



UGANDA  
NATIONAL  
BUREAU OF  
STANDARDS



# ANNUAL REPORT

FINANCIAL YEAR (FY) 2021/22





**UGANDA NATIONAL BUREAU  
OF STANDARDS (UNBS)**

**ANNUAL REPORT**

**FINANCIAL YEAR (FY) 2021/22**

**NOVEMBER 2022**

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## LIST OF ACRONYMS

<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



**MISSION**  
To Provide Standards, Measurements and Conformity Assessment Services for Improved Quality of Life.



**VISION**  
Safe, Quality Goods and Services for All.



**CORE VALUES**  
Professionalism  
Integrity  
Customer Focus  
Innovation  
Team Work



**Professionalism**

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



**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.




**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.



**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, shares 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.



**UGANDA NATIONAL BUREAU OF STANDARDS**



Figure 1 – Graphic presentation of UNBS achievements



## KEY EVENTS PICTORIAL



UNBS- Uganda Investment Authority Sign A Memorandum Of Understanding To Facilitate Investment



UNBS- Makerere University Launch edible Insects Standards



UNBS- Uganda Christian University MoU signing



UNBS staff conduct a Stakeholder sensitisation under the Fuel Marking Programme in collaboration with Ministry of Energy



UNBS launches testing laboratories in the regional offices in Gulu



UNBS is new FAO-WHO coordinating committee for Africa Coordinator



Trademark East Africa handing over testing equipment to UNBS



Kenya Bureau of Standards courtesy visit to UNBS



Danish Ambassador launches new Testing Equipment

## NATIONAL STANDARDS COUNCIL



**Mr. Charles Musekura**  
Chairperson NSC



**Ms. Pamela Achii**



**Dr. Tom Okia Okurut**



**Mr. Andima Alfred Oyo**



**Dr. Aminah Zawedde**



**Mr. James Kabali Kalibbala**



**Mr. Robert Mwanje**



**Mr. David Livingstone Ebiru**  
Secretary to NSC



**Ms. Sarah Irene Kibuka Walusimbi**



**Mr. Omar Mohammed**

## MANAGEMENT TEAM



**David Livingstone Ebiru**  
Executive Director



**Patricia Bageine Ejalu**  
Deputy Executive Director Standards



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



**Mr. Nangalama Daniel Makaayi**  
Deputy Executive Director Management and Financial Services



**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



**Aziz Mukota**  
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

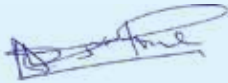
Hon Minister,  
Ministry of Trade, Industry and Cooperatives,  
Farmers House,  
Kampala.

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 2021/22. This report also 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 rendered by the Government of Uganda and our Development Partners in supporting the work of the Bureau.

Yours faithfully,



David Livingstone Ebiru

**EXECUTIVE DIRECTOR**

UGANDA NATIONAL BUREAU OF STANDARDS

## STATEMENT FROM EXECUTIVE DIRECTOR



**David Livingstone Ebiru**  
Executive Director

“In order to support the Buy Uganda Build Uganda (BUBU) Policy, Import Substitution and Export Promotion Strategy, the Bureau has certified over 4,000 local products from over 2,000 enterprises across various sectors of the economy.”

The Bureau has continued to strengthen its internal capacity to effectively deliver and increase access of UNBS services to the public. This includes automating our services to make them available online on a 24/7 basis from any location. We continued to decentralize all UNBS services to regional offices in order to increase accessibility and reduce the cost of doing business. Through working with our partners, the Bureau continued to simplify and translate technical standards documents into local languages and make them simple and easy to implement especially by MSMEs who face challenges in effective implementation of quality standards.

The Bureau continued to participate and take leadership in the Regional and International Standards arena and UNBS was elected as one of twelve (12) Board Members of the African Regional Standards Organization (ARSO) representing forty three (43) member countries. The focus of ARSO is to increase the volume of Intra-Africa trade on the basis of having common standards for application in the common market of the African Continental Free Trade Area (AfCFTA).

The Bureau currently has stock of over 4,500 standards majority of which are international standards adopted to facilitate trade. These standards cover all sectors of the economy, including Food and Agriculture, Chemicals and Consumer Products, Engineering, Services and Management Standards.

In order to support the Buy Uganda Build Uganda (BUBU) Policy, Import Substitution and Export Promotion Strategy, the Bureau has certified over 4,000 local products from over 2,000 enterprises across various sectors of the economy. We continued to undertake Sector Based engagements with manufacturers and other private sector associations to promote voluntary compliance in implementation of quality

standards in their businesses. The Bureau has continued to facilitate access of Ugandan made products to EAC Market by ensuring mutual recognition of products bearing UNBS Q-Mark without subjecting them to additional conformity assessment by member standards bodies.

In terms of the human resources, the Bureau was able to recruit additional fifty (50) staff to bridge the existing manpower gap. However, we have not yet attained the optimum numbers required to effectively deliver the Bureau's mandate, especially manpower required to support decentralization of UNBS services to regional offices and to man the many gazetted entry points where UNBS is absent.

Implementation of the Bureau's 5 year Strategic Plan FY 2020/21-2024/25 for the 1<sup>st</sup> year was on track with the overall budget and physical performance during the year being satisfactory. Most of the planned activities were effectively implemented and the Bureau was able to collect and remit UGX 60 Billion of Non Tax Revenue (NTR) to the consolidated fund, which is the highest contribution NTR in recent times.

Our focus for the coming year will be to continue lobbying for the required resources to consolidate decentralizing of UNBS quality infrastructure to regional offices, continue to support local manufacturers and MSMEs to improve the quality of their products in line with BUBU policy, imports substitution and export promotion strategies, increase participation of the Bureau in regional and international standardization activities and to adequately facilitate our staff to effectively execute their work.

The details of the Bureau's functional performance are outlined in the subsequent chapters.

We look forward to better performance in the coming FY2022/23 and beyond.



**Daniel Nangalama**  
Deputy Executive Director,  
Management and Financial  
Services



A total of UGX 60.8 billion was collected compared to UGX 38.5 billion for the previous year and UGX .40.1 billion as envisaged in the Strategic Plan. The Bureau also enjoyed productive and supportive relationship with its partners.”

As the Directorate concerned with resource mobilization, budget management, efficient utilization of resources and financial reporting, it managed to deliver on its mandate despite the prevailing economic conditions for the period under review.

UNBS strategy and business was well aligned to the National Development agenda as well and other national oversight and monitoring frameworks. The Bureau was issued with compliance certificates by both National Planning Authority on alignment of its Strategic Plan 2020/2021–2024/25 to NDP III, and Equal Opportunities Commission for fulfilling the gender and equity requirement in the annual planning and budgeting documents. The Bureau also received unqualified audit opinion issued by Office of the Auditor General on its final accounts for the preceding financial year. As a key contributor to several NDPIII Programs, UNBS actively participated in the respective Program Working Groups aimed at strengthening efforts to realize increased household incomes and improved quality of life of Ugandans

The Bureau is among the pioneer twelve (12) agencies that successfully rolled their procurements onto the recently introduced e-Government Procurement (e-GP) system.

The Bureau had relatively stable financing from GOU with budgetary support being maintained at UGX 65 billion of which UGX 64 billion was released representing 98 %. Conversely, the Bureau had impressive out turn on its NTR collection. A total of UGX 60.8 billion was collected compared to UGX 38.5 billion for the previous year and UGX .40.1 billion as envisaged in the Strategic Plan. The Bureau also enjoyed productive and supportive relationship with its partners. The Danish Government through Trade Mark East Africa (TMEA) donated laboratory testing equipment and related consumables worth USD

4,455,283, for the three laboratories to enable decentralize the Testing Services to the Northern region (Gulu), Western region (Mbarara), and Eastern region (Mbale).

During this financial year, the asset base and infrastructure continued to grow. As part of enhancing mobility and operational spread, ten (10) Ford ranger pickups were received and procurement of another cohort of 10 pickups and mini bus was concluded. The construction of the Ministry of Agriculture supported, African Development Bank (AfDB) funded building to house National Metrological Laboratories progressed well from 35% to 79% completion status by close of financial year. The building which is earmarked to be a center of excellence for Metrology, is likely to be ready for occupation by December 2022. Automation of UNBS processes and services through upgrades and re-developments, aimed at enhancing ease of doing business for business community continued to attract resources during the year.

There was a slight movement in staffing levels to 444 and majority of the recruitments were replacements of the exiting staff. Throughout the period UNBS maintained a conducive environment for its employees and several initiatives were undertaken to strengthen staff capacity and productivity. During the year, both the Human Resources Management policies and procedures manual and career path were reviewed to incorporate the current reforms and best practices.

The year ahead comes with opportunities and challenges for which the Directorate team has taken keen consideration and integrated the same into the planned activities and strategies. The Directorate will continue engaging relevant stakeholders to appropriately leverage on existing opportunities and address the challenges.



## STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, STANDARDS



**Patricia Bageine Ejalu**  
Deputy Executive Director  
Standards



The number of certification permits issued increased by 24% from the previous FY 2020/21. This was slightly lower than the 26% increase between FY 2019/20 and 2020/21. The demand however for the services continued to grow with the number of applications received amounting to 5,966 which translated into 4,225 permits.”

The activities carried out in the FY 2021/22 were geared towards fulfilling the objectives in the UNBS Strategic Plan (FY 2020/21 – FY 2024/25), that required actions from the Departments in the Standards Directorate. The Strategic Plan is in line with the third National Development Plan (NDP III) objectives and contributes to the specific Programs of Private Sector Development; Agro-Industrialization; Manufacturing and Energy development. The UNBS Strategic Plan has a number of objectives in response to the above, which include improved competitiveness of local goods, strengthening consumer protection, ensuring fair trade, and improving service delivery.

To improve competitiveness of local goods, efforts were made to increase participation in the harmonization of standards regionally and internationally. This was done to provide access for locally produced goods (that have been certified against harmonized standards), to markets within the East African Community (EAC), African Union (AU) and internationally. The work done by the East African Standards committee (EASC) Technical Subcommittees resulted in the development of standards that have been adopted in Uganda increasing the current stock of harmonized East African Standards (EAS) to 579. Through the mutual recognition agreement that exists with the EAC, products certified against these standards have access to markets within the region without further assessment.

To strengthen consumer protection and ensure fairness in trade, continued efforts were made to certify an increased number of products against the existing Uganda Standards. The number of certification permits issued increased by 24% from the previous FY 2020/21. This was slightly lower than the 26% increase between FY 2019/20 and

2020/21. The demand however for the services continued to grow with the number of applications received amounting to 5,966 which translated into 4,225 permits. Although more certified products were available to the consumers in this FY, a total of 1,741 applications were not concluded for various reasons. This performance has led the Directorate team to consider re-engineering a number of activities to facilitate the support needed to certify more products and meet the demand for the service. As detailed in this report, the testing and calibration services have equally responded to the increased demand for services.

Improving service delivery is a key component of all activities of the Directorate. With the increased demand for services, it has become imperative that procedures are developed to guide all functions, keeping track of the work done and ensuring that turnaround time as well as cost of doing business is addressed. The implementation of quality management systems has been a priority within all functional areas during the FY 2021/22. The testing laboratories were able to maintain accreditation by SANAS to ISO 17025; the Certification Department also maintained accreditation in the certification against ISO 9001 (Quality management Systems) and ISO 22000 (Food Safety Management Systems). All technical and non-technical functional areas within the Bureau have documented procedures that guide the various activities.

I take this opportunity to thank the Standards Directorate team for all efforts made during the FY 2021/22 in meeting set targets and ensuring the best service was delivered within the available resources. We are committed to making improvements going forward to attain our vision of “Safe, Quality Goods and Services for All”.

## STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, COMPLIANCE



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

“... a total of 12,253 market outlets were inspected against the set target of 8,000 to ensure compliance of products on the market to the relevant standards. Some of the substandard goods seized and disposed were worth UGX 4.7 billion...”

The Compliance Directorate is composed of three (3) technical departments namely: Import Inspection, Market Surveillance and Legal Metrology and in addition to administrative functions of Legal Department and the Public Relations and Marketing Division.

During the year a total of 236,819 import inspections were undertaken against the target of 200,000 inspections. UNBS is currently stationed on only 28 entry points compared to 554 URA Entry Points at which UNBS should be present.

During the Financial Year, a total of 12,253 market outlets were inspected against the set target of 8,000 to ensure compliance of products on the market to the relevant standards. Some of the substandard goods seized and disposed were worth UGX 4.7 billion which included foodstuffs, cosmetics, mattresses, plastic carrier bags, alcoholic beverages and textiles, among others.

Verification of Weighing and Measuring equipment used in trade achieved a total of 1,274, 427 verifications. The verification of in-house and in-service electricity meters has continued and this has led to fairness of trade in this sector. However, there is increased supply of direct current and UNBS is to embark on development of capabilities in this arena. Notable among the verifications is that of 83 rail wagons which had taken many years without UNBS intervention due to capacity issues which have been resolved since then.

The UNBS Legal chamber is fully operationalized and consequently, all civil and criminal matters are being handled internally. In the course of the year, the legal team has worked with the relevant stakeholders to finalize the Legal Metrology and Industrial Metrology Bills and will embark on the review of the UNBS Act.

The public relations and marketing office undertook a number of activities during the course of the financial year to increase on the visibility of UNBS activities in the media and amongst both internal and external stakeholders. For the period under review, UNBS publicity efforts registered over 102 appearances in the national newspapers, 222 stories via digital platforms, 107 on radios, and 95 appearances on TVs reaching over 20 Million people. The publicity activities aimed at addressing 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.

## CORPORATE GOVERNANCE

### Legal Mandate

Uganda National Bureau of Standards (UNBS) is a Government Agency established under Cap 327 of laws of Uganda and 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)

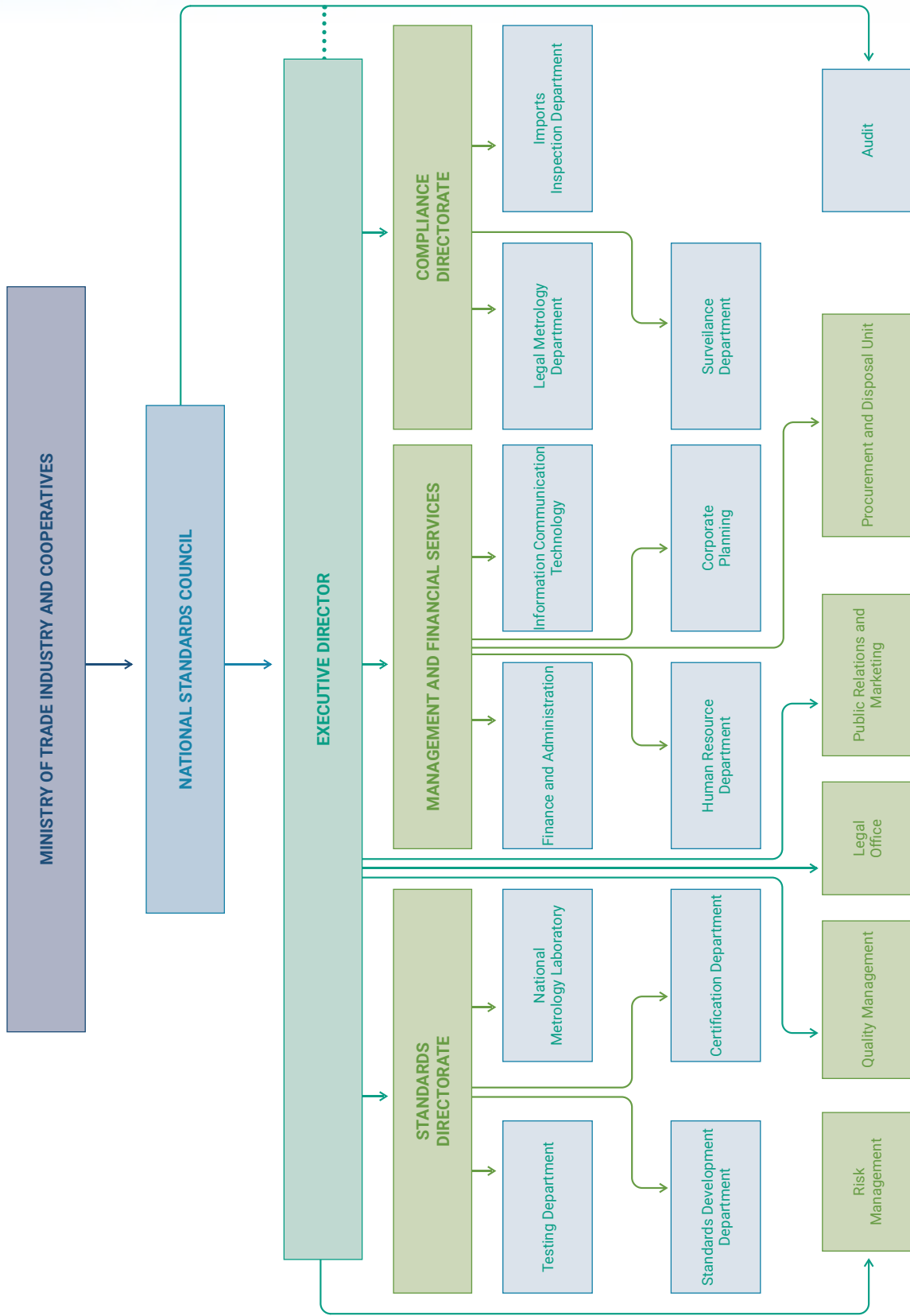
The National Standards Council is the governing body comprised of ten (10) members who are appointed by the Minister responsible for Trade. The NSC is responsible for the overall policymaking, declaration of national standards and overseeing the strategic direction of the Bureau.

The NSC works closely with Management in developing policies and operational strategies. The NSC business is undertaken through committees namely; Standards and Technical Committee, Human Resource and Administration Committee, Audit and Risk Committee and Finance and Planning Committee.

### Management and Staff

The day to day operations of the Bureau are supervised by the Executive Director and assisted by three (3) Deputy Executive Directors responsible for Standards, Compliance and Management and Financial Services. The strategies and policies established by Council are implemented by Management and staff. The Bureau had 444 staff at the end of the year with the male to female ratio of 3:1 (329 males to 115 females).

**Figure 2 – Organization Structure**



# Implementation of UNBS strategic objectives

## 1. Improving Competitiveness of Local Goods and Services at National, Regional and International levels

### 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, the Standards team participated in regional and international harmonization meetings, in particular East African Community (EAC), African Organization for Standardization (ARSO), International Organization for Standardization (ISO) and Codex Alimentarius Commission (CODEX).

A total number of 679 Technical Committee (TC) meetings were held throughout the FY 2021/22, most of them with reference to development of Uganda Standards.

Local meetings were held using the newly re-structured TCs, some of which were funded by various partners [Ministry of Energy and Mineral Development (MEMD), Ministry of Tourism Wildlife and Antiquities (MoTWA) and Makerere University Projects].

In the period under review, 428 standards were developed and approved by the National Standards Council (NSC) while 44 Final Draft Uganda Standards (FDUS) were concluded awaiting review and approval by the National Standards Council. Of these, 178 were in the area of Chemicals and Consumer products, 73 under Engineering, 66 under Food and Agriculture and 111 under Management and Services.

**Table 1 – Categories of Standards developed in the FY 2021/22**

Category	Frequency	Percentage
Engineering	73	17.1%
Food and Agriculture	66	15.4%
Chemicals and consumer products	178	41.6%
Management systems and services	111	22.9%
Total	428	100%

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. Feed the Future
- ii. Uganda Muslim Supreme Council (UMSC)
- iii. Uganda Development Bank (UDB)

At the international level, collaboration with the following is ongoing:

- i. South African National Accreditation System (SANAS)
- ii. International Electro-technical Commission (IEC)
- iii. African Organization for Standardization (ARSO)
- iv. International Organization for Standardization (ISO)
- v. International Organization of Legal Metrology (OIML)

- vi. Standards and Metrology Institute for the Islamic Countries (SMIIC)
- vii. African Electrotechnical Standardization Commission (AFSEC).

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 2 – Summary of performance over the last 5 years (standards developed)**

Standards Development Categories	2017/18	2018/19	2019/20	2020/21	2021/22
Engineering	52	62	125	101	73
Food and Agriculture	43	96	110	65	66
Chemicals and consumer products	111	212	148	224	178
Management systems and services	48	34	122	67	111
Total	254	404	505	457	428

### 1.1.1 Current stock of standards

The current stock of Uganda Standards indicating origin as of June 2021 stands at 4,548 as summarized in Table 3

**Table 3 – Current stock of Uganda standards**

SUMMARY	Number
Total indigenous Uganda Standards	764
Total adopted international standards	3,205
Total adopted regional standards	579
Overall Total of Uganda Standards	<b>4,548</b>

## 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 (5,696 applications received in FY 2021/22 as compared to 4,527 applications received in FY2020/2021, representing 26% increase).

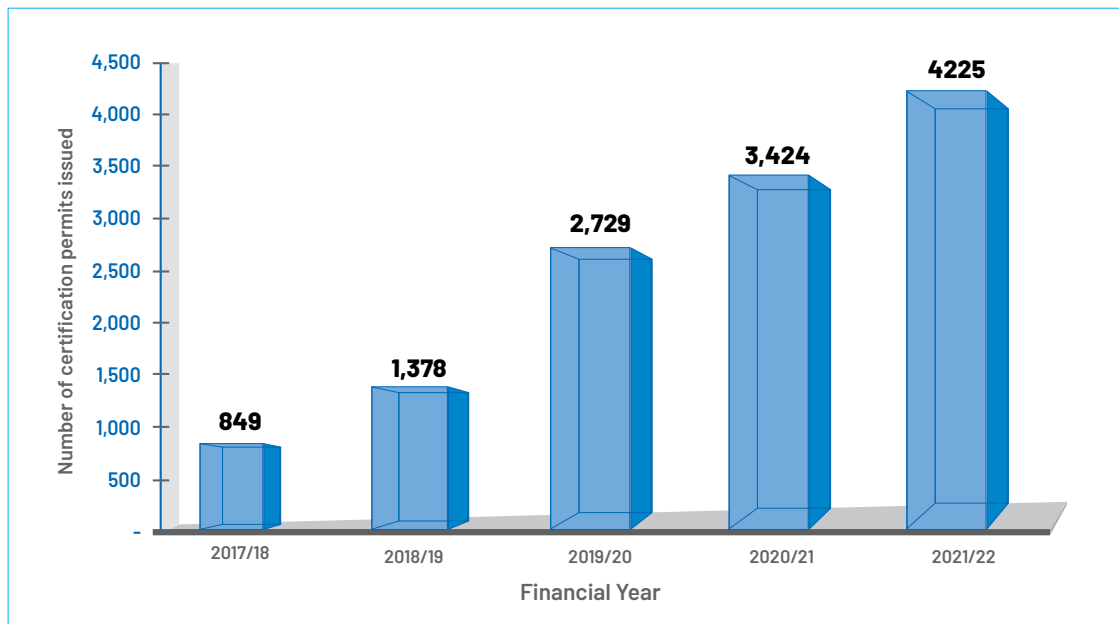
6,713 product certification audits were conducted in FY2021/2022 as compared to 5,701 product certification audits conducted in FY2020/2021 representing 18% increase. 7,758 products were sampled from the industry and market for independent testing as part of product evaluation representing 0.1% increase from 7,751 products sampled in FY2020/2021.

The performance for the FY2021/22 showed improvement in performance of the Certification function with the number of product certification permits issued (4,225) surpassing the target by 225. The percentage achievement against the target of 4,000 permits was 106% compared to 85% in FY2020/21.

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 Fig 3

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



### 1.2.2 Common certified products by product category FY2021/2022

The top ten certified products in the FY 2021/22 included maize flour, bread, kombucha drinks, instant hand sanitizers, gins, non-carbonated drinks, packaged drinking water, still table wine, synthetic organic liquid for household use and flat plastic bags

**Table 4 – Common products (top 10) by category FY2021/2022**

S/N	Product name	Product category	Total applications	Percentage
1	Maize flour	Food and Agriculture	226	8.03
2	Bread	Food and Agriculture	156	5.54
3	Kombucha drink	Food and Agriculture	111	3.94
4	Instant hand sanitizers	Chemicals and consumer	107	3.8
5	Gin	Food and Agriculture	90	3.2
6	Non-carbonated drinks	Food and Agriculture	82	2.91
7	Packaged Drinking water	Food and Agriculture	69	2.45
8	Still table wine	Food and Agriculture	54	1.92
9	Synthetic Organic Liquid for Household Use	Chemicals and consumer	51	1.81
10	Flat plastic bags	Chemicals and consumer	40	1.42

### 1.2.3 Systems Certification

UNBS offers management systems certification to organizations seeking to demonstrate their commitment to quality, security, environment and food safety management. During the FY 2021/22, twenty six (26) systems certificates were issued to organizations as compared to 14 issued in FY2020/21. Details of systems certified companies are available on the UNBS website.

Eighty (80) systems audits were conducted for organizations in the FY 2021/22 as compared to 105 systems audits conducted in FY2020/2021

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

**Table 5 – System certification Permits issued in the past five years**

Financial Year	2021/22	2020/21	2019/20	2018/19	2017/18
Number of system certificates issued	26	14	24	28	23

#### **1.2.4 Micro Small and Medium Enterprises (MSMEs) Support Services**

UNBS offers a range of services in support of MSMEs 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.

447 MSMEs were registered in FY 2021/22 as compared to 527 MSMEs registered in FY2020/21.

87 MSMEs were visited for on-site technical assistance and gap analysis (compared to 83 MSMEs in FY2020/2021) while 271 MSMEs visited UNBS and were provided with technical advisory services (compared to 743 MSMEs in FY2020/21).

During the FY2021/22 the UNBS issued certification permits to 639 products manufactured by MSMEs as compared to 547 permits issued in FY 2020/21 indicating 17% increase.

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

Laboratory recognition is a formal acknowledgment by an authoritative third party that a laboratory is competent to provide specified tests or measurements. UNBS operates a Laboratory Recognition Scheme (LRS) based on requirements of ISO/IEC 17025 General requirements for the competence of testing and calibration laboratories since the year 2016. The scheme was developed and piloted with 11 testing laboratories in a partnership between UNBS and USAID –SPRING who provided training and mentorship to the laboratories up to the point of recognition for one year. Out of 11 laboratories supported, 6 laboratories successfully completed the laboratory recognition process and were awarded recognition by the end of 2016. Currently, there are over 38 laboratories under the UNBS laboratory recognition scheme including 2 calibration laboratories. As at 30th June 2022, only 15 laboratories out of 38 have been approved. The testing laboratories cover a wide variety of sectors to include food and beverages testing, chemicals and cosmetics, construction materials (cement, steel and steel products, bituminous substances), soil and aggregates and electrical products etc.



**Table 6 – Approved laboratories under laboratory recognition scheme**

SN	COMPANY NAME	LOCATION	SECTOR
1	SMAT technical services limited	Central	Physical, Chemical and Mechanical testing of civil engineering materials
2	St. Michael food lab & consultancy Ltd.	Central	Chemistry and Microbiology testing of foods and beverages
3	Roofings rolling mills limited	Central	Physical, Chemical and Mechanical testing of steel and steel products
4	Chemiphar(u) limited	Central	Chemistry and Microbiology testing of foods and beverages and cosmetics.
5	CREEC	Central	Testing of Cook stoves
6	Steel and tube ltd-steel lab	Central	Physical, Chemical and Mechanical testing of steel and steel products
7	Uganda coffee development authority	Central	Testing of coffee and coffee products
8	Cercodu	Central	Testing Cook stoves
9	Alpha-geo engineering laboratory	Central	Chemical and Physical testing of civil engineering materials
10	Keanne engineering ltd	Central	Calibration lab
11	Measurement solutions ltd	Central	Calibration lab
12	Hariss international ltd	Central	Chemical and Microbiological testing of water, food and food products
13	Makerere university	Central	Chemical and Microbiological testing of water, food and food products
14	Hima cement-Kasese	Western-Kasese	Testing Cement and Fuels
15	Ministry of energy and mineral development - down stream petroleum testing laboratory	Central	Testing of petroleum and petroleum products

### 1.2.5 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 24th December 2021 following the SANAS remote assessment that took place on November 2021. 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.

### 1.2.6 Equity in Certification

The data below represents the distribution of clients served categorized by gender, age and disability status in FY2021/2022 and a year on year comparison for the past 4 years.

**Table 7 – Distribution of Clients by Gender, Age and Disability**

FY	Males	Females	Age Below 35	Age Above 35	Disabled	Not Disabled
2021/2022	84.4	15.6	20.7	79.3	1.1	98.9
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

### 1.2.7 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 FY2021/2022 were from 85 districts (up from 80 districts in FY2020/2021).

Kampala, Wakiso and Mukono Districts in Central Region continue to dominate with 65.14% of completed applications. This is however a reduction from 69% in FY2020/2021.

The districts in Table 8 registered more activity in the period under review.

**Table 8 – Districts with more certification permits**

S/N	District Name	Total applications	Percentage
1	Kampala	801	28.45
2	Wakiso	701	24.9
3	Mukono	332	11.79
4	Jinja	176	6.25
5	Mbarara	94	3.34
6	Buikwe	92	3.27
7	Mbale	50	1.78
8	Lira	42	1.49
9	Luwero	35	1.24
10	Bushenyi	33	1.17

### 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.

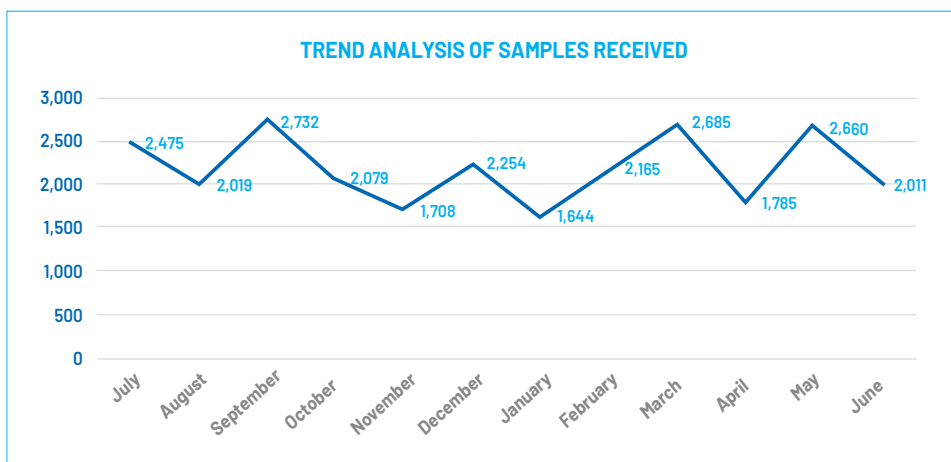
The Food Safety Laboratories consisting of the Chemistry and Microbiology laboratories are Internationally Accredited to ISO/IEC 17025 by the South African National Accreditation System (SANAS). This means that the test reports are recognized and can be used globally. This facilitates exports of Uganda's 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 and tested 26,217 samples which was higher than projected (2,400) by 9.2 %. The highest number of samples received (2,732), was in September 2021. The number of samples received was lowest (1,644) in January 2022.

**Figure 4 – Samples received and analyzed by month during FY2021/22**



The samples tested were higher than targets for Chemistry(target 12000, tested 13,424), Microbiology (target 7500, tested 8,346)and Electrical(target 500, tested 548) laboratories. On the contrary, samples tested were lower than target for the Materials laboratory(target 4000, tested 3,899)

### 1.3.1 Turnaround Time (TAT)

During the year, (July 2021 to June 2022) turnaround time averaged, 14 days against the target of average TAT of 15 days. The average TAT for the Chemistry laboratory was 20 days against the target of 21 days, Electrical laboratory the TAT was 10 days against the target of 7 days, for Materials laboratory TAT was 9 days against the target of 10 days while for Microbiology laboratory TAT was 16 days against the target of 21 days.

Whereas the best test reports were issued within the same day (turnaround one day), there were cases of samples taking up to several months to complete analysis due to the different number of parameters to test per sample, large number of samples and the capacity variability in the labs.

### 1.4 National Metrology Laboratory

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 6,629 equipment were calibrated (up from 4,370 equipment in FY2020/2021).

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 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 to 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.

#### 1.4.1 Accreditation

NML continued to prepare for accreditation. The NML Management Review Meeting was held in June 2022. A number of documentation were being reviewed and closure of previous non-conformities was in completion.

It was agreed that when ready, NML seeks accreditation from DAKKS of Germany due to its advantages of possible capacity building from PTB.

Four scopes were prioritized for accreditation, i.e., Mass, Pressure, Temperature and Small Volume.

#### 1.4.2 Measurement inter-comparisons

NML participated in a number of Measurement inter-comparisons at EAMET, AFRIMETS and PTB supported ILC as well as those initiated by UNBS Certification Department.

NML participated in a total of 8 Inter-comparisons against the planned 7 as follows:

- i. The PTB-supported ILC artefacts for Mass which were received from KEBS, worked on and then delivered to RSB in Rwanda.
- ii. NML - prepared artefacts of Temperature, Mass and Pressure under the UNBS Certification ILCs which were distributed to various calibration labs including NML,
- iii. EAMET artefacts of Pressure, Temperature, Dimension and Mass.

### 1.4.3 Implementation of MET-LIMS

NML was able to reach full implementation of MET-LIMS during the financial year 2021/2022. The system was able to handle:

- i. Receiving requests for quotations from clients
- ii. Generating and sending quotations to clients
- iii. Enabling clients to pay to the bank through URA platform
- iv. Receiving requests for calibration after payment or waivers after approval
- v. Receiving equipment
- vi. Preparing and generating online calibration certificates

While implementation of METLIMS was very instrumental in reducing turnaround time, there was still need to reduce turnaround time further which required upgrading the system.

In June 2022, the upgrade process was embarked on to automate the calibration generation process using excel sheets and incorporating worksheets in the METLIMS. This is expected to substantially reduce the turnaround time.

### 1.4.4 Calibration of reference standards

Calibration of some of the reference standards was finally done during the financial year after the funds were availed. Among those calibrated were:

- i. Mass E1 and E2 mass pieces
- ii. Temperature standards
- iii. Dimension "O" and "OO" standards
- iv. Electrical standards
- v. Pressure standards

However, the electrical standards sent to South Africa for calibration were not yet returned.

The Reference torque transducers are pending scheduling by NIS Egypt.

### 1.4.5 Turnaround time

During the financial year, the turnaround time continued to reduce, the average reducing from 13 days in July 2021 to 1 day in June 2022 with the maximum dropping from 42 days to 15 days.

The reduction was due to the automation process of MET-LIMS where the numerous manual forms were minimized by incorporating them on the system, and the easing of lockdown due to Covid-19.

## 2 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.

During the year under review, the Bureau was able to undertake 236,819 inspections against the target of 200,000 thus meeting 118% of the set target for the year. Of these inspections, 171,630 were destination inspections and 65,189 were PVoC inspections

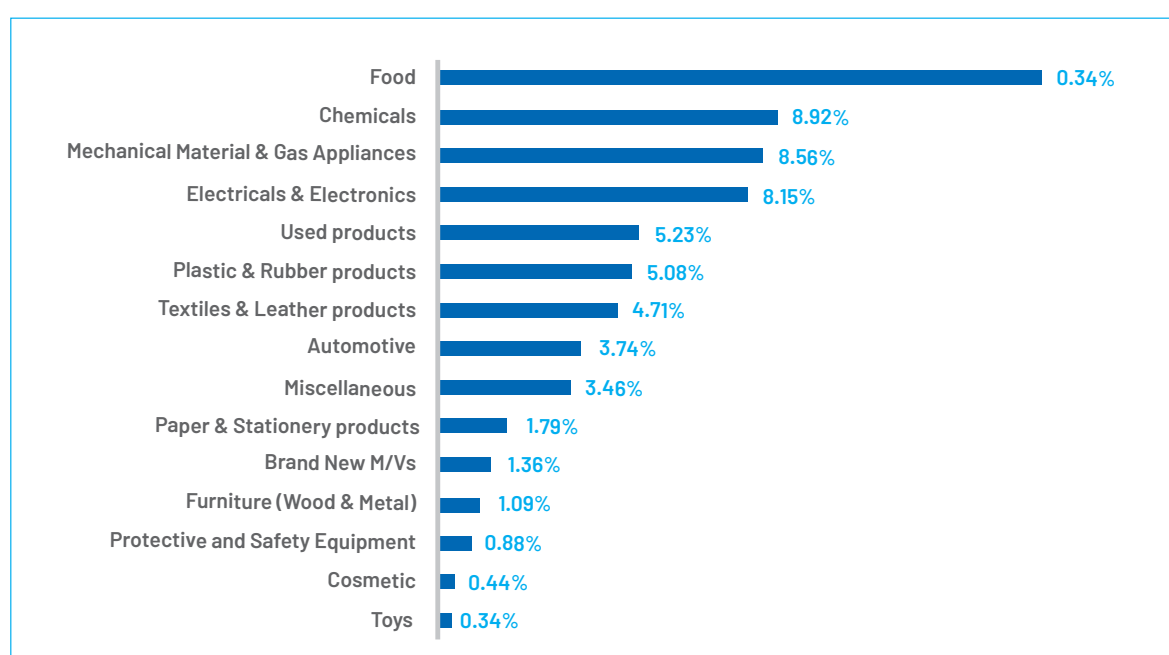
**Table 9 – Imports Inspections Physical output performance**

Annual Target	Total Actual Performance	Actual Performance (DI)	Actual Performance (PVoC)	% - Performance	Variation (+)	% Variation(+)
200,000	236,819	171,630	65,189	118%	36,819	18%

#### 2.1.1 Inspection by Categories –General Goods

The most inspected category of goods included food (15.8%), chemicals (8.92%), mechanical material and gas appliances (8.56%), electricals and electronics (8.15%) among others as presented in Fig 5 below

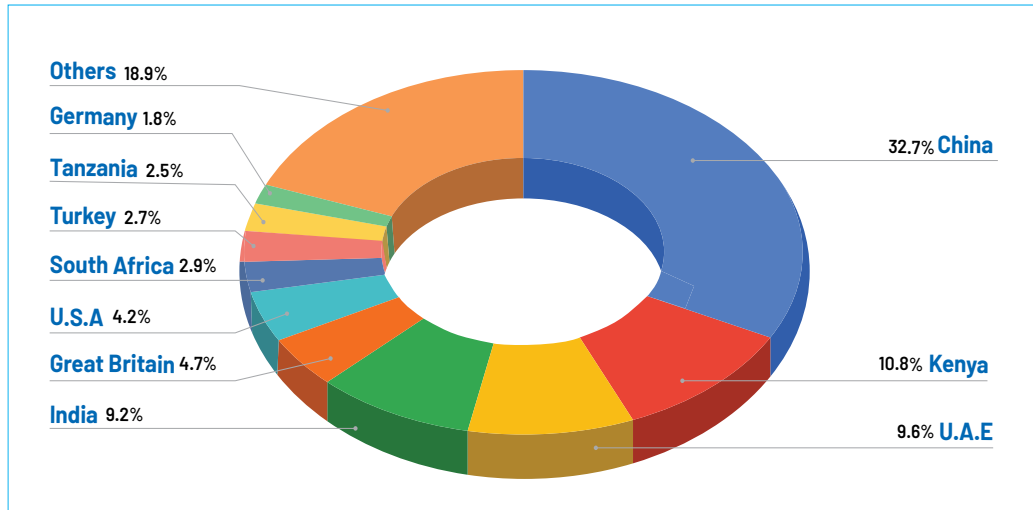
**Figure 5 – Inspection by Categories –General Goods**



### 2.1.2 Major Countries of Export – General Goods

China was the major country of export for general goods (32.7%) followed by Kenya (10.8%), United Arab Emirates (9.6%) India (9.2%) among others as presented in Fig 6 below.

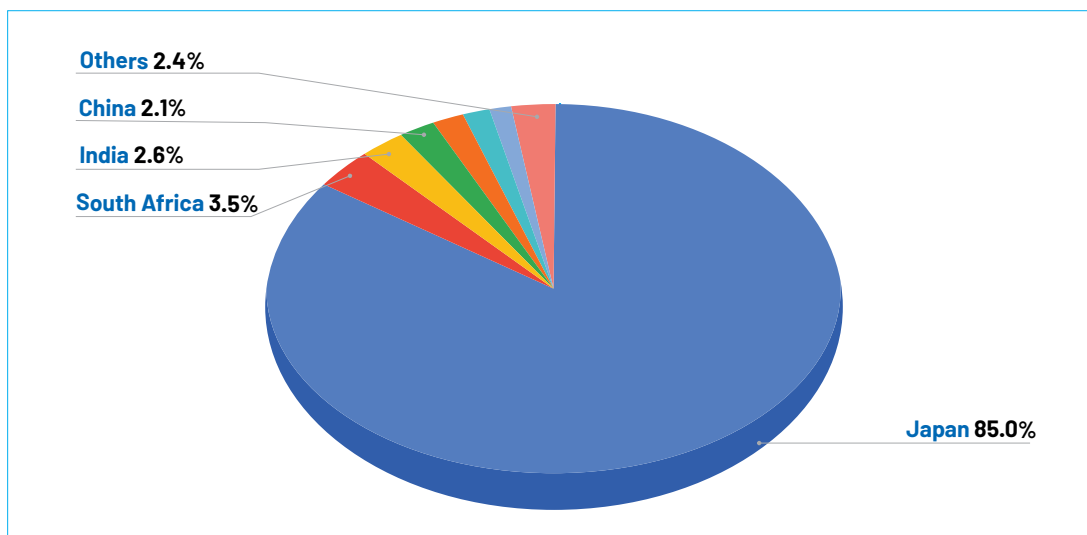
Figure 6 – Major Countries of Export – General Goods



### 2.1.3 Major Countries of Export – Used Vehicles

During the year of review, Japan was the major country of export for used vehicles (85%) as presented in Fig 7 below.

Figure 7 – Major Countries of Export – Used Vehicles



## 2.1 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

12,253 inspections were conducted against a set target of 8,000 (153%). Inspections were conducted in 70 districts across the country. The inspections resulted into 1,356 seizures in Table 10.

**Table 10 - Summary of seizures made**

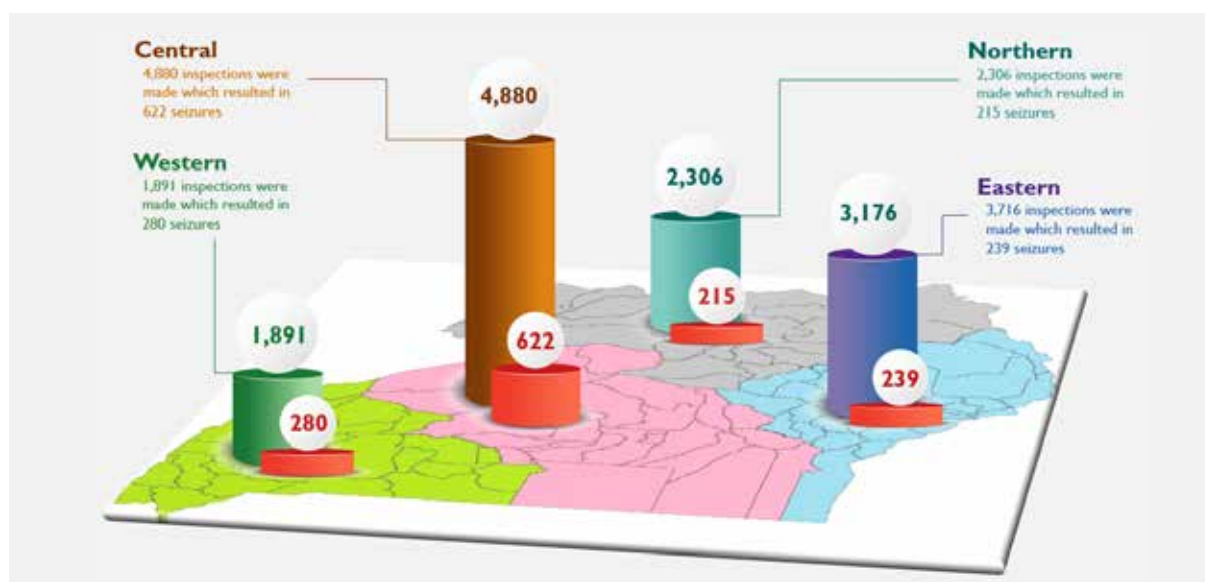
Regions	Supermarkets	Shops, hardware and distribution outlets	Food processing facilities	Manufacturing facilities	Distribution trucks	Others	Total
Central	13	192	179	51	180	7	<b>622</b>
Eastern	3	46	88	-	102	-	<b>239</b>
Western	10	46	181	1	42	-	<b>280</b>
Northern	12	66	108	1	28	-	<b>215</b>
<b>Subtotal</b>	<b>38</b>	<b>350</b>	<b>556</b>	<b>53</b>	<b>352</b>	<b>7</b>	<b>1,356</b>

### 2.2.2 Summary of inspections conducted per region

The districts were operationally divided into four regions primarily manned by four different teams under the different regional offices i.e. Central comprised of 30 districts under the Head Quarters; Western comprised of 33 districts under Mbarara of-

fice; Eastern comprised of 39 districts under Mbale Office, and Northern comprised of 32 districts under Gulu Office. The figure below shows the number of inspections and seizures per region as well as the geographical bounds of the district.

**Figure 8 – Summary of inspections conducted per region**





### 2.2.3 Classification of business inspected

The Business enterprises inspected were categorized six (6) different categories as shown in table 1.9 and figure 9 below.

Figure 9 – Categories of businesses inspected

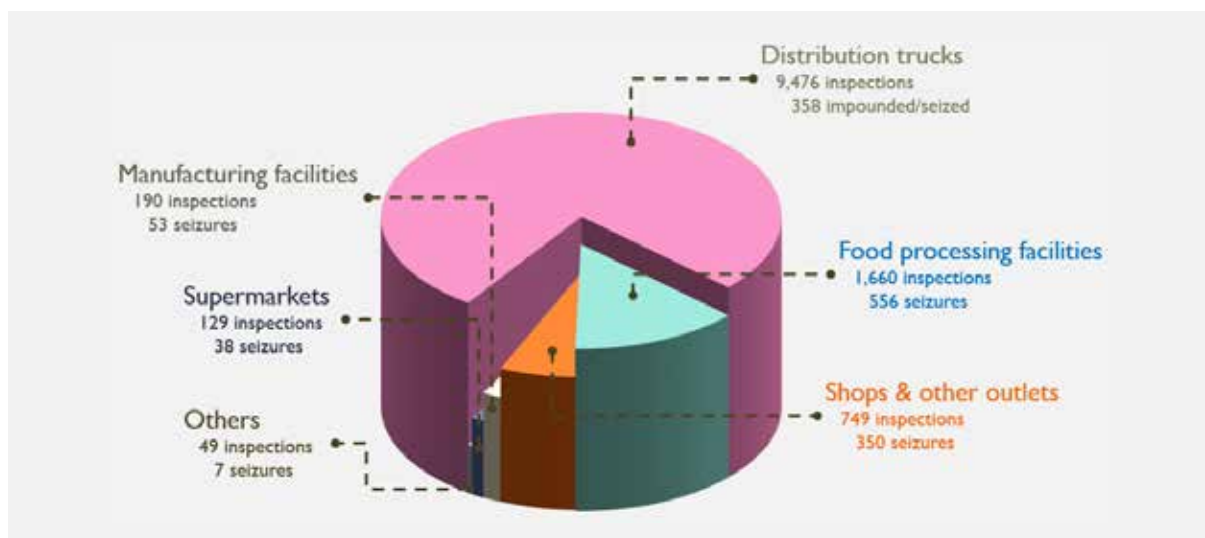


Table 11 – Categories of business inspected

Regions	Supermarkets	Shops, hardware and distribution outlets	Food processing facilities	Other manufacturing facilities	Distribution Trucks	Others	Total
Central	58	406	764	180	3,437	35	4,880
Eastern	20	106	190	6	2,846	8	3,176
Western	27	83	433	3	1,342	3	1,891
Northern	24	154	273	1	1,851	3	2,306
<b>Subtotal</b>	<b>129</b>	<b>749</b>	<b>1,660</b>	<b>190</b>	<b>9,476</b>	<b>49</b>	

### 2.2.4 Impact of market inspections

#### a) Seizures

All the inspections resulted in 1,356 seizures. 479 maize mills were sealed off for producing uncertified maize flour under unhygienic conditions, 350 seizures were made in shops and hardware and these were mainly for substandard steel products in hardware outlets. Similarly, 352 distribution trucks were impounded. Most seizures were made in the Central, followed by the Western region, then Eastern regions and lastly Northern region. Tables 12 below shows the number of seizures made by category of establishment and region while table 5 shows the quantities seized per product category.

Table 12 – Summary of seizures made

Regions	Supermarkets	Shops, hardware and distribution outlets	Food processing facilities	Manufacturing facilities	Distribution trucks	Others	Total
Central	13	192	179	51	180	7	622
Eastern	3	46	88	-	102	-	239
Western	10	46	181	1	42	-	280
Northern	12	66	108	1	28	-	215
<b>Subtotal</b>	<b>38</b>	<b>350</b>	<b>556</b>	<b>53</b>	<b>352</b>	<b>7</b>	<b>1,356</b>

## 2.3 Legal Metrology

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

The Weights and Measures Division is responsible for regulating non-automatic weighing equipment used in trade. The operations are conducted at five regional offices namely: Kampala, Jinja, Mbale, Lira and Mbarara. The division 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 "The Weights and Measures (Sale and Labeling of Goods) Rules, 2007". 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 1,274,427 verifications were conducted on different weighing and measuring instruments and pre-packaged products against a projection of 1,268,868. These include, 182,812 Weighing Instruments (Counter-machines, Spring balances, Platform

Scales and Weigh-bridges), 859,248 Weights. The measuring Instruments verified include, 22,666 Dispensing pumps, 363 Pressure gauges 430 Bulk meters, 83 Rail Wagons, 2,280 Road tanks, 1,128 dip-sticks, 197,322 Electricity Meters, 8,801 samples for prepackages were analyzed and 14 models were evaluated

**Table 13 – Summary of equipment verified in the FY 2021/22**

Equipment	Number of verifications
Weighing equipment	182,812
Weights	859,248
Fuel Rail Wagons	83
Fuel Road Tankers	2,280
Bulk Meters	430
Dip Sticks	1,128
Fuel Dispensers	22,666
Pressure Gauges	363
Consumer goods	8,081
Electricity meters	197,322
Models	14
<b>Total</b>	<b>1,274,427</b>

## 2.4 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 FY 2021/22, the activities carried out included reviewing and drafting contracts, reviewing & drafting MoUs, reviewing and drafting amendments to principal and subsidiary legislation, prosecution of criminal offences, providing secretarial services to the National Standards Council.

The legal department provided the following:

- Drafting and gazetting of the following Regulations;
  - UNBS (certification) Regulations 2021,
  - The UNBS (Imports Inspection and clearance of Imports) Regulations 2021 &
  - UNBS Market Surveillance and Enforcement Regulations, 2021.
- The UNBS Legal Chambers (Legal Office) is fully operational. And as a consequence, all civil matters are now being handled in House by UNBS Legal department.
- Legal Officers were trained in handling of Arbitrations.

# 3 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.

### 3.3.1 ICT Deliverables

Drafted, reviewed and updated the following ICT governance documents;

- i. Reviewed ICT Policy
- ii. Updated the internal ICT security processes and procedures.
- iii. Provided Proper backup and recovery procedures that provided acceptable levels of service
- iv. Reviewed specifications for hardware and software acquisitions

### 3.1.2 Software and applications development

- i. Made various upgrades in E-Portal, E-Minzani, CIMS, LIMS
- ii. Verified the accuracy of data being processed by software applications
- iii. Prepared high-level-design documents for both E-Portal redevelopment & MET-LIMS Upgrades for programmers including specific user needs and specifications.
- iv. Made specifications for Source Code Review Tool, Distributed DB system & Microsoft Office 365.
- v. Developed & deployed a System notification module for applications that stay un-reviewed for 24 hours on the portal for closer monitoring by relevant supervisors.
- vi. Enabled Sending login notifications to users upon login to the E-Portal system.

- vii. Created an audit trail in the E-Portal to monitor User's login activity.
- viii. Adjusted session timeout to 30 minutes in case of inactivity within the 30 minutes.

### 3.1.3 Communication

- i. Maintained dedicated internet availability in all the UNBS offices
- ii. Coordinated acquisition & distribution of mobile internet data for 163 staff & E-minzani devices.
- iii. Made Continuous updates, monitoring traffic and uploading files/content on the UNBS website as required.
- iv. Configured & setup online (Zoom) meetings for staff & Council members.
- v. User Manuals for E-Portal and CIMS were developed

### 3.1.4 Security

- i. Worked closely with the Auditors to incorporate information security recommendations and requirements.
- ii. Ensured that the logical ICT security controls of UNBS are functioning as desired i.e. Performed regular updates for Anti-Virus, Anti-Spam, & other systems as required
- iii. Made specifications for logical security related acquisitions
- iv. Provided support relating to information security management plan
- v. ICT Business Continuity Plan was drafted & forwarded to the Risk Management Officer for review.
- vi. Reviewed and updated the ICT risk register

### 3.1.5 Networking

- i. Installed a Fiber cable for connection between the Standards House and Materials Lab, Rig, as well as the Gate House for better network connection and CCTV Surveillance system monitoring at the Gatehouse.

- ii. Coordinated installation of the National Backbone Infrastructure (NBI) by NITA/ soliton technicians to finalize all ground works, in all regional offices. This included Civil works, cable layout inside the buildings and Rack mounting requirements.

### 3.1.6 Systems Administration

Updated Auto backup for the various server systems by updating backup scripts for several applications such as E-Minzani, eqr, data, updated cronjob tasks to back up at midnight & send an email notifications to ICT after backup.

### 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.

In the financial year 2021/2022, the NML and EML have been prepared for accreditation to the ISO/IEC 17025:2017 standard and the applications for the same have been already been lodged, waiting SANAS communication to the next stage.

Different functions are at various stages of documentation and implementation of Management Systems. UNBS remains committed to ISO 9001:2015 certification by end of FY 2022/23

### 3.3 Internal Audit

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

In the FY 2021-22, internal audit prioritised continuous assessments of financial management practices, with a view of addressing the fiscal risk. The audit of Public Relations and Marketing, Revenue Assurance of the National Metrology Laboratory operations, Technical Audit of Testing Department, Technical and Financial Audits of PVoC service providers for general goods under Imports Inspection, Audit of HR staff Training and Development operations, Audit of procurement operations for FY 2020-2021, Audit of Treasury Operations for Q1 and Q2, Audit of Corporate Planning Operations and Revenue Assurance of Imports Inspection to assess its efficiencies and effectiveness towards achievement of UNBS objectives. From time to time, the financial and operating information as measured and reported by accounting methods was being evaluated for reliability and accuracy. Internal audit is continuously focusing on revenue assurance engagements, treasury operations and procurement operations, which will be rolled over in the FY 2022-2023.

The department also conducted a comprehensive internal audit monitoring and follow up exercise of the status of implementation of both internal and external audit recommendations throughout the financial year 2021-2022. The exercise covered all internal and external audit recommendations for previous financial years that had never been closed. A number of the audit recommendations had been implemented and the issues were closed.

The NSC Audit & 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 NSC Audit and Risk Management Committee approved and begun monitoring the implementation of the annual internal audit activity plan for FY 2021-22; considered and tracked implementation of both previous External (OAG) and internal audit recommendations. The Committee's professional guidance has significantly reinforced the department's effectiveness, efficiencies and effort to provide value adding services and contribution to improved UNBS business processes.

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

Risk management has played a key part in shaping how resources for FY 2021-22 were allocated and are being used by the various budget holders in order to effectively achieve their set goals. The key risk management activities implemented during the FY 2021-22 included; Approval of the Business Continuity Policy and Procedures' Manual by National Standards' Council; Monitoring, reviewing and reporting of existing and emerging risks to address the issues of risk exposure; Assisted process owners to conduct risk and control self-assessments in their processes; Took part in prioritizing directorate risk resourcing; Continuous training of staff on risk management; Participated in development of risk treatment plans in respective departmental processes; Submitted risk reports on a quarterly basis to the Board through the Audit and Risk Management Committee.

### 3.4 Risk Management

The Risk Management Function at UNBS has an overall duty of coordinating and facilitating the implementation of the Risk Management System at the Bureau, building Risk Management capability, process and tools, advice, coaching and support on Risk Management and Business Continuity Management (BCM) to Management and the NSC and facilitate the continued adequacy of the Risk Management framework of the Bureau. All this is aimed at having UNBS manage its risk to be within its Risk Appetite as set by the NSC thereby reducing the risk exposure of the Institution.

It should be noted that public sector entities of which UNBS is one, are bound by their mandates to provide services in the interest of the public good and thus achievement is realized when we minimize our threats and maximize opportunities to achieve on our objectives. The management of risk is achieved through implementation of an Enterprise Risk Management (ERM) framework, which is designed to provide an organization's board and management a top-down, strategic perspective of risks on the horizon so that those risks can be managed proactively to increase the likelihood the organization will achieve its core objectives.

The FY 2021/2022 still had the effects of the pandemic (COVID-19) which slowed down some processes but saw heightened performance in others because of technology support and Business Continuity preparedness in UNBS. In FY 2021/2022 Risk management and Business Continuity Management Systems (BCMS) played a key part in shaping how resources were prioritized in order to achieve the set goals and continue business in the face of disruptions.

In the FY 2021/2022, 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, carried out a number of the BCMS Steering group meetings to have

them enforce Business Continuity in the Institution, had one benchmark in Kenya Bureau of Standards to help streamline our BCMS Framework.

The Risk Management function reported to Management and NSC Audit and Risk Management Committee 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 2021 and June 2022 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 UNBS publicity & promotion of standards through the media.

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

##### a) Mainstream Media:

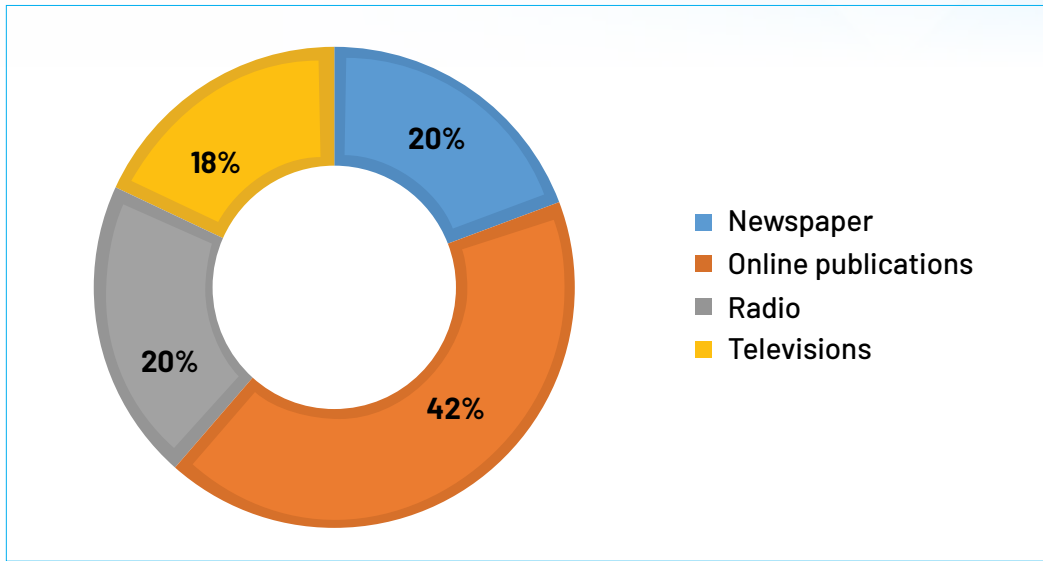
In FY 2021-22, UNBS registered appearances and coverage in both local and regional newspapers (102 appearance) and in online publications (222 stories). There were 107 and 95 appearances on radios and TVs respectively reaching over 20 Million people.

The News stories covered public awareness campaigns on UNBS support to the Private Sector and Enterprises amidst COVID 19, reduction in product certification fees, Expansion of scope of PVOC inspections for used motor vehicles and the inter-laboratory comparison programs, World Standards day celebrations, World Metrology day national awareness campaign, field enforcement activities on steel, maize, kavera, alcoholic products, carbonated, non-carbonated drinks among others. They were implemented through news articles, advertiser supplements, public notices, radio and television talk shows and digital media messages. The various channels were used basing on appropriateness to suit the prevailing situation and to maximize reach to the targeted audience.

**Table 14 – Summary of UNBS visibility in the media-FY 2021/2022**

No	Mainstream Media Channel	Media use /Frequency	Reach
1.	Newspapers	102 publications	Estimated 3M people
2.	online publications	222 publications	Estimated 1M people
3.	Radios	107appearances	Estimated over 10M people
4.	Televisions	95appearances	Estimated about 5M people

Figure 10 – Frequency of Media usage in the FY 2021/22

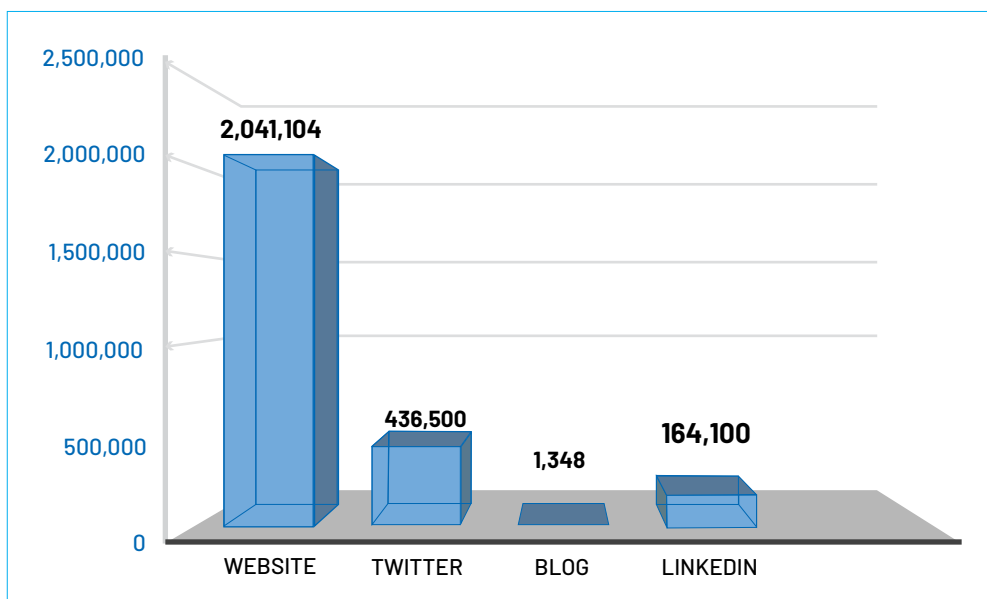


**b) Digital Media**

The Bureau maintains a vibrant online presence on all major digital media platforms like Face book, Twitter, Website, blog, YouTube and LinkedIn where it interacts with its stakeholders on a daily basis.

The social media platforms are very imperative in the dissemination of information to stakeholders and resolution of stakeholder complaints. The website was the most frequently used channel in digital media followed by Twitter as shown in the figure below. The Bureau also uses the institutional website to disseminate information and it registered over 2 million visitors for the period under review. 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

Figure 11 – UNBS digital media reach in the FY 2021/22



### 3.5.2 Stakeholder engagements

#### a) Internal Stakeholder Engagement:

In order to promote the UNBS Corporate brand, cultivate internal synergies and improve on customer experience, the office conducted an internal stakeholder engagement campaign targeting all UNBS Staff via Zoom.

The first of its kind, the internal marketing campaign enriched staff Knowledge about the different processes, procedures and how they collectively contribute towards achieving the UNBS mandate. Over 300 members of staff actively participated in the campaign with all function areas /departments presenting and enlisting internal feedback aimed at service delivery improvement.

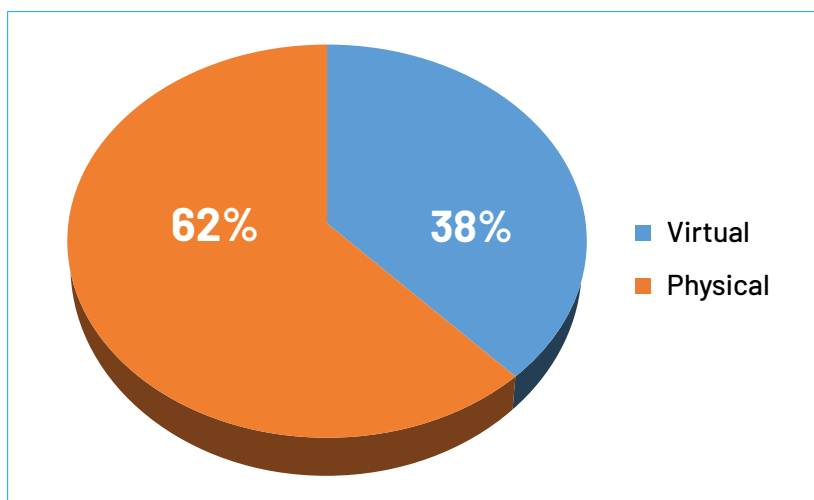
Internal stakeholder survey was conducted although with a limited participation with a 6.6% participation **(68 participants out of 450 participants).**

Monthly series featuring different staff members in the “Qualitea” segment on the UNBS blog to promote internal synergies was introduced.

#### b) External Stakeholder Engagements:

In the wake of the second wave of the COVID 19, the Office ensured regular engagement with UNBS key stakeholders conducted thirty-four (34) engagements and sensitisation meetings with over one million (1M) stakeholders and successfully on line via Zoom as well as physical meetings i.e. 13 virtual meetings and 21 physical meetings as summarised below;

**Figure 12 – Stakeholder engagements conducted physically and virtually in FY 2021-22**



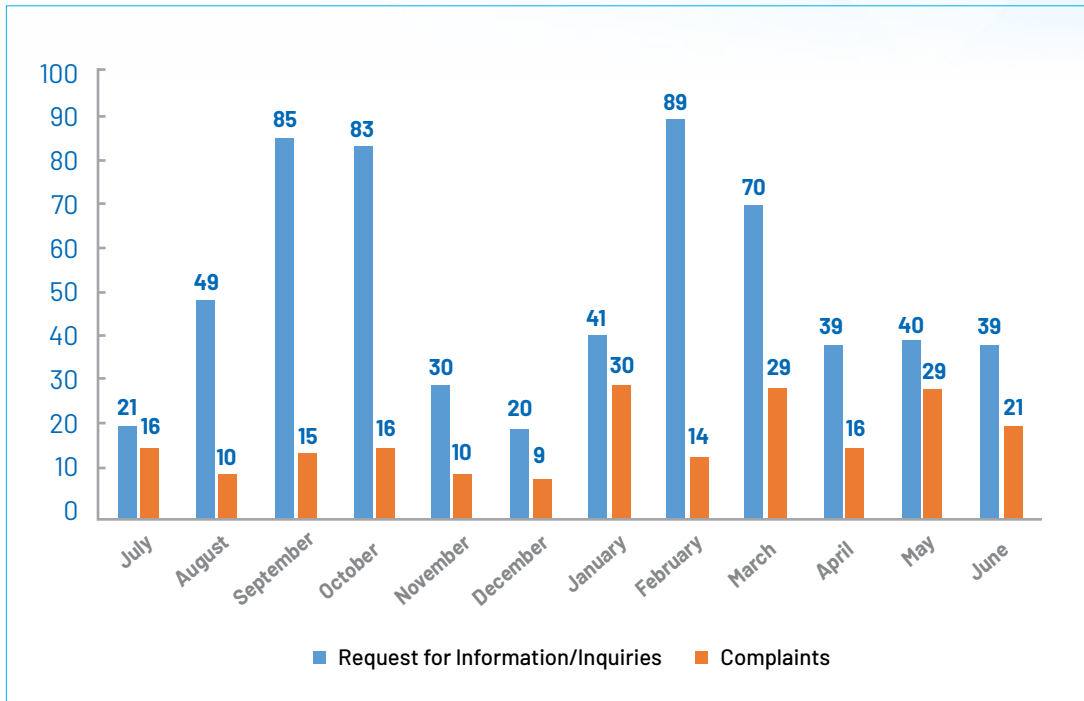
### 3.5.3 Customer feedback management:

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 were registered for the period under review.

Complaints were 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 customer feedback is categorized in the figure below per Department.



Figure 13 – Customer feedback in FY 2021-22



During the reporting period, more inquiries were received in September, October, February and March compared to the rest of the months. This is attributed to revision of certification fees which was implemented to help industries recover from Covid-19 pandemic and increased demand for UNBS Certification services by the business community. The complaints remained largely constant throughout the FY except for January, March and May. 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/>)

# 4 Strengthening Human Resource Capacity and Productivity

## 4.1 Human Resource

The Human Resource Function undertook a number of activities during the FY2021/2022 in its pursuit of strengthening the Human Resource capacity and productivity as outlined below.

### 4.1.1 Recruitment

During the FY 2021/22, the following staff were recruited and deployed in various departments and divisions as follows;

**Table 15 – Staff recruited in the FY 2021/2022**

S/N	Title	No. of staff	Department/Division
1	Deputy Executive Director – Management and Financial Services (DED-MFS)	1	ED's office
2	Manager testing	1	Testing
3	Principal analyst	1	Testing
4	Senior analyst	1	Testing
5	Statistician	1	Corporate Planning
6	Analyst (s)	2	Testing
7	Standards officers	11	Deployed to the various departments
8	Office assistant (on a temporary contract for 1 year)	1	Gulu office

The current staff establishment is at 444 staff, which accounts for 68% of the approved structure of 640 staff.

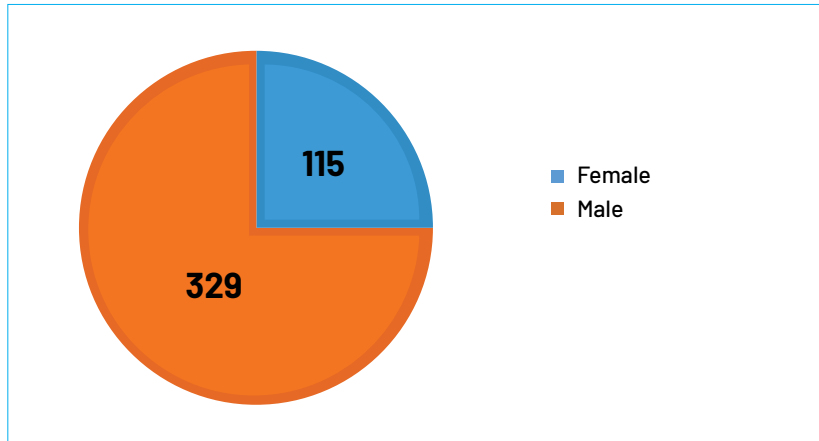
**Table 16 – Distribution of staff per department**

S/N	Department/Division	No. Of Staff	S/N	Department/Division	No. Of Staff
1	Internal Audit	7	11	Legal	4
2	Certification	39	12	Legal Metrology	60
3	Corporate planning	3	13	NML	16
4	ED's Office	6	14	Public Relations	12
5	Quality Management	2	15	PDU	5
6	Risk Management	4	16	Standards	36
7	F&A	64	17	Surveillance	27
8	HRD	11	18	Testing	66
9	ICT	10	19	Temporary contract	1
10	Imports Inspection	71		<b>TOTAL</b>	<b>444</b>

#### 4.1.2 Staff Distribution by Gender

The distribution of staff by gender is illustrated in Figure 14.

**Figure 14 – Staff distribution by gender**

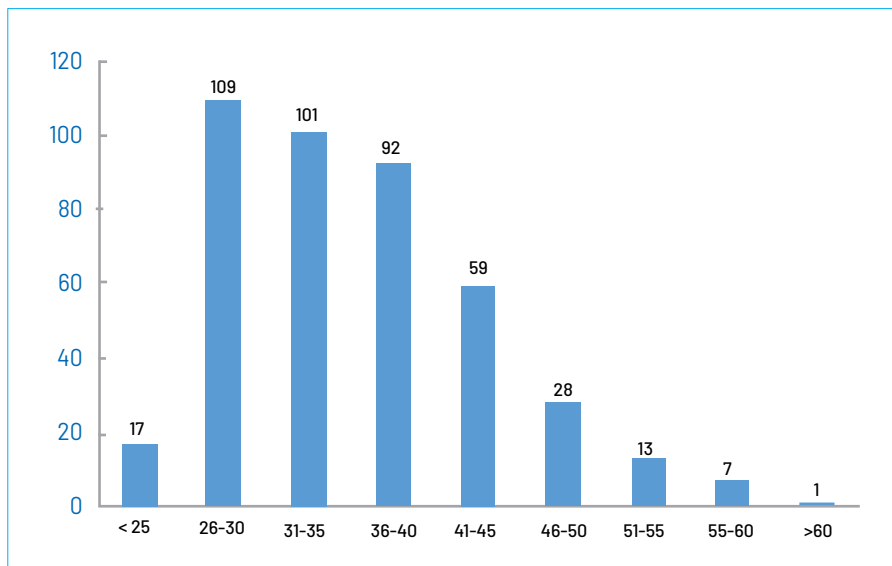


The current Male/Female (Gender) Ratio is approximately 3:1 (329 Males and 115 Female) and constitutes 25.9% of the total staff.

#### 4.1.3 Staff Distribution by Age

The distribution of staff by age is illustrated in Figure 15.

**Figure 15: – Staff distribution by age**



As seen from the graph, the majority of staff are in the age group of between 26 years to 35 years, indicating that the Bureau's workforce is still relatively young.

## 4.1.4 Staff Welfare and Employment Relations

### 4.1.4.1 Staff Wellness Program

UNBS has a wellness and fitness program that aims to enhance our commitment to employee physical wellbeing. Upcountry offices were also provided with gym and fitness services

### 4.1.4.2 Medical Insurance Scheme

UNBS brought two (2) new medical insurance service providers on board, UAP insurance and Jubilee Insurance. The insurance providers were successfully on boarded and are offering services to all staff and their dependants since September 2021.

UNBS in collaboration with both UAP and Jubilee Health held a health camp on 1st December 2021 in commemoration of World AIDS Day. The health camp covered; HIV/AIDS testing and counselling, blood sugar checks, blood pressure checks, body Mass Index (BMI) checks, dental checkup and optical check up

## 4.2.1 Vaccination

UNBS held two COVID-19 vaccination programs for all staff, their families and the communities around.

The first program was on 27<sup>th</sup> October 2021 and 196 vaccines were administered as per the breakdown below;

1. Pfizer – 131 people for 1st Dose and 25 people for 2nd Dose
2. AstraZeneca – 32 people for 1<sup>st</sup> dose and 8 people for 2<sup>nd</sup> dose

The second program was held on 25<sup>th</sup> November 2021, 196 vaccines were administered as per the breakdown below;

1. Pfizer – 58 people for 1st Dose and 168 for 2nd Dose
2. AstraZeneca – 68 people for 1st Dose and 41 for 2nd dose

## 4.2.2 Group Personal Accident Insurance

NIC Insurance was on-boarded as the new service provider for GPA effective 23<sup>rd</sup> December 2021. GPA covers all UNBS staff 24hrs for accident cover both at work and off work premises.

## 4.2.3 Staff Training and Development

Out of the 37 approved trainings, Twenty nine (29) training programs were implemented according to the budget allocations accounting for 78.4% implementation of the planned trainings

**Table 17 – Trainings Conducted in FY 2021/2022**

S/N	Training Program	No. of Trainees	Trainees Details
1	ISO/IEC 17020:2012 Conformity Assessment- Requirements for the operation of Various types of bodies performing inspection	30	Imports Inspection & Legal Metrology
2	Certificate in Prosecution	23	Compliance
3	Arbitration Course by ICAMEK	3	Legal
4	ISO 9001:2015 QMS Requirements	22	Department representa-tives

S/N	Training Program	No. of Trainees	Trainees Details
5	ISO 19011:2018 Guidelines for auditing management systems	17	Reps from all Departments
6	CPA Annual Seminar	11	Accounts & Audit
7	Certified Personal Executive Assistant	1	Executive Assistant
8	PECB ISO 22301 BCM Certification	2	Risk Management
9	Verification of weighing scales	12	Legal Metrology
10	Verification of Static Tanks using Geometric Method	2	Legal Metrology
11	FSCC ISO 22000:2018 Lead Auditor - Food Safety Management System	20	Certification
12	Determination of values of Uncertainty measurement	10	Energy Meters
13	Customer Care skills	77	PR & Admin
14	Graphic Design	5	PR
15	Procurement as a Tool for Planning, Execution, Monitoring and Evaluation of Projects by IPPU	5	Procurement Team
16	QMS Refresher trainings	60	All staff
17	Staff sensitization on new policy and procedures	430	All staff
18	Understanding and implementing WTO Agreement	20	Standards Officers
19	BCMS Benchmark Steering Group Members	3	FAM, HRM & PRO
20	FSCC ISO 22000 Food Defense and food Fraud Mitigation	20	Certification
21	Pre-retirement Training	40	Above 40 years
22	Surveillance Operations Procedures	27	Surveillance Officers
23	Implementation & evaluation of the performance of UNBS Strategic plan for Statistics	3	Corporate Planning
24	Project Procurement Management	5	Procurement
25	Rapid Microbiology	2	Microbiology
26	Specialized Equipment Maintenance	2	Chemistry
27	Electronic filling, Digital Archiving & Personal Information mgt	1	Senior Records Officer
28	Sample Reception Training	2	Gulu Team

#### 4.2.4 Human Resource Information Management System (HRIMS)

The Bio Data for all the new staff members were updated on their personal information profiles in the HRIMS system.

Requisitions for food or drinks for meetings has now been automated and is being done through the HRIMS

The system is continuously used and accessed by all staff to process leave, performance appraisal, access payslips and access HR documentation.

Updates to the system have been submitted to ICT for development

#### 4.2.5 Performance Management

Performance management has focused on the following parameters throughout the financial year;

- a) Review of the performance management policy to incorporate the feedback received last financial year's survey details. The results from the survey were tabled to the consultants' who studied their merit and advised their inclusion in the new manual and they were duly approved by the NSC.
- b) Staff have been reached through Departmental meetings, organized sensitization meetings and individual staff and issues of performance improvement have been discussed accordingly.
- c) An analysis of performance per Department was done for both cycles of the financial year and the summary performance report was submitted to Management and the trend indicated improvement in performance management as well as performance evaluation where the remaining area of improvement is mainly on timeliness for target setting.
- d) Sensitization of staff across Departments and regional offices was undertaken on the new provisions of the manual under performance management policy and the staff feedback was a positive welcome to the changes as approved.
- e) The Division has followed up the Implementation of all performance management Recommendations as approved by Management. In this area, some staff with comments relating to poor performance were notified while others were put on PIP for follow up purposes and were counselled to smoothly undergo the process of performance improvement.
- f) In terms of contract management, staff have continued to be notified of their contract expiry status through the HRMIS at 6 months towards end of contract to enable staff commence their renewal requests in good time. Staff requests for contract renewal have been processed in good time, submitted to management and those approved the contract renewals are drafted accordingly.
- g) The Division developed mentorship guidelines that were disseminated to supervisors in

Departmental engagements and comments for improvement were received that enriched the guidelines. Furthermore, mentorship promotion and sensitization engagements across Departments were done in the third quarter where the idea was received with enthusiasm. Various improvements in the process were suggested and the program to be implemented in the next FY 2022/23.

- h) Staff exiting UNBS service have had their exit process done in good time whereby those exiting through resignations go through briefing to enable them understand what it takes to exit the Bureau, undertaking exit interviews, following through with all clearances and eventual processing of their respective release notices.
- i) The Division monitored the implementation of the risk mitigation measures in the current risk register related to performance management as was planned.

#### 4.2.6 Summary interpretation of performance management progress for the FY 2021/2022.

##### a. Performance planning;

Target setting recorded for the two cycles indicates that majority of Departments have not yet attained 100% timeliness in performance planning and follow up as evidenced. The record indicates that in the cycle for July to December 2021 i.e. the 1st cycle of the year target setting was at 92.6% while January to June 2022, the 2<sup>nd</sup> cycle was at 85.8% by the 1<sup>st</sup> week of July.

Although the status is not 100%, there has been noticeable improvement in the area of performance planning following close monitoring and reminders to both the staff and supervisors about the need for timely performance planning.

##### b. Performance monitoring

Continuous sensitization through Departmental engagements over performance management and monitoring was undertaken and this led to improved understanding of the process.

Further monitoring was being undertaken on the HRMIS and any staff with performance challenges would be handled on a one on one basis.

### **c. Performance evaluation**

Performance evaluation has improved greatly in the period 2021/22 as evidenced by the record below;

Out of the 402 staff who started their appraisals for the 1<sup>st</sup> cycle, July to December 2021, 344 staff had been evaluated and 45 duly closed as at end of June 2022 accounting for 96.8%. This indicates an increase in appreciation of the function of performance monitoring and evaluation of staff performance.

By the 5<sup>th</sup> of July 2022, already 85 staff had started their evaluation of the performance cycle January to June 2022 an indicator of the improvement in managing performance follow-up by staff and some supervisors.

#### **4.2.7 Employee relations**

A number of staff engagements were successfully conducted as follows;

- Annual general staff meeting was conducted on 21<sup>st</sup> July 2021 via Zoom whose highlights were presentations from medical service providers highlighting their services for purposes of on boarding members and 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.
- Internal stakeholder engagements were organized via Zoom during the period where each and every department presented on their activities for purposes of awareness

#### **4.2.8 Union and Staff Forum**

- Consultative committee meetings were held to resolves issues of eligibility for medical cover and payment of 10% arrears on terminal benefits. The discussions yielded amicable resolutions to all issues
- The first instalment of 10% arrears on terminal benefits due to change of rate from 25% to 15% was processed and paid amounting to UGX 5,807,613462 inclusive of taxes..
- Nominations for staff forum were conducted online and a team was selected among the staff. The committee was inducted and taken through their TORs

#### **4.2.9 Human resource policy**

The updated Human resource policy and procedures manual was finalized and rolled out to staff effective October 2021. Staff were sensitized on the provisions of the new policy and a copy was shared on HRIMS for further reference.

#### **4.2.10 Organizational review**

UNBS embarked on the process of organizational review where Ministry of Public Service was engaged to spear head the process. . A timeline of 9 months was given to them to complete the task, due in September 2022.

# 5 Consolidating Financial Sustainability of UNBS

## 5.1 Finance and Administration

### a) Revenue Performance during FY2021/22

The total approved budget for the FY 2021/22 was UGX 65.045 Billion. By the end of the (Quarter 4), UGX 64.076 Billion was received which accounts for 98.5% of the approved Budget. Of the three categories, Wage received all the expected/projected cash limits, that is, 100% while recurrent/non-wage performed at 99.8% and development at 88.2% of the approved annual Budget.

### b) Expenditure for FY2021/22

Of the UGX 64.076 Billion received, the Bureau spent UGX 64.04 by the end of Q4, an absorption rate of 99.9% of the total releases received.

### c) Overview of annual financial performance -FY2021/22

The final accounts have been prepared and submitted but still under audit by Office of the Auditor General (OAG) as per the PFMA 2015. Bank reconciliation reports have been prepared, verified and certified; reconciliations of the BOU cash accounts were also completed and the Board of Survey is on-going.

### d) Analysis of the Statement of Financial Position and cash flow statement as at 30<sup>th</sup> June 2022

Balance sheet indicates that the net worth decreased from UGX 8,710,107 as of June 2021 to (UGX 1,021,327,542) as of June 2022, i.e. a decline of UGX 1,030,037,649 majorly due to closing payables balance. In the year under review, UGX 6.751Bn was committed to the acquisition of property, plant and equipment compared to UGX8.076Bn(i.e. a decline of 16.40%). Liabilities reduced from UGX 3,710,969,422 to UGX 398,229,615.

### e) Transfers to GOU Consolidated Fund

The Bureau transferred NTR worth UGX 60.740Bn compared to UGX 38.540Bn in FY2021/22 representing an increment of 57.60%. This increment was mainly due to two factors:

- i) return to normal Bureau standardization activities after relaxation of Covid-19 lockdown
- ii) leveraging on the ICT to improve service delivery

### f) Analysis of NTR per source for FY2020/21 and FY2021/22.

- i. Overall, the Bureau collected a surplus of 51.526% above the target for the FY2021/22 i.e. actual collection of UGX 60.774Bn compared to target of UGX 40.108Bn.
- ii. Imports inspection remains the biggest revenue source of the Bureau having contributed 63.238% of the total NTR generated for the FY.
- iii. The shs38.432Billion generated by the Imports Inspection Department includes shs14.587Billion that was collected through the Standard Chartered PVoC Bank collection account that was transferred to GOU consolidated account with BOU.
- iv. All revenue generated from training and advisory came from online training courses.
- v. Overall most of the departments achieved their annual revenue target with exception of other income whose variance against the target was 85.157%.
- vi. Considering that other income contributed just 0.034% of NTR, its deficit did not have impact on the over-all Bureau NTR performance at end of the FY.
- vii. Legal Metrology remains the second most important revenue center though its contribution to total revenue has declined to 15.137% from 21.691% as the other revenue sources continue to improve such as testing and certification.



**Table 18 – Comparison of NTR collections per source during FY2020/21 and FY2021/22.**

REVENUE SOURCE	BUDGET FY2021/22	Percentage Contribution	ACTUAL FY2021/22	Percentage Contribution
Other Income	138,202,228	0.345	20,513,381	0.034
Imports Inspection	25,100,000,000	62.581	38,432,367,336	63.238
Legal Metrology	8,700,000,000	21.691	9,199,414,103	15.137
National Metrology (NML)	700,000,000	1.745	705,346,894	1.161
Certification	2,000,000,000	4.987	6,409,909,001	10.547
Sale of Standards	170,000,000	0.424	192,859,579	0.317
Testing	3,200,000,000	7.978	5,656,090,560	9.307
Training & Consultancy	100,000,000	0.249	157,950,000	0.260
<b>Totals</b>	<b>40,108,202,228</b>	<b>100.000</b>	<b>60,774,450,854</b>	<b>100.000</b>

**g) Outputs for FY2021/22.**

- (i) Successfully procured new vehicles as follows
  - Nine (9) pickups for field deployment and improve on the status of the fleet.
  - One (1) Sample delivery Van procured in FY2020/21 was delivered October 2021.
  - Ten (10) pickups procured in FY2020/21 were delivered in July 2021.
- (ii) The whole motor vehicle fleet was comprehensively insured with APA insurance company to mitigation against road related risks to which the fleet is exposed.
- (iii) The Department has successfully secured through the procurement process, framework contracts for fleet maintenance, tyre supply, furniture supply, and fleet insurance.
- (iv) Successfully performed contracts management function for all service contracts and initiated renewals in time for those due, this has help build repute between UNBS and her suppliers. Such contracts include the following: fleet tracking system, additional trunking at Standards house; procurement, supply & installation of A.Cs at Standards house, & Gulu lab, etc.
- (v) Repairs and maintenance for all UNBS installations, motor vehicle fleet, laboratory machinery and equipment; fixtures & fittings has been done successfully.
- (vi) Coordinated the mandatory routine inspection and valuation of UNBS fleet by MoWT and Board of Survey by MoFPED. Reports were received.
- (vii) All insurance claims relating to fleet were followed up and settled in a timely manner including the third parties involved.
- (viii) Coordinated the drafting of the ToRs for the proposed UNBS' decentralization of laboratory infrastructure and related ToRs for the consultant to supervise the laboratory construction works. Both ToRs have been reviewed and approved.
- (ix) During the FY, carried out supervision of the on-going construction works of the National Metrology Laboratory labs that are expected to be completed by January 2023.
- (x) All vehicles were kept in good working condition and they effectively facilitated field activities. However, maintenance costs continue to rise due to old age- 16 vehicles - 25% crossed 200,000km mark while six (6) vehicles have clocked over 300,000km.

# 6 ANNEXES

## Annex 1: Statement of Financial Performance based on classification of expenditures by nature

	Note	Actual 30 June 2022 (Shs)	Actual 30 June 2021 (Shs)
<b>OPERATING REVENUE</b>			
Taxes	<b>2</b>		
External Assistance	<b>3</b>		
Transfers received from Treasury- UCF	<b>4</b>	64,039,658,529	58,527,476,200
Transfers received from Other Government units	<b>5</b>		
Non Tax revenue	<b>6</b>	60,740,065,427	38,540,046,925
<b>Total Operating Revenue</b>		<b>124,,779,723,956</b>	<b>97,067,523,125</b>
<b>OPERATING EXPENSES</b>			
Employee costs	<b>7</b>	39,295,685,229	34,539,,255,806
Goods and services consumed	<b>8</b>	18,783,771,023	12,730,987,267
Consumption of property, plant & equipment	<b>9</b>	6,751,415,228	8,076,020,692
Subsidies	<b>10</b>		
Transfers to other Organizations	<b>11</b>	238,824,698	201,710,303
Social benefits	<b>12</b>		
Other operating expenses	<b>13</b>		29,520,022
<b>Total operating expenses</b>		<b>65,069,696,178</b>	<b>55,577,494,090</b>
<b>Excess of revenue over expenditure from operating activities</b>		<b>59,710,027,778</b>	<b>41,490,029,035</b>
Foreign exchange loss/Gain	<b>14</b>		
Finance costs	<b>15</b>		
Bad debts expense	<b>16</b>		
Transfers to Treasury	<b>17(a)</b>	-60,740,065,427	-38,540,036,925
<b>Excess of Revenue over expenditure for the year</b>		<b>-1,030,037,649</b>	<b>2,949,992,110</b>

## Annex 2: Statement of Financial Position

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
<b>ASSETS</b>			
Cash and cash equivalents	18	0	0
Receivables	19	0	138,559
Investment	20	0	0
Investment Properties	21	0	
Non Produced Assets	22	8,571,548	8,571,548
<b>Total Assets</b>		<b>8,571,548</b>	<b>8,710,107</b>
<b>LIABILITIES</b>			
Borrowings	23		
Payables	24	1,029,899,090	
Deposits	25		
Pension Liability	26		
<b>Total Liabilities</b>		<b>1,029,899,090</b>	
<b>Net assets (liabilities)</b>			
<b>REPRESENTED BY:-</b>			
Net Worth		<b>(1,021,327,542)</b>	<b>8,710,107</b>

## Annex 3: Statement of Changes in Equity (Net Worth)

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
At 1 July - Net worth Last Year (B/F)		8,710,107	(4,346,670,575)
Less: Transfers to the UCF account	17(b)		
+/- Balance sheet adjustments	27		761,115,871
Revaluation reserves			
Add: Excess of revenue over expenditure for the Year		(1,030,037,649)	2,949,992,110
<b>Closing Net Financial Worth</b>		<b>(1,021,327,542)</b>	<b>8,710,107</b>

#### Annex 4: Cash flow Statement for the year ended

	30 June 2022 (Shs)	30 June 2021 (Shs)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Revenue from Operating activities (see below)</b>	<b>64,039,797,088</b>	<b>58,527,486,200</b>
<b>PAYMENTS FOR OPERATING EXPENSES:</b>		
Employee costs	39,295,685,229	34,539,255,806
Goods and services consumed	17,753,871,933	12,730,987,267
Subsidies		
Transfers to Other Organizations	238,824,698	201,710,303
Social benefits		
Other expenses		29,520,022
Foreign exchange loss/gain		
Net Advances paid		138,559
Domestic arrears paid during the year		
Deposits paid		2,949,853,551
Pension Arrears paid during the Year		
Losses of cash		
Letters of Credit receivable		
<b>Total payments for operating activities</b>	<b>57,288,381,860</b>	<b>50,451,465,508</b>
<b>Net cash inflows/(outflows) from operating activities</b>	<b>6,751,415,228</b>	<b>8,076,020,692</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	<b>6,751,415,228</b>	8,076,020,692
Purchase of non-produced assets		
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>6,751,415,228</b>	<b>8,076,020,692</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>

#### Annex 5: Cash flow Statement for the year ended (continued)

	Notes	30 June 2022 Shs.	30 June 2021 Shs.
<b>Total Revenue as per Statement of Financial Performance</b>		59,710,027,778	97,067,523,125
Add : Advances recovered during the year		138,559	
: Revenue receivable collected during the period			
: Deposits received			
<b>Total Revenue</b>		59,710,166,337	97,067,523,125
Less: Grants received in Kind			
Revenue in Kind (Tax waivers)			
Transfers to Treasury	(17a)	<b>(60,740,065,427)</b>	<b>(38,540,036,925)</b>
Revenue Receivable for the reporting period			
<b>Total revenue received for Cash flow statement purposes</b>		<b>-1,029,,899,090</b>	<b>58,527,486,200</b>

#### Annex 6: Reconciliation of movement of cash during the year

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
At the beginning of the year		0	0
Less: Transfers to the UCF account ( Previous Year Balances)	17(b)	0	0
Add/ (Less) : Adjustments in cash and cash equivalents	27	0	0
Net increase (decrease) of cash from the <b>Cash flow Statement</b>		0	0
<b>At the end of the year</b>		<b>0</b>	<b>0</b>

**Annex 7: Statement of Appropriation Account [Based On Services Voted]**

	Initial Approved Budget 30 June 2022 (Shs) (a)	Revised Approved Budget 30 June 2022 (Shs) (b)	Warrants 30 June 2022 (Shs) (c)	Actual 30 June 2022 (Shs) (d)	Variance Revised Budget Vs Actual 30 June 2022 (Shs) (b-d)	Variance Warrants Vs Actual 30 June 2022 (Shs) (c-d)
<b>REVENUE</b>						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	65,044,917,209	65,044,917,209	64,075,917,209	64,039,658,529	1,005,258,680	36,,258,680
Transfers received from Other Government units						
Non Tax revenue	40,108,000,000	40,108,000,000		60,740,065,427	(20,632,065,427)	(60,740,065,427)
<b>Total Revenue</b>	<b>105,152,917,209</b>	<b>105,152,917,209</b>	<b>64,075,917,209</b>	<b>124,779,723,956</b>	<b>(19,926,806,747)</b>	<b>(60,703,806,747)</b>
<b>EXPENDITURE - by services Voted</b>						
Headquarters	57,392,001,981	57,392,001,981	57,324,501,981	57,288,381,860	103,620,121	36,120,121
Development Expenditure	7,652,915,228	7,652,915,228	6,751,415,228	6,751,415,228	901,500,000	0
<b>Total Expenditure</b>	<b>65,044,917,207</b>	<b>65,044,917,209</b>	<b>64,075,917,209</b>	<b>64,039,797,088</b>	<b>1,005,120,121</b>	<b>36,120,121</b>
Less: Transfers to Treasury(17a)	40,108,000,000	40,108,000,000		60,740,067,427	(20,632,065,427)	(60,740,065,427)
<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 8: Statement of Appropriation Account based on nature of expenditure

	Initial Approved Budget 30 June 2022 (Shs) (a)	Revised Approved Budget 30 June 2022 (Shs) (b)	Warrants 30 June 2022 (Shs) (c)	Actual 30 June 2022 (Shs) (d)	Variance Revised Budget Vs Actual 30 June 2022 (Shs) (b-d)	Variance Warrants Vs Actual 30 June 2022 (Shs) (c-d)
<b>REVENUE</b>						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	65,044,917,209	65,044,917,209	<b>64,075,917,209</b>	<b>64,039,658,529</b>	1,005,258,680	36,258,680
Transfers received from Other Government units						
Non Tax revenue	40,108,000,000	40,108,000,000		<b>60,740,065,427</b>	(20,632,065,427)	(60,740,065,427)
<b>Total Revenue</b>	<b>105,152,917,209</b>	<b>105,152,917,209</b>	<b>64,075,917,209</b>	<b>124,779,723,956</b>	<b>(19,626,806,747)</b>	<b>(60,703,806,747)</b>
<b>EXPENDITURE - by nature of expenditure</b>						
Employee costs	<b>38,980,193,650</b>	<b>38,980,193,650</b>	38,980,193,650	38,949,335,039	30,858,611	30,858,611
Goods and services consumed	<b>18,111,808,331</b>	<b>18,111,808,331</b>	18,111,808,331	18,106,849,324	4,959,007	4,959,007
Consumption of property, plant & equipment	<b>7,652,915,228</b>	<b>7,652,915,228</b>	6,751,515,228	6,751,415,228	901,500,000	0
Subsidies						
Transfers to other Organizations	<b>300,000,000</b>	<b>300,000,000</b>	232,500,000	232,197,497	67,802,503	302,503
Social benefits						
Other expenses						
Domestic arrears paid						
Finance costs						
<b>Total Expenditure</b>	<b>65,044,917,209</b>	<b>65,044,917,209</b>	<b>64,075,917,209</b>	<b>64,039,797,088</b>	<b>1,005,120,121</b>	<b>36,120,121</b>
Less: Transfers to Treasury (17a)	<b>40,108,000,000</b>	40,108,000,000		60,740,065,427	(20,632,065,427)	(60,740,065,427)
<b>Net Revenue/Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(138,559)</b>	<b>138,559</b>	<b>138,559</b>







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