrical products	2,671	2,204
Chemical products and consumables	1,203	3,176
Textile materials	2,204	2,311
Mechanical materials	316	2,198
Food and food products	4,715.6	5,356.1
<b>Total</b>	<b>11,111</b>	<b>15,254</b>

## 2.2 Market Surveillance

Standards play an important part in the growth of an economy through ensuring product safety, protecting vulnerable populations, ensuring customer satisfaction, ensuring safe working environs, etc. Effective compliance with these is an important factor in creating a well-functioning, productive society and trust in government. It is a key element in safeguarding health and safety, protecting the environment, promoting the growth of local factories, securing stable state revenue, and delivering other essential public goals.

However, if these standards are not enforced, they are of little or no value to the economy especially in developing economies where most economic operators opt not to. The challenge is, therefore, to develop and apply enforcement strategies that achieve the best possible outcomes by achieving the highest possible levels of compliance while keeping the costs and burden as low as possible. Optimal results in terms of compliance can only be achieved by combining broad compliance-promotion efforts with well-targeted controls, and the availability of deterrent sanctions for serious violations.

### 2.2.1 Surveillance Inspections

10,614 inspections were conducted against a set target of 8,000 (133%). Inspections were conducted in 76 districts across the country. The inspections resulted into 1,089 seizures as summarized in Table 2.2.

**Table 2.2** Table showing past performance for FY2016/17 - FY2020/21

ACTIVITY	2016/17	2017/18	2018/19	2019/20	2020/21
Number of inspections (shops, supermarkets and warehouses inspected)	1,128	2,281	6,646	7,345	10,614
Number of seizures	N/A	252	658	679	1,087

**Table 2.3** Categories of Businesses Inspected Per Region

Region	Supermarkets	Shops and Distribution Outlets	Manufacturing facilities	Hardware shops	Distribution trucks	Containers	Others	Total
Central	288	612	594	71	4,178	36	127	5,906
Eastern	101	309	103	16	1,331	0	50	1,910
Northern	63	225	119	18	619	0	19	1,063
Western	97	368	187	41	1,012	0	30	1,735
<b>Total</b>	<b>549</b>	<b>1,514</b>	<b>1,003</b>	<b>146</b>	<b>7,140</b>	<b>36</b>	<b>226</b>	<b>10,614</b>

### 2.2.2 Distribution Trucks

The main aim of inspecting trucks was to enforce the distinctive regulation as well as intercept substandard products before they reach the shelf. The snap check points resulted in 226 trucks being impounded. The issues cited included distributing uncertified products, distributing poorly labelled products and distributing imported products without clearance certificates. As a result, a number of substandard products were seized accordingly. Most trucks (101) were impounded in the last quarter of the financial year as a result of inspections conducted at night and on weekends. It was noted that most of the non-conforming products were being distributed either at night or on days when offices are closed. As a result of the enforcement interventions, 132 companies applied for certification.

### 2.2.3 Shops and Other Distribution Outlets

These included electronic shops, general retail and wholesale shop, cosmetics shops, depots for beverages, agro inputs and distribution stores. Out of 1,514 establishments inspected, 496 seizures were made. Items seized included cosmetics containing hydroquinone, substandard electrical products and expired foodstuffs and beverages.

### 2.2.4 Supermarkets

Out of 549 supermarkets inspections, 190 seizures were made. The issues identified were, sale of uncertified products, sale of substandard items, sale of banned cosmetics, sale of expired items among others.

### 2.2.5 Manufacturing Facilities

1,003 inspections were made mainly bakeries, beverage factories, maize millers, etc. this resulted in 110 seizures. The issues identified included poor hygiene, production of uncertified products, not providing protective gear for the employees and not having employees medically examined as to ensure food safety.

### 2.2.6 Foodstuffs and Beverages

Over 417 samples of foods and beverages were picked 256 of which failed the lab tests (61% failure). Most of these samples were picked during routine market and industrial inspection. Some were picked in response to complaints while others were picked during follow-up inspections. This resulted in sealing and suspension of over 100 food and beverage processing facilities. These include bakeries, processors of drinks such as Kombuchas, non-carbonated drinks and alcohol beverages. Some resulted in the seizure of substandard products as outlined in table 1.12.

### 2.2.7 Cosmetics

Having observed that some unscrupulous individuals were adding banned substances that cause bleaching into their products without indicating those ingredients on the label, regular test sampling had to be carried out. A total of 195 samples were picked 87 of which failed the lab tests. Most of the samples were bought during product surveys focusing mainly on imported cosmetics. Some were samples of seized items meant for supporting court cases. A number of police files cases have been processed with UNBS CID unit for prosecution of the offenders as outlined in the sections below.

### 2.2.8 Building Materials

In order to ensure that the construction sector conforms to standard specifications, regular market monitoring has to be done through purchase of samples and laboratory analysis. Most of the samples picked were for monitoring the conformity status of the different brands but also in response to customer complaints. Out of the 58 samples picked, 40 of them failed the lab tests. These were meant to gather information to inform future operations on the steel sector.

### 2.2.9 Masks and Sanitizers

These were sampled in repose to their increased use and production due to the COVID-19 outbreak. The results of the failing samples were communicated to stakeholders and guidance given to the consuming public.



UNBS sensitising the public on the quality of face masks

### 2.2.10 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 32 samples picked, 20 failed the lab tests. Consequently, over 20 tons of plastic carrier bags were seized.

### 2.2.11 Others

Other samples that were subjected to analysis included shoe cream, engine oil, brake fluid, animal feeds, batteries and toothpaste. These were mainly picked in response to complaints.

### 2.2.12 Summary of seizures made

Tables 2.4 shows the number of seizures made by category of establishment and region while Table 2.5 shows the quantities seized per product category.

**Table 2.4** Summary of seizures made

Region	Supermarkets	Shops and Distribution Outlets	Manufacturing facilities	Hardware shops	Distribution trucks	Others	Total
Central	94	222	57	7	200	4	584
Eastern	37	109	4	4	30	0	184
Northern	25	67	19	2	15	0	128
Western	34	98	30	6	21	2	191
Total	190	496	110	19	266	6	1,087

**Table 2.5** Summary of seized products

S/No	Item	Quantity
i	Cosmetics and body care products	<p>Approximately:</p> <ul style="list-style-type: none"> <li>• 18,568 kg of substandard and expired cosmetics</li> <li>• 100 pieces of expired baby diapers and 12 packets of 136 pc of alcohol wipes were seized</li> <li>• 195kg of nail polish for illegal use of Q-mark</li> <li>• 39 L of expired glycerin</li> <li>• 192.25 kg of poorly labelled baby powder</li> </ul>
ii	Foods and beverages	<p>Approximately:</p> <ul style="list-style-type: none"> <li>• 27,325 kg of uncertified maize flour was seized (it was re-processed)</li> <li>• 763.5 l of uncertified and poorly labelled cooking oil.</li> <li>• 400 kg of curry powder following failed UNBS laboratory test (yeast and mould, test certificate number ML/2021/00099)</li> <li>• 5.42 tons of expired confectionery</li> <li>• 12,429 kg of expired foods and beverages and 240 kg of foodstuffs not labelled with expiry dates</li> <li>• 24,560 kg of poorly labelled beverages</li> <li>• 1,122 l of alcohol packaged in volumes less than 200 ml</li> <li>• 2,000 kg of underweight tea beverages</li> <li>• 34,668 l of uncertified beverages and beverages produced under unhygienic conditions</li> <li>• 1,200 tons of substandard beverage</li> <li>• 1,473 kg of products with illegal Q-mark</li> </ul>

iii	Plastic carrier bags	<ul style="list-style-type: none"> <li>• 586 kg of products below 30 microns</li> <li>• 27 rolls of plastic below 30 microns</li> <li>• 80 cartons of plastic bottles</li> <li>• 02 cartons of caps</li> <li>• 40 kg of plastic carrier bags</li> <li>• 15MT (1,124 cartons and 129 film rolls) of plastic carrier bags</li> </ul>
iv	Others	<ul style="list-style-type: none"> <li>• 64 kg of substandard shoe cream</li> <li>• 1,588 rolls and 39 cartons of substandard toilet paper</li> <li>• 18 L of Harpic Cleaning Gel</li> <li>• 34 cartons of bread packaging bag of various uncertified brands</li> <li>• 25 cartons of medical masks (each containing 40 pkts of 50 pcs)</li> <li>• 225 pcs of uncertified and unbranded mattresses</li> <li>• 25,000 kg of toilet paper from</li> <li>• 6.2 l of substandard sanitizers</li> <li>• Empty packaging bottles 23 cartons</li> </ul>
v	Electricals	<ul style="list-style-type: none"> <li>• 521pc of electrical products (substandard Portable Socket Outlets)</li> <li>• 8 pcs of substandard water heaters</li> <li>• 6,250 energy meters that had not been verified by UNBS</li> <li>• 26 solar panels</li> </ul>
vi	Building materials	<ul style="list-style-type: none"> <li>• 133 pieces of substandard iron sheets</li> <li>• 813 l of expired paint</li> <li>• 60 tons of substandard particle boards</li> <li>• (86 Bags x 50 kg) of suspected underweight cement</li> <li>• 6.3 tons of assorted hardware products</li> <li>• 185 pieces of overalls were seized</li> </ul>

### 2.3 Verification of Equipment Used in Trade

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 too is responsible for regulating weighbridges used in the country.

The Volume and Flow Division verifies fuel dispensers, road fuel tankers, static tanks at fuel stations and oil depots, flow meters at petrol stations, bulk meters at consignment sites, aviation meters and railway wagons. The division operates under S.I 31 known as the Weights and Measures (dispensing pumps, bulk meters, and bulk measures) rules, 2007.

Pre-package control Division under Legal Metrology Department implements Statutory Instrument No.36 of 2007 "*Sale and Labelling of prepackaged goods*". Among its activities, the division, verifies goods for the labelling requirements and net quantities against the declared quantity on the pack. The operations involve visiting factories, warehouses, supermarkets and places where goods are packaged 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.

During the financial year under review, a total of 1,217,343 verifications were conducted on different weighing and measuring instruments and pre-packaged products against a projection of 1,452,504. These include, 167,719 Weighing Instruments (counter-machines, spring balances, platform scales and weighbridges) and 783,666 Weights. The measuring instruments verified include, 15,946 dispensing pumps, 519 pressure gauges 2,417 road tanks, 78 rail wagons, 474 bulk meters, 1,128 dip-sticks and 238,418 electricity meters. 7,058 samples for pre-packages were analyzed.

**Table 2.6** Summary of equipment verified

Equipment	Number of verifications
Weighing equipment	168,211
Weights	783,666
Fuel rail wagons	78
Fuel road tankers	2,417
Bulk meters	474
Dip sticks	1,128
Fuel dispensers	15,946
Pressure gauges	519
Consumer goods	7,058
Electricity meters	238,418
<b>Total</b>	<b>1,217,915</b>

### 3.0 Enhancing the Quality of Service Delivery to Stakeholders

#### 3.1 Information Communication Technology (ICT)

The ICT function is a leading ICT solutions and services provider for UNBS. The solutions offered to staff and other stakeholders involve software development (according to user function requirements/specifications as well as proprietary solutions), securing of the Bureau's information assets and staff, ICT user and infrastructure support and developing project based solutions.

##### 3.1.1 ICT Deliverables

Technology based-innovations are critical for the competitive edge of UNBS and users get smarter every day in every product, process or application. To keep up the pace, ICT function came up with strategic initiatives in the FY2020/2021.

Most of the strategic initiatives were however not successfully implemented because of under staffing, the limitations imposed due to COVID-19 and budgetary constraints.

The following are the tactical interventions/projects that were implemented:

- a) Improvement of ICT support services;
- b) Improvement of the Human Resources Management Information System;
- c) Implementation/extension of CCTV surveillance systems at Head Office main building;
- d) Improvement of network connectivity services through the implementation of structured cabling and wireless channels;
- e) Information, network and personal protection security by implementing Biometric access units, logical security solutions;
- f) Improvement on internal and external communication using Voice over Internet Protocol (VoIP);
- g) Implementation of high availability solutions that ensure that critical data and applications are available at all times but with their integrity maintained;
- h) Digitizing of work processes in most functions;
- i) Implementation of the E-Board system for the National Standards Council;
- j) Development/upgrade and implementation of various software applications which include; MET-LIMS, E-Minzani, CIMS, Intranet (EDMS) among others;
- k) Implementation of integrated Biometric Time and Attendance system at Head Office and all regional offices with HRMIS; and
- l) Reduction of printing/photocopying by printer leasing.

##### 3.1.2 Highlights of achievements during FY2020/21

During the FY2020/21, UNBS managed to successfully carry out a number of initiatives and activities. Below are the details of the initiatives and/activities that were successfully carried out

in the year and the respective corporate benefits realized. A number of hardware and software procurements were made as seen below:

- a) Change from desktop computers to mobile computing to support remote working. During the year under review, 75 laptops were procured, which increased the stock to 321 from 246, with the following benefits:
  - Laptops being portable enable staff to use them almost anywhere.
  - During the lockdown, it was easy for staff to continue working while maintaining social distancing.
  - No additional cost for UPSs'.
  - Take up less room on a desk or table.
  - Less maintenance costs.
- b) Servers were procured and deployed four (4) high-end servers for:
  - Scalability.
  - Improved collaboration.
  - Provide seamless connectivity.
  - Better storage space.
  - Better throughput and response time.
- c) Implementation of the E-Board system for the NSC. The department also subscribed for an online 11 user License E-Board system for the NSC members that provides the following benefits:
  - Enables council members attend council and committee meetings from anywhere at any time.
  - Enables NSC members to quickly access important Board information.
  - Enables quick and timely decision-making.
  - Easier streamlining of board administration.
  - Increases Board member engagement.
  - Controls access to information.
  - Reduces Board administration costs.
- d) Printer/Photocopier Leasing. To reduce on the high cost of printing, seven printers have been leased that are shared across the network both at the Head office and NML offices with the following benefits being realised:
  - Avoiding the expensive up-front costs associated with purchasing the devices.
  - Less maintenance costs.
  - Reliable supplies of inputs.
  - Faster repairs and upgrades.
  - Reduced printing costs per page to 45/= from 200/= through print leasing.
- e) Implemented cost effective and user-friendly cyber security systems. With the current global ICT village, cyber security is paramount. To provide assurance to our clients and other stakeholders that they and their information are secure as they use UNBS systems, a number of industry best practices were adopted plus the implementation of efficient and cost effective tools. These have greatly contributed to the following:

- Reduced system downtime ,
  - Prevention of serious cyber-attacks,
  - Protection of confidentiality, availability and integrity of UNBS' data
  - Reduced ICT security-related costs
  - Improved security to all the information
  - Enhanced defence against cyber-attacks
  - Improved confidence in the ICT systems from the Bureau staff and other stakeholders
  - Improved output from the staff
- f) Software development and implementation. Internally the Bureau developed a number of software applications to help reduce on turnaround times but also to improve on efficiency and effectiveness in operations.
- (i) E-Minzani for Legal Metrology function has been upgraded resulting in:
- Stores information related to all weighing instruments in the country.
  - Payments are now through the URA portal.
  - Digital receipts are generated.
  - Real time reports generated.
- (ii) MET-LIMS for the National Metrology Laboratory (NML) will:
- Automate the NML information processes.
  - Clients will be able to request online quotations for calibration work.
  - NML will be able to generate online quotations.
  - Confirmation of client payments.
  - When the calibration is done, the calibration certificate will be sent to the client via e-mail.
  - Improve turnaround time and improved service delivery to the clients.
- (iii) Microsoft SharePoint which is a browser-based collaboration and document management platform; it allows groups to set up a centralized, password-protected space for document sharing & editing.
- (iv) Added another security layer on both E-portal and Uganda Electronic Single Window Application Programming Interface for inspection requests and Inspection reports:
- UESW can now successfully send encrypted inspection requests to E-Portal which can also send encrypted inspection reports to UESW.
  - This has greatly improved revenue generation due to reduced leakages.
- g) Network Connectivity: UNBS connected to the National Data Transmission Backbone Infrastructure (NBI) link for:
- Reliable Internet connectivity.
  - Easy accessibility to our online services that are dependent on the accessibility of high-speed internet.
  - Reduced cost of internet bandwidth through the economies of scale realised through the bulk purchase of bandwidth.

### 3.1.3 Key ICT Project Based Achievements

Below are the ICT project based achievements:

- a) Through ICT Automation, UNBS now generates an increasing part of revenue.
- b) Developed/upgraded many ground breaking solutions for and with stakeholders.
- c) E-Minzani was implemented to improve on the efficiency in the enforcement of the Weights and Measures Act Cap 103 in the verification of weighing instruments used in trade across the Uganda.
- d) MET-LIMS for NML, the first phase of its development was done and implemented. The system is expected to improve turnaround time and improved service delivery to the clients.
- e) Through ICT Systems, many standards have been developed and sold.
- f) Many tests are carried out in time to ensure products are fit for consumption,
- g) Many certified companies have come on board.
- h) Reports can be generated in real time.

### 3.2 Quality Management

The Quality Management Function coordinates the drafting, reviewing and implementation of the quality management system (QMS) to ensure consistent compliance to the relevant manuals, policies, procedures, laws and regulations of all UNBS functions and systems. The function manages the QMS record system by developing an organization-wide, harmonized documentation and records management policy and procedure to avoid duplication and divergent way of handling records, functions and processes.

Implementation of QMS requires the Bureau to conduct regular system audits and reviews for specific functions or interrelated functions spread across various departments to improve the quality of services and maintain a satisfied customer base.

In order to ensure quality service of UNBS, the Quality Management Function organizes and coordinates training and re-training to manage staff skills development in the areas of QMS. The function also trains the institution's internal auditors and assessors.

The Quality Management Function also liaises, coordinates with accreditation/certification bodies for international recognition of UNBS services, and ensures continuous compliance with the accreditation and certification requirements. Currently, three (3) divisions in UNBS are accredited by SANAS (South African National Accreditation System) and these are the Chemistry and Microbiology Laboratories based on ISO 17025 as well as the Systems Certification Division based on ISO 17021.

### 3.3 Internal Audit

At UNBS, Internal audit is a full time activity providing independent, objective assurance and consulting services throughout the Bureau. The function is responsible for 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 NSC, Management and staff to fulfill their roles efficiently and effectively in their efforts towards achievement of UNBS goals and objectives.

In FY2020/21, internal audit prioritised continuous assessments of financial management practices, with a view of addressing the fiscal risk. The audit of procurement operations and management; audit of corporate risk operations and management, Review of financial statements, Audit of security operations management, Audit of estates management operations, Audit of Treasury Operations and Audit of Legal Operations have greatly improved accountability and financial propriety of funds availed to run the UNBS operations. From time to time, the financial and operating information as measured and reported by accounting methods was evaluated for reliability and accuracy. Internal audit function has also conducted technical audit of Certification services and technical audit of Legal Metrology operations specific to Volume and Flow division and Pre-package Control Division to assess its efficiencies and effectiveness towards achievement of UNBS objectives.

The function conducted comprehensive internal audit monitoring and follow up on the status of implementation of both internal and external audit recommendations. The exercise covered all internal and external audit recommendations for the financial year FY2019/20 and part of FY2020/21. A number of the audit recommendations are implemented and the issues were closed.

The NSC Audit and Risk Management 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 Council's Audit and Risk Management Committee approved and monitored implementation of the annual internal audit activity plan for FY2020/21; 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 an essential tool in ensuring that UNBS objectives are not jeopardized by unseen events.

### **3.4 Risk Management**

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.

At UNBS, the Risk management function is mandated to monitor and report on the performance of risks and the risk exposure of the organization, advice, coach and support processes regarding risk management, development of risk management frameworks and build risk management capability, process and tools in the organization. It is also mandated to help the organization become more resilient in the face of disruptive risks of the nature of COVID-19. Risk management is thus taken as an essential tool in ensuring that UNBS objectives are not jeopardized by unseen events.

The FY2020/2021 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, customers and cash flows. Even in the face of COVID-19, Risk management and now Business Continuity Management Systems have played a key part in shaping how resources are prioritized in order to achieve the set goals and continue business in the face of disruptions.

In FY2020/21, a number of risk management activities were implemented ranging from coordination of the review of business continuity plans through BCMS workshops, 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 and exposure analysis, review of risk treatment plans to inform budgets, finalization of the BCMS policy and procedures manual to guide Business Continuity in the institution and carried out a BCMS training for all staff and the NSC.

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. UNBS has continued to monitor the situation as the global and national events unfold and as such there have been continued updates to the number of Business Continuity Plans developed by Management to allow the institution work effectively during disruptions. UNBS continues to direct all efforts towards ensuring health and safety and offering 100% support to its employees, customers and stakeholders.

The Risk Management function reported to Management and NSC on a quarterly basis on the amount of risk exposure of the institution. 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.

### **3.5 Public Relations and Marketing**

UNBS undertook a number of activities between July 2020 and June 2021 to increase the visibility and enhance the Corporate Image of UNBS. The activities aimed at meeting the current and emerging demands of UNBS stakeholders and strengthening the promotion of standards and measurement systems to support production, marketing and consumption of quality goods and services in the country.

The activities undertaken during the financial year were in line with the UNBS Corporate Strategic Plan FY2020/21 – 2024/25 and specifically aimed at addressing the following initiatives from the Strategic Plan.

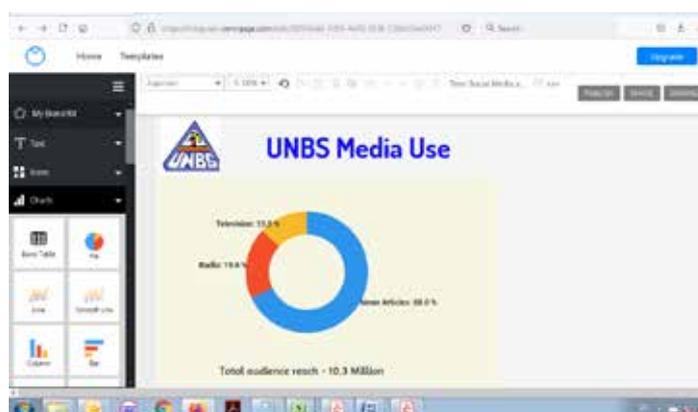
- a) Increase stakeholder engagement including academia, industry and government to enhance uptake of standards in production and management, standards in education, research and innovation and for the protection of public safety, health and environment.
- b) Collaborate with agencies for joint sensitizations projects
- c) Strengthen partnerships with industry and key stakeholders to build a culture of compliance and quality.
- d) Strengthen the MSME support services to enhance conformity to standards, quality improvement and market access.
- e) Improve access to information that consumers require, to make informed choices according to their individual needs.
- f) Develop internal communication capacity.
- g) Develop and implement awareness programs for government, private sector to increase visibility of UNBS services, enhance the corporate image of UNBS and build a culture of quality and compliance.
- h) Promoting the use of UNBS Distinctive Mark.

### 3.5.1 Media Engagements

UNBS maintained a vibrant presence in the mainstream and digital media platforms with mainly positive coverage and reports of UNBS activities and standards work.

Notable among others include, Public awareness campaigns on Maize standards and UNBS Certification requirements, Consumer education campaigns, Campaign to popularise the PVoC program, Plug and Play Solar Standards among others. This was implemented through news articles, advertiser supplements, public notices, radio and television talk shows and digital media messages. The various channels were chosen basing on appropriateness to suit the prevailing situation and to maximize reach to the targeted audience. The frequency of use of the different channels is illustrated in Figure 5.

**Figure 5** Use of Different Media Channels in FY2020/21



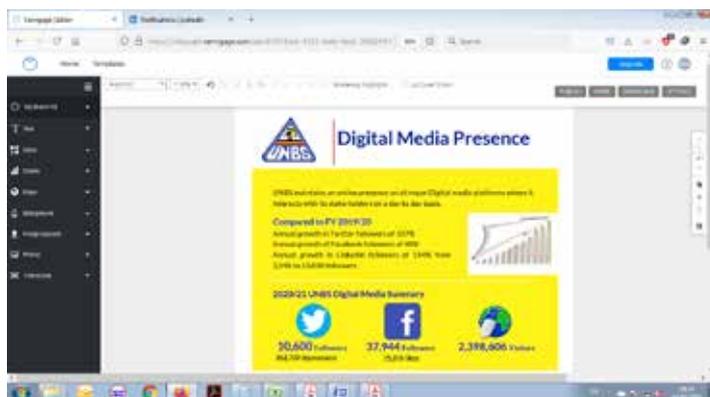
News articles (print and online news) continue to dominate as the most commonly used medium of communication because of their flexibility and technological shift due to the COVID 19 pandemic and they accounted for 68% of the media used in FY2020/21. This was followed by radio at 19% and finally television talkshows which accounted for 13%.

### 3.5.2 Digital Media

The Bureau maintains a vibrant online presence on all major social media platforms like Facebook, Twitter, Website, Blog, YouTube and LinkedIn where it interacts with its



**Figure 6** UNBS Social Media Presence FY2020/21



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 Bureau also uses the institutional website to disseminate information and it registered 2,398,606 visitors.

The UNBS Blog Spot where different staff members contribute articles on the work of the Bureau registered 4,563 visitors during the period under review. The reach of UNBS social media platforms registered growth from the 2019/20 levels as depicted in the summary performance shown in Figure 6.

During the Financial Year, all UNBS digital media platforms registered growth in following and stakeholder interactions. The twitter handle grew to 10,600 followers depicting an annual growth rate of 107%, Facebook registered an annual growth rate of 48% while LinkedIn registered a growth rate of 154%.

### 3.5.3 Stakeholder Engagements:

In the wake of COVID 19 pandemic, UNBS adopted a hybrid method of stakeholder engagements with both physical meetings (strictly following the COVID 19 SOPs) and virtual engagements according to the target audiences and nature of stakeholders. A total of thirty two (32) stakeholders' engagement meetings were conducted across the country, 19 were virtual stakeholder engagements and 13 physical interactions creating awareness with over three thousand (3,000) stakeholders on UNBS activities. These engagements are expected to result into increased uptake of the various standards developed by UNBS and improving the quality of products and services being offered. The engagements brought together stakeholders from different categories as illustrated in Figure 7.

**Figure 7** Categories of stakeholders engaged



Manufacturers continue to enjoy a lion's share of all the engagements by the Bureau with 36% of all engagements geared towards them mainly to create awareness on certification of their products among others. This was followed by MSMEs who have been identified as a very important and unique category of stakeholders due to their contribution to the poverty eradication

agenda and the fact that many of them are owned by special interest groups like the women and youth. The details of the stakeholder engagements conducted are presented in Table 3.1.

**Table 3.1** Details of Stakeholder Engagements Conducted in FY2020/21

No	Category of Stakeholders	Planned participants	Actual Participants	Public Concern Addressed
1.	Online/e-commerce traders, Regulators and consumers <b>Virtual Meeting</b>	100	89	Increased sale of Substandard products via online channels because of COVID 19 Lockdown. The meeting recommended collaboration between UNBS and other relevant sector regulators to ensure that products on e-commerce channels are effectively regulated.
2.	Alcohol industry manufacturers, retailers and consumers <b>Virtual Meeting</b>	100	78	Enhanced UNBS standards enforcement activities that culminated in the closure of over 37 alcohol-manufacturing companies, across the country that were selling banned products
3.	Public and private laboratory owners and operators <b>Virtual Meeting</b>	100	96	Enhanced national testing capacity through the UNBS Inter-Laboratory Recognition Scheme. The program has to date attracted participation of 108 public and private laboratories from all parts of the country. Labs requested UNBS to regularly engage them and publicize UNBS Reorganized labs to the public and business community.
4.	Non-medical facemasks manufacturers <b>Virtual Meeting</b>	100	149	Numerous several public complaints on the Quality of Non-medical facemasks on the market. UNBS requested to share regular updates to the public on the benefits of buying a UNBS certified products, features of quality facemasks to guide the public procurement process and ensure supply and distribution of quality facemasks and other products to members of the public.
5.	Clearing agents and firms in Eastern Uganda <b>Virtual Meeting</b>	100	70	UNBS Imports clearance procedures and implications explained to stakeholders in the imports business. Clearing agents are key stakeholders in the customs clearance process; importers delegate clearance activities to them and therefore are critical in ensuring quality of imported products in the country.
6.	Business association leaders and secretariat members <b>Virtual Meeting</b>	20	11	The engagement discussed the proposed amendments in the UNBS Certification Regulation 1995 and the Digital tracking solution (DTS) Regulation 2020. The meeting recommended increased awareness among stakeholders on the proposed regulations through a sector-by-sector approach of implementation.

No	Category of Stakeholders	Planned participants	Actual Participants	Public Concern Addressed
7.	Manufacturers, processors, regulators and consumers of meat and meat products <b>Virtual Meeting</b>	100	150	UNBS Certification and labelling requirements for the meat and meat products explained. Stakeholders trained on quality requirements during sourcing raw materials, processing, good manufacturing and hygiene practices, and labelling requirements. UNBS should enforce the labelling requirements among manufacturers.
8.	Maize flour millers, distributors, suppliers, and consumers. <b>Virtual Meeting</b>	100	49	The need for maize millers to follow the standards to conform to standards requirements especially hygiene, storage, transportation and labelling requirements. UNBS offered technical guidance to the stakeholders on standards requirements. Stakeholders requested for physical engagements and breakdown of standards requirements in local languages.
9.	Salons, beauty schools & beauty products manufacturers, operators and consumers. <b>Virtual Meeting</b>	100	149	To offer technical guidance to stakeholders in the saloon and beauty sub sector to enable conformance to US 713:2008, (Uganda Standard on the Requirements for hygiene in commercial skin penetration, hairdressing, and beauty and natural therapy) salon guidelines. Poor hygiene concerns in saloons, UNBS should work with Ministry of Health, and other public health actors to promote standards in this sector.
10.	Manufacturers, packers, importers and traders of prepackaged products <b>Virtual Meeting</b>	100	133	The Weights and Measures (Sale and labeling of Goods) (Amendment) Rules, 2020 were issued out by UNBS ahead of the enforcement scheduled for December 2021. Stakeholders noted unfairness in the requirements in the new law and requested UNBS for comprehensive stakeholder consultations for such rules.
11.	Manufacturers, importers, clearing agents and consumers of cosmetics and related chemical products <b>Virtual Meeting</b>	100	203	The engagement discussed the proposed amendments for the implementation of the UNBS (Certification) Regulations 1995 and the UNBS (Use of Distinctive Mark) DTS Regulations 2020. Main concern was the cost of the stamps and requested UNBS to review the charges before rollout.
12.	Water sector regulators, water meter dealers, suppliers, and consumers <b>Virtual Meeting</b>	70	27	Due to several complaints and requests for arbitration support from the water sector players on inadequate metrological control and enforcement framework to hold water suppliers and users accountable for culpable transactions. It was a consultative meeting with key stakeholders on the draft Regulation of Weights and Measures (Water meters) Regulation, 2020.

No	Category of Stakeholders	Planned participants	Actual Participants	Public Concern Addressed
13	Manufacturers, importers, distributors, clearing agents and consumers of construction and building products <b>Virtual Meeting</b>	100	97	Proposed amendments for the implementation of the UNBS (Certification) Regulations, 1995 and the UNBS (Use of Distinctive Mark) Regulations 2020. Main concern was the cost of the stamps.
14	Manufacturers, importers and retailers of face masks, face shields and respiratory devices on available standards <b>Virtual Meeting</b>	100	38	To ensure that the facemasks, face shields and respiratory devices sold on the market conform to the relevant standards. More capacity building engagements needed to enable conformity to the relevant standards requirements.
15	Manufacturers, importers, retailers and distributors of sanitizers and disinfectants <b>Virtual Meeting</b>	100	92	To ensure that the quality of sanitizers sold on the market conforms to the relevant standards. Enforcement required. Many substandard sanitizers with UNBS Quality Mark on the market.
16	Retailers, millers and distributors of maize flour and beans under Operation Wealth Creation (OWC) program <b>Physical Meeting</b>	50	36	To ensure that the maize flour and grain sold on the market conforms to the relevant standards. Stringent requirements for certification, unprofessional conduct of UNBS standards inspectors and auditors and need for simplification of UNBS requirements and engagements at the local levels for millers and maize traders among key issues noted during the meeting.
17	Importers and traders of infrared thermometers online <b>Virtual Meeting</b>	50	58	To ensure that the infrared thermometers sold on the market conform to the relevant standards. UNBS should build capacity to test/calibrate the infrared thermometers to handle the increased use of fake temperature guns in the wake of COVID-19.
18	Retailers, millers and distributors of maize flour and beans in Kisenyi <b>Physical Meeting</b>	50	29	To ensure that the maize, maize flour and beans sold on the market conforms to the relevant standards. UNBS should speed up the certification process of maize flour clients and conduct more trainings for the sector players' majority of whom are MSMEs. UNBS should also reduce the certification costs.
19	Retailers and distributors of medical gowns and gloves <b>Virtual Meeting</b>	100	46	To ensure that the gowns and gloves sold on the market conforms to the relevant standards. UNBS should engage other regulators e.g. National Medical Stores (NMS), National Drug Authority (NDA), Ministry of Health (MoH) to ensure that all medical procurements follow the standards reports of substandard medical supplies in use.

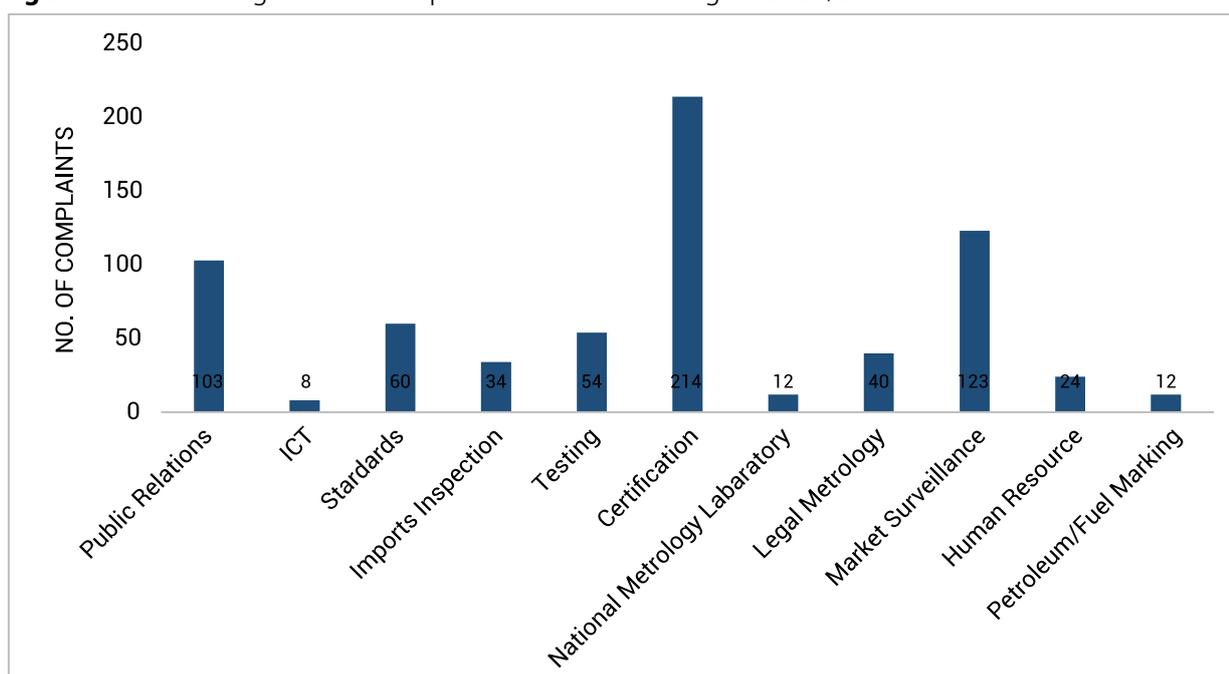
No	Category of Stakeholders	Planned participants	Actual Participants	Public Concern Addressed
20	Manufacturers, fabricators and importers of walk-through booths <b>Virtual Meeting</b>	100	37	To ensure that the walk-through booth sold on the market conforms to the relevant standards. UNBS work with private sector e.g. UMA, etc. to encourage more local fabricators to come on board for this sector. Sector dominated by imports, which are alleged to be substandard.
21	Millers and distributors of maize and maize flour in Masanafu <b>Physical Meeting</b>	50	32	To ensure that the maize products and beans sold on the market conform to the relevant standards. UNBS should conduct more trainings for the millers, educate both the distributors, transporters, and consumers and reduce the certification costs. Many players are MSMEs.
22	Manufacturers, traders and distributors of non-carbonated drinks and beverages <b>Virtual Meeting</b>	200	249	Public concern on a number of adverts of products claiming nutritional and therapeutic value on television, radio and social media. These adverts are misleading and a public health threat. UNBS, NDA and Uganda Communications Commission (UCC) should conduct joint enforcement activities and awareness programs for the sector especially among rural consumers and Local radios and TVs.
23	Importers, traders, technicians, local leaders and media in Gulu, Mbarara, Mbale, and Kampala. <b>(4 Physical Meetings)</b>	400	608	Conducted in collaboration with Rural Electrification Agency REA) and the Uganda Solar Energy Association (USEA) to educate stakeholders and the public about the new solar standards requirements, benefits and compliance of solar products to new standards. Stakeholders applauded UNBS for the initiative and requested UNBS to adopt countrywide sensitization approach of promotion for all new and key standards.
24	Traders, health service providers, local leaders, manufacturers, media in commemoration of the World Metrology Day 2021 in Jinja, Mbale, Mbarara and Kampala. <b>Physical Meetings</b>	100	74	To create awareness of the importance of Metrology (measurements) in the health and wellbeing of the public. UNBS challenged to unbundle its Metrology potential i.e. verification and calibration services from focusing only on trade to other key services like health, Oil and Gas, energy, water, etc.
25	Maize millers, district officials, religious leaders and local leaders & the media in Luweero. <b>Physical Meeting</b>	100	79	Maize millers trained on maize flour standards, proper hygiene, Simplified Standards Literature during transportation, storage, milling, and distribution of maize grain and flour. Participants requested for more rural based standards promotion and education programs by UNBS.
26	Clearing agents and consolidators in Mbarara City. <b>Physical Meeting</b>	100	38	Importers sensitized about the regulatory requirements for imports, PVOC and Destination inspection and providing technical guidance in trade to enable self-regulation and compliance to relevant standards and legal requirements.

### 3.5.4 Complaints Handling System and Customer Feedback

Working with ICT Department, the automated customer complaint handling procedure has been reviewed and enhanced for better stakeholder experience, through the system, and other complaints channels, over 600 complaints and inquiries for the period under review.

The Bureau received 684 complaints and inquiries from a cross section of stakeholders and channels, which included WhatsApp line, Toll free line, Office help desk, The UNBS APP, Online, Help Desk, Social Media and official email. The complaints were categorized according to the department responsible as depicted in Figure 8.

**Figure 8** Categories of complaints received during FY2020/21



Overall, certification received the highest number of inquiries/customer feedback followed by Market Surveillance as shown in Figure 8.

Majority of the complaints received indicate increased sale of substandard products on the market, sale of uncertified products covered by the mandatory standards and allegations of corruption cases by UNBS staff especially with feedback received via social media. The majority of the inquiries are on certification requirements and fees, calibration requests, availability and procedures for purchasing standards among others. These inquiries informed some of the stakeholder engagements conducted during the year and are going to be used to expand the scope of Frequently Asked Questions (FAQs) available on the website and on various information education materials. The UNBS complaints handling system can be accessed on (<https://support.unbs.go.ug/>)

## 2.6 Legal services

The Legal Department was created to provide legal and advisory support services to the NSC, Management and Departments in UNBS, represent UNBS in courts of law (Civil cases), prosecute

offenders under UNBS Act as amended and other laws, amend, review and develop laws, draft and review contracts and Memorandum of Understanding (MOUs) and provide NSC Secretarial support services. In the FY2020/21, the legal department provided the following:

- a) 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.
- b) Legal advice to several departments on varied issues that had legal risk issues. The department recorded seventy five (75) opinions.
- c) Reviewed and signed 46 contracts for supplies, services and consultancies.
- d) Reviewed the Memorandums of understanding (MoUs) between UNBS and Petroleum Authority of Uganda (PAU), National Drug Authority (NDA), Ministry of Works and Transport, National Planning Authority (NPA), Uganda Railways Cooperation and ASTM.
- e) Concluded and signed an MOU between UNBS and Petroleum Authority of Uganda

The civil case portfolio as at 30 May 2021 was 13 (Thirteen) civil cases with 4 of these cases being related to enforcement mandate, 7 cases related to employment and 2 cases contractual. The criminal case portfolio as at 30 June 2021 was 133.

Reviewed and/or drafted the following;

- i) reviewed UNBS (Use of distinctive mark) regulations 2018
- ii) reviewed and drafted the UNBS (Enforcement of Compulsory Standards) Regulations 2021
- iii) reviewed the UNBS (Certification) Regulations 2020/21
- iv) reviewed and drafted the Weights & Measures (Water Meter) rules 2021
- v) reviewed and drafted the Weights & Measures (Pattern Approval) rules 2021
- vi) drafted (Part) Regulatory Impact Assessment concerning Metrology Bills

Concluded the principles to the UNBS Amendment Act and it was approved by the NSC.

In comparison with FY2019/20, there was a 30% drop from 55% to 25% in civil case portfolio related to enforcement, continuous professional development in construction claims and prosecution and conditional renewal of certificate of approval of chambers by Uganda Law Society.

The Legal Department faces challenges of inadequate staff structure, inadequate storage facilities for exhibits and inadequate transport to facilitate movement of staff to attend court in both civil and criminal cases, investigations and movement of exhibits to and from Court.

Proposed mitigation measures include restructuring the department or at the very least recruiting two (2) principal officers as provided in the career path for better management of the aforementioned functional areas, provide for double cabin pickup to ease movement of exhibits and provision of storage space for exhibits only.

## 4.0 Strengthening Human Resource Capacity and Productivity

### 4.1 Human Resource

The Human Resource Function undertook a number of activities during the FY2020/2021 in its pursuit of strengthening the Human Resource capacity and productivity as outlined below.

### 4.2 Recruitment

Sixteen (16) staff were recruited who included:

- 3 Inspectors,
- 3 Analysts,
- 1 Certification officer,
- 1 Principal Accountant,
- 2 Risk Officers,
- 1 Stores Assistant, and
- 1 Legal counsel.

Twelve (12) staff were recruited internally who include:

- 2 Senior Analysts,
- 1 Senior Material Engineer,
- 1 Principal Quality Management Officer,
- 1 Senior Risk Management Officer,
- 1 Senior Certification Officer
- 5 Legal Metrology Assistants and
- 1 Executive Director.

The Bureau's staff establishment has increased to 439 staff, which represents 68% of the approved structure of 640 staff. Table 4.1 shows the distribution of the staff per department.

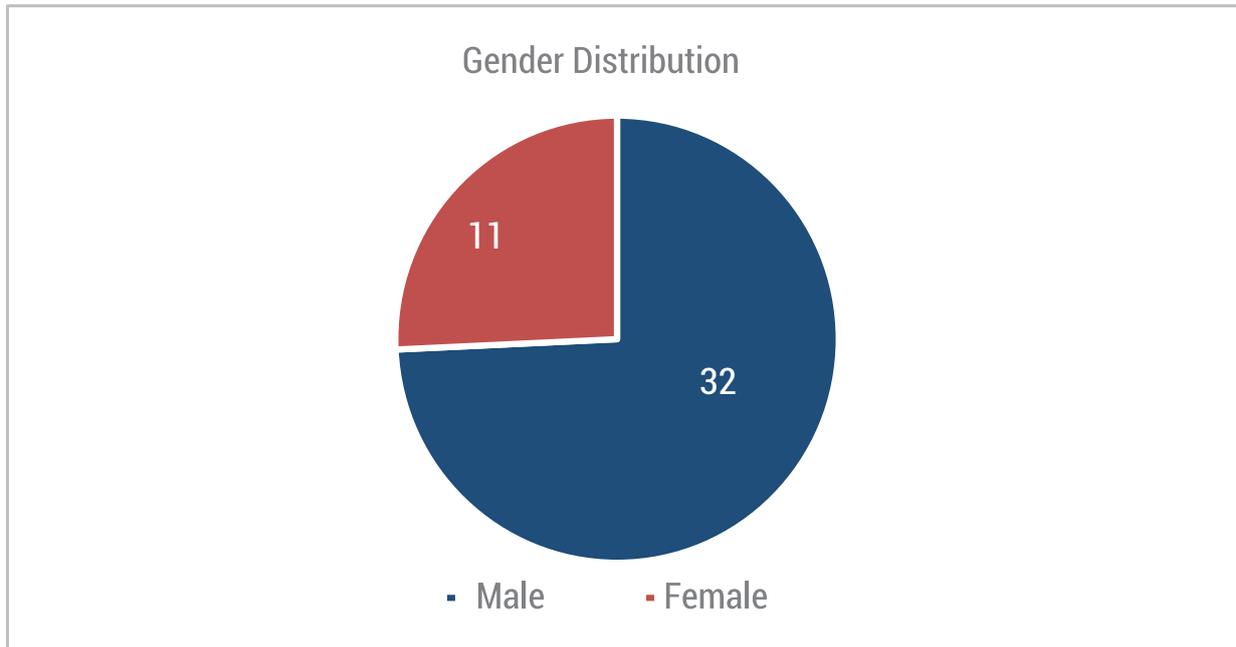
**Table 4.1** Distribution of staff per department

S/N	Department/Division	No. of Staff	S/N	Department /Division	No. of Staff
1	Audit	7	10	Imports Inspection	74
2	Certification	38	11	Legal	4
3	Corporate planning	3	12	Legal Metrology	59
4	Risk Management	4	13	National Metrology	16
5	Quality Management	2	14	Public Relations	11
6	Executive Director's Office	6	15	PDU	6
7	Finance & Administration	62	16	Standards	35
8	Human Resource Development	11	17	Surveillance	27
9	ICT	9	18	Testing	65
<b>TOTAL</b>					<b>439</b>

### Staff Distribution by Gender

The distribution of staff by gender is illustrated in Figure 9.

**Figure 9** Staff distribution by gender

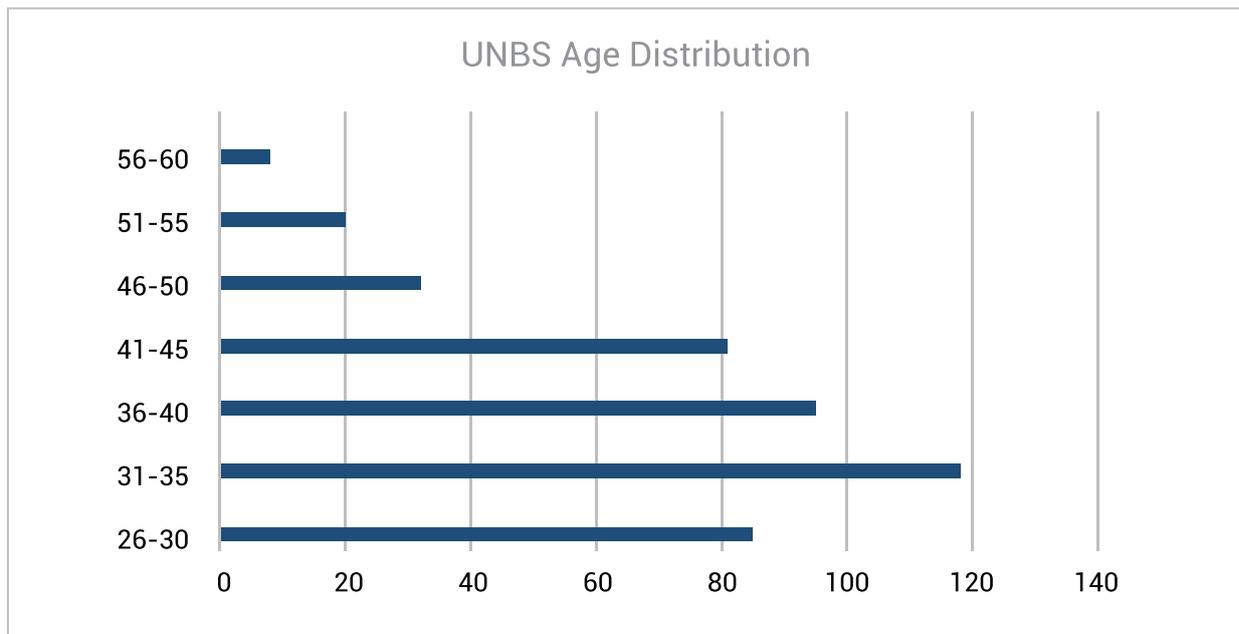


The current Male/Female ratio is approximately 3:1 (326 Males and 113 Female)

### Staff Distribution by Age

The distribution of staff by age is illustrated in Figure 10.

**Figure 10** Staff distribution by age



As seen from the graph, the majority of staff are in the age group between 31 years to 35 years, indicating that the Bureau's workforce is still relatively young and requires a lot of mentorship, development and retention.

## Staff Exits

Thirteen (13) staff exited UNBS services for various reasons as shown in Table 4.2.

**Table 4.2** Reasons for exit

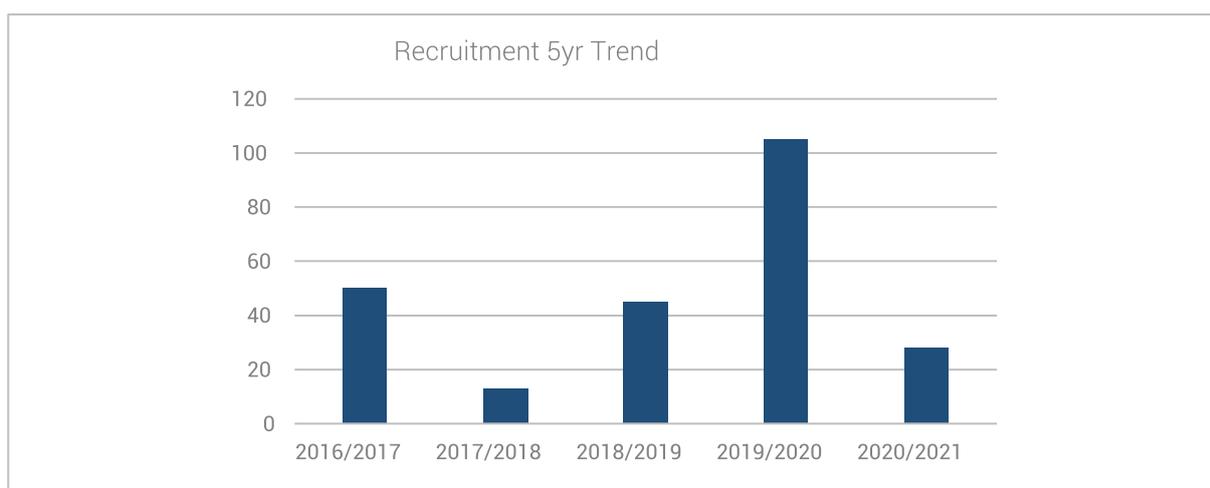
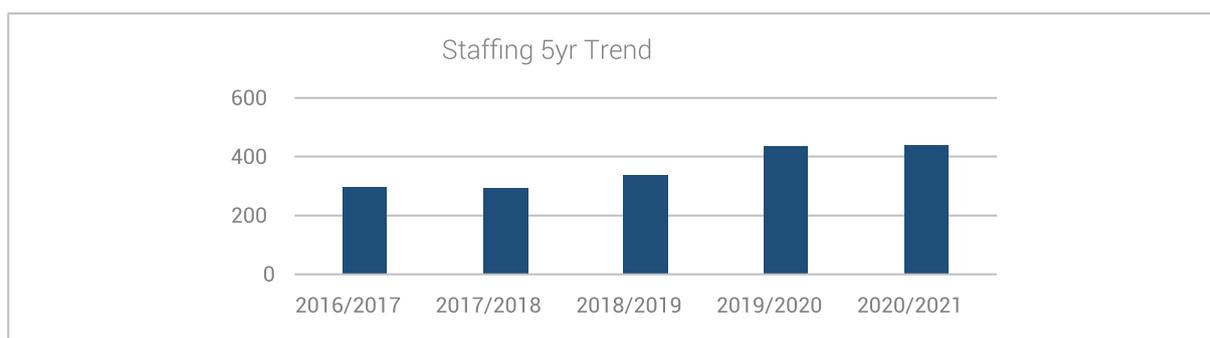
SN	Reason	Number of Staff
i	Resignations	5
ii	Retired	4
iii	Deceased	3
iv	Dismissed	1
<b>Total</b>		<b>13</b>

Table 4.2 indicates an annual turnover rate of 2.9%, which is an improvement in comparison with FY 2019/20 that had an annual turnover rate of 4.8%.

Majority of staff who exited had served the Bureau for five (5) years and above indicating a stable working environment.

### 4.3 Staff Demographics for the Past five (5) Years

The charts below shows the comparisons of staff demographics for last five years.



From the charts above, the following should be noted:

- Staff numbers have been growing consistently within the past five (5) years with the highest spike being in FY2019/2020 where mass recruitment of 105 staff was done following appropriation of additional wage budget to the Bureau.

- b) The highest number of staff exits was in FY2019/2020 when a big number of staff were dismissed over disciplinary issues.
- c) There has been a big decline in training numbers in the last two (2) years and this has been mostly due to the COVID-19 pandemic that has put a strain on physical training programs and made it impossible to conduct some of the scheduled trainings according to plan. Secondly, budget releases have not been consistent as per the approved budget hence affecting the planned training programs.

There has been a decline in the disciplinary cases in the last two (2) years; this can be attributed to increased sensitization of staff on UNBS core values, Code of Conduct and Supervisory responsibilities. Secondly, there has been tightening of systems in all the different Departments making it difficult for staff to breach policies, procedures and guidelines.

#### 4.4 Staff Welfare and Employment Relations

##### Payroll Administration

The staff salaries for the whole year have all been paid up to date and on time. All statutory deductions were duly remitted to both URA and National Social Security Fund (NSSF).

Staff have been facilitated to access bank loans for personal development and bank remittances have been managed through the payroll.

UNBS staff have been encouraged to save and to acquire relatively cheaper loans through the staff SACCO and their monthly savings and loan deductions have been managed through the payroll.

##### Medical Insurance Scheme

AAR continued to provide medical insurance to all staff and their dependents as provided for in the HR Policy.

Drivers went for the annual eye check-ups and laboratory staff went for general health check-ups due to the nature of their work. Recommendations from the medical reports informed further actions on staff-by-staff basis which were handled as deemed fit.

AAR coordinated with the Ministry of Health to conduct COVID-19 testing of UNBS staff, both in Kampala and up-country offices in Q2. Some of the Staff were found to be positive but have since recovered after treatment. One staff succumbed to COVID-19 much as he was offered care and treatment covered by the insurance provider with the extra support from UNBS.

##### Leave Management

572 Leave applications were processed as indicated in the graph above; The summary of leave requests processed is shown in the Table 4.3.

**Table 4.3** Summary of leave processed during the year

Leave Type	Annual	Companionate	Sick	Study	Maternity	Paternity	Total
No	325	102	113	0	9	23	572

There was an increase in both sick and compassionate leave due to COVID-19 where either the staff were sick, or their family members and they needed time off for treatment, nursing sick relatives or attending to burials of their family members.

#### 4.5 Staff Training and Development

The training programs undertaken in the FY2020/2021 were aimed at enhancing the knowledge, skills, attitudes and exposure of staff of UNBS which were part of the broad approved training plan for the FY2020/2021. Seventy (70) training programs amounting to **UGX. 1,286,400,200/=** were planned for FY2020/2021 only twenty eight (28) were conducted amounting to **UGX. 846,790,201** i.e. 40% due to COVID disruptions. Figure 11 shows the trainings conducted against the planned trainings for the financial year.

**Figure 11** Trainings conducted

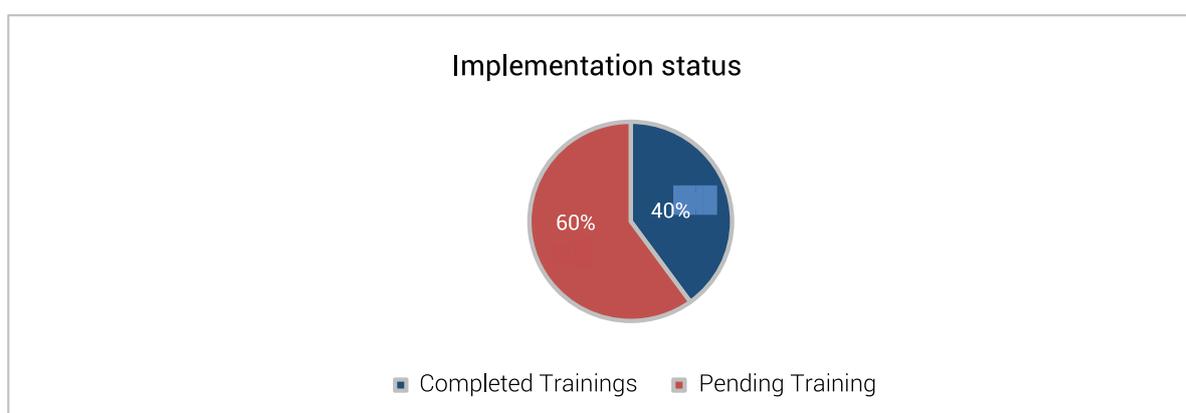


Table 4.4 shows the trainings were conducted during the period.

**Table 4.4** Trainings conducted

SN	Training Program	Trainees
1	Leadership and supervisory skills	All Supervisors
2	Risk Management for Imports Inspection	Imports
3	Orientation of new UNBS staff	New staff
4	ISO 31000 Lead Risk Manager	Risk Management
5	Handling of Non- Conformances Effective Investigations & Root Cause Analysis	Quality Management
6	ISO 19011:2018 (Guidelines for auditing Management Systems)	Quality Management
7	Estimation of Measurement Uncertainties	Quality Management
8	Corporate Etiquette	PR, Administration & Support staff
9	Pre-retirement Training	Above 46
10	Occupational Health and Safety	All Staff
11	Certified Infor Systems Auditor (CISA)	ICT
12	ISO 31000 Lead Risk Manager	Audit
13	General metrology, fundamentals of measurement, calibration, validation and an introduction to evaluation of measurement uncertainty	NML
14	Electrical Metrology	NML

15	GC-FID and GC-MS -Theory and Instrumentation	Testing
16	ISO 9001 quality management system	Testing
17	Prosecution course by ODPP	Compliance
18	Business Continuity Management Systems	All Supervisors
19	ISO 9001:2015	1 per department
20	Integrated Management Systems Awareness & Internal Auditor	1 per department
21	Stress Management	All staff
22	Total Quality Management & Balanced Score Card	Senior & Principal officers
23	Tailored prosecution course for UNBS officers	Compliance
24	Feasibility study and proposal writing	Planning
25	Pneumatic & Hydraulic pressure calibration	NML
26	Career Transition	Above 40
27	Attachment On Ionizing Radiation	NML
28	Market surveillance Standard Operating procedures, 2020	Surveillance

#### 4.6 Staff Engagement

A number of staff engagements have been successfully conducted as follows:

- Annual general staff meeting was conducted on 29<sup>th</sup> October 2020 via Zoom whose highlights were the health talk given by a medical Doctor on COVID-19, Directorate reports indicating each Directorate performance and areas of focus for the current year, and Staff were allowed to bring out issues that were affecting them which they did and feedback given to them.
- A Women's Day luncheon was held on the 25<sup>th</sup> and 26<sup>th</sup> of March 2021 to celebrate the Women of UNBS and their contribution to the Bureau. This meeting was held to discuss any issues or challenges that the UNBS women have been facing and to find sustainable solutions. An external speaker was also invited to speak on Mental Health.
- Nominations of Staff forum representatives was initiated and will be concluded in the first quarter of 2021/22.



Women's day celebrations at UNBS

## 4.7 Performance Management

The function of performance management has seen an improvement in the timeliness of target setting which has for long been a challenge to supervisors and staff.

Staff evaluations have been generally smooth indicating a good understanding of the performance targets between the supervisors and supervisees making performance follow up and evaluation easy.

The risk mitigation measures related to performance management had a timely intervention in the period of COVID 19 challenges and staff have duly continued to record their performance progress using the HRMIS and as well the supervisors can ably follow-up their staff performance.

## 4.8 Occupational Health and Safety

### a) COVID-19 Measures

Due to the global outbreak of the COVID-19 pandemic, the Bureau undertook measures to protect staff as follows:

- Giving all staff protective wear such as masks and gloves.
- Placing sanitizers at all offices and in all official cars.
- Sensitizing staff on COVID- 19.
- Placing non-contact thermometers to check all staff and visitors entering UNBS offices and restricting entry to anyone showing symptoms of Covid-19.
- Staff who had outstanding leave days were requested to go on leave during the peak of the outbreak.
- Majority of the staff worked from home or in shifts following the directives from the Government to operate with 30% of staff.
- Free COVID-19 testing for all staff was done at UNBS offices.
- All Departments were asked by Management to develop Business Continuity plans to mitigate interruptions in Bureau operations.
- As per the Government guidelines, staff above 50 years and those with underlying issues have been encouraged to take vaccination.
- AAR medical insurance has included COVID treatment as part of the services offered to a maximum limit of 1.5 Million

### b) Personal Protective Equipment

PPEs were procured for various user departments as per their requests and priority was given to requirements for COVID-19 protective measures.

Due to the pandemic, and restrictions on staff at post, a number of procured item picked for use as per their prior plans. All procured items shall be utilized when the situation normalizes.

## 5.0 Consolidate Financial Sustainability of UNBS

### 5.1 Finance and Administration

#### a) Revenue Performance during FY2020/21:

The total budget for the FY2020/21 was **UGX 65,044,917,209/=** of which the Recurrent (Wage and Non-Wage) was **UGX 53,392,001,981/=** and Development was **UGX 11,652,915,228/=**.

Government released a total of **UGX 58, 571,893,266/=** i.e. **UGX 48,704,416,038/=** for Recurrent and **UGX 9,867,477,228/=** for Development. The total release was **90%** of the total approved budget for Financial Year.

#### b) Expenditure for FY2020/21:

The total expenditure for the year amounted to **UGX 58,543,406,901/=** up from **UGX 55,111,717,220/=** (i.e. increment of **6.23%**) during the previous FY2019/20.

- i. During the year, the Employee costs remained the single biggest expenditure item accounting for 36.48% of the total expenditure having decreased from 57.00% in the previous FY.
- ii. Analysis of movements in major items of expenditure:
  - Staff costs which increased from UGX 31,420,809,680 to UGX 34,539,255,806 (9.92%) 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.
  - Purchase of property, plant and equipment decreased from UGX 12,800,722,548 to UGX 8,076,020,692 (i.e. 36.91%) due to reduction in procurement of equipment, furniture and laboratory construction.
  - Goods and services consumed was largely stable having decreased by just 0.97%.

#### c) Analysis of the Statement of Financial Position and cash flow statement as at 30<sup>th</sup> June 2021

- Balance sheet indicates that total assets increased from UGX 8,571,548 to UGX 8,710,107 i.e. an increment of 2,597%.
- In the year under review, UGX 8,076,020,692 was committed to acquisition of property, plant and equipment compared to UGX 10,622,974,088 (i.e. an increment of 23.97%).
- Liabilities reduced from UGX 3,710,969,422 to UGX 398,229,615.

#### d) Transfers to GOU CSF a/c

The Bureau transferred NTR worth UGX 38,540,036,925 compared to UGX 32,622,386,807 in FY2019/20 representing an increment of 18.143%. Table 5.1 shows the total NTR collections by source.

**Table 5.1** NTR collections by source

REVENUE SOURCE	BUDGET FY2020/21	ACTUAL FY2020/21	VARIANCE	% CONTRIBUTION
Other Income	138,202,228	145,165,865	6,963,637	0.38
Imports Inspection	25,100,000,000	20,574,716,739	-4,525,283,261	53.38
Legal Metrology	8,700,000,000	8,668,625,949	-31,374,051	22.49
National Metrology (NML)	700,000,000	586,544,500	-113,455,500	1.52
Certification	2,000,000,000	3,856,246,523	1,856,246,523	10.00
Sale of Standards	170,000,000	173,583,436	3,583,436	0.45
Testing	3,200,000,000	4,436,621,285	1,236,621,285	11.51
Training and Consultancy	100,000,000	104,497,000	4,497,000	0.27
<b>Totals</b>	<b>40,108,202,228</b>	<b>38,546,001,297</b>	<b>-1,562,200,931</b>	<b>100.00</b>

**Table 5.2** Quarterly NTR from FY2015/16 to FY2020/21

FYs	Q1 (Shs)	Q2 (Shs)	Q3 (Shs)	Q4 (Shs)	Totals (Shs)
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
2020/21	<b>7,612,581,719</b>	<b>10,629,772,929</b>	<b>9,488,072,281</b>	<b>10,815,574,368</b>	<b>38,546,001,297</b>

**a) Budget Performance During FY2020/21****Table 5.3** Approved Budget VS Actual Release

Source	Allocation	Annual Approved Budget (UGX)	Released Funds (UGX)	Variance between the Released funds Approved Budget (UGX)	% Released funds/ Annual Approved Budget
GOU	Wage	21,355,699,000	21,355,699,000	0	100%
	Non-Wage	32,036,302,981	27,348,717,038	4,687,585,943	85.4%
	Development	11,652,915,228	9,867,477,228	1,785,438,000	85%
<b>Totals</b>		<b>65,044,917,209</b>	<b>58,571,893,266</b>	<b>6,473,023,943</b>	<b>90%</b>

**b) Upgrading of Old Fleet**

The Bureau was able to acquire 19 New Vehicles during the year to replace its old fleet. This has greatly increased mobility and enhanced field activities across all locations.

The Bureau has planned to acquire another ten (10) units during FY2021/22 to continue with the fleet upgrade.

**c) Infrastructure Development**

During the financial year under review, UNBS was able to shift testing laboratories from Uganda Industrial Research Institute, Nakawa after completing the construction of its own fully fledged modern laboratories at Bweyogerere.

The AfDB through the Agricultural Value Chain Project of the Ministry of Agriculture Animal Husbandry and Fisheries is constructing for the Bureau the National Metrological Laboratory at Bweyogerere and works were at 35% completion by year end.

## 5.2 Statements of Accounts

### a) Statement of Financial Performance [Based on classification of expenditures by nature]

**Table 5.4** Statement of Financial Performance

	Note	Actual 30 June 2021 (Shs)	Actual 30 June 2020 (Shs)
<b>OPERATING REVENUE</b>			
Taxes	2		
External Assistance	3		
Transfers received from Treasury- UCF	4	58,527,476,200	57,910,405,941
Transfers received from Other Government units	5		
Non Tax revenue	6	38,540,046,925	38,169,736,265
<b>Total Operating Revenue</b>		<b>97,067,523,125</b>	<b>96,080,142,206</b>
<b>OPERATING EXPENSES</b>			
Employee costs	7	34,539,255,806	31,420,809,680
Goods and services consumed	8	12,730,987,267	12,855,844,656
Consumption of property, plant & equipment	9	8,076,020,692	12,800,722,548
Subsidies	10		
Transfers to other organizations	11	201,710,303	150,000,000
Social benefits	12		
Other operating expenses	13	29,520,022	61,388,796
<b>Total Operating Expenses</b>		<b>55,577,494,090</b>	<b>57,288,805,680</b>
<b>Excess of revenue over expenditure from operating activities</b>		<b>41,490,029,035</b>	<b>38,791,336,526</b>
Foreign exchange loss /gain	14		
Finance costs	15		
Bad debts expense	16		
<b>Transfers to Treasury</b>	17(a)	<b>(38,540,036,925)</b>	<b>(38,169,736,265)</b>
<b>Excess of Revenue Over Expenditure for the Year</b>		<b>2,949,992,110</b>	<b>621,600,261</b>

### b) Statement of Financial Position

**Table 5.5** Statement of Financial Position

	Notes	30 June 2021 (Shs)	30 June 2020 (Shs)
<b>ASSETS</b>			
<b>Cash and Cash Equivalents</b>	18	0	
Receivables	19	138,559	0
Investments	20		
Investment Properties	21		
Non Produced Assets	22	8,571,548	8,571,548
<b>Total Assets</b>		<b>8,710,107</b>	<b>8,571,548</b>
<b>LIABILITIES</b>			
Borrowings	23		
Payables	24	398,229,615	3,710,969,422
Deposits	25		
Pension Liability	26		
<b>Total Liabilities</b>		<b>398,229,615</b>	<b>3,710,969,422</b>
<b>Assets Less liabilities (Net worth)</b>		<b>(389,519,508)</b>	<b>(3,702,397,874)</b>
<b>REPRESENTED BY:-</b>			
<b>Net Worth</b>		<b>(389,519,508)</b>	<b>(3,702,397,874)</b>

## c) Cash flow Statement for the Year [Direct Method]

**Table 5.6** Cash flow Statement

	30 June 2021 (Shs)	30 June 2020 (Shs)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Revenue from Operating activities (see below)	58,527,486,200	57,910,405,941
<b>PAYMENTS FOR OPERATING EXPENSES:</b>		
Employee costs	34,539,255,806	31,420,809,680
Goods and services consumed	12,730,987,267	12,855,884,656
Subsidies		
Transfers to other organizations	201,710,303	150,000,000
Social benefits		
Other expenses	29,520,022	61,058,796
Foreign exchange loss/gain		
Net Advances paid	138,559	
Domestic arrears paid during the year	2,949,853,551	2,791,107,173
Deposits paid		
Pension arrears paid during the year		
Losses of cash		
Letters of credit receivable		
<b>Total payments for operating activities</b>	<b>50,451,465,508</b>	<b>47,278,860,305</b>
<b>Net cash inflows/(outflows) from operating activities</b>	<b>8,076,020,692</b>	<b>10,631,545,636</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	8,076,020,692	10,622,974,088
Purchase of non-produced assets		8,571,548
Proceeds from sale of property, plant and equipment		
Purchase of investments		
Proceeds from sale of investments		
<b>Net cash inflows/(outflows) from investing activities</b>	<b>8,076,020,692</b>	<b>10,631,545,636</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from external borrowings		
Repayments of external borrowings		
Proceeds from other domestic borrowings		
Repayments of other domestic borrowings		
<b>Net cash flows from financing activities</b>		
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>0</b>	<b>0</b>

### For Cash flow Purposes Receipts from Revenue comprise of:

	Notes	30 June 2021 Shs.	30 June 2020 (Shs)
<b>Total Revenue as per Statement of Financial Performance</b>		97,067,523,125	77,835,088,298
Add: Advances recovered during the year			
: Revenue receivable collected during the period			
: Deposits received			

<b>Total Revenue</b>	<b>5.2.1.1.1</b>	97,067,523,125	<b>5.2.1.1.2</b>	77,835,088,298
Less: Grants received in Kind			<b>5.2.1.1.3</b>	<b>5.2.1.1.4</b>
Revenue in Kind (Tax waivers)			<b>5.2.1.1.5</b>	<b>5.2.1.1.6</b>
Transfers to Treasury	(17a)	<b>5.2.1.1.7</b>	38,540,036,925	<b>5.2.1.1.8</b>
Revenue Receivable for the reporting period			<b>5.2.1.1.9</b>	<b>5.2.1.1.10</b>
<b>Total revenue received for Cash flow statement purposes</b>		<b>5.2.1.1.11</b>	58,527,486,200	<b>5.2.1.1.12</b>
				45,212,701,491

#### d) Statement of Appropriation Account [Based On Services Voted]

**Table 5.7** Statement of Appropriation Account

	Initial approved Budget 30 June 2021 5.2.1.1.13 (Shs) (a)	Revised Approved Budget 30 June 2021 5.2.1.1.14 (Shs) (b)	Warrants 30 June 2021 (Shs) (c)	Actual 30 June 2021 5.2.1.1.15 (Shs) (d)	Variance Revised Vs Actual 30 June 2021 5.2.1.1.16 (Shs) (b-d)	Variance Warrants Vs Actual 30 June 2021 5.2.1.1.17 (Shs) (c-d)
<b>REVENUE</b>						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	65,044,917,209	65,044,917,209	58,571,893,266	58,527,476,200	6,517,441,009	44,417,066
Transfers received from Other Government units						
Non Tax revenue	40,051,726,572	44,661,379,009		38,540,046,925	6,121,332,084	(38,540,046,925)
<b>1.1.1.1.1.1 Total Revenue</b>	<b>105,096,643,781</b>	<b>109,706,296,218</b>	<b>58,571,893,266</b>	<b>97,067,523,125</b>	<b>12,638,773,093</b>	<b>(38,495,629,859)</b>
<b>EXPENDITURE- by services voted</b>						
Headquarters	53,392,001,981	53,392,001,981	48,704,416,038	48,671,808,104	4,720,193,877	32,607,934
Development Expenditure	11,652,915,228	11,652,915,228	9,867,477,228	9,855,539,537	1,797,375,691	11,937,691
<b>Total Expenditure</b>	<b>65,044,917,209</b>	<b>65,044,917,209</b>	<b>58,571,893,266</b>	<b>58,527,347,641</b>	<b>6,517,569,568</b>	<b>44,545,625</b>
<b>Less: Transfers to Treasury (17a)</b>	<b>40,051,726,572</b>	<b>44,661,379,009</b>		<b>38,540,036,925</b>	<b>6,121,342,084</b>	<b>(38,540,036,925)</b>
<b>Net Revenue/ Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>138,559</b>	<b>(138,559)</b>	<b>(138,559)</b>

## Annex A: UNBS Performance over Last 5 Years

**Table A.1** UNBS performance over last 5 years

Key Performance Indicator	2016/17	2017/18	2018/19	2019/20	2020/21
Number of standards developed	355	254	414	505	457
Number of samples tested	12,439	14,472	17,770	19,796	24,014
Number of equipment calibrated	2,677	2,233	3,538	3,354	4,233
Number of certification permits issued	941	849	1,378	2,729	3,424
Number of market outlets inspected	1,128	2,278	6,646	7,345	10,614
Number of equipment verified	757,551	848,456	1,000,787	1,063,277	1,217,915
Number of profiled import consignments inspected	118,467	133,517	154,196	153,256	177,203

## UNBS ACTIVITY PICTORIALS



Construction of National Metrology Laboratory at the UNBS Head Office in Bweyogerere



Incoming trade committee visit to UNBS offices



UNBS training clients who deal in maize flour in Kisenyi



UNBS takes Standards knowledge to Universities through the ARSO Essay writing University competitions



UNBS stakeholder engagement with clearing agents in Entebbe to ensure that the goods imported into the country conform to the relevant standards



National Standards Council, UNBS Management and staff bidding farewell to Eng. Dr. Ben Manyindo the former Executive Director



