



**UGANDA NATIONAL
BUREAU OF STANDARDS**
Quality Everywhere

**UGANDA NATIONAL BUREAU OF STANDARDS
ANNUAL REPORT**

FY 2024/2025

LETTER OF TRANSMITTAL

September 2025

Hon Minister
Ministry of Trade Industry and cooperatives
Farmers House
Kampala

Honorable Minister

RE: PERFORMANCE REPORT FOR THE FY2024/2025

Pursuant to section 40 of the Uganda National Bureau of Standards ACT Cap 210, I hereby submit to you the annual report for the Uganda National Bureau of standards for FY 2024/25. This report provides a status on the performance of UNBS across the core functions and as well contains Draft Accounts for the same period.

On behalf of the National Standards Council (NSC) and management, I wish to acknowledge and express our sincere gratitude for the support rendered by the Government of Uganda (GoU) and our Development Partners in supporting the Bureau undertaking the statutory obligations.

Yours faithfully;

A handwritten signature in blue ink, appearing to be 'James Kasigwa', written over a horizontal line.

Eng. James Kasigwa
Executive Director
Uganda National Bureau of Standards

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LIST OF ACRONYMS

ARSO	African Organization for Standardization
ASTM	American Society for Testing and Materials
BCP	Business Continuity Plan
COC	Certificate of Conformity
CIMS	Certification Information Management System
EAC	East African Community
EAS	East African Standard
FDUS	Final Draft Uganda Standard
GoU	Government of Uganda
IEC	International Electrotechnical Commission
ISO	International Organization for Standardization
LIMS	Laboratory Information Management System
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MSME	Micro Small and Medium Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NSC	National Standards Council
NSS	National Standardization Strategy
OHS	Occupational Health and Safety
OIML	International Organization of Legal Metrology
PT	Proficiency Testing
PVoC	Pre-Export Verification of Conformity
QMS	Quality Management Systems
SANAS	South African National Accreditation System
SQMT	Standards, Quality Assurance, Metrology and Testing
TC	Technical Committee
TMEA	Trade Mark East Africa
UNBS	Uganda National Bureau of Standards
US	Uganda Standard
WTO	World Trade Organization

PREAMBLE

This report provides the performance of Uganda National Bureau of Standards (UNBS) during the FY2024/2025 in undertaking the core mandate which is “To Develop, Promote and Enforce National Standards and Measurement Systems (Metrology) in order to improve industry competitiveness, facilitate trade; and protect the safety of consumers and the environment”.

UNBS FUNCTIONS AND KEY PERFORMANCE INSIGHTS DURING FY 2024/2025 AT A GLANCE

Table 1: UNBS Performance FY2020/21-2024/25

S/N	Key Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25
1.	Number of standards developed	457	428	272	41	270*
2.	Total Stock of standards	4549	4730	4797	4812	4,862
3.	Number of samples tested	24,014	26,217	25,287	26,521	26,145
4.	Number of equipment calibrated	4,233	6,629	5,678	7,117	6,392
5.	Number of product certification applications received	4,527	5,696	6,301	6,914	8,270
6.	Number of product certification permits issued	3,424	4,225	4,886	4951	5,703
7.	Number of permits issued to Micro & Small Enterprises	547	639	1,114	1,251	1,772
8.	Number of private laboratories recognized	13	14	21	25	22
9.	Number of market outlets inspected	10,614	11,982	4,537	2,453	4,028
10.	Number of equipment verified	1,217,915	1,274,641	924,692	1,388,575	282,117
11.	Number of profiled import consignments inspected	177,203	236,819	282,886	293,924	320,541
12.	G.O.U (Released-Bn)	58.55	64.07	46.619	56.651	62.975
13.	NTR (Collected-Bn)	38.55	60.77	60.697	80.477	83.473
14.	Percentage of NTR Above Released Budget	-34%	-5%	34%	30%	33%

*→Still at the stage of Final Draft Uganda Standards

STATEMENT OF EXECUTIVE DIRECTOR

The Uganda National Bureau of Standards (UNBS) has continued to strengthen its internal capacity to effectively undertake its statutory mandate as defined in the **UNBS Act Cap 210**.

The Bureau is governed by the National Standards Council and headed by the Executive Director who is responsible for the day-to-day operation of UNBS.

The mandate of UNBS puts it at the center to support Government programs through standards development, certification, testing and related conformity assessment activities (inspection, testing and certification). UNBS services are unique and universal, therefore adding value to all programs. The value of UNBS services will continue to rise as businesses join the wider regional and international marketplaces.

Summary of Key achievements - Key achievements during the FY2024/2025 include;

1. Standards Development, Promotion and Enforcement: By the end of the FY2024/2025; there are 4,862 national standards signifying a 1% increment from the 48,612 national standards at the end of the FY2023/2024. In addition, as at there are about 270 drafts – Final Draft Uganda Standards pending consideration and final approval by the National Standards Council. These standards cover all sectors of the economy, including Food and Agriculture, Chemicals and Consumer Products, Engineering, Services and Management Standards.
2. With support from development partners, the Bureau continues 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.
3. The Bureau continues to participate and take leadership in the Regional and International Standards arena and UNBS is the Board Member of the African Regional Standards Organization (ARSO) and member of CODEX Coordinating Committee of Africa (CC Africa). 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).
4. Product Certification – the number of products certified with Q-Mark label increased from 4,951 at the end of FY2023/204 to 5,703 at the end of FY2024/2025 signifying a 15% increment. The Bureau had a target of 6,000 products certified by the end of the FY2024/2025 implying a performance rate of 95%.
5. 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.
6. UNBS and its laboratories and processes are internationally accredited. UNBS operates (4 at the headquarters and 3 at Regional Offices - Gulu, Mbale and Mbarara. Ongoing plans to extend services to border points by setting up a testing laboratory at Busia. Three of the laboratories are internationally accredited (Microbiology, Chemistry, Engineering Materials). Electrical Engineering laboratory and the regional laboratories are in the process of accreditation. In addition, UNBS continues to automate processes for better service delivery.
7. Development of the fifth Strategic plan aligned to the Fourth National Development Plan (NDPIV). UNBS acquired a certificate of approval from the National Planning Authority on 22nd July 2025.

Challenges, Limitations and Constraints Faced During the Reporting Period

1. UNBS Non-Tax Revenue (NTR) over the last three years exceed total releases from the GoU leaving the private sector inadequately served. During the FY2023/2024, UNBS had NTR of Shs 83.473 over and above the Shs62.975 released by Government. The Bureau also observed delayed releases of funds.
2. Inadequate Staff: The bureau is operating with few staff of 550 which is below the minimum required level of 1200 to implement the mandate of trade facilitation, consumer protection through boarder control and standards enforcement throughout the whole country

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 activities for this year are aligned to the new UNBS Strategic Plan (2025/2026-2029/2030) and the Fourth

We look forward to better performance in the coming FY2024/25 and beyond. We remain grateful for the continued guidance and support as we play our statutory mandate.

Eng. James Kasigwa

Executive Director

Uganda National Bureau of Standards

DEPUTY EXECUTIVE DIRECTOR - MANAGEMENT AND FINANCIAL SERVICES

The Management and Financial services' directorate remains committed to driving action on the sustainability of financial and other resources, recognizing the critical role played by UNBS in the Country's development agenda and initiatives such as export promotion, imports substitution and industrialization.

Below are key Areas of Highlight in relationship to management and financial services;

1. The bureau continued to actively participate in the five (5) NDP III programs which included: Private Sector Development, Agro-Industrialization, Manufacturing, Sustainable Energy Development and Sustainable Petroleum Development.
2. Development of the Fifth Fourth Strategic Plan (2025/2026-2029/2030); aligned to the Fourth National Development Plan (NDPIV). The bureau ensured proper alignment of its strategy to the national development agenda. Key stakeholders including National Planning Authority and Equal opportunities Commission were consulted through the Strategic Plan development process.
3. The planning, budgeting and reporting activities were well coordinated at both Technical Working Groups and Program Working Groups.
4. Over the years, the Bureau continuous to record a sustained a positive outlook in the management of public finances and accountability and it received an unqualified audit opinion on its audited accounts by the Office of the Auditor General.
5. The GoU continued to be major player in the bureau's fiscal space together with support from development partners such as TMA, PSFU, and AfDB.
6. UNBS achieved **100% government releases** (UGX 62.9Bn) and a **97% absorption rate (UGX 61.3BN)**, reflecting disciplined budget execution
7. NTR collections totaled **UGX 83.7Bn**, remitted to the Consolidated Fund. While this reflects year to year growth, performance was below target, mainly due to;
 - A reduced number of weighing equipment verified during the reporting period.
 - Delays in the approval of 215 final draft Uganda Standards, which are still pending endorsement by the National Standards Council (NSC).
 - Insufficient funding allocated to equipment verification activities.
 - Inadequate staffing levels at the Bureau, which is currently operating with only 550 personnel—far below the minimum requirement of 1,200 needed to effectively fulfill its trade facilitation mandate.
8. Strong performance was recorded in imports inspection (320,541 imports consignments were inspected above the 192,500 target – 67% above performance) and certification permits (95% of target).
9. With a strategic focus of supporting business success across the bureau, the directorate continued throughout the year to provide a well aligned infrastructure and operating environment. Specific areas to note include;
 - Laboratories – UNBS operates four laboratories at the central office and three regional laboratories purposed to extent services to the local communities. Four of the seven laboratories operated by UNBS are internationally certified. In addition, 22 private laboratories were certified by UNBS during the FY2024/2025. The modern National Metrology Laboratories at Bweyogerere acquired with help of AfDB and MAAIF, destined to be center of excellence in metrology reached

its completion stage. With support from TradeMark, efforts are ongoing to open another laboratory at Busia Border Point.

- During the financial year, UNBS increased its strength by hiring new staff recruitments as well as trainings to boost its capacity in the various operational areas. By the end of the FY2024/2025, the Bureau had 550 personnel (46% of the required 1,200) having drop by 4 personnel from 554 staff (397 males, 141 female) at the end of FY203/2024.
- In a bid to improve staff welfare and as well support our mandate, UNBS leadership continue to engage various stakeholders including parliament, MoFPED among others.

Going forward, the Bureau will continue to address itself on optimizing the bureau's resourcing and accountability strategies, aligned to UNBS five (5) year strategic plan FY 2025/26-FY 2030/31 to support GoU agenda aimed at achieving the ten (10) fold economy through imports substitution, export promotion and industrialization.

Nangalama Daniel R Makayi

Deputy Executive Director – Management and Financial Services

DEPUTY EXECUTIVE DIRECTOR – STANDARDS

The UNBS Standards Directorate is a key division within the Uganda National Bureau of Standards (UNBS) responsible for developing, promoting, and facilitating the use of national standards to ensure the quality and safety of products and services. Its work is crucial for both consumer protection and trade facilitation, particularly in the context of export promotion and import substitution, which are major goals of Uganda's national development agenda.

Core Responsibilities and Functions include;

- **Standards Development:** The directorate formulates national standards by convening technical committees of experts from various sectors, including government, industry, academia, and consumer groups. These committees draft standards that are then reviewed and, upon approval, declared as Uganda Standards.
- **Trade Facilitation:** It provides essential services to improve the competitiveness of locally manufactured products. These services include:
 - **Product Certification:** The directorate issues permits and the UNBS Quality Mark to manufacturers whose products comply with relevant national standards. This mark serves as a third-party guarantee of quality and safety for consumers and helps products gain easier access to domestic and international markets.
 - **Testing and Calibration:** The directorate operates laboratories (e.g., chemistry and microbiology labs) for testing product samples to ensure they meet standard specifications. It also offers calibration services for industrial equipment to ensure accuracy and precision in manufacturing.
- **Regional and International Collaboration:** The directorate plays a vital role in integrating Uganda into the regional and global economy. It actively monitors and implements mutual recognition agreements (MRAs) within the East African Community (EAC), which ensures that goods meeting harmonized standards can be traded freely across borders. It also participates in international standards-setting bodies like the International Organization for Standardization (ISO) and the World Trade Organization (WTO).

Challenges and Outlook

The Standards Directorate faced significant challenges in the fiscal year 2024/25, primarily due to insufficient funding. This led to:

- A backlog in service delivery, with only 5,703 of the 8,270 (<70%) of certification applications being issued. This performance dropped from the 4,951 of the 6,914 (72%) product certification applications issued in the FY2023/2024.
- A minimal increase of only 1% in the overall stock of Uganda Standards increasing from 4,812 at the end of FY2023/2024 to 4,862 at the end of FY2024/2025.
- Equipment calibrated and verified during the FY2024/2025 significantly dropped as compared to the status during FY2023/2024 and therefore below the targets. Only 282,008 of the targeted 1,600,000 targeted measurement equipment were verified during the FY2024/2025.

Despite these challenges, the directorate is committed to improving its performance. The directorate continued to monitor the implementation of the mutual recognition agreements within the East African Community (EAC) under the East African Standards Committee (EASC). Its future plans include re-engineering its procedures and strengthening stakeholder engagement

to meet the growing demand for its services and reduce the cost of doing business for its clients. The goal is to better support the government's economic agenda of achieving a ten-fold economy through industrialization and trade.

Patricia Bageine Ejalu

Deputy Executive Director - Standards

DEPUTY EXECUTIVE DIRECTOR – COMPLIANCE

The UNBS Compliance Directorate enforces standards, ensures fairness in trade, and enhances the bureau's public image. It achieves this through several key functions:

1) Standards Enforcement and Market Surveillance

- a) The directorate's enforcement activities promote fair competition and protect consumers by ensuring that products, whether locally made or imported, meet required standards.
- b) The market surveillance arm actively monitors the market to identify and remove substandard goods. Substandard products can pose significant risks to consumers, including reduced performance, health risks, and, in severe cases, death.
- c) To support local manufacturers, the directorate facilitates annual exemptions for critical inputs like raw materials and spare parts, which helps streamline their production processes.

2) Trade Facilitation

- The Pre-Export Verification of Conformity (PVoC) program is a major trade facilitation tool. It allows importers to have their consignments inspected and verified for compliance *before* they are shipped to Uganda. This mechanism significantly reduces the turnaround time for clearance at the border, though the text notes that fixing the electronic clearance system could lead to even more improvements.

3) Legal Metrology and Public Relations

- The legal metrology department ensures fair trade by verifying measuring systems. Despite being constrained by limited financial resources, its electricity meters unit was highly productive, verifying all meters before installation. This helps prevent over or under-billing, reducing transaction costs for consumers.
- The public relations arm is crucial for maintaining the UNBS's corporate image and managing any negative publicity.
- The legal team provides essential support by handling criminal and civil cases related to substandard products and the illegal use of the UNBS Quality Mark.

Future Plans

With the prospect of increased government funding, the Compliance Directorate continues vigilance in the marketplace. A key initiative is the mainstreaming of DTS-DCS (Digital Tracking Solution - Digital Conformity Stamp) during inspections. The directorate also aims to finalize the metrology bills in the coming year.

Deus Mubangizi

Ag. Deputy Executive Director - Compliance

CORPORATE GOVERNANCE

1.1 About the Uganda National Bureau of Standards

The Uganda National Bureau of Standards (UNBS) is a statutory body under the Ministry of Trade, Industry and Co-operatives established by the **UNBS Act Cap 210** and became operational in 1989. It is governed by the National Standards Council and headed by the Executive Director who is responsible for the day-to-day operation of UNBS.

The Mandate of UNBS is:

- Formulation and promotion of the use of standards;
- Enforcing standards in protection of public health and safety and the environment against dangerous and sub-standard products;
- Ensuring fairness in trade and precision in industry through reliable measurement systems; and
- Strengthening the economy of Uganda by assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets.

1.2 Institutional Framework

The National Standards Council (NSC) is the policy making organ and is responsible for the overall oversight over the Bureau's operating activities, declaration of national standards and overseeing the strategic direction of the Bureau. The NSC is comprised of 10 members who are appointed by the Minister responsible for Trade.

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

The Executive Director is the Chief Executive of the Bureau and Secretary of the Council. He is responsible for managing the day-to-day financial and operating activities of Bureau. Operationally, the Bureau is divided into three (3) Directorates headed by the Deputy Executive Directors namely; - Standards, Compliance; and Management and Financial Services. The Bureau had 524 (139 Females, 389 Males) staff at the end of the FY constituting about 44% of the approved structure. Appendix 10 presents UNBS organogram.

1.3 Alignment with the Strategic Plan and National Development Frameworks

The Financial year 2024/2025 coincides with and marks the ending of the UNBS fourth Strategic plan that ended in June 2025 (FY 2020/21 - FY 2024/25). This Plan presented five (5) strategic objectives to be addressed over the planned period, taking cognizance of the NDP III programme approach as the main pathway for planning, budgeting, implementation and reporting. The following were the strategic objectives;

- i. Strategic Objective 1: To improve and strengthen financial sustainability over the medium term
- ii. Strategic Objective 2: To Strengthen Consumer Protection and Stakeholder Satisfaction
- iii. Strategic Objective 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels
- iv. Strategic Objective 4: To Improve the Quality-of-Service Delivery.
- v. Strategic Objective 5: To Strengthen UNBS Human Resource Capacity and Productivity

Table 2: UNBS Intervention in NDP III Programs

S/N	NDP III Programme	NDP III Sub Programme	UNBS Intervention
1	Private Sector Development	Enabling environment	Industrialisation and export promotion through product and system certification, testing, calibration and verification of equipment; imports inspection
2	Agro industrialisation	<ul style="list-style-type: none"> • Agricultural production and productivity; • Storage, agro processing and value addition; • Agricultural market access and competitiveness 	Development of standards, inspection, product testing and certification; trade facilitation, and enforcement of standards
3	Manufacturing	<ul style="list-style-type: none"> • Industrial and technological development • Trade development 	Industrialisation through development of standards, certification of products and systems, testing, calibration and verification of weighing and measuring equipment, enforcement of standards including imports inspection
	Sustainable development of petroleum	<ul style="list-style-type: none"> • Upstream • Mid-stream • Down stream 	Development of standards, product and system certification, calibration and verification of equipment

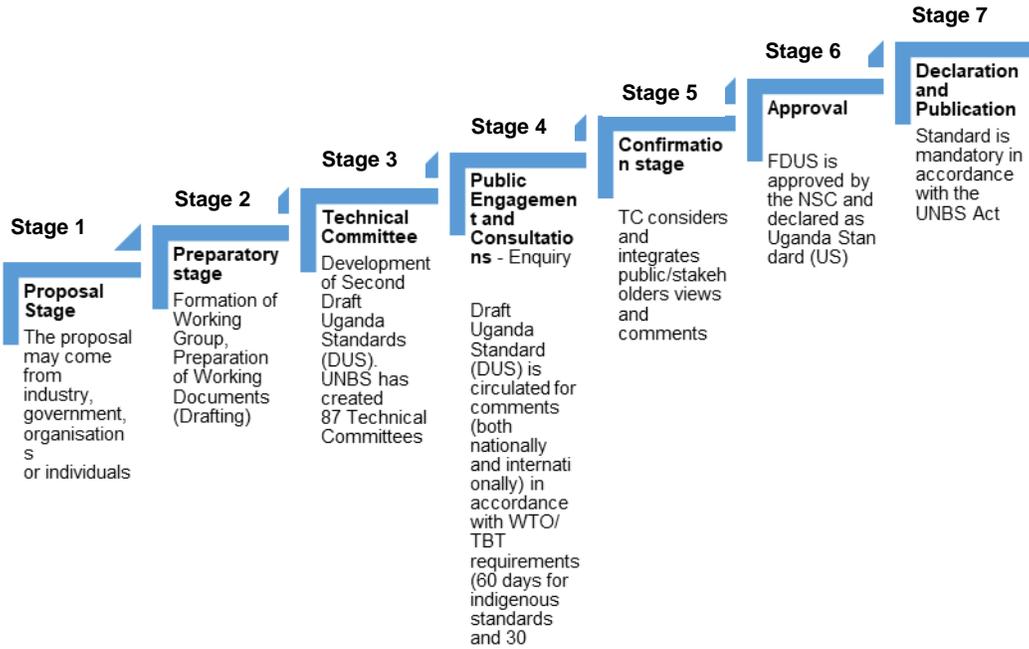
STRATEGIC OBJECTIVE: TO IMPROVE THE COMPETITIVENESS OF LOCAL GOODS AND SERVICES AT NATIONAL REGIONAL AND INTERNATIONAL LEVELS

2.1 Standards Development

Standards Development is and remains one of the core mandates and functions of UNBS. In alignment with the NDPIII and NDPIV, UNBS has an obligation to develop, promote and enforce standards across 15 out of the 18 Development Programs. National Standards are developed based on a rising demand/need and this can be initiated by any individual (such as a manufacturer), an institution, a consumer or a civil society Organization.

The priorities for Standards development are documented in the National Standardization Strategy (NSS) and Regional Standards Plan (RSP). Furthermore, an allowance is provided for new products and service innovations that may have not been captured in the NSS and RSP. The Standards Development undergoes seven stages (see Figure 1);

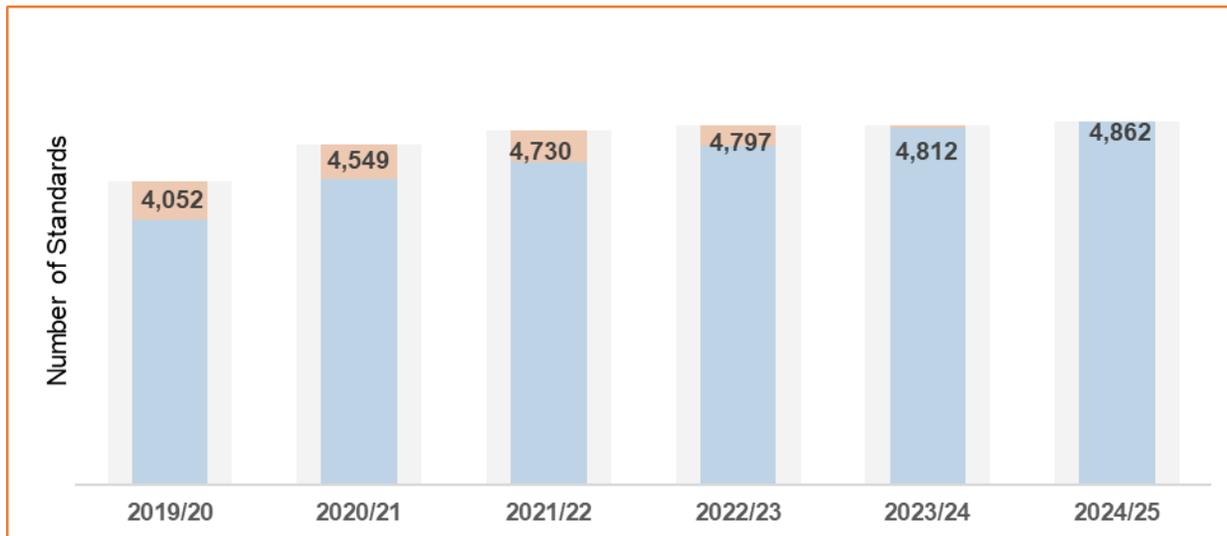
Figure 1: National Standards Development Process



2.1.1 Cumulative Number of Standards

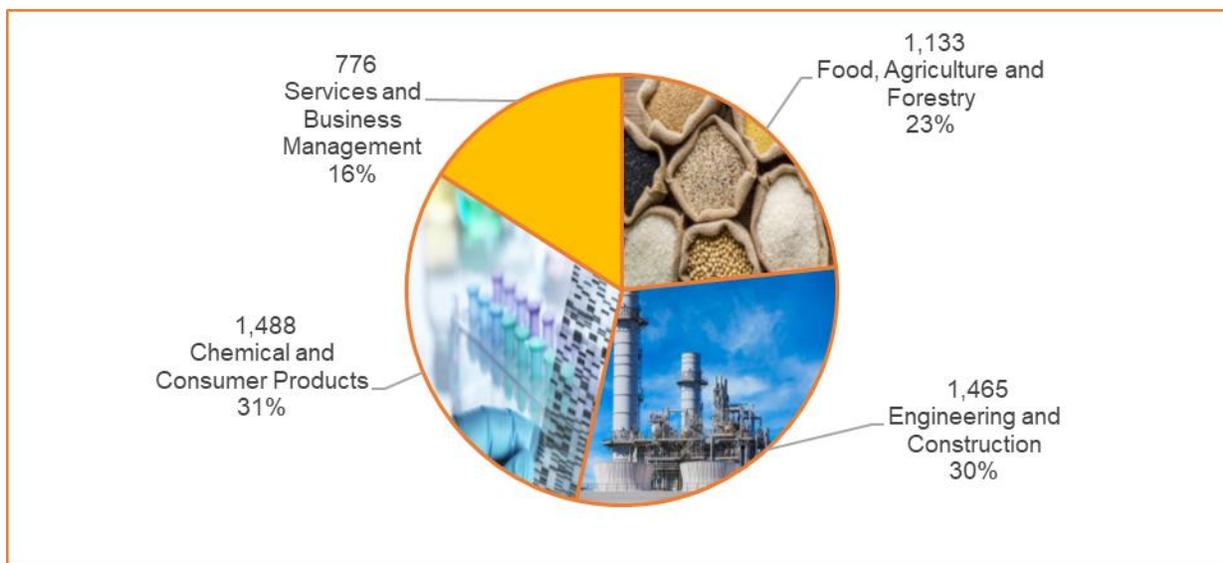
Overall, by the end of the FY 2024/2025, there was a total of 4,862 national standards compared to 4812 standards by the end of the FY2023/2024 (see Figure 2) implying a 1% increase. The increment in number of standards during the FY2024/2025 is about four times the increase observed during the previous financial year 2023/2024 (increase of 60 standards as compared to 15 over the years 2024/25 and 2023/24 respectively)

Figure 2: Cumulative Number of National Standards Developed Over the Financial Years (2019/20 to 2024/25)



The classification of the standards by sector (see **Error! Reference source not found.**) show that of the 4,862 Standards, majority are into engineering and construction – 1,468 (30%), followed by Chemical and Consumer Products – 1,487 (31%), are covering Food, Agriculture and Forestry - 1,134 (23%) and Services and Management – 773 (16%).

Figure 3: Classification of Standards by Sector



The FY2024/2025 observed a one percent (1%) increase in international standards increasing from 3,393 as at the end of 2023/2024 to 3,413 as at the end of 2024/2025 -see Figure 4. More than half of Uganda’s current standards are ISO Standards (2,685/4862=55%). Regional (East Africa and Africa) adopted standards increased from 652 as at the end of 2023/2024 to 640 at the end of 2024/2025 while local (indigenous) standards increased from 767 at the end of 2023 to 779 at the end of 2024/2025.

Figure 4: Cumulative Number of Standards by Source Over Financial Years

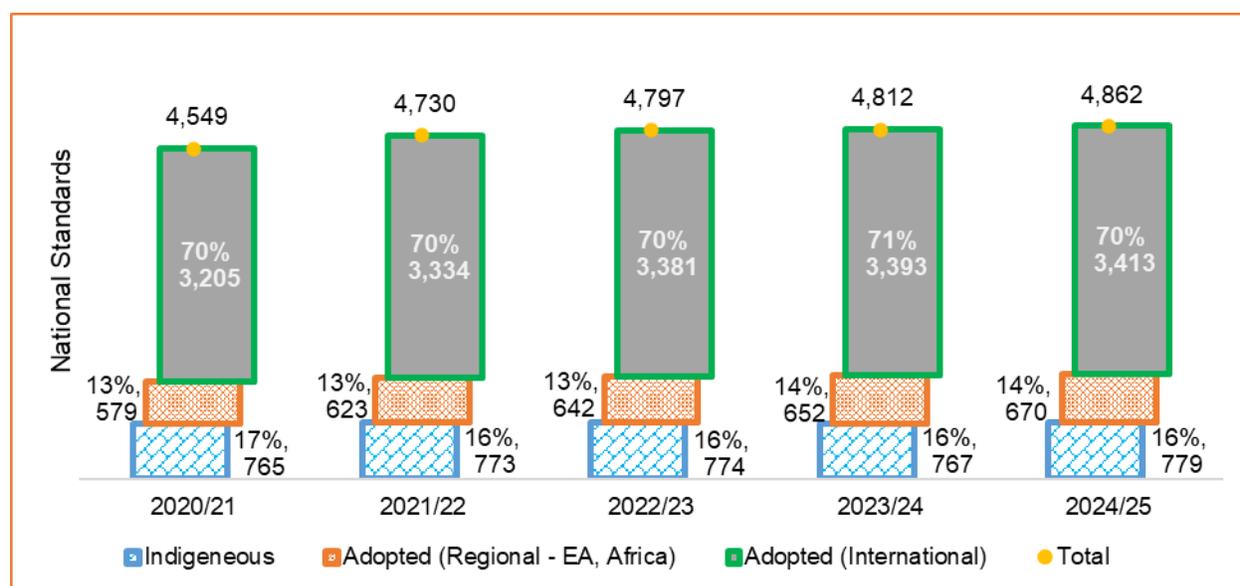


Table 3: Total Standards by Classifications

	Source	Food, Agriculture and Forestry	Engineering and Construction	Chemical and Consumer Products	Services and Business Management	Total	% of Total
	Indigenous	178	257	261	83	779	16%
Regional/ Continental	East Africa	299	132	227	0	658	14%
	African	6	0	0	6	12	0%
International	ISO	518	739	772	656	2,685	55%
	IEC	0	280	0	2	282	6%
	CODEX	129	0	0	0	129	3%
	ASTM	3	20	226	17	266	5%
	OIML	0	37	0	0	37	1%
	EN	0	0	2	0	2	0%
	OIC/SMIIC	0	0	0	12	12	0%
	Total	1,133	1,465	1,488	776	4862	100%
	% of Total	23%	30%	31%	16%	100%	

- In order to facilitate the enforcement of Uganda standards in protection of public health and safety and the environment against dangerous and sub-standard products; 2010 Uganda Standards have been declared as Compulsory.
- In accordance with Article 2.4 of the World Trade Organization's Agreement on Technical Barriers to Trade (TBT Agreement) which strongly encourages its members to base their technical regulations and standards on existing international standards to reduce obstacles to international trade, a total of 3413 Uganda Standards have been adopted from International Standards (ISO, IEC, Codex, etc.), representing 70% of the current Uganda Standards complying to Article 2.4 of the WTO TBT Agreement.

- In order to promote regional and Continental Trade (East African Community (EAC), and the African Continental Free Trade Area (AfCFTA)), 670 Uganda Standards have been harmonized as Regional Standards, representing 14% of the total Stock of Standards.

2.1.2 Standards Under Drafting and Development

A Standard is considered developed if it has been approved by the National Standards Council (Stage 6), in accordance Section 16¹ of the Uganda National Bureau of Standards (UNBS) Act (Cap. 210).

Additionally, in accordance with Section 20² of the UNBS Act (Cap. 210), the National Standards Council may recommend to the Minister in charge of Trade by notice in the Gazette to declare a standard specification for any commodity or for the manufacture, production, composition, blending, processing or treatment of any commodity to be a compulsory standard specification (Stage 7).

During the reporting period (Financial Year 2024/25), 270 standards were drafted, pending approval from the National Standards Council.

2.2 Product and System Certification and Targeted Support to MSMEs

The UNBS's certification function is responsible for the **Q-Mark**, Uganda's official seal of quality. This mark assures consumers that products are safe, reliable, and meet required standards. By promoting the use of these standards, the UNBS plays a vital role in strengthening the Ugandan economy. It helps local industries become more competitive, boosts regional exports, and encourages people to buy locally produced goods instead of imports.

2.2.1 Stock of Product Certification Permits

UNBS provides certification permits to 5,703 products during the financial year 2024/25 recording a 752 (15%) increase as compared to the product permits issues during the previous financial year. This increase is partly due to the growing number of applications for product certification - see Figure 1.

¹ Section 16. Declaration of standard specification and code of practice.

- (1) The council may declare a specification for any commodity or for the manufacture, production, processing, treatment or performance of any commodity to be a standard specification for the purposes of this Act, and may amend or revoke any such declaration.
- (2) The council may declare a set of recommended practices for any process, installation, construction, testing, operation or use of any article or device to be a code of practice for the purposes of this Act.

^{2 2} Section 20. Declaration of compulsory standard specification.

- (1) Subject to this section, the Minister may, on the recommendation of the council, by notice in the Gazette—
 - (a) declare a standard specification for any commodity or for the manufacture, production, composition, blending, processing or treatment of any commodity to be a compulsory standard specification; and
 - (b) declare a mark which may have been adopted by the council, as a distinctive mark for any such commodity.
- (2) The council shall not recommend any standard for being declared a compulsory standard, unless it is satisfied that
 - (a) it is not practicable to achieve the purposes of the standard specification otherwise than by means of making it compulsory
 - (b) the problem to be solved is precisely stated
 - (c) the intervention is based on clear evidence that government action is justified; and
 - (d) appropriate notification under the WTO TBT Agreement has been forwarded to the WTO Secretariat.

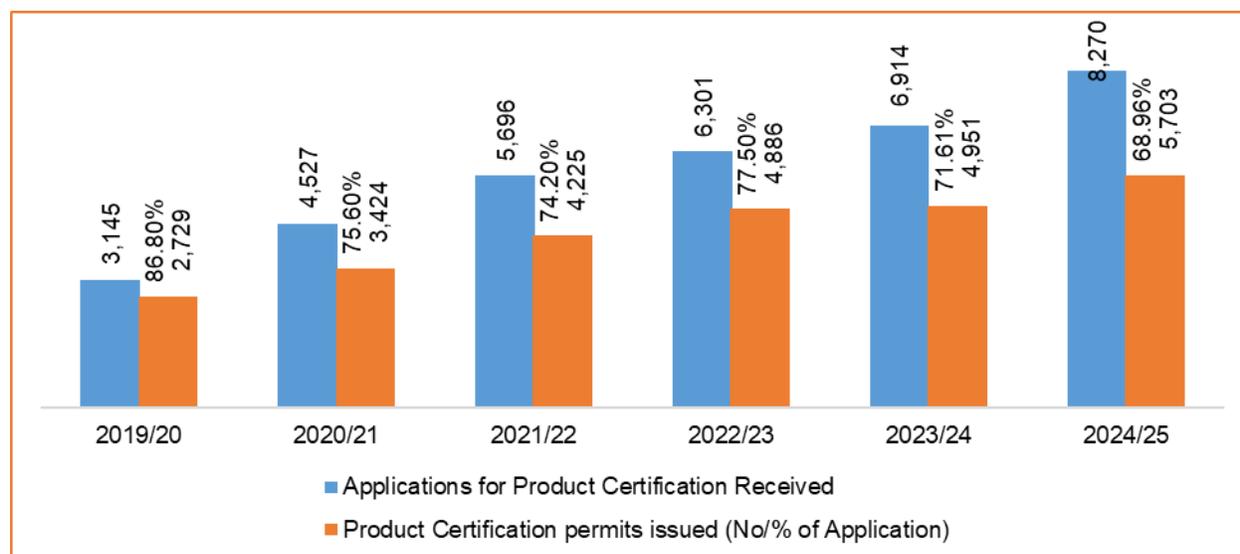
During the FY2024/25, 8,270 product certification applications were received of which 5,703 (69%) were certified. The number of certified products during the year constitutes 95% of the targeted 6000 product permits of the year.

Whereas there is a year-on-year increase in the number of applications received for product certification, there is a continuous drop over the years in the proportions of applications that get certified. About two of any three (69%) product certification applications were successful in 2024/25 as compared to 71% in 2023/24 and 76% in 2022/23.

Table 4: Product Certifications Over the Years

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of certification applications received – Products	3,145	4,527	5,696	6,301	6,914	8,270
Number of certification permits issued – Products	2,729	3,424	4,225	4,886	4,951	5,703
Percentage of certification permits issued (out of total applications received)	86.80%	75.60%	74.20%	77.50%	71.60%	68.96%
Annual increment in products certified	-	23%	16%	1%	15%	25%

Figure 5: Number and Percentage of Product Certification permits issued Over the Years Comparative to Applications



The leading certified products in the FY 2024/25 included; Maize Flour, Bread, Kombucha, Non-Carbonated soft Drink, Roasted Ground Coffee, Laundry soap, Food Grain snack, Alcoholic fermented beverage, Yoghurt and Gin.

2.2.2 Companies with Valid Permits

As at the end of the FY2024/25; 2514 companies had valid permits as compared to 1,995 by the end of the previous financial year (FY2023/24) signifying an annual increment of about 8%.

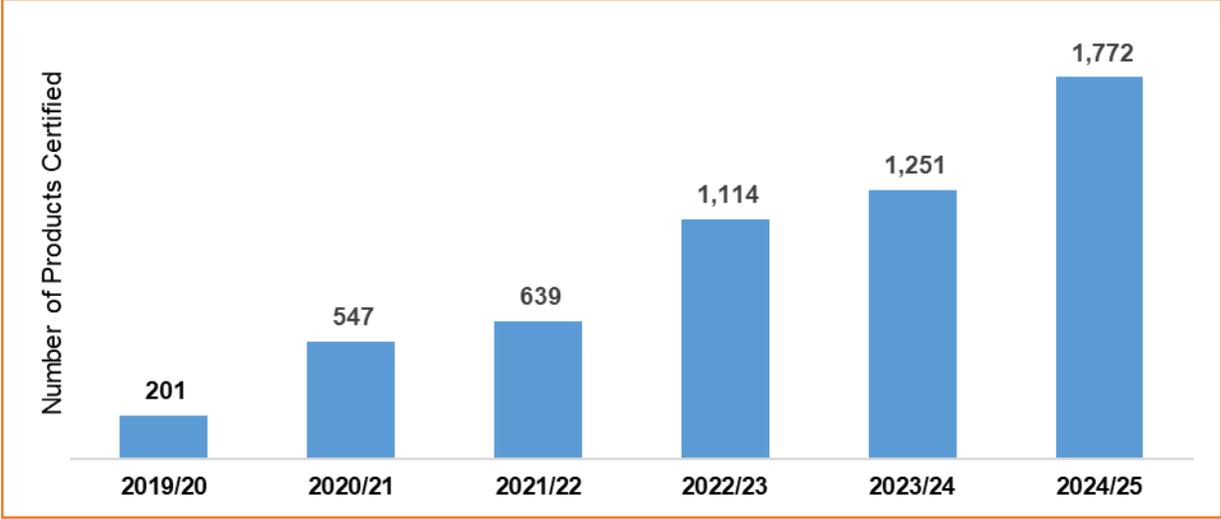
2.2.3 Handholding Support Services to Micro Small and Medium Enterprises (MSMEs)

UNBS offers a range of targeted services to promote certification of products produced by Micro, Small and Medium Enterprises (MSMEs). These targeted services include, profiling of

the MSMEs, gap analysis, tailored trainings and awareness/sensitization workshops, onsite technical guidance and support, product development and testing and certification of products/services. This is especially important with the rollout of the implementation of the use of the Distinctive Mark Regulations, 2018 as well as in supporting the MSMEs to have competitive products on the market.

With these direct and targeted interventions to the MSMEs, during the number of products manufactured by MSMEs that acquired product certification increased by about 42% in FY2024/25 compared to the status in 2023/24 (increased from 1,251 to 1,772 in FY 2023/24 and FY2024/25 respectively).

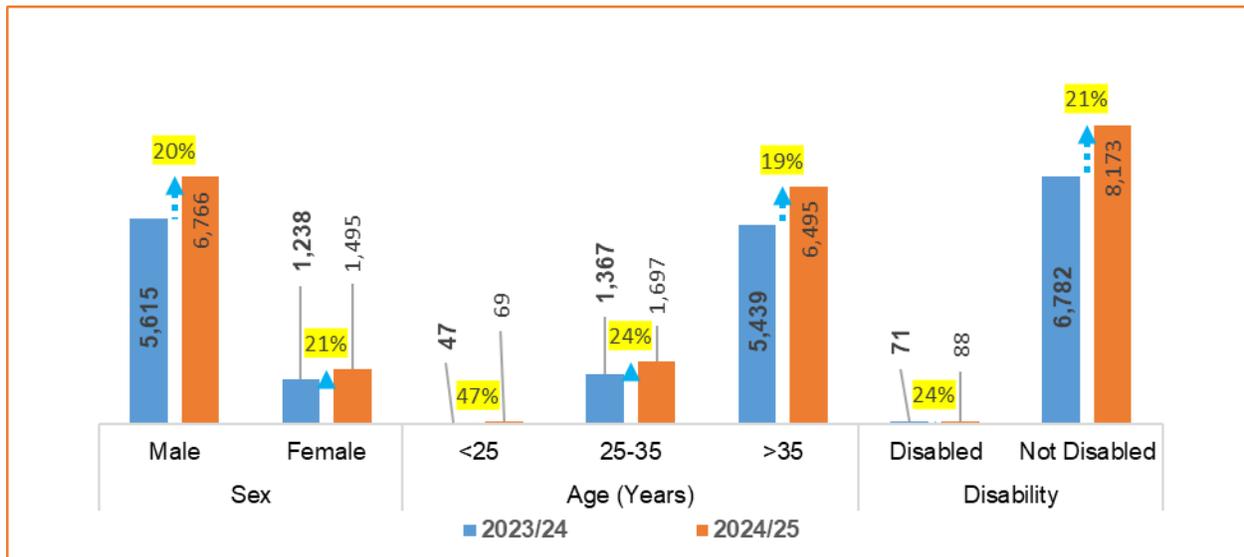
Figure 6: Number of certification permits issued to products manufactured by MSMEs



2.2.4 Equity in Product Certification Applications

Of the applications for product certifications received during the FY2024/25, about 82% were from male entrepreneurs with the remaining 18% from male entrepreneurs. The reporting period (FY2024/25) observed an over 20% increase in the applications of product certifications from males and persons with disabilities – see **Figure 7**.

Figure 7: Distribution of Applications for Product Certification During the Year 2024/25 Comparative to 2023/24 by Selected Demographics of Applicants

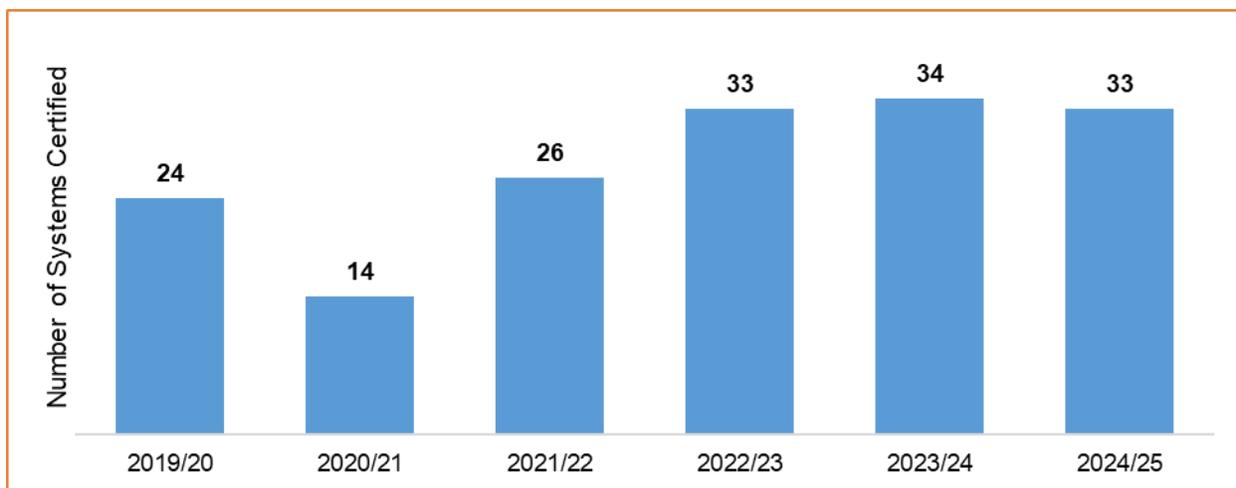


2.2.5 System Certification

UNBS offers management systems certification to organizations seeking to demonstrate the commitment to quality, security, environment and Food safety Management.

A total of 33 system certificates were issued to organizations during the FY2024/2025, dropping from 34 system certificates issued during the previous year. The number of system certificates issued during the reporting year constituted about 83% of the targeted 40.

Figure 8: Trend in the systems certification scheme over the past 5 years



	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Systems audits Conducted				129	93	79
Systems certificate issued	24	14	26	33	34	33

2.2.6 Laboratory Recognition Scheme (LRS)

Laboratory recognition is a formal acknowledgement by an authoritative third party that a laboratory is competent to provide specified tests or measurements. UNBS operates 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.

During the reporting year 2024/25, 22 private laboratories were recognized by UNBS signifying decrease from the 25 recognized laboratories during the FY 2023/2024.

Table 5: Privately Owned Testing laboratories that were recognized

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Testing laboratories that were recognized	13	13	14	21	25	22

2.3 Testing of Product Samples

By receiving and rigorously testing product samples against national and international standards, UNBS ensures that goods, both locally manufactured and imported, are safe and of acceptable quality. This function is foundational to key UNBS activities like product certification, market surveillance, and import inspection, all of which are designed to enforce standards, eliminate substandard products from the market, and build consumer confidence in the quality of goods and services.

2.3.1 Product Testing Infrastructure and Accreditation

As of end of June 2025, UNBS operated four (4) laboratories at the headquarters (namely; the Chemistry laboratory, Microbiology laboratory, Engineering Materials laboratory; and Electrical Engineering Laboratory) and three regional laboratories (Gulu for the Northern region, Mbale for the Eastern region, Mbarara for the Western region).

The Microbiology, Chemistry and Engineering Materials laboratories are internationally accredited by SANAS of South Africa (ISO/IEC 17025). The Electrical Engineering laboratory, along with the regional laboratories located in Mbale, Gulu, and Mbarara, are at the application stage for SANAS International Accreditation which is scheduled for October 2025, and being supported by Trade Mark Africa. UNBS is ISO 9001:2015 certified.

2.3.2 Product Samples Tested Over the Years

During the reporting period, 26,145 products were tested signifying an 87% performance against the targeted 30,000 samples of the year. The samples received for testing were for/different purposes and sources – including certification (65%), private tests/samples (24%), import inspection (8%), and Market Surveillance (3%).

By laboratory, the Electricity and materials recorded an above 5% increase in product tests conducted in 2024/25 comparative to the previous year 2023/24. Despite, handling the highest volumes of product tests, the Chemistry and Microbiology laboratories recorded a decline in product conducted in 2024/25 compared to 2023/24.

Figure 9: Number of Product samples tested Over the Years

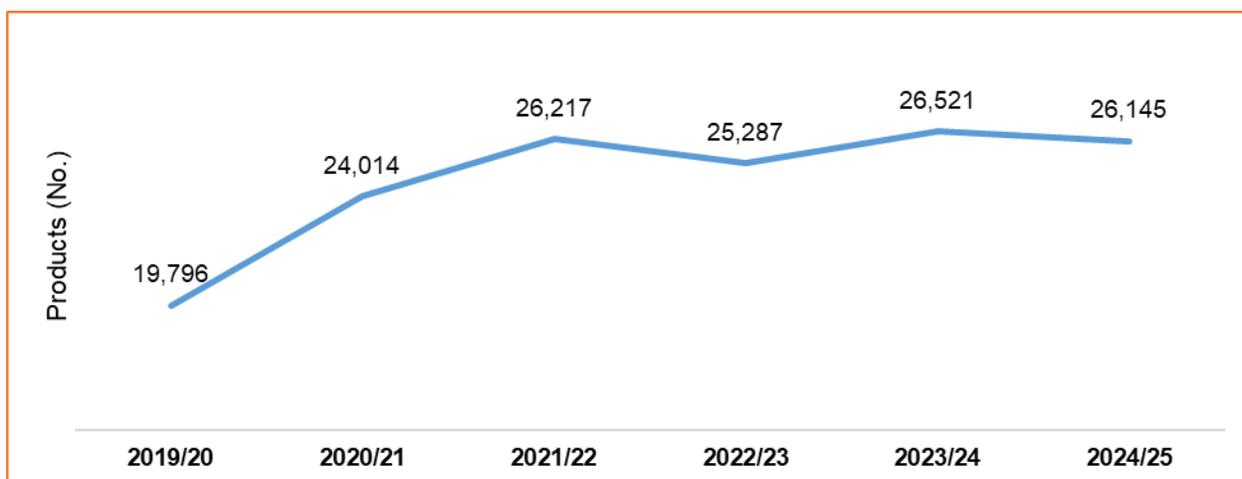
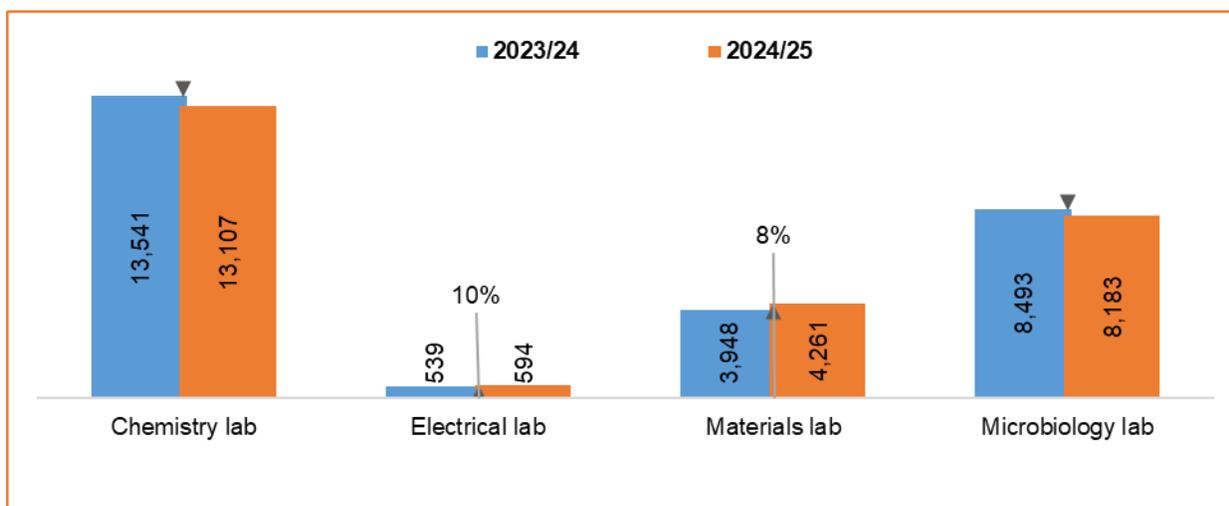


Figure 10: Number of Product samples tested by Laboratory in FY2024/25 comparative to FY2023/24



2.4 National Metrology Laboratory (NML)

The UNBS is the statutory body in Uganda responsible for accuracy and international traceability of measurements under the Metrology function. This ensures the accuracy and reliability of measurements across various sectors to promote fair trade, promote consumers and enhance the quality and competitiveness of Uganda products.

UNBS's role in metrology is multifaceted, covering three main areas – Scientific, Industrial and legal metrology. The National Metrology Laboratory (NML) Department is responsible for the Scientific and Industrial Metrology functions:

1. Scientific Metrology: UNBS operates the National Metrology Laboratories (NML), which are the highest level of metrology in the country. The NML maintains the primary and secondary measurement standards for Uganda, ensuring their accuracy and traceability to the International System of Units (SI). UNBS is also responsible for disseminating this metrological traceability to various sectors of the economy, including industry, testing

laboratories, and other users of measurement equipment, through its calibration and legal metrology services. This provides the foundation for accurate measurements throughout the country.

2. **Industrial Metrology:** This involves the calibration of industrial equipment and other measuring instruments used in production and quality control. UNBS's calibration services ensure that instruments used by manufacturers, laboratories, and other businesses provide accurate readings, which is crucial for producing high-quality goods.

The NML Department operates 10 laboratories under the 3 functional divisions, namely: Mass lab, Thermometry Lab, Small Volume Lab, Pressure Lab, Dimensions Lab, Electrical Lab, Flow and Large Volume Lab, Density and Viscosity Lab, Force and Torque Lab, Analytical Lab.

The role of the NML is to acquire and maintain the primary and secondary measurement standards for Uganda, transmit the accuracy of these standards to users of measurements through calibration and ensure the traceability of the National Measurement System to the international System of Measurement Units (SI).

3. **Legal Metrology:** UNBS is responsible for enforcing the Weights and Measures Act. This department verifies weighing and measuring instruments used in commercial transactions to ensure fair trade and consumer protection. It inspects and stamps a wide range of devices, including - Weighing scales and weights used in markets and shops, Fuel dispensers and road tankers, Electricity and water meters etc.

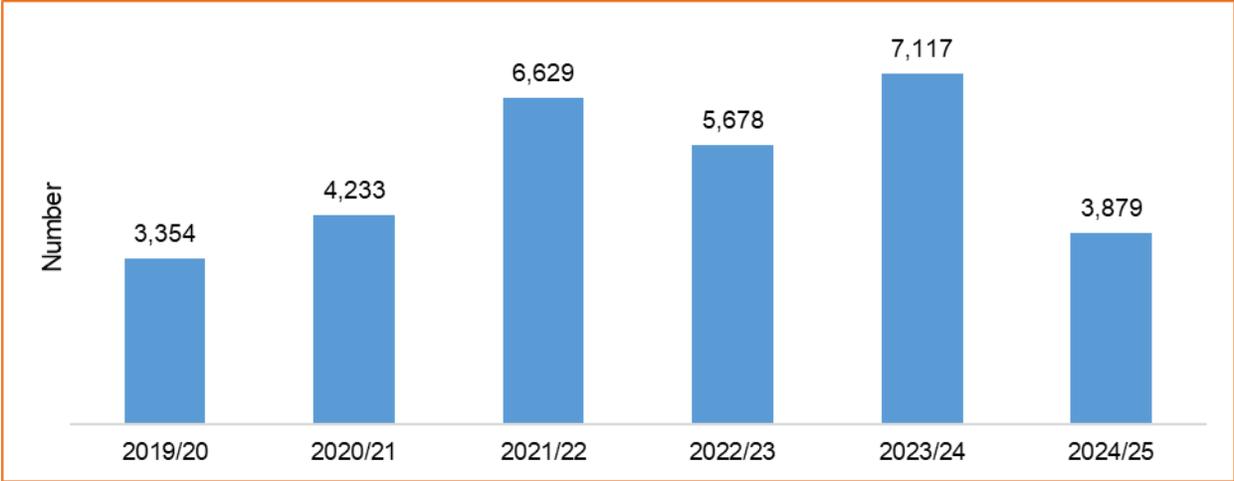
2.4.1 Equipment Calibrated – Industrial Metrology

During the reporting year, UNBS calibrated 3,879 equipment. The number of equipment calibrated during the FY2024/25 constituted about 64% of the targeted 6000 and just about 55% of the equipment that were calibrated during the previous year (7,117 equipment calibrated during FY2023/24) with this low performance partly attributable to delayed financial releases.

The calibrations help;

- i. Large, medium, small and micro enterprises to control manufacturing processes and meet certification requirements.
- ii. Analytical, medical and testing laboratories to meet accreditation and regulatory as well as measurement traceability and accuracy requirements.

Figure 11: Number of Equipment calibrated Over Years



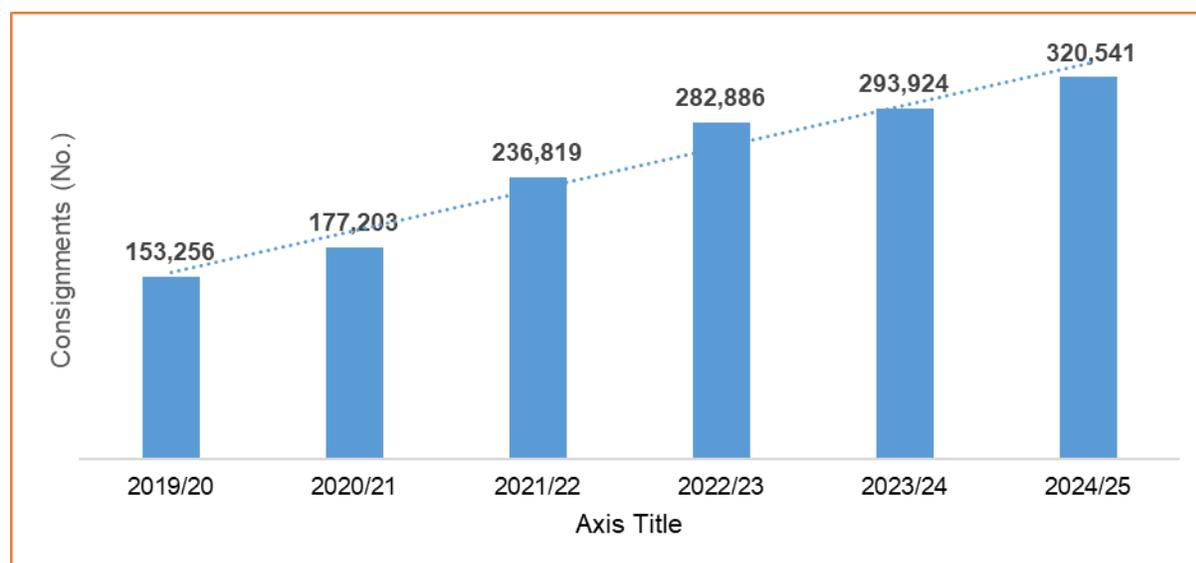
STRATEGIC OBJECTIVE: STRENGTHEN CONSUMER PROTECTION AND STAKEHOLDER SATISFACTION

1.1 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

UNBS inspected 320,541 consignments of imports giving rises to an increment of 9% above the previous year (FY2023/24) and constituting about 167% of the annual target of 192,500. UNBS records a Compound annual growth rate (CAGR)³ of 13% over the five to six years.

Figure 12: Import Consignments Inspected Over the Years



1.2 Market Surveillance and Enforcement

Market surveillance is a vital function of the Uganda National Bureau of Standards (UNBS). It involves a range of activities and measures to ensure that products meet set standards and do not pose a danger to public health, safety, or other public interests. This process builds consumer confidence by identifying and removing non-compliant goods from the market, whether they are imported or locally made.

In Section 3 subsection (1) (f) of the UNBS Act, UNBS is mandated to enforce standards in protection of the public against harmful ingredients, dangerous and sub-standard products, while Section 23 (1) and (2) of the Act prohibits the importation, manufacture, sale, distribution or holding for the purpose of

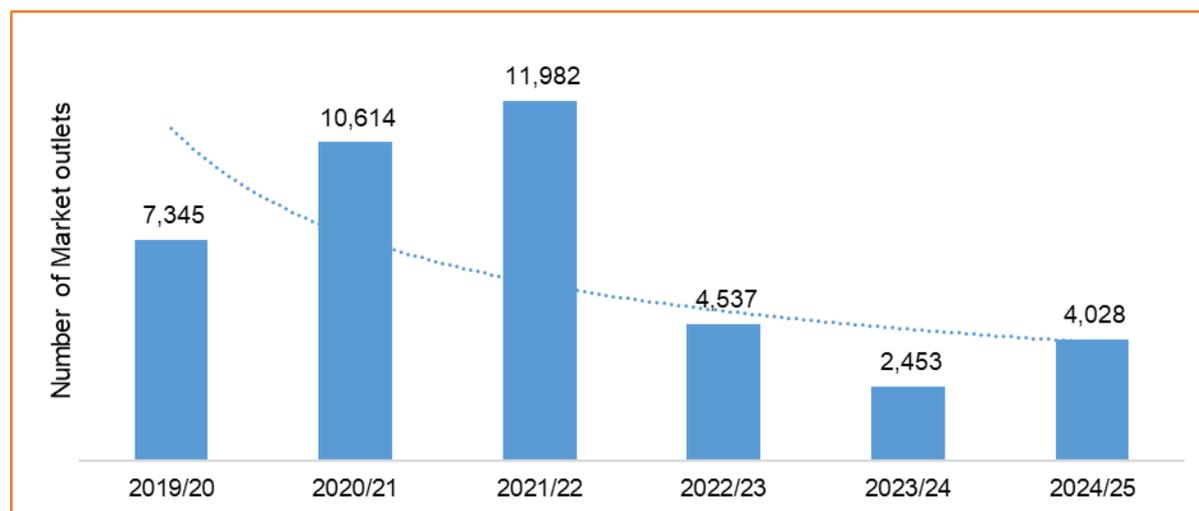
³ **mean** annualized growth rate for compounding values over a given time period. CAGR represents the average annualized growth rate of an investment over a specific period, taking into account compounding interest

1.2.1 Business and Market Outlet Inspections

Despite efforts by government and respective agencies such as the Uganda National Bureau of Standards (UNBS), substandard products remain a significant threat to public health and safety. UNBS continuously conducts proactive and reactive market inspections. Whereas reactive inspections are triggered by alerts from the public and other regulation agencies, proactive inspections are planned routine inspections based on various factors.

During the reporting period (FY2024/25), UNBS conducted 4,028 market inspections in the country. The inspections undertaken in the FY2024/25 were 64% higher than the 2,453 inspections conducted during the previous year (see Figure 13). UNBS has observed a low performance in number of market outlets inspected over the consecutive three years (2022/23, 2023/24, 2024/25) as compared to the previous years (over 10,000 inspections for the years 2020/21 and 2021/22) with this majorly attributable to low staffing levels. The total of market inspections conducted in 2024/25 constituted about 50% of the annual target – targeted averagely 667 per month.

Figure 13: Number of Market outlets inspected Over Financial Years (2019/20-2024/25)



The distribution of the market surveillance by region shows that majority were within the central region (2,206/4028=55%) followed by the Western Region (839/4028=21%), Eastern (596/4028=15%) and Northern (387/4028=10%) – see **Table 6**. By categories, highest points of inspection included food and beverage factories (35%), distribution vehicles (26%), markets and points of sale (26%), chemical and consumer factories (10%), and steel and engineering factories (3%).

Table 6: Market Surveillance Inspections by District and target Points During FY2024/2025

	Food & Beverage Factories	Points of Sale	Chemical & consumer Factories	Distribution Vehicles	Steel & Engineering Factories	Regional Total	% Share
Central	803	426	360	517	100	2,206	55%
Eastern	178	175	26	209	8	596	15%

	Food & Beverage Factories	Points of Sale	Chemical & consumer Factories	Distribution Vehicles	Steel & Engineering Factories	Regional Total	% Share
Western	303	228	9	289	10	839	21%
Northern	141	217	7	21	1	387	10%
Subtotal	1,425	1,046	402	1,036	119		100%
% share	35%	26%	10%	26%	3%	100%	

1.2.2 Implications of the Market Inspections by Geographical Coverage and Scope

These market inspections were conducted in different outlets including supermarkets, retail and wholesale shops, manufacturing facilities, hardware shops and distribution trucks among others. Following the inspections;

- 438 premises were sealed off for non-compliance⁴ during the reporting period 2024/2025 FY (to provide by table region and nature of business) compared to 63 outlets that were sealed-off during the previous year 2023/24.
- Approximately 1,264,896.92 kilograms of substandard products were seized in 2024/25 – see Table 7 compared to approximately 11,177,223 kilograms in the previous year 2023/24;
- About 10-11 facilities were sealed off for every 100 inspections conducted in 2024/25 as compared to 2-3 facilities closed off for 100 inspections in the FY2023/24, attributable to relatively more focused inspections to potential holders of substandard products.
- Averagely, about 314Kgs were seized per inspection with the highest ration of quantities seized per inspection recorded in Eastern region (1,240kg per inspection) followed by the Central region (215Kg per inspection) – see Table 7.

Table 7: Quantities of Product Seizures by Region During the Reporting Period (in kg)

Regions	Q1	Q2	Q3	Q4	Total	Total Inspections	Average Kgs seized per inspection
Central	7,566	4,481	2,653	460,733	475,433	2,206	215.5
Eastern	616,899	8,455	60,533	53,472	739,359	596	1,240.5
Western	589	798	3,660	20,958	26,006	839	31.0
Northern	10	6,031	9,441	8,617	24,099	387	62.3
Subtotal	625,064	19,765	76,288	543,780	1,264,897	4,028	314.0

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Market Outlets Inspected	7,345	10,614	11,982	4,537	2,453	4,028
Quantities Seized (Kgs)					1,177,223	1,264,897
Facilities were sealed off					63	438

⁴ producing uncertified products and/or producing products under unhygienic conditions, or possessing non-conforming products

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Average Quantities Seized (Kgs) per Inspection					455,655	31,442
Average number of Facilities sealed off per 100 Inspections					2.57	10.89

1.2.3 Mapped high risk products, manufacturers, and geographies

During the surveillance inspections conducted in FY 2024/25, the high-risk products identified/ mapped out included products mainly from Food & beverages, Chemicals & consumers and Engineering as detailed below;

- i. **Food and Beverages:*** These included maize flours, composite flours, bread and confectioneries, alcoholic and non-alcoholic products including packaged drinking water, fruit juices, carbonated soft drinks, gin, potable spirits, crude alcoholic spirits.
- ii. **Chemicals and Consumers:*** The high-risk products in this category included Cosmetics (Banned cosmetics containing forbidden chemicals)
- iii. **Engineering;*** These included steel products and construction materials – chain link, barbed wire, ribbed steel bars, cement.

1.3 Legal Metrology - Verification of Measurement Equipment

UNBS through the Legal Metrology function is mandated with protecting society against the consequences of false measurements. Legal Metrology has four operational functional areas namely; Weights and Measures, Volume and flow, Pre-Package control and Utilities.

1. Weights and measures – UNBS regulate non automatic weighing equipment used in Trade; and Weigh-Bridges used in the country.
2. Volume and Flow – UNBS verifies Fuel dispensers, Road Fuel Tankers, Static Tanks at fuel stations and Oil depots, flow meters at Petrol stations, bulk meters at consignment sights, aviation meters and Railway wagons. UNBS undertakes this under S.1.31 known as the Weights and Measures (Dispensing pumps), Bulk Meters and Bulk Measures) Rule 2007.
3. Pre-Package control - UNBS implements Statutory instrument No 36 of 2007 “The Weights and Measures (Sale and labelling of Goods) Rules 2007”. Activities involves visiting factories, ware houses, super markets and places where goods are packaged for sale for verification of labelling requirements and net quantities against the declared quantities on the pack. During the process, pre-packaged materials are sampled in accordance with the statutory requirements provided under the sale and labelling requirement of goods.
4. Utility division (Electricity Meter and Water Meter). The Electricity sections verifies both in house and in-service Electricity Meters. The Bureau is currently in the process of initiating the verification of all water meters in the country by enacting the relevant legislation. Engagements with the relevant stakeholders including Ministry of Justice and Constitutional Affairs, Ministry of Trade, Industry and Cooperatives, Ministry of Water and Environment and the private sector are ongoing.

During the year under review,

- **Weighing Equipment:** a total of 20,891 Weighing Instruments that include, Counter-machines, spring balances, Platforms Weigh-bridges were verified comparative to 136,531 during the FY 2023/2024
- **Weights** – 79,237 weights were verified during the FY2024/25 as compared to 653,982 during the previous year FY2023/24.
- The measuring Instruments: a total of 10,551 Fuel Dispensing pumps were verified during the FY2024/25 as compared to 9,516 during the previous financial years – FY2023/24.

Table 8: Categories of Equipment Verified Over the Last Three Financial Years

EQUIPMENT OUTPUT	2022/2023	2023/2024	2024/2025
Weighing Scales	134,841	136,531	20,891
Weigh bridges			338
Weights	628,959	653,982	79,237
Fuel Road Tankers	2,133	2,053	2,089
Bulk Meters	562	233	314
Dip Sticks	440	22	0
Static Tank	207	660	482
Fuel Dispensers	23,046	9,516	10,551
Electricity/Energy meters	129,737	582,420	164,519
Consumer/Prepacked goods	4,587	3,158	3,696
Rail Wagons	63	0	0
TOTAL	924,575	1,388,575	282,117

STRATEGIC OBJECTIVE: ENHANCE THE QUALITY-OF-SERVICE DELIVERY TO STAKEHOLDERS

4.1 ICT

The Bureau is continuing to explore opportunities for automating processes related to its mandate with the desire to ease service delivery. The following applications were developed/improved during the FY2024/2025.

The ICT Department ensures availability of the necessary infrastructure such as network, User Operational Manuals and Procedures, Data Security Protocol, maintenance of servers etc. to support the Bureau Mandate.

Table 9: Summary of Key Process Applications Automated/Upgraded During the FY2024/2025

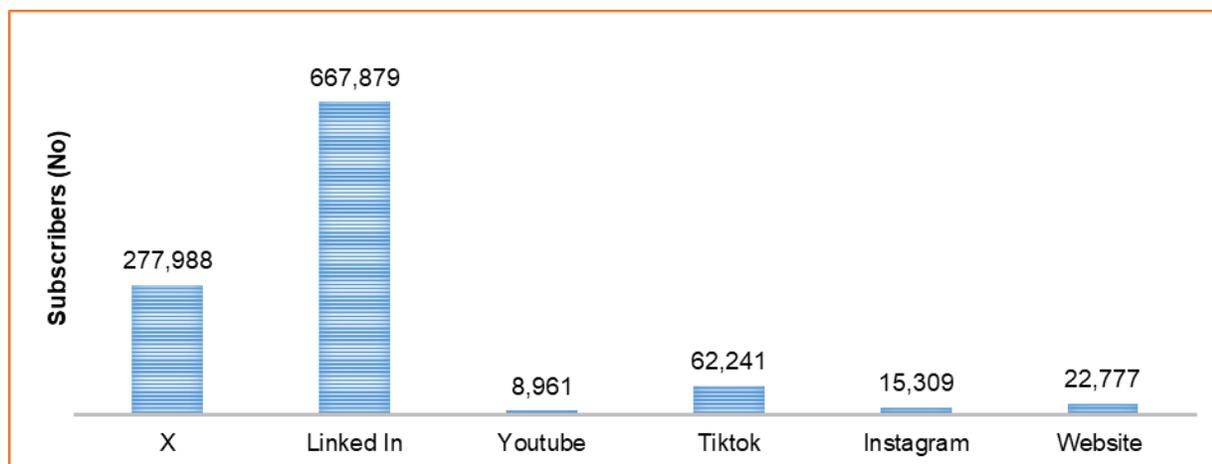
- | |
|--|
| <ul style="list-style-type: none">a) Completed phase 1 of the new E-Portal development (coding, testing, and integration upon receipt of the new API from URA).b) Implemented upgrades in E-Portal, CIMS, LIMS, HRIMS, and DCS Integration with CIMS.c) Completed the development of centralized Payment service and integration with POST Bank, however, integration with Housing Finance Bank is still ongoing.d) Development of UNBS internal Budgeting system is still ongoing pending completion of the requisition and approval module.e) Successfully integrated the new ePortal with all the PVoC service providers.f) Maintained updated source codes for E-Portal, LIMS, CIMS, E-Minzani, HRMIS, MET-LIMS etc. under version control (Tortoise SVN) for secure backup and system control.g) Implemented a Distributed Database Management System.h) Provided support for signed-off User Requirements Specification for SIMO redevelopment. |
|--|

4.2 Public Relations and Marketing

The Bureau continued to create awareness and sensitizing stakeholders about its mandate as through various fora including workshops, media platforms (traditional and online/social media), press briefings, IEC materials and publications – reports.

With the support of our partners such as the Commonwealth Standards Network, USAID Feed the Future, the Bureau simplified over 15 food Standards e.g., maize, Beans, Millet, Peas, Rice, Food Labeling, Food Hygiene, etc. into infographic extracts, as well as translating them into several local languages to facilitate the uptake of these Standards.

Figure 14: Subscribers on the UNBS Social Media Platforms As at 30th June 2025



4.3 Promotion of Regional Interactions and Access to Market - Local and International MoUs

In the bid to improve service delivery and as well to support fair trade practices locally, regionally and internationally; the Bureau signed cooperation agreements and MoUs with different stakeholders/development partners and countries.

4.4 Prosecutions and Representations in Courts of Law

The legal department serves as a crucial support function, ensuring that the Uganda National Bureau of Standards effectively carries out its mandate while minimizing legal risks and ensuring that UNBS is in compliance with the legal framework established by Ugandan law, international laws and set standards.

The legal department supports in Compliance and Regulatory Guidance, Legal Advisory Services, Litigation and Dispute Resolution, Policy Development and Implementation, Risk Management, Training and Capacity Building, Intellectual Property Protection, Collaboration with Government and Regulatory Bodies and Ethical and Corporate Governance.

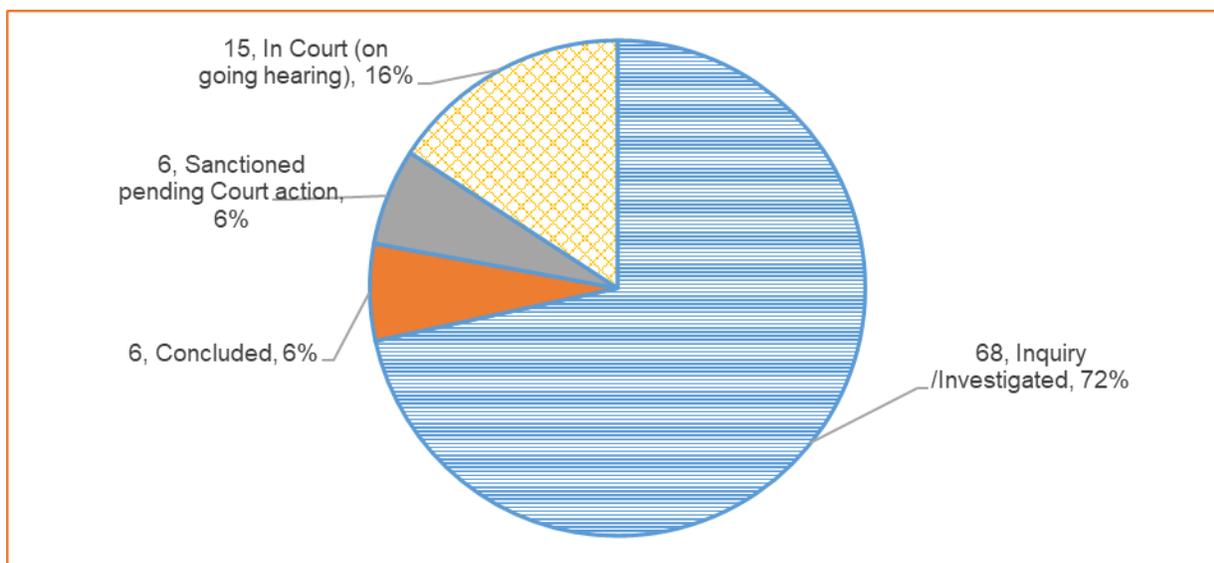
4.4.1 Civil Cases

During the FY 2024/2025, the Bureau had 30 civil cases into the Courts of Law of which 12 were related to UNBS enforcement mandate (40%), 13 (43%) relate to staff employment and 5 (17%) are contractual with service providers. As at the end of the FY2024/2025, six (6/30=20%) of the cases were resolved – four of the cases against UNBS were dismissed.

4.4.2 Criminal Cases

A total of 95 criminal cases were recorded over the FY2024/2025 of which 6 cases (6%) had been concluded by the end of the FY2024/2025 – by 30th June 2025 with the remaining cases at various stages including – ongoing hearing (15/95=16%), under investigation (68/75=72%), sanctioned pending court action (6/95=6%).

Figure 15: Status of Criminal Cases Recorded During FY2024/2025



4.5 Amendment, review and development of laws

4.5.1 Reviewed/drafted

- Reviewed and drafted the Weights & Measures (Water Meter) rules 2021
- Reviewed and drafted the Weights & Measures (Pattern Approval) rules 2021
- Reviewed the Legal Metrology Bill 2024
- Reviewed the Industrial and Scientific Metrology Bill 2024
- Drafted amendments to the UNBS (Inspection and Clearance of Imports) Regulations

4.6 Accreditations and Quality Management

- UNBS and the different departments and laboratories are internationally accredited, and continuously undertake both internal and external audits, risk assessments and quality assessments. The Bureau continues to automate its processes.
- In the financial year 2024/2025, UNBS maintained certification to ISO 9001:2015 with the certification scope extended to include Finance & Administration department, Legal department, Public Relations & Marketing division as well as ICT department. The EML maintained accreditation to the ISO/IEC 17025:2017 and extended scope of accreditation in April 2025.
- The Testing Department consists of 4 laboratories namely: Chemistry laboratory, Microbiology laboratory, Engineering Materials laboratory and Electrical laboratory and regional laboratories of Gulu, Mbarara and Mbale. The Microbiology, Chemistry and Materials engineering laboratories are internationally accredited by SANAS of South Africa. The Electrical laboratory, along with the regional laboratories located in Mbale, Gulu, and Mbarara, are in the process of preparing for SANAS International Accreditation and being supported by Trade Mark Africa.
- The Uganda National Bureau of Standards (UNBS) actively participates in international and regional standards bodies like ISO, IEC, Codex, and ARSO to align with global requirements, ensuring Ugandan products meet international quality standards and gain access to foreign markets, thus promoting trade.

- Legal Department – The department received renewal of Certificate of Approval of Chambers by Law Council.

4.7 Risk Mapping, Management and Internal Control

Public sector entities 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. Below are some of the key considerations; -

- i. The key risk management activities implemented during the FY 2024-2025 include; Risk Performance Monitoring and Reporting (Headquarter and Regional Offices), Risk training for staff, Business Continuity Management training for Management and Supervisors, Assessment of risks to strategy for the UNBS Strategic Plan 2024/2025-2029/2030, Environmental scan to identify emerging risks to the institution, and Risk and Control Self-Assessment for UNBS processes.
- ii. The FY2024/2025 has had effects of the budget shortfalls which slowed down some processes but saw heightened performance in others. Risk management and Business Continuity Management Systems played a key role in shaping how resources were prioritized in order to achieve the set goals and continue business in the face of disruptions.
- iii. Internal audit prioritised continuous assessments of financial management practices, with a view of addressing the fiscal risk.
- iv. The internal audit of imports inspection processes, audit of Legal Metrology (weights and measures and energy meters), audit of ICT governance, audit of Standards Development, audit of Procurement, audit of market surveillance and audit of Treasury operations for FY 2024-2025 to assess its efficiencies and effectiveness towards achievement of UNBS objectives.
- v. UNBS through the internal audit department conducted comprehensive internal audit monitoring and follow up exercise of the status of implementation of both internal and external audit recommendations throughout the FY 2024-2025. The exercise covered all internal and external audit recommendations for the financial year FY 2023-2024 and before. A number of the audit recommendations had been implemented and the issues were closed
- vi. 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 also focused on, are on-going.
- vii. 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.
- viii. Risk management has played a key part in shaping how resources for FY 2025-2026 will be allocated and are to be used by the various budget holders in order to effectively achieve their set goals.

4.8 Summary of Key Performance Challenges and Limitations

Key challenges faced by the Bureau during the reporting period include;

- Inadequate Staff: The bureau is operating with few staff of 550 which is below the minimum required level of 1200 to implement the mandate of trade facilitation, consumer

protection through boarder control and standards enforcement throughout the whole country

- UNBS Non-Tax Revenue (NTR) over the last three years exceed total releases from the GoU leaving the private sector inadequately served. During the FY2023/2024, UNBS had NTR of Shs 83.473 over and above the Shs62.975 released by Government. The Bureau also observed delayed releases of funds
- Limited testing equipment to meet the increasing demand for testing as a result of enforcement of Distinctive mark regulation as well as test imports. UNBS operates modern Food Safety Laboratories at its Headquarters in Bweyogerere that are equipped to the tune of 60 percent. UNBS has constructed National Metrology Laboratory (98% completion) under the ADB funding. However, there is need to procure furniture and specialized equipment
- Inadequate funding for investment in ICT Infrastructure Support. The level of automation at UNBS meant to promote online access to its services is still inadequate.
- Inadequate decentralization of UNBS Services. UNBS services at regional offices are still inadequate due to understaffing, shortage of field vehicles for daily operations in the regions. Additionally, Certification and Market Surveillance activities go hand in hand with Testing and there is inadequate specialized equipment in the laboratories in the regions for testing of product samples
- **Long time to development of Standards:** The delivery of Final Draft Uganda Standard that includes the initial approval of New Work Item Proposals by the Standards Management Committee (SMC), participation in the standards development through Technical Committee and public reviews and WTO Notifications, and the approval of the Final Draft Uganda Standards by the SMC, generally takes between 6-24 Months. However, some standards usually span a period of almost 2 financial years before they are completed, as the coordination of whole standards development process may not be completed within 12 months.
- Absence of National Standards Council:
 - The reporting period had no standards that were approved due to the absence of a substantial National Standards Council. About 309 drafted standards were at the stage of First Draft Uganda Standards (FDUS) pending approval of the board and subsequent publication.
 - The absence of the NSC Audit & Risk Management Committee limited the pursuance of its oversight role relating to financial practices, internal controls, and corporate governance issues, compliance with laws, ethics and audit matters, supposed to be held during quarterly meetings to assess and guide on internal audit observations and recommendations
- **Flooding of markets with substandard products at night and over weekends:** As inspections in the market outlets are done during the day over week days, unscrupulous operators prefer to operate during the night and weekends. Current limitation to undertake inspections through the 24 hours of the day over the 7 weeks is partly due to limited staffing levels. This therefore requires a rapid response team dedicated to provide a quick and fast response to any arising response to intelligence information relating to substandard products at any time of the day.
- **Limited Support to MSMES in line with BUBU and Industrialization Policy.** The service turnaround time and cost of certification is perceived unfavorable calling for more sensitization and capacity building to improve uptake of standardization services and competitiveness of Uganda's private sector

- UNBS was expected to have a minimum stock of standards equivalent to 9,067 standards whereby 4,862 are already existing standards and the – 4,205 is the minimum new required standards. This implies that currently, Uganda has about 54% of the required standards. The development of the new standards covering all the NDPIV 15 Programmes requires a minimum of 100Bn excluding other UNBS costs
- Turnaround time - Whereas there is a significant improvement over the years, the turnaround time for standards development, product tests still remain higher above the internal targets

Table 10: Summary of Key Challenges Across Different Stakeholder Categories

Directorate	Common complaints
Standards	<ul style="list-style-type: none"> i. IT System unavailability/break down affecting users to submit product samples for testing, access Certification Information. Clients also reported challenges making changes to data supplied in the certification applications in response to calls to provide additional information or correct errors. ii. Long certification process iii. Insufficient or unavailability of staff to attend to clients at points of service
Market Surveillance	<ul style="list-style-type: none"> iv. Complaints on substandard products in the market v. Cheated customers because of unverified measurement equipment's – customers cheated (partly because
Management	<ul style="list-style-type: none"> vi. Delays in making procurements, Delays in paying requisitions vii. Lack of waiting spaces for clients at regional offices viii. Internet and electricity intermittencies especially in the regional offices ix. Limited funding constraining key functionalities such as acquisition of vehicles, computers and network equipment
Other general inquiries	<ul style="list-style-type: none"> x. Whistle blowing procedure and benefits xi. Training schedules on the various components of UNBS mandate such as certification xii. Status on applications across different services such as certification, product testing, PVoC xiii. Product labelling and packaging

STRATEGIC OBJECTIVE: STRENGTHENING HUMAN RESOURCE CAPACITY AND PRODUCTIVITY

5.1 HUMAN RESOURCE AND PERFORMANCE

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

5.1.1 Staffing and Recruitment

The staff establishment at the end of the FY2024/2025 had moved to 524 (139 Females, 385 Males) staff dropping from 538 staff as at the end of the previous financial year 2023/2024 – see **Figure 16** and Appendix 1. The current number of staff accounts for only 44% of the approved structure of 1200 staff. Ten (10) New staff were onboarded following a recruitment process during the reporting period.

By gender, females constitute about 27% (139/524) while males constitute 73% (385/524) of the total staff numbers by the end of the FY2024/2025. Considering the age group, Figure 17 shows that about 87% of the staff as at the end of FY2024/2025 were aged between 30 and 49 years still relatively young.

Figure 16: Number of Staff at the Bureau over the Years

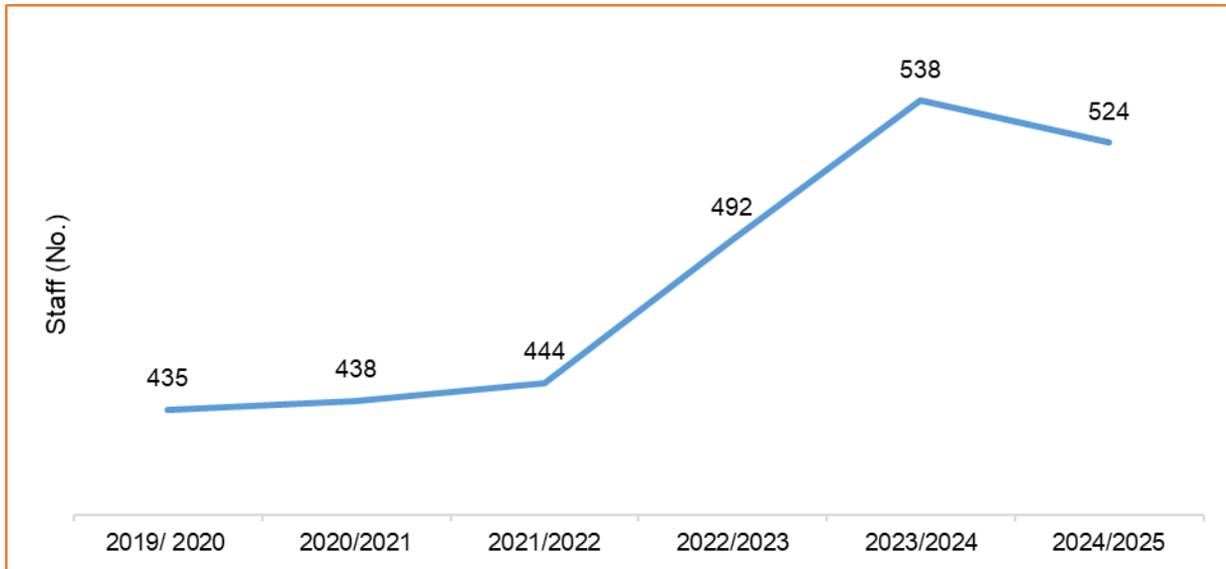
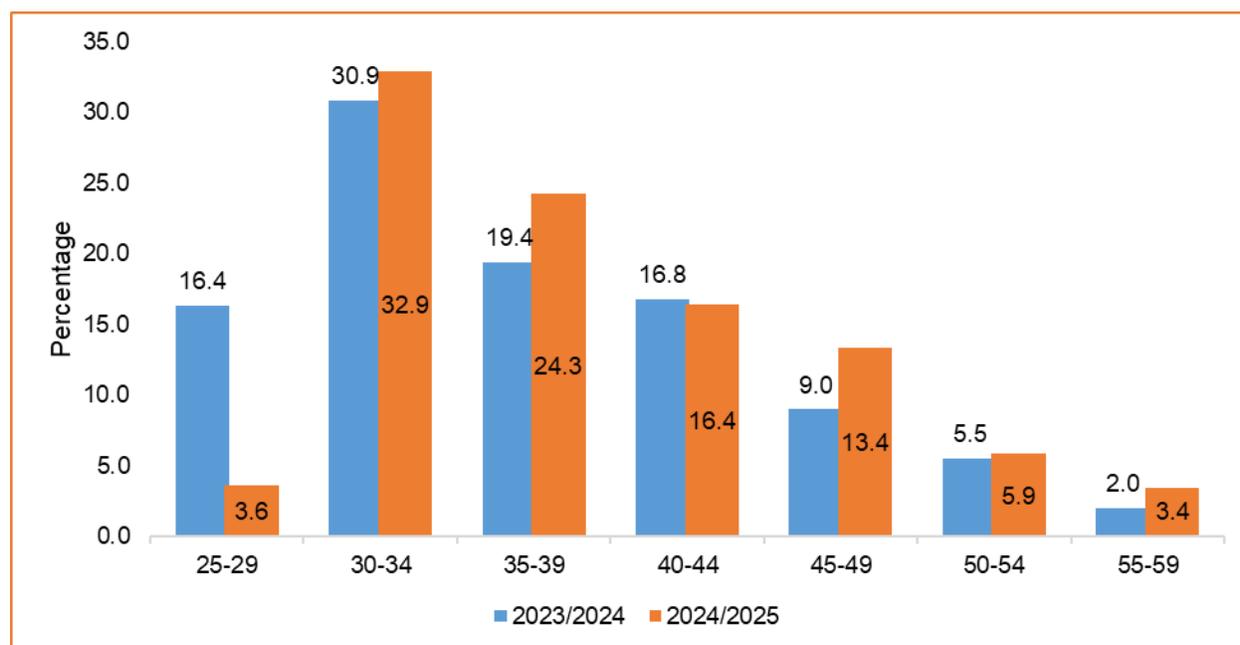


Figure 17: Distribution of the UNBS Staff by Age Groups Over the Years 2023/2024 and 2024/2025



5.1.2 Administration and Management Practices

- **Staff Numbers:** Staffing numbers have grown slowly but steadily since 2020/21 particularly in Technical functions being the core functions of the Bureau. The drop in staff numbers as at the end of FY2024/2025 as compared to the end of FY2023/2024 was partly due to staff exits and most evidenced among the age groups 25-29 years in search for other opportunities outside the Bureau.
- **Staff Transfers and Rotations:** Only one staff (driver) was transferred across departments during the FY2024/2025 as compared to 26 staff during the previous year (FY2023/2024). The staff transferred during the reporting period, a driver, moved from legal to surveillance.
- **Contract management and confirmations:**
 - Ten (10) new staff were recruited during the reporting period as compared to 66 during the previous year due to lack of budget for recruitment.
- **Staff Retention.** Eighteen (18) staff exited the Bureau (2 following reaching retirement age, 8 due to voluntary exit (resignation), 5 due to dismissals, and 3 staff contracts were not renewed). 5 staff are nearing retirement and have received their notices within the FY2024/2025 and are being guided to prepare for their retirement as required.
 - a) Promotions: Promotions have reduced over the years due to operating a fixed budget
 - b) Trainings: Over the years the training budget has been not sufficient to cover all the required training programs

Table 11: UNBS Staff Numbers Over Years

Functional Area	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staffing at year end	435	438	444	492	538	524

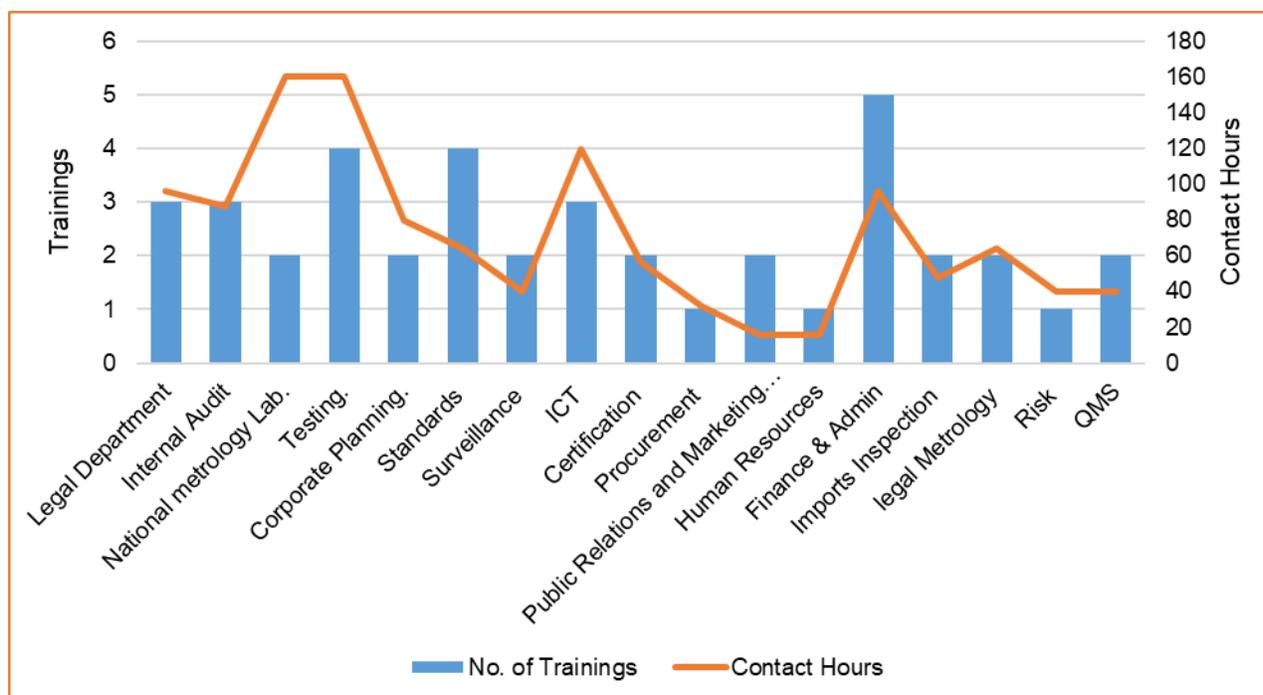
Functional Area	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Recruitments	105	28	19	67	66	10
Staff Exits	21	12	10	19	20	18
Staff Promotions	0	13	0	12	4	5
Staff Trainings	39	28	28	6	18	41
Staff Transfers/ rotations					26	1
Disciplinary Cases	7	2	5	2	4	2

5.1.3 Staff Welfare and Employee Relationship

- 1) Salaries and Gratuity: About UGX26.8Bn was paid out as staff salaries and gratuity/terminal benefits during the FY2024/2025 (Gross Salary=UGX22.89Bn, Gratuity=UGX3.91Bn) – see Appendix 2 for the monthly amounts on salaries and gratuity/terminal benefits.
- 2) UNBS continuously gave gifts and contributions to staff members who lost relatives, had babies and for weddings. UNBS continuously gave gifts and contributions to staff members who lost relatives, had babies and for weddings.
- 3) UNBS continued to provide break tea with bites to all staff smoothly as well as facilitation inform of meals during meetings and trainings as planned. However, the contract for morning bites as well as breakfast and lunch during meetings and trainings expired 31st December, 2024 and services discontinued. Additionally, the contract for breakfast Beverages expired July 2024 and supply was halted.
- 4) Staff Wellness Program: UNBS encourages staff to participate in self/group initiated work out programs for instance the Ladies are continuing with the program of exercising daily after work. The medical insurance packages provided by Jubilee and UAP companies included annual wellness check-ups that was to be utilized any time throughout the policy year.
- 5) **Medical Insurance Scheme:** The well-being of the workforce remains a priority and is supported through initiatives like Employee Assistance Programme (EAP) and Counselling services by HR team and UNBS medical service providers. These programmes offer employees free checkups, confidential, mental health. Additional mental health, Chronic illnesses and well-being talks/support services were organised with the Medical Insurance Coverage for our staff through Health camps, check-ups and health talks organized for our staff in order to address health challenges. UAP Old Mutual and Jubilee Insurance Medical Service Providers continuously provided medical insurance to all staff and their dependents as per the policy in the Human Resource Manual. The contract with UAP Old Mutual and Jubilee Insurance Medical Service Providers was extended for 10months effective 1st September 2024 to 30th June 2025. Staff and their dependents continue to accessed health care smoothly. A Medical camp on 29th November at Head office in commemoration for International HIV/AIDS day in which different tests and doctor consultation services were offered. During the reporting period, utilization was at 121% averagely for Jubilee and UAP respectively.
- 6) **Group Personal Accident Insurance:** NIC Insurance is the Group Personal Accident Insurance Company since 1st January 2022. In Q3 an Online sensitization meeting by NIC Insurance Company was delivered to staff to create more awareness on the benefits and process of GPA claims. The performance of the service provider for GPA was satisfactory as per the turnaround time in clearing the staff claims and feedback from staff. Overall, a total of Shs**121,964,561 was claimed and paid.**

- 7) 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
- 8) Staff Training: 41 training activities with a total of 1216 contact hours were conducted during the year under review compared to 46 during the previous year FY2023/2024. Figure 23 and Appendix 3 show the trainings, and contact hours. Management Approved a training plan amounting to UGX660,000,000/= for the year 2024/2025
- 9) Staff Engagements: The following staff engagement activities took place during the FY 2024/25.
 - a) There were two CSR activities i.e. Blood donation in the month of March where staff and participated in donating blood raising over 120liters. Additionally, National ID renewal was exercise was conducted in June where UNBS invited and facilitated NIRA officials to renew Identity cards for the locals and staff of UNBS.
 - b) **Management meetings** with ED and Senior Management were regularly conducted bi-weekly to address strategic, operational and staff matters.
 - c) A general staff meeting was also held during the 3rd quarter where staff presented their issues to Management as chaired by the Executive Director.
 - d) Staff Union and Management held 3 consultative Committee meetings where staff reported issues were discussed and continuous engagements have been agreed to be held to resolve all staff issues at hand. There is need for more funds to improve the welfare of staff.

Figure 18: Trainings and Contact Hours by Department



5.1.4 ICT and Human Resource Information Management System

- **Human Resource Information Management System:** The system has updated Biodata for all staff members. The is accessed and used by all staff to process leave, performance appraisal, access pays lips and access HR documentation.
- **Streamlining of records management system and setting up a Registry:** The process of setting up a Registry and Electronic documentation and Records Management system officially commenced on 5th May 2025. A work plan was developed to guide in the exercise. The methodology used was both consultative and participatory to ensure institutional alignment and sustainability. Prefixes for each department were made available. The exercise involved engagement with Departments, assessment of existing records in departments, Development of a Classification System, Creation of subject files, and assignment of Reference Numbers. The team considered 2018 as a cut off year and the years below would be considered after the subjects have been opened.

5.1 UNBS Staff SACCO and Other Staff Developments

The Uganda National Bureau of Standards Staff SACCO was formed to uplift, strengthen and develop the economic and social status of its members in accordance with the Laws, Rules and Procedures of the Cooperative Societies.

Currently, the SACCO has over 590 members and dispensed about UG7Bn in loans to its members during the FY2024/2025

Figure 19: UNBS SACCO Loan Portfolio FY2024/2025

Gender	No. of loans disbursed	Gross amount
Female	118	1,667,457,160
Male	481	5,317,369,999

STRATEGIC OBJECTIVE: CONSOLIDATING FINANCIAL SUSTAINABILITY OF UNBS

6.1 Budget Review Performance

UNBS had an approved budget of UGX62.89Bn for the FY2024/2025 of which all was released – accounting for 100% release. The amount released for the FY2024/2025 was 11% higher than the amount released during the FY2023/2024 (UGX56.72Bn).

Of the amount released during FY2024/2025, UGX61.3Bn was spent as of the end of the reporting period (as of 30th June 2025) accounting for the absorption rate of 97% (61.3/62.98=98%). Table 12 shows the absorption rate by area of finance allocation for the FY2024/2025 comparative to the previous year – FY2023/2024.

Figure 20: Budget Approvals, Releases and Expenditure over the Years FY2020/2021 to FY2024/2025

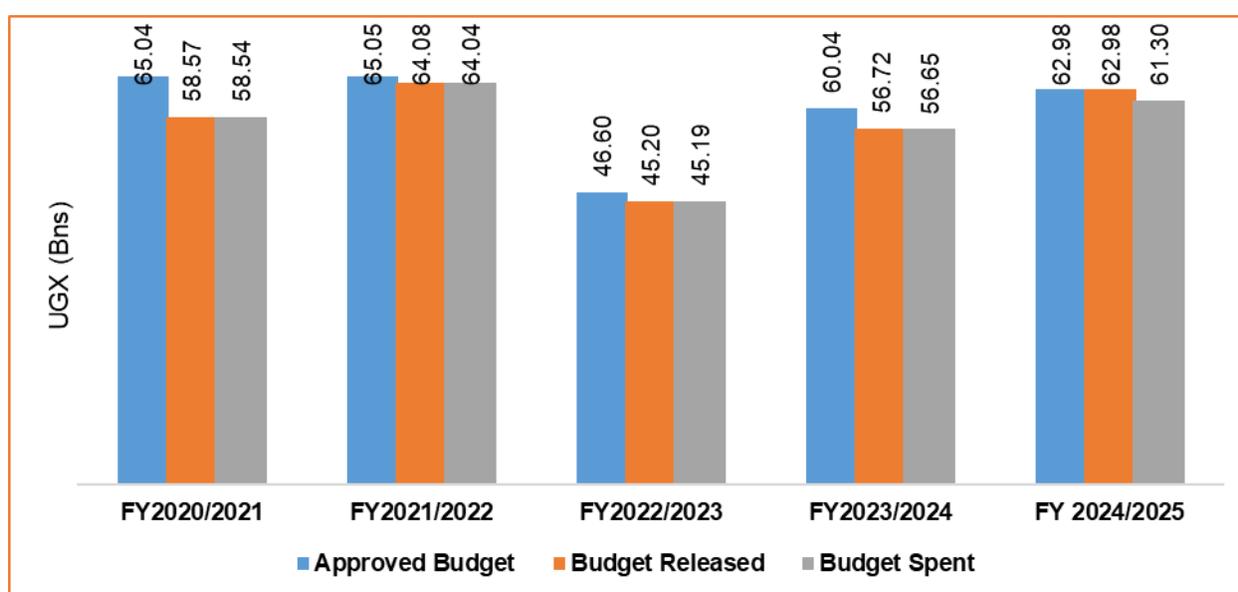


Table 12: Allocation and Absorption Rate by Area of Expenditure

	2023/2024		2024/2025	
	Released	Absorption Rate	Released	Absorption Rate
Development	3.33	99.8%	4.55	97%
Wage	25.86	100.0%	25.86	97%
Gratuity	6.46	100.0%	6.46	100%
Subvention	1.00	100.0%	0.27	100%
Non-Wage	20.08	100.0%	25.84	97%
Total	56.72	99.9%	62.98	97%

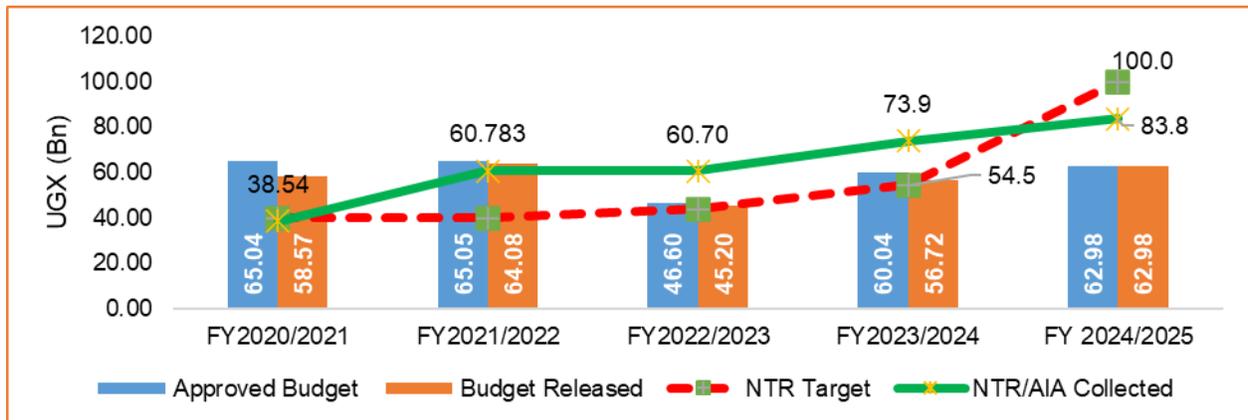
6.2 Non-Tax Revenues

Non tax revenue is income that the government earns from sources other than through taxes. This includes earnings from dividends from investments in public sector undertakings (PSUs), interest on loans and fees for various services provided.

During the review period, UNBS's realized NTR was UGX83.8Bn lower than the targeted UGX100Bn, but significant increase from the UGX73.9Bn during FY2023/2024 and UGX60.7Bn recorded in the previous fiscal year (FY2022/23).

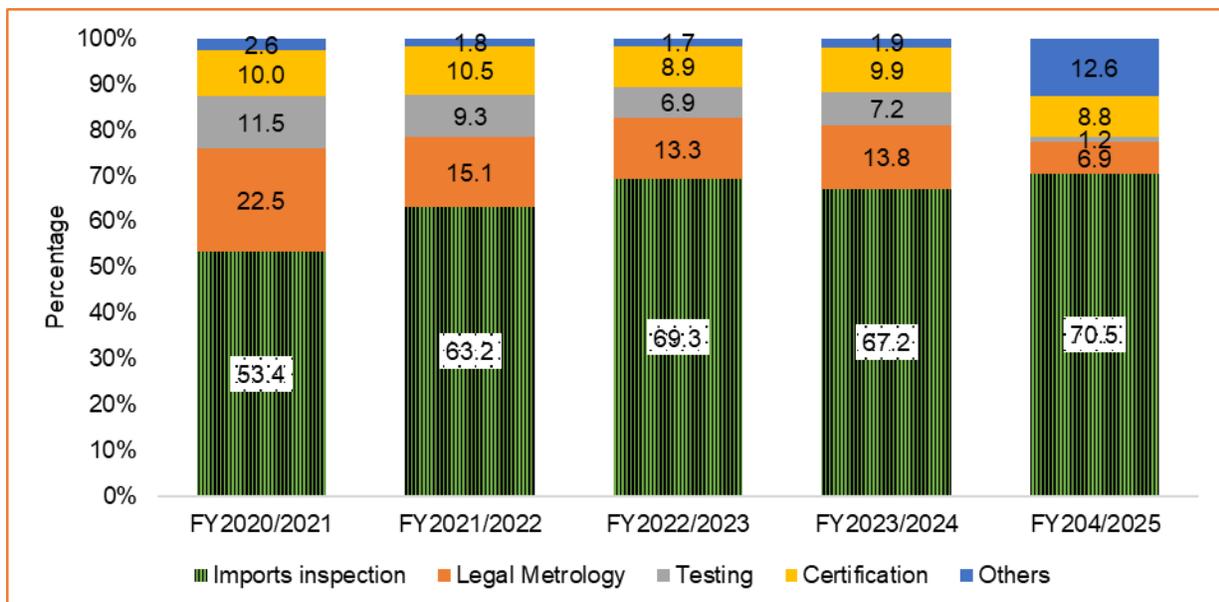
The Bureau observes the potential for a year-on-year increase in the NTR, with a projected collection of UGX200Bn during the FY2025/2026.

Figure 21: NTR Collections Over the Years Comparative to Targets and Budget Releases



By source, Figure 22 shows that during the FY2024/2025, about 71% of the NTR collections were from imports inspection with the other sources combined constituting 30%. Imports inspection remains the leading contributor to NTR over the years.

Figure 22: Percentage Share of NTR Collections Per Source Over the Years



6.2.1 Transfers to GOU consolidated fund.

During the review period, the Uganda Consolidated Fund (UCF) within the Bank of Uganda (BOU) reported a substantial increase in receipts, totaling UGX 83.47 billion. This represents a significant rise from the UGX 73.87 recorded in the previous fiscal year (FY2023/24). A decline in sample submissions was also noted, attributed to scaled-back surveillance efforts and constrained market surveillance budgets, among other operational difficulties. Nevertheless, Import Inspection fees remained the predominant revenue generator, accounting for 97% of the total income.

6.3 Analysis of Draft Financial Statements as at 30th June 2025

The Bureau receives funding from Government of Uganda (GOU) and through Non-Tax Revenue (NTR)/ Appropriation in Aid (AIA). The Bureau also continues to collaborate with other MDAs; and Regional and International Standardization Organizations and Development partners to support implementation of its mandate, including harmonization of standards, metrology and conformity assessment procedures. Below is the presentation of the draft Financial Statements

- i. Revenue: During the FY2024/2025, total revenue for the year amounted to Shs 144.47 billion (The Bureau received UGX 62.98 billion from the Treasury and successfully collected UGX 83.77 billion in NTR), up from Shs 130.71 billion in 2024 (signifying an increase of 11%). Revenue from non-exchange transactions (mainly Treasury transfers and non-tax revenues) contributed Shs 103.09 billion, a decline of 7% compared to Shs 110.63 billion in 2024. Revenue from exchange transactions (mainly service fees and charges) grew significantly to Shs 41.38 billion, from Shs 20.08 billion in 2024 (a 106% increase). UNBS spent UGX 61.30 billion during the financial year, resulting in an overall budget absorption rate of 97% (of the Government release).
- ii. Expenditure: Total expenses increased to Shs 95.84 billion from Shs 76.52 billion in 2024, mainly driven by:
 - a) Higher depreciation expense of Shs 39.14 billion (2024: Shs 19.80 billion), reflecting capitalization of significant asset investments i.e. During the financial year then ended, a total of UGX108,64 billion of historical assets were uploaded onto the system contributing to the change in the assets base compared to the total acquisition for the same year.
 - b) Compensation of employees of Shs 40.89 billion, broadly remained consistent with prior year.
 - c) Grants and transfers of Shs 0.27 billion, newly recognized in 2025.
- iii. Assets: Total assets increased significantly to Shs 166.72 billion (2024: Shs 93.72 billion), mainly due to growth in:
 - a) Property, Plant, and Equipment: Shs 154.53 billion (up from Shs 82.41 billion), reflecting capital investments in infrastructure and equipment.
 - b) Intangible Assets: Shs 0.10 billion (newly recognized).
 - c) Current assets stood at Shs 11.03 billion, an improvement from Shs 10.24 billion in 2024, driven by higher cash balances (Shs 8.34 billion vs Shs 8.11 billion).
- iv. Liabilities: Total liabilities slightly declined to Shs 11.03 billion (2024: Shs 11.82 billion). Payables decreased to Shs 3.95 billion (from Shs 4.95 billion). Deposits increased to Shs 7.08 billion (from Shs 6.87 billion).
- v. Net Assets: Net assets improved to Shs 155.70 billion, up from Shs 81.89 billion in 2024. The increase largely reflects balance sheet adjustments and capital investments, despite the operating deficit.
- vi. Key Observations

- a) Revenue growth was driven by higher exchange transaction revenues, offsetting the decline in non-tax non- exchange revenue.
- b) Expense escalation is primarily linked to depreciation following significant asset acquisitions, which strengthens UNBS's operational capacity.
- c) Despite a recorded deficit, net assets more than doubled, indicating a stronger overall financial position.
- d) Liquidity improved, with cash balances rising to Shs 8.34 billion, enhancing UNBS's ability to meet short- term obligations.
- e) Government support remains critical, as Treasury transfers continue to form the bulk of funding.

Table 13: Statement of Financial performance

	Notes	Actual 30 June 2025 (Shs)	Actual 30 June 2024 (Shs)
REVENUE			
Revenue from non-Exchange transactions			
Taxes	2	0	0
External Assistance	3	0	0
Transfers received from Treasury- UCF	4	60,702,266,461	56,650,782,927
Transfers received from the Contingencies Fund	5	0	0
Transfers received from other Government Units	6	0	0
Non-Tax revenue- non-Exchange	7	42,392,260,651	53,975,830,559
Sub-total Revenue from Non-Exchange transactions		103,095,095,795	110,626,613,486
Revenue from Exchange Transactions			
Non-Tax Revenue- Exchange	8	41,380,413,085	20,081,065,264
Sub-total Revenue from exchange transactions		41,380,413,085	20,081,065,264
Total Revenue		144,475,508,880	130,707,678,750
EXPENSES			
Compensation of employees	9	40,894,122,918	41,333,688,799
Goods and services consumed	10	15,530,583,022	15,335,839,075
Depreciation expense	11	39,146,998,906	19,797,446,671
Impairment of property, plant, and equipment	12	0	3,940,080
Subsidies	13	0	0
Grants and other transfers	14	270,000,000	0
Social benefits	15	0	0
Finance costs	16	0	0
Bad debts expense	17	0	0
Other expenses	18	0	53,589,744
Total Expenses		95,841,704,846	76,524,504,369
Foreign Exchange gains/loss	19	-2,817,011	3,190,445
Transfers to Treasury	20	83,473,268,577	73,871,527,734
Gain/ loss on asset revaluation	32		
Surplus/ Deficit for the year		-34,837,435,149	-19,691,543,798

APPENDIX

Appendix 1: Staff at the Bureau by End of FY2024/2025 by Directorate, Department and Sex

Directorate	Department	Female	Male	Total
Compliance	Legal Metrology	10	54	64
	Market Surveillance	11	24	35
	Marketing and Public Relations	8	4	12
ED's Directorate	Audit	2	6	8
	Corporate Planning	1	1	2
	ED's Office	2	2	4
	Legal	3	2	5
	QMS	1	1	2
	Risk	2	2	4
MFS	Finance and Administration	6	65	71
	Human Resource	9	1	10
	ICT	-	10	10
	PDU	2	2	4
Standards	Certification	20	35	55
	Imports Inspection	19	72	91
	National Metrology Laboratories	3	22	25
	Standards	13	28	41
	Testing	27	54	81
	Total	139	385	524

Appendix 2: Month on Month Salary and Gratuity Payments in UGX over the FY2024/2025

	Gross Salary	Staff Gratuity/ Terminal Benefits
Jul-24	2,085,350,000	839,400,000
Aug-24	2,078,350,000	250,200,000
Sep-24	2,075,950,000	247,590,000
Oct-24	2,072,450,000	206,700,000
Nov-24	2,071,350,000	36,600,000
Dec-24	2,071,350,000	319,200,000
Jan-25	2,091,059,942	811,050,000
Feb-25	2,095,959,942	213,600,000
Mar-25	2,134,809,942	140,700,000
Apr-25	2,077,224,993	578,800,000
May-25	2,040,899,043	270,375,000
Jun-25	2,023,465,710	2,176,800,000
Total	22,894,753,862	3,914,215,000

Appendix 3: Trainings During FY2024/2025 by Department Reached

Department /Employee	Trainings	Training Hours
Legal	Introduction to Arbitration	16

Department /Employee	Trainings	Training Hours
Department	Chartered Governance Qualifying Program	40
	Annual law conference	40
Internal Audit	ISO 31000 Lead Risk manager certification	24
	Certified IPC Management Systems Auditor	24
	Business /continuity Magt	40
National metrology Lab.	consultant from NMISA will offer training	120
	Travel TC Flow Summer School	40
Testing.	Training on PT Samples Preparations	40
	hot mix asphalt training	40
	Advanced Data Analysis Techniques Modelling, Simulation and Predictive Analytics	40
	Instrumentation training in Gas chromatography (GC and GCMS) Theory, operation and Application	40
Corporate Planning.	Strategic Planning and Management	40
	Project Proposal Writing and Resource Mobilization	40
Standards	Training of TC members and stakeholders on Good Standardization Practices (1st Batch) (1 day training)	16
	Training on standards writing	16
	Training on WTO TBT/SPS Agreements and application	16
	Training on the Quality Manual, procedures and forms application	16
Surveillance	SQMT Aspects and principles	16
	Refresher training on procedures and new trends for the monitoring of market surveillance and Training on imports clearance and inspection regulation, certification regulation, weights and measures and procedures of operation in these departments, UNBS Act CAP 210; Data management and analytics, intelligence gathering and investigations	24
ICT	Information Systems Security Architecture Professional	40
	ITIL v4	40
	CCNA	40
Certification	Trademark Africa training	40
	Refresher training in Auditing techniques (auditor and technical experts – ISO/IEC 19011 and US 130 HACCP	16
Procurement	Awareness and Sensitization on newly amended Procurement Act, Regulations and Guidelines for all the key stakeholders and Egp training	32
Public Relations and Marketing Division	DIGITAL COMMUNICATION AND MEDIA ENGAGEMENT TRAINING	8
	corporate Reputation and Image Management skill and tactis	8
Human Resources	Human Resource Data Analytics & Trends	16
Finance & Admin	Public Finance Management Seminar-CPA	16
	Economic Forum Seminar-CPA	16
	Annual Seminar -CPA	24
	Economic Forum Seminar-CPA	24
	Eco & Defensive Driving Training and basic Vehicle Maintenance	16
Imports Inspection	Customs processes and asycuda world refresher training	16
	US iec 60950-1:2001 interpretation and inspection techniques	32
legal Metrology	Pattern approval training knowledge transfer	24
	Pattern approval training (water meter) Tz	40
Risk	Risk Training for new staff	40
QMS	QMS Refresher trainings	24

Department /Employee	Trainings	Training Hours
	Management systems	16
Total training done		1,216

Appendix 4: Statement of Financial Performance for the Financial Year Ended 30 June 2025

	Notes	Actual 30 June 2025 (Shs)	Actual 30 June 2024 (Shs)
REVENUE			
Revenue from non-Exchange transactions			
Taxes	2	0	0
External Assistance	3	0	0
Transfers received from Treasury- UCF	4	60,702,266,461	56,650,782,927
Transfers received from the Contingencies Fund	5	0	0
Transfers received from other Government Units	6	0	0
Non-Tax revenue- non-Exchange	7	42,392,260,651	53,975,830,559
Sub-total Revenue from Non-Exchange transactions		103,095,095,795	110,626,613,486
Revenue from Exchange Transactions			
Non-Tax Revenue- Exchange	8	41,380,413,085	20,081,065,264
Sub-total Revenue from exchange transactions		41,380,413,085	20,081,065,264
Total Revenue		144,475,508,880	130,707,678,750
EXPENSES			
Compensation of employees	9	40,894,122,918	41,333,688,799
Goods and services consumed	10	15,530,583,022	15,335,839,075
Depreciation expense	11	39,146,998,906	19,797,446,671
Impairment of property, plant, and equipment	12	0	3,940,080
Subsidies	13	0	0
Grants and other transfers	14	270,000,000	0
Social benefits	15	0	0
Finance costs	16	0	0
Bad debts expense	17	0	0
Other expenses	18	0	53,589,744
Total Expenses		95,841,704,846	76,524,504,369
Foreign Exchange gains/loss	19	-2,817,011	3,190,445
Transfers to Treasury	20	83,473,268,577	73,871,527,734
Gain/ loss on asset revaluation	32		
Surplus/ Deficit for the year		-34,837,435,149	-19,691,543,798

Appendix 5: Statement of Financial Position as at 30 June 2025

	Notes	30 June 2025 (Shs)	30 June 2024 (Shs)
ASSETS			
Current Assets			
Cash and Cash equivalents	21	8,339,100,412	8,109,453,474
Prepayments and advances	22(a)	0	0
Receivables	23(a)	2,687,227,972	2,126,801,663
Inventories	24	0	0

Non-current Assets			
Prepayments and advances	22(b)		
Receivables	23(b)		
Investments	25	0	0
Property, Plant and Equipment	26(a)	154,532,881,911	82,405,345,574
Intangible assets	26(c)	95,795,695	0
Non-Produced Assets	27	1,074,567,051	1,074,567,051
Total Assets		166,729,573,041	93,716,167,762
LIABILITIES			
Current Liabilities			
Payables	28(a)	3,946,233,006	4,952,165,777
Deposits	29(a)	7,083,910,892	6,872,463,356
Short-term borrowings	30(a)	0	0
Pensions	31(a)	0	0
Non-current liabilities			
Deposits	29(b)	0	0
Long-term borrowings	30(b)	0	0
Total liabilities		11,030,143,898	11,824,629,133
Net Assets		155,699,429,143	81,891,538,629
REPRESENTED BY			
Reserves		155,699,429,143	81,891,538,629

Appendix 6: NTR Performance over 5 years

Revenue Center	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Other income	145,165,865	20,513,381	19,244,176	201,464,242	13,483,940
Imports inspection	20,574,716,739	38,432,367,336	42,041,901,744	49,651,522,708	59,051,058,540
Legal Metrology	8,668,625,949	9,199,414,103	8,075,371,118	10,204,333,521	5,819,237,400
National Metrology	586,544,500	705,346,894	698,070,096	868,617,598	791,003,000
Certification	3,856,246,523	6,409,909,001	5,375,696,500	2,075,627,200	7,355,105,535
Standards	173,583,436	192,859,579	147,653,254	8,905,068,135	9,607,571,252
Testing	4,436,621,285	5,656,090,560	4,183,411,503	1,832,654,330	991,625,069
Training & Advisory	104,497,000	157,950,000	155,650,000	132,240,000	143,589,000
TOTAL NTR	38,546,001,297	60,774,450,854	60,696,998,391	73,871,527,734	83,772,673,736

Appendix 7: Cash flow statement for the financial year ended 30 June 2025

	Notes	30 June 2025 (Shs)	30 June 2024 (Shs)
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Revenue from operating activities (see below)</i>		64,322,978,508	63,164,845,812
Payments			
Compensation of employees		40,894,122,918	41,333,688,799
Goods and services consumed		14,934,673,285	10,384,421,298
Subsidies			0
Grants and Other Transfers		270,000,000	0
Social benefits			0
Other expenses			53,589,744
Letters of credit receivable			0
Other Receivables			0
Other Advances and prepayments paid			87,605,448
Foreign Exchange loss/gain		-2,817,011	3,190,445
Domestic arrears paid out during the year		1,601,842,508	1,315,050,159
Deposits paid out during the year		4,556,172,171	57,931,942
Pension arrears paid during the year			0
Losses of cash			0
Net cash inflows/(outflows) from operating activities		2,954,652,213	9,929,367,977
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		3,007,168,325	3,563,119,359
Purchase of Non- Produced Assets			0
Purchase of investments			0
Proceeds from sale of property, plant and equipment			0
Proceeds from the sale of Non-Produced Assets			0
Proceeds from sale of investments			0
Net cash inflows/(outflows) from investing activities		3,007,168,325	3,563,119,359
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance Costs			0
Proceeds from external borrowings			0
Repayments of external borrowings			0
Proceeds from other domestic borrowings			0
Repayments of other domestic borrowings			0
Net cash flows from financing activities			0
Net increase (decrease) in cash and cash equivalents		-52,516,112	6,366,248,618

Appendix 8: Statement of Appropriation Account (Expenses by nature)

	Initial Budget (Shs) (a)	Adjustments (Shs) (b)	Revised Budget (Shs) (c)=(a)+(b)	Actual Performance (Shs) (d)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Taxes	0	0	0	0	0	0%
External Assistance	0	0	0	0	0	0%
Transfers Received from Treasury-UCF	55,975,337,536	7,000,000,000	62,975,337,536	60,702,266,461	2,273,071,075	4%
Transfers received from the Contingencies Fund	0	0	0	0	0	0%
Transfers Received from Other Government units	0	0	0	0	0	0%
Non-Tax Revenue	109,451,783,659	0	109,451,783,659	81,085,445,764	28,366,337,895	26%
Total Revenue	165,427,121,195	7,000,000,000	172,427,121,195	141,787,712,225	30,639,408,970	18%
Compensation of employees	39,578,193,650	2,060,335,000	41,638,528,650	40,911,481,710	727,046,940	2%
Goods and services consumed	12,981,243,886	4,939,665,000	17,920,908,886	17,115,285,672	805,623,214	4%
Subsidies	0	0	0	0	0	0%
Grants and other transfers	270,000,000	0	270,000,000	270,000,000	0	0%
Social benefits	0	0	0	0	0	0%
Finance costs	0	0	0	0	0	0%
Other expenses	0	0	0	0	0	0%
Purchase of Property Plant and Equipment	3,145,900,000	0	3,145,900,000	3,007,168,325	138,731,675	4%
Purchase of Non-Produced Assets	0	0	0	0	0	0%
Domestic arrears paid	0	0	0	0	0	0%
Pensions arrears paid	0	0	0	0	0	0%
Total Expenditure	55,975,337,536	7,000,000,000	62,975,337,536	61,303,935,707	1,671,401,829	
Less: Transfers to Treasury (17a)	109,451,783,659	0	109,451,783,659	83,473,268,577	25,978,515,082	
Foreign Exchange gains/loss	0	0	0	2,817,011	-2,817,011	
Net Expenditure	0	0	0	-2,989,492,059	2,989,492,059	

Appendix 9: Table 33: Statement of Appropriation (Expenses by programme)

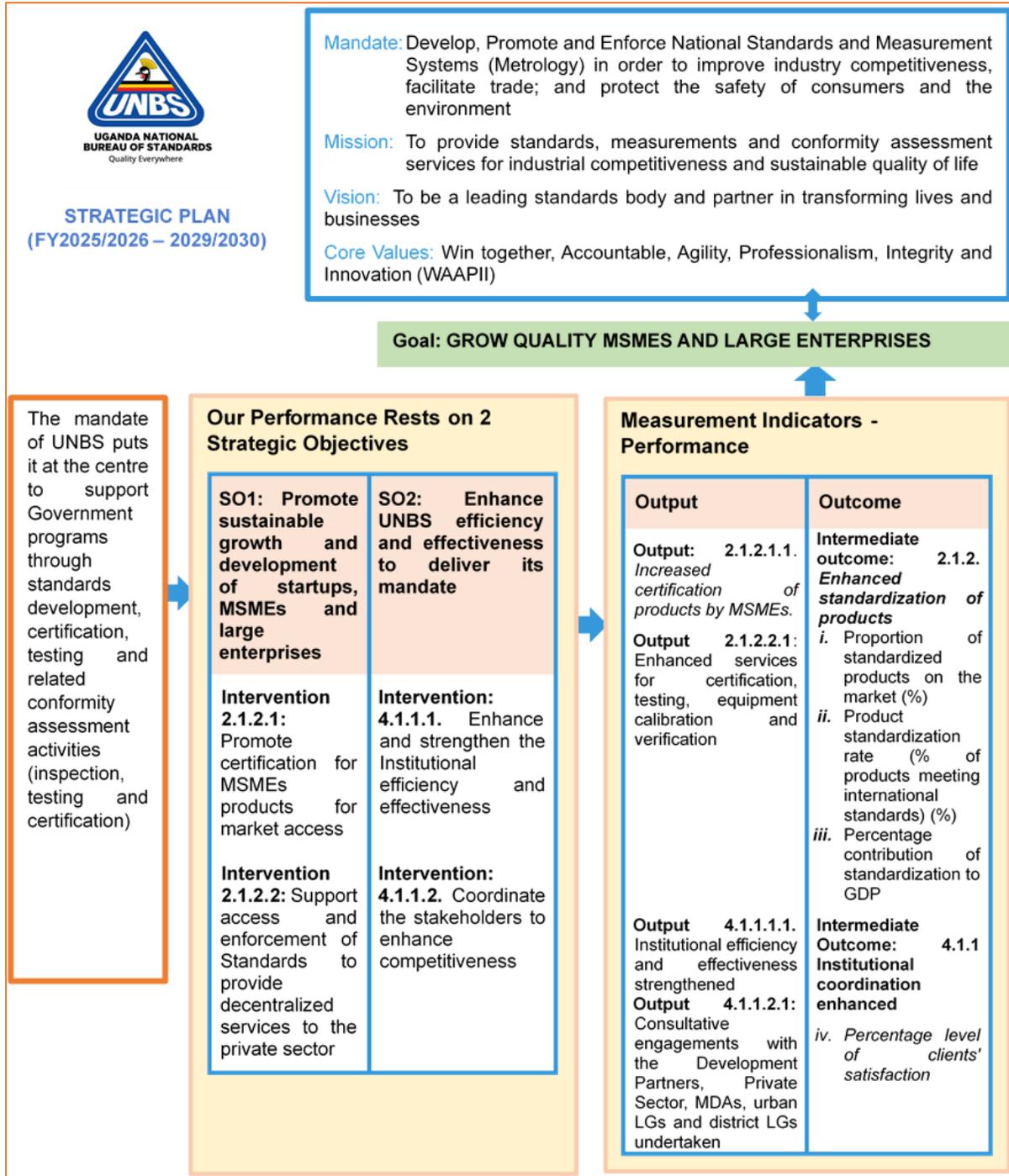
	Initial Budget (a) (Shs)	Adjustments (b) (Shs)	Revised Budget (c)=(a)+(b) (Shs)	Actual Performance (d) (Shs)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Taxes						0%
External Assistance						0%
Transfers received from the Contingencies Fund						0%
Transfers Received from Treasury- UCF	55,975,337,536	7,000,000,000	62,975,337,536	60,702,266,461	2,273,071,075	4%
Transfers Received from Other Government units						0%
Non-Tax Revenue	109,451,783,659		109,451,783,659	81,085,445,764	28,366,337,895	26%
Total Revenue	165,427,121,195	7,000,000,000	172,427,121,195	141,787,712,225	30,639,408,970	18%
Agro-Industrialization	940,000,000		940,000,000	939,454,840	545,160	0%
Mineral Development						0%
Sustainable Petroleum Development	2,600,000,000		2,600,000,000	2,580,358,262	19,641,738	1%
Manufacturing	588,000,000		588,000,000	553,951,256	34,048,744	6%
Tourism Development						0%
Natural Resources, Environment, Climate Change, Land And Water Management						0%
Private Sector Development	50,897,337,536	7,000,000,000	57,897,337,536	56,280,352,514	1,616,985,022	3%
Sustainable Energy Development	950,000,000		950,000,000	949,818,835	181,165	0%
Integrated Transport Infrastructure and Services						0%
Sustainable Urbanisation and Housing						0%
Digital Transformation						0%
Human Capital Development						0%
Innovation, Technology Development and Transfer						0%
Public Sector Transformation						0%

	Initial Budget (a) (Shs)	Adjustments (b) (Shs)	Revised Budget (c)=(a)+(b) (Shs)	Actual Performance (d) (Shs)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Community Mobilization and Mindset Change						0%
Governance and Security						0%
Regional Balanced Development						0%
Development Plan Implementation						0%
Administration Of Justice						0%
Legislation, Oversight and Representation						0%
Total Expenditure	55,975,337,536	7,000,000,000	62,975,337,536	61,303,935,707	1,671,401,829	3%
Foreign Exchange gains/loss				2,817,011	-2,817,011	100%
Less: Transfers to Treasury (17a)	109,451,783,659		109,451,783,659	83,473,268,577	25,978,515,082	24%
Net Expenditure	0	0	0	-2,989,492,059	2,989,492,059	100%

FOCUS AREAS FOR COMING YEAR (WORKPLAN AND TARGETS)

The subsequent periods FY2025/2026 to FY2029/2030 are guided by the fifth UNBS Strategic Plan (2025/26 – 2029/2030) developed in alignment with the Fourth National Development Plan (NDPIV 2025/2026-2029/2030). The focus areas of the Strategic Plan is to contribute to the 10-fold growth through providing targeted standardization support services to start-ups, micro, small and medium and large enterprises - Figure 23 .

Figure 23: UNBS Strategic Plan 2025/2026-2029/2030



Appendix 10: UNBS Organization Structure

APPROVED MACRO STRUCTURE FOR THE NATIONAL BUREAU OF STANDARDS

