



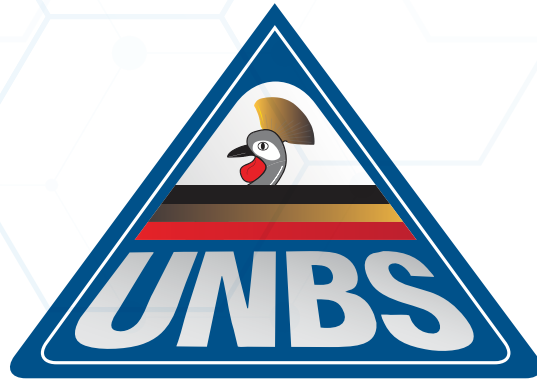
UGANDA NATIONAL BUREAU OF STANDARDS



STRATEGIC PLAN

FY 2020/21 - FY 2024/25

June, 2020



UGANDA NATIONAL BUREAU OF STANDARDS

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UGANDA NATIONAL BUREAU OF STANDARDS



Vision

"Safe, quality goods and services for all"

01



Theme

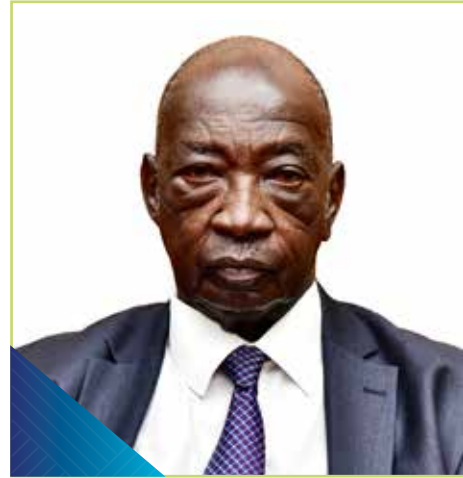
"Sustainable industrialization for inclusive growth, employment and wealth creation"

02

FOREWORD

“

The Plan outlines the Institution’s vision, mission and strategic objectives to demonstrate leadership in the quality of systems, processes, goods and services

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Hon. Mwebesa Francis
Minister of Trade, Industry and Cooperatives

I am delighted to present the 4th Uganda National Bureau of Standards (UNBS) Strategic Plan for FY 2020/21 to FY 2024/25 in line with the planning requirements of the Government of Uganda and the provisions of the UNBS Act, Cap 327. The Plan will guide the Bureau’s activities for the next 5 years as the institution addresses the national development needs, including the need to improve the quality of products for market access and reduce the prevalence of substandard products affecting the health and safety of consumers and the environment.

Enhancement of quality through implementation of standards is a key tool for continuous social and economic development. In this era of increased opportunities for domestic, regional and international trade, UNBS is committed to advancing the standards and quality agenda through spreading the knowledge and application of quality standards to all producers and consumers of goods and services in all sectors of the economy. Trade is crucial for Uganda’s economic growth. To expand our market access to regional and international levels, there is need to adopt and implement

internationally recognized and acceptable standards.

The 5-year Strategic Plan for the period FY 2020/21-2024/25 has been developed in line with the institution’s Vision, “Safe, quality goods and services for all”. The Plan outlines the Institution’s vision, mission and strategic objectives to demonstrate leadership in the quality of systems, processes, goods and services.

The implementation of the Plan will further enhance the competitiveness of Uganda’s products and services both in the local and international markets and ensure a vibrant diversified domestic regime that promotes consumption of locally produced goods and services through the Buy Uganda Build Uganda Policy. It also identifies and explains core values, which will inform all decisions and actions as will be evident in the Institution’s services and products. The Plan has been aligned with the 3rd National Development Plan (NDP III), Uganda Vision 2040, Sustainable Development Goals (SDGs), Buy Uganda Build Uganda (BUBU) Policy, Manufacturing Programme Implementation Action Plan (PIAP) and the NRM Manifesto 2021-2026.



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

UNBS will work in collaboration with other Government Ministries, Departments, Agencies (MDAs) and Local Governments, the producers of goods, and services, including the MSMEs and consumers to realize a favourable policy environment and an effective quality infrastructure. The National Standards and Quality Policy, 2012 is the centrepiece from which all efforts in Standardization, Metrology, Conformity Assessment and Accreditation (SMCA) systems in Uganda emanate.

My Ministry will work very closely with the National Standards Council (NSC) and UNBS Management to ensure the availability of resources to meet these obligations. We shall cultivate beneficial partnership with other organizations both locally and internationally to deliver on UNBS mandate.

The National Standards Council will facilitate and support the UNBS Management to successfully implement this Plan. I also appreciate all those persons and institutions that are supporting us in our endeavours to make Uganda a place of 'Safe, quality goods and services for all.'

I wish to express my appreciation to all those who worked tirelessly and contributed towards producing this 4th Strategic Plan for the Bureau.

Hon. Mwebesa Francis
Minister of Trade, Industry and Cooperatives.

COMMITMENT



UNBS is committed to advancing standards, allied quality and safety measures to all producers and consumers of goods and services.



Standardisation is relevant in every aspect of society. Standards help to measure the quality of products and services and provide the engine for growth and development. Therefore, for any economic transformation to occur, an enabling standards infrastructure is a pre-requisite.

UNBS is committed to advancing standards, allied quality and safety measures to all producers and consumers of goods and services. This will involve spreading the knowledge and application of quality standards to all sectors of the economy.

In order to support Government policies and programmes and enhance the competitiveness of Ugandan products, a 5-year Strategic Plan for 2020/21-2024/25 has been developed by the Bureau based on the guidelines issued by the National Planning Authority (NPA) for Government Ministries, Departments and Agencies (MDAs) to align their Strategic Plans with the Programme Implementation Action Plans (PIAPs) and the 3rd National Development Plan (NDP III). The Plan seeks to support activities that enhance competitiveness of Uganda's products locally and internationally.

The National Standards and Quality Policy, 2012 lays the foundation for sustainable quality and standards infrastructure in the country. This is essential in the promotion and regulation of products and services




Eng. Masitula Munyaami Male
Chairperson, National Standards Council

to enhance economic development and society's welfare. The overall sustainable performance of the economy will depend largely on the application of Standards, Metrology and Conformity Assessment Systems.

The Strategic Plan will direct and drive the momentum for quality innovation, production and marketing of safe and quality products and services for economic transformation.

UNBS is committed to building a responsive quality and standards infrastructure in collaboration with the various stakeholders and Development Partners in creating the impact and value addition for the long-term development of the country.

As a policy, we shall endeavour to satisfy the public by ensuring that standards and quality assurance services are delivered in the right quality to those that need them. We shall focus on professionalism, innovation and value creation as each of our personnel offer services.


Eng. Masitula Munyaami Male
Chairperson, National Standards Council

ACKNOWLEDGEMENT

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Together, we all have a role to play and this Strategic Plan sets us on an important pathway towards a successful future

”

It is my pleasure to share with you the Bureau’s 4th Strategic Plan 2020/21-2024/25. Inclusiveness and finding consensus on the quality of products and services is the lifeblood of standardization and for the last 30 years, UNBS has been at the heart of this process. The Strategic Plan has been developed in collaboration with key stakeholders, including staff, the National Standards Council, our partners and key actors in the Government planning framework. I wish to acknowledge all the stakeholders for their invaluable contributions.

The recent global health crisis has demonstrated the truly universal nature of the challenges faced by humanity and has brought a new perspective to our standardization work. UNBS has an indispensable role to play in supporting a coordinated action to provide standardization services and to ensure that our nation is better prepared for any future challenges like the one we find ourselves in today.

It is now clearer than ever before that realizing the purpose of our organization is about infinitely more than our own success. It is about fulfilling our vision to make life easier, safer and better for all people in the country and the world at large. Our bold vision, mission and core values which are outlined in the Strategic Plan, show with clarity our purpose and the strength of our



David Livingstone Ebiru
Executive Director

convictions which are well aligned to NDP III.

Together, we all have a role to play and this Strategic Plan sets us on an important pathway towards a successful future. The Plan is complimented by the implementation matrix which outlines the concrete actions we will take towards our goals and priorities. We have also identified some of the strategic risks that we need to keep in view while implementing the Plan.

A mid-term review will be conducted on this Plan to ensure that we stay on course, remain relevant, as we adapt to the ever-changing operating environment and aspirations during the next five (5) years of the implementation phase (2020/21-2024/25).

I once again wish to acknowledge the contribution of all stakeholders, both internal and external who have contributed towards the development of Plan and reiterate our commitment to ensure its effective implementation to support industrialization, inclusive growth, employment and wealth creation.

David Livingstone Ebiru
Executive Director

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



LIST OF ACRONYMS

AFRIMET	Intra-Africa Metrology System
BFP	Budget Framework Paper
BUBU	Buy Uganda Build Uganda
CIMS	Certification Information Management System
CODEX	Codex Alimentarius Commission
COMESA	Common Market in East and Central Africa
DTS	Digital Tracking System
EAC	East African Community
EOC	Equal Opportunities Commission
GDP	Gross Domestic Product
GOU	Government of Uganda
ICT	Information Communication Technology
IEC	International Electro-technical Commission
IMEKO	International Measurement Confederation
ISO	International Organization for Standardization
KPIs	Key Performance Indicators
LIMS	Laboratory Information Management System
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance Planning and Economic Development
MOU	Memorandum of Understanding
MPS	Ministerial Policy Statement
MSMEs	Micro, Small and Medium scale Enterprises
MTEF	Medium Term Expenditure Framework
MTIC	Ministry of Trade, Industry and Cooperative
NDP	National Development Plan
NEMA	National Environmental Management Authority
NML	National Metrology Laboratory

NPA	National Planning Authority
NRM	National Resistance Movement
NSC	National Standards Council
NTR	Non-Tax Revenue
OIML	International Organization of Legal Metrology
OPM	Office of the Prime Minister
PPDA	Public Procurement and Disposal Authority
SANAS	South African National Accreditation Systems
SD	Standards Department
SDG	Sustainable Development Goal
SIMo	Standards information Management System
SMCA	Standardization, Metrology and Conformity assessment and Accreditation
SQMT	Standards, Quality assurance, Metrology and Testing
SWOT	Strength, Weaknesses, Opportunities and Threats
TAT	Turn Around Time
TEA	Technical Executive Assistant
TBT	Technical Barriers to Trade
TMEA	Trade Mark East Africa
UBOS	Uganda Bureau of Statistics
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
WTO	World Trade Organization

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EXECUTIVE SUMMARY

Uganda National Bureau of Standards (UNBS) is a Government Agency established under Cap 327 of the Laws of Uganda. UNBS also implements the Weights and Measures Act, Cap 103. The mandate of the Bureau is to provide Standardization and Metrology services to industry in order to facilitate trade, protect consumers and ensure fair trade practices in the market place.

The National Development Planning Framework requires UNBS as a Government Agency to prepare and present a 5-Year Strategic Plan that incorporates strategies and policies to enable the Bureau fulfil its mandate in support and realisation of the national plan. The Strategic Plan for 2020/21-2024/25 is prepared in fulfilment of this obligation and it is the 4th Strategic Plan.

The Plan presents five (5) strategic objectives to be addressed over the planned period and takes cognizance of the NDP III programme approach as the main pathway for planning, budgeting, implementation and reporting. The following are the strategic objectives that were developed based on the concept of the Balanced Scorecard:

- i) Strengthening Consumer Protection and Stakeholder Satisfaction.
- ii) Improving Competitiveness of Locally Produced Goods and Services
- iii) Enhancing the Efficiency and Quality of Service Delivery to Stakeholders.
- iv) Consolidating Financial Sustainability of the Bureau.
- v) Strengthening Human Resource Capacity and Productivity.

The preparation of the plan was conducted through a consultative process that involved key internal and external stakeholders. The broad consultations presented an opportunity to incorporate a wide spectrum of ideas, thus providing high-level expectations from the Bureau for the next 5 years.

Outlook of the Strategic Plan for FY 2020/21-2024/25

The Strategic Plan FY 2020/21-2024/25 has been structured against the priorities that will be supported/facilitated through the NDP III programmes:

- 1) Promoting the quality of products on the market to ensure a levelled playing field for enhanced trade and investments as well as protection of consumers from substandard and harmful products.
- 2) Trade facilitation through certification of MSMEs products to enable them be exported to regional and international markets. This will enhance implementation of other government programmes like Buy Uganda Build Uganda (BUBU), Import Substitution Strategy and Export Promotion Strategy.
- 3) Improving the efficiency and quality of service delivery through automation in order to reduce the cost of doing business.
- 4) Enhanced laboratory testing through procurement of specialized equipment for testing locally manufactured and imported products and exports.

The interventions above will be achieved through implementation of the five (5) strategic objectives.

Institutional Framework

The National Standards Council 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 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 i.e Standards, Compliance; and

Management and Financial Services.

Financing

The Plan will have diversified sources of funding, including core financing from Government, contribution from Non Tax Revenue and External Support from the Bureau’s Partners. The Budget is estimated at UGX 475.688 Billion of which the Medium Term Expenditure Framework (MTEF) for the 5 years is estimated at UGX 325.225 Billion leaving a funding gap of UGX 150.463 Billion.

Monitoring and Evaluation (M&E)

The Monitoring and Evaluation Framework will entail preparation of quarterly performance reports and annual reports to track progress of implementation of the Strategic Plan undertakings and the progress made towards achieving the Strategic objectives.

Underlying Assumptions for achieving the Strategic Objectives

In order to achieve the above objectives, the

following key assumptions are made:

- i) Government will continue to provide all the required resources to implement the Bureau’s investments and work plans.
- ii) The Bureau will continue to grow and contribute its share of the Non-Tax Revenue (NTR/AIA) to the Consolidated Fund through diversification of revenue streams.
- iii) There will be stability in the macro-economic environment to stimulate trade and investments.
- iv) There will be stability in the Bureau’s Management and Governance systems.
- v) The Country will quickly recover the effects of COVID-19 on the economy.



UNBS staff sensitising Operation Wealth Creation on Maize standards



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

CHAPTER

01

INTRODUCTION

1.0 Background

The formulation of UNBS Strategic Plan FY 2020/21-2024/25 is based on the comprehensive National Development Planning framework where each Government Ministry, Department and Agency is obliged to produce a plan every after 5 years that is aligned to the National Development Plan (NDP). The plan implements UNBS 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”.

An effective National Quality Infrastructure is a vital pillar for the country’s sustainable development. The Government of Uganda recognizes the importance of a quality infrastructure and has shown commitment to its development as indicated in its major economic policy papers such as the National Development Plan, the NRM manifesto and the BUBU Policy.

The principal components of the quality infrastructure include Standards, Metrology, Accreditation and Conformity Assessment. These services support economic development through interdependent ways, which boost the production of competitive products and enhance the quality of life of the public.

UNBS has remained the premier Government Agency in the provision of Standards, Metrology and Conformity Assessment services since its inception in 1989. Over this period, its main activities have been development and promotion of standards, certification of products and services, market surveillance, laboratory testing of products, verification of weighing equipment used in trade, calibration of industrial equipment and inspection of imports. With the establishment of a common market with the East African Community (EAC), Common Market for Eastern and Southern

Africa (COMESA) and the Africa Continental Free Trade Area (AfCFTA), the Bureau’s mandate has extended beyond national borders to the wider regional and international level.

With the increasing demand for UNBS services over the years, coupled with government-wide public sector reforms, there has been need to adopt a strategic approach to planning and management.

UNBS adopted its 1st Strategic Plan as a management tool in FY 2007/08. The FY 2020/21 to FY 2024/25 Plan is its 4th Strategic Plan aimed at building on the achievements gained in the implementation of previous Strategic Plans. The planning framework has now been aligned to the 5-year national planning horizon as articulated in the Comprehensive National Development Planning Framework (CNDPF).

1.1 Legal Framework of Bureau

UNBS is a statutory body under the Ministry of Trade, Industry and Co-operatives established by the UNBS Act Cap 327 and became operational in 1989. It also implements the Weights and Measures Act Cap 103. Therefore, the mandate of the Bureau is to provide Standardization and Metrology services to industry and consumer protection.

The role of UNBS is structured into four main areas:

- a. Formulation and promotion of the use of standards;
- b. Enforcing standards in the protection of public health and safety and the environment against dangerous and sub-standard products;
- c. Ensuring fairness in trade and precision in industry through reliable measurement systems; and
- d. Assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international

markets which supports strengthening of the Ugandan economy.

1.3 Standardization and the Economy

1.3.1 Overview of Standardization

Standardization is the activity of establishing, with regard to actual or potential problems, provisions for common and repeated use, aimed at the achievement of the optimum degree of order in a given context. In a modern society, standards contribute to sustainable development and in particular to trade, health and safety and environmental protection. Important benefits of standardization are improvement of the suitability of products, processes and services for their intended purposes, prevention of barriers to trade and facilitation of technological cooperation.

The mandate of UNBS puts it at the centre 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.

1.3.2 Principal Components of the Quality Infrastructure at UNBS

The following are some of the main functions of the Bureau and their contribution to the Ugandan economy:

a) Standards Development and Harmonization

Standards define every product, service or activity. UNBS continues to develop standards for local products and processes facilitating production and distribution of goods and services in the country. UNBS has supported exports through harmonization of standards within EAC, the African continent and internationally through membership in international standardization organizations.

Uganda now has over 3,948 standards including those harmonized at EAC and adoptions from International Standards. It is a known fact that the size of the economy of a country is directly proportional to the number of national standards published

and implemented. It follows that more effort in developing standards for Uganda is the only way to support the industrialisation of the country and promote exports. UNBS will continue developing standards and at an even faster rate basing on the current 3-Year National Standardisation Strategy 2019 -2022.

Standards development involves constitution of technical committees composed of stakeholders from government, private sector, academia and civil society groups. These groups deliver on standards at national regional, continental and international level taking Uganda's voice and helping secure market for local products. When the country does not participate in standards development, it faces Technical Barriers to Trade (TBTs).

To provide information on standards and related matters to the public and the business community, UNBS operates the National Enquiry Point in line with the WTO Agreement on Technical Barriers to Trade (TBT).

b) Certification Services

Certification contributes directly to "reducing the prevalence of substandard products on the market" and "increasing the number of locally manufactured products accessing the local, regional and International markets." Product and system certification ensures that quality and safe products and services are placed on the market, consumed by the public or exported to earn foreign exchange. UNBS Distinctive Mark (Q-mark) is the EAC notified Mark and remains the passport for Ugandan products accessing export markets, particularly in the EAC. Certification enables increased market access for local industrial products, hence supporting BUBU as well as exports. To date, UNBS has certified 2,776 products.

In the quest to bring services nearer to the industry and people, certification services are now being provided at the three (3) UNBS regional offices in Gulu, Mbale and Mbarara as part of its decentralization effort. Other services provided in these regional offices include verification of Weights and Measures and Market Surveillance

activities. The certification service at UNBS is internationally accredited.

c) Calibration Services

Measurements are essential in all life, because “what cannot be measured cannot be controlled”. The National Metrology Laboratories (NML) is the custodian of the national measurement systems which ensure that Ugandan measurements comply with International standards, and that they are recognized and traceable. The laboratory supports all quality assurance activities in the country. It is a value adding service to the quality assurance systems in industries, research and testing laboratories and in the medical/health sector and the environment.

The NML supports:

- (i) industry to accurately measure parameters such as temperature, pressure, voltages, currents, mass, length, moisture and humidity that enable them to produce quality and safe products.
- (ii) the health sector in measuring factors such as temperature, weight, pressure, and conductivity among others all of which aid accurate diagnosis and treatment.
- (iii) regulators to ensure devices and equipment used such as axle weight controls, speed guns, blood alcohol levels, discharge of effluents, sound pollution and fuel dispensers are accurate.
- (iv) the service sector to ensure that tools and equipment like water meters, current meters, clamp meters are accurate.
- (v) laboratories such as for drugs, food, microbiology, Engineering materials, electrical, medical testing provide accurate test results through calibration of their lab equipment.

d) Testing Laboratories

This service supports the objectives of reducing substandard goods on the market, facilitating the competitiveness of industries and protecting consumers.

UNBS has six (6) Laboratories, two (2) of which are accredited to International Standards (Chemistry and Microbiology), while two (2) others are working towards accreditation (Electrical and Engineering/ Building Materials). These laboratories analyse samples for export, industry product development and innovation, standards development, certification services and regulatory activities of Government, including UNBS (Imports Inspection and Market Surveillance). UNBS has completed construction of a state-of-the-art Laboratory building and shifted all testing services to Bweyogerere. UNBS also plans to acquire testing infrastructure in Gulu, Mbarara and Mbale as part of its decentralization effort to take services closer to those who need them.

e) Imports Inspection

Imports inspection is the country’s first line of defence against dangerous and substandard products that could be imported. This protects consumers’ health, safety and environment as well as local manufacturers/producers from unfair competition from cheap imported substandard products. UNBS Imports Inspection is currently located in 53 gazetted entry and clearance points out of a total of approximately 170 customs gazetted entry and clearance points. The service needs to be expanded to all the customs gazetted entry and clearance points to avoid entry of unchecked products through unmanned points.

f) Market Surveillance

Compliance with rules and regulations builds trust in Government, enhances economic growth through supporting investments and promotes wellbeing of society. It is essential for safeguarding health and safety, protecting the environment, securing state revenue and delivering public goods.

The UNBS Act requires UNBS to prohibit substandard goods and enforce standards to protect the public against substandard and dangerous goods and goods with poor performance. UNBS has also received a new mandate to enforce sections of the NEMA Act in order to reduce the prevalence of poor

quality plastic bags in the market that are affecting the environment.

The number one standards related problem for an average Ugandan is the high prevalence of substandard products on the market. This is reported at 54% according to an independent survey, which was commissioned by UNBS in 2017. Such products are an economic risk as they drain the hard-earned household income of already poor communities. They also pose health and safety risks to the population that could lead to poor health, disability or death. Substandard products also affect the environment negatively, hence impacting on human health and the life of plants and animals. This poses an immediate threat to agricultural productivity and market access to local products.

Enforcement activities are required to promote compliance and deter or punish non-compliance to standards. Regular inspections deter stocking of non-conforming products and respond to urgent calls or complaints where rapid response is required. Market surveillance also supports imports inspections to address leakages of substandard products through mis-declaration and concealment by regularly checking vehicles conveying goods before they are delivered to outlets.

g) Legal Metrology Services/Weights and Measures

Trade is based on exchanging value for money. It follows that the number one interest of the buyer is how much of goods one will receive. Legal metrology ensures that the quantity which one gets is as expected. UNBS Legal Metrology ensures producers use accurate measures to dispense products. The verification of equipment ensures that both the seller and the buyer are not cheated. This function undertakes verification of measuring equipment such as weighing scales, fuel pumps, water or electricity meters

1.4 Governance and Organizational Structure

UNBS is governed by the National Standards Council (NSC), which provides policy guidance and strategic oversight, while the Management

Team headed by the Executive Director is responsible for managing the day-to-day operating activities of the Bureau.

The NSC comprises ten (10) members who are appointed by the Minister responsible for Trade, Industry and Cooperatives. The NSC is responsible for the overall policymaking, declaration of national standards and overseeing the strategic direction of the Bureau. The NSC works closely with Management in developing policies and operational strategies and its business is undertaken through the respective committees of Finance and Planning, Human Resource and Administration, Standards and Technical, Audit, and Risk.

The day-to-day operations of the Bureau are supervised by the Executive Director who is assisted by three (3) Deputy Executive Directors responsible for Management and Financial Services, Compliance and Standards directorates.

The policies established by the NSC are implemented by the staff and by the end of the previous Strategic Plan on 30th June, 2020, UNBS had a staff establishment of 435 staff of which 28% are female and 72% male.

The relationship between the Executive Director's Office and the respective Directorates and Departments is illustrated in Annex A (Organogram).

1.5 National, Legal and Policy Context

The development of this Strategic Plan has been cognizant of national, regional and global initiatives and commitments, which include the Agenda 2030, Africa Agenda 2063, East African Community (EAC) protocols, Uganda Vision 2040, 3rd National Development Plan (NDP III), and 2015 Paris Agreement on Climate Change, among others.

The theme for the National Development Plan (NDP III) is "Sustainable Industrialization for inclusive growth, employment and wealth creation". The NDP III identified five (5) objectives with eighteen (18) programmes. Standards are cross-cutting and UNBS will therefore intervene in various areas of government priorities in accordance with the annual budgetary provisions. This will ensure that UNBS enhances

its synergies with other MDAs who are implementing the various programs to provide standardization services.

UNBS Strategic Plan 2020/21 - FY 2024/25 is aligned with NDP III at objective, strategy, programme and sub-programme levels as described below:

- i) The Strategic Plan contributes to NDP III objective 1 through quality assurance support for market access, objective 2 through certification and issuance of quality marks, objective 3 through the provision of supportive infrastructure for SQMT and objective 5 through increasing role of the state.
- ii) In terms of programmes, UNBS strategic plan will contribute to the following programmes: agro-industrialisation, manufacturing, private sector programme, mineral development programme, sustainable urban development, Sustainable Development of Petroleum Resources Programme, Natural Resources, Environment, Climate Change, Land and Water Management Programme, Energy development programme, Innovation, Technology Development and Transfer Programme and Regional Development through its decentralised services thus attracting industries and SMEs to establish/locate across the country.
- iii) In terms of strategic focus, it will involve among others: value addition in key growth areas, import substitution and export promotion and partnerships.

The development priorities to be addressed during implementation of the new Strategic Plan will be along the NDP III programmes and sub programmes as indicated in Table 1.1.

Table 1.1 – UNBS Intervention in NDP III Programs

S/N	NDP III Programme	NDP III Sub Programme	UNBS Intervention
i.	Private Sector Development	<ul style="list-style-type: none"> • Enabling environment 	Industrialisation and export promotion through product and system certification, testing, calibration and verification of equipment; imports inspection
ii.	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
iii.	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
iv.	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

1.6 Purpose of the Plan

The purpose of this Plan is to translate the mandate and functions of UNBS into strategies and priority actions in light of new developments in the economy and global environment. It is, therefore, a guide to the Bureau's development and service delivery framework over the five-year horizon (FY 2020/21-2024/25).

1.7 Specific Objectives

The specific objectives for formulating this Plan are to:

- i) guide UNBS in consolidating the achievements of the last decade and its institutional capacity to holistically execute its mandate;
- ii) provide strategies and interventions for standards development, awareness and enforcement;
- iii) provide a basis for preparing annual work plans and budgets over the Plan period; and
- iv) provide a basis for effective implementation, monitoring and evaluation of the deliverables.

1.8 Strategic Plan Development Process

The process of preparing the Strategic Plan started in July, 2019 with the mid-term review of the previous Strategic Plan, 2015/16-2019/20. A thorough review of relevant documentation, which included the NDP III in order to inform the Bureau's next strategic direction, was undertaken.

This Strategic Plan was prepared through a participatory and consultative process involving internal stakeholders like the NSC, UNBS Management and staff; and other key external stakeholders within Government, such as Ministry of Trade, Industry and Cooperatives (MTIC) and National Planning Authority (NPA). The Private Sector associations were also consulted for input, in addition to benchmarking of best practices within other institutions.

The development of the Strategic Plan was informed by various Government Policies and other Strategic Frameworks that include:

Sustainable Development Goals, specifically SDG 9; Uganda Vision 2040; National Development Plan (NDP III). The process also entailed a detailed review of the performance of the previous UNBS Strategic Plan (2015/16-2019/20), the outcome of which informed the areas of intervention for the next five (5) years.

The Balanced Scorecard (BSC) concept was adopted as a tool to evaluate the performance and implementation of the 2020/21-2024/25 Strategic Plan in order to ensure its deployment throughout the organization. The Plan outlines the benefits of quality infrastructure to the economy and provides an overview of UNBS' current structure, achievement and challenges.

1.9 Structure of the Strategic Plan

This Strategic Plan is organized in nine (9) chapters as follows:

- Chapter 1 covers the Introduction and background information that provides a foundation for the Plan.
- Chapter 2 focuses on the Situation Analysis, simulating the past performance of the Bureau including challenges and lessons learnt. It therefore provides a benchmark for issues to be addressed.
- Chapter 3 presents the strategic direction of UNBS for the medium term. It further gives detail of the strategic objectives focusing on the strategic interventions, outcomes and outputs, necessary for attainment of the envisaged targets.
- Chapter 4 details the financing framework and strategy.
- Chapter 5 presents the institutional arrangements for implementing the Plan.
- Chapter 6 covers communication and feedback strategy;
- Chapter 7 presents the risk management.
- Chapter 8 spells out the monitoring and evaluation arrangements that will be used to track the performance of the Plan.
- Chapter 9 details the project profiles.

The detailed cost of the Strategic Plan, the Results framework are also annexed.



Sample
Reception

UNBS Sample reception

CHAPTER

02

SITUATIONAL ANALYSIS

2.1 Overview

This chapter presents performance of the previous UNBS Strategic Plan, including key achievements and challenges. It also includes the status of the institutional capacity with respect to financial resources, human capital development and management in terms of staff establishment, availability of sector relevant technical and specialized competencies, monitoring and evaluation capacity with respect to existence and functionality of the vote M&E, sector coordination structure and functional Management Information System (MIS) to support Monitoring and Evaluation (M&E). In addition, the Strengths, Weaknesses, Opportunities and Threats (SWOT) and stakeholder analysis are also presented.

2.2 Performance of the Previous Strategic Plan 2015/16-2019/20

2.2.1 Summary Performance of Key Development Results

UNBS through her functional areas (SQMT) registered a steady increase in performance over the years of implementation of the previous plan. The interventions mainly helped to protect the health and safety of Ugandans against consumption of substandard products, protection of the environment, reducing the level of substandard goods on the market from 54% in 2017 to 49% in 2019 and promoting fair trade in the market place. This was mainly achieved through

- a) implementation of the Distinctive Mark regulation that requires all goods on the market covered by compulsory standards to have a Q-mark,
- b) conducting of market surveillance inspections and inspection of import consignments to seize all substandard goods,
- c) testing and certification of products to ensure quality products are produced by industries, and
- d) implementing the Weights and Measures Act for fair trade in the marketplace.

Table 2.1 provides details of the physical performance of the Plan.

Table 2.1 – Summary of Performance of Physical Outputs

Key performance Indicators	2015/16		2016/17		2017/18		2018/19		2019/20	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of standards developed	385	451	385	355	385	254	385	414	385	505
Number of equipment verified	750,650	706,939	815,259	757,551	850,620	867,301	894,331	1,001,134	1,000,000	1,063,277
Number of equipment calibrated	2,200	1,709	1,879	2,677	2,067	2,233	2,274	3,538	2,500	3,354
Number of certification permits issued	350	718	1,200	941	1,400	872	1,600	1,378	1,800	2,728
Number of product samples tested	84,000	9,883	10,833	12,439	11,833	1P472	12,833	17,770	14,083	19,635
Number of market inspections conducted	600	1,093	1,202	1,128	1,322	2,278	1,454	6,646	1,600	7,345
Number of import consignments inspected	100,000	99,980	109,978	118,467	120,975	133,517	133,073	154,196	146,380	153,256

2.2.2 Performance along the Strategic Objectives

Overall, the extent of achievement of the Strategic Plan in the period under review was established at 82 %. The performance per strategic objective is illustrated in the Table 2.2.

Table 2.2 – Performance per strategic objective

S/N	Strategic objectives	Score (%)
i.	Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services	78
ii.	Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade	84
iii.	Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy	72
iv.	Strengthen human resource and improve infrastructure capacity for improved service delivery	89
v	Develop and maintain partnerships and collaborative arrangements at both national and international levels that support effective implementation of UNBS mandate	82
vi.	Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS	88
Overall score		82

2.2.3 Performance per Strategic Objective

During the implementation of Strategic Objective 1, which is to Strengthen the Development, Management, Promotion and Harmonization of Standards and Measurement Systems to support Production, Marketing and Consumption of Quality Goods and Services, the following key success were achieved:

- 1,979 standards have been developed since the inception of the Plan against a set target of 1,925 standards. This represents a 102.8% achievement in the number of standards developed.
- 74,360 product samples have been tested in the period of implementation of the Plan against a set target of 58,132. This represents 127.9% achievement in the number of samples tested over the years of implementation.
- 6,637 certification permits have been issued in the period of implementation against a set target of 6,437 permits representing a 103% achievement of the planned target.
- 13,511 industrial equipment have been calibrated against a set target of 10,922 equipment representing 123.7% achievement of the target.
- Establishment and implementation of Standard Operating Procedures (SOPs) for all Directorates.
- 898 MSMEs were assisted in implementation of standards against a target of 1,100 MSMEs and 86 MSME products certified against a target of 440 MSME products in the period under review. This represented a 124% achievement in support of MSMEs and a 33% achievement in SME product certification.

During Implementation of Strategic Objective 2, which is to Strengthen Implementation and Enforcement of Compulsory Standards and Technical Regulations for enhanced Protection of Consumers and the Environment and Promotion of Fair Trade, the following key success were achieved:

- 4,396,202 measuring equipment were verified against a target of 4,231,270 equipment representing 103.9% achievement of the target.

- 659,416 import consignments were inspected against a set target of 610,406 consignments. This represents a 108% achievement of the target.
- 18,490 market outlets were inspected against a set target of 6,178 outlets. This represents 299% achievement of the planned target.
- UNBS Regulations 2018 for Use of Distinctive Mark were gazetted on 13th April 2018. Under these regulations, UNBS declared the Q-Mark mandatory for all products with compulsory Uganda Standards and hence any product without it shall not be placed on the market. As at June 2020, the stock of Uganda Standards developed was at 4,127 and 1,398 of these were compulsory Uganda Standards.
- UNBS Regulations 2018 for Imports and Clearance were gazetted on 25th May 2018.
- The Weights and Measures (Testing and sampling) Rules 2017, Regulation was finalized and submitted for gazetting.

During the implementation of Strategic Objective 3, which is to Increase Visibility and Enhance Corporate Image of UNBS to meet the current and emerging demands of the economy, the following key successes were achieved:

- There was an increase in reach of UNBS services throughout the Plan period. According to a survey commissioned in February 2018, knowledge about UNBS was at 58%. This has led to more attention being drawn to UNBS services and an increase in demand for the services and advocacy for more support to UNBS. For example, on 18th January 2019, the Speaker of Parliament advocated for more funding of UNBS to recruit more staff to manage surveillance activities.
- A survey was undertaken to establish the prevalence of substandard products on the market and was estimated at 54% of the sampled products in February 2018. Statistical analysis of laboratory data is also carried out semi-annually and annually which helps to corroborate the data on the prevalence of substandard products on the market.

- UNBS decentralized its services of Market Surveillance and Certification to regional offices in Gulu, Mbale and Mbarara effective July 2018, thus bringing services closer to clients.
- A consumer awareness campaign on the Distinctive Mark was finalized and translated in five local languages. The adverts run on Radio West, Etop, Rupiny, Akaboozi Kkubiri, Beat FM and Radio One.
- Since inception of the Plan, UNBS has been participating in both television and radio talk shows under both paid time and Government free airtime.
- UNBS has continuously published stories online, and is very active on Facebook, Twitter and Instagram.
- UNBS received the best government agency award at the 6th Private Sector Development Awards, held at Royal Suites in Bugolobi. The awards were organized by Private Sector Foundation Uganda (PSFU) to recognize the best performing business associations, corporate companies, and government agencies that are playing a critical role in private sector development in Uganda. Under the Government Agency Category of the Year, UNBS emerged the winner beating 45 other government agencies.

During the implementation of Strategic Objective 4, which is to Strengthen Human Resource and Improve Infrastructure Capacity for improved service delivery, the following key successes were achieved:

- UNBS has continuously built the staff capacity from the start of the implementation of the Plan. UNBS closed FY 2019/20 with 433 staff. In the FY 2019/20, UNBS received extra funding of 10 billion shillings to recruit 100 staff to effectively implement her mandate. UNBS has put in place capacity building programs, which include training staff as manifested by presence of a training plan, budget and training committee. The staff salaries have also been enhanced to retain adequate, competent and motivated human resource to enable UNBS achieve its objectives.
- UNBS Standards House was completed at Bweyogerere, which has offered a conducive

work environment and availed enough working space (4,475 square metres) with capacity to accommodate 350 staff. The Food Safety laboratories (Chemistry, Microbiology and Sample Reception) were also completed. The Calibration Rig was also redeveloped.

- There has been an improvement in fleet from 23 field vehicles in the FY 2015/16 to currently 48 vehicles in the FY 2019/20.
- There has been digitization of UNBS core processes to increase efficiency in service delivery and reduce on the cost of doing business. Some of the automated programs developed include:
 - Laboratory Information Management System (LIMS), which provides faster data/results processing and tracking of samples being tested at UNBS laboratories.
 - Certification Information Management Systems (CIMS) that allows companies to apply for certification and track their applications up to issuing of E-certificates.
 - Webstore, which allows for online buying and selling of standards.
 - UNBS App to enable access to UNBS Services using mobile phones.
 - Online support service that allows clients to register complaints as part of UNBS' effort to increase public participation in the fight against substandard products on the market.
 - Truck Verification System (E-rig) that allows UNBS staff to carry out faster verification of oil tankers and ensure accuracy in measurement of bulk meters.
 - Standards Information Management System (SiMo) that ensures interactive participation in the standards development process.

All these are geared towards increasing efficiency of service delivery.

During the implementation of Strategic Objective 5, which is to Develop and Maintain Partnerships and Collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate, the following key successes were achieved;

- UNBS has established and maintained over 30 MoUs with organizations at national, regional and international levels for collaborations in standardization and implementation for improved quality of life over the period of implementation of the Strategic Plan. The organizations include: National Organic Agricultural Movement of Uganda (NOGAMU), The Uganda National Apiculture Development Organization (TUNADO), South Sudan National Bureau of Standards (SSNBS), Food and Agricultural Research Management (FARM AFRICA), Electricity Regulatory Authority (ERA), Kampala Capital City Authority (KCCA), Ministry of Energy and Mineral Development (MEMD), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Registration Services Bureau (URSB), Kampala Butchers and Traders' Association (KABUTA), Ministry of Works and Transport (MoWT), National Gaming Board (NGB), Uganda Export Promotion Board (UEPB), National Water and Sewerage Corporation (NWSC), TradeMark East Africa (TMEA), Makerere University, Eastern Africa Grain Council (EAGC), National Information Technology Authority (NITA-U); Petroleum Authority OF Uganda (PAU), Ministry of Local Government ((MoLG), National Drug Authority (NDA), Uganda Securities Exchange (USE) and Commonwealth Standards Network (CSN) among others.
- UNBS has increased membership to and/or participation in international standardization organizations over the period of implementation of the plan. These include: South African National Accreditation Systems (SANAS) body, International Organization for Standardization (ISO), African Regional Organization for Standardization (ARSO), International Measurement Confederation (IMEKO), International Organization of Legal Metrology (OIML), International Electrotechnical Commission (IEC), Codex

Alimentarius Commission (CODEX), Intra-Africa Metrology System (AFRIMETS), Standards and Metrology Institute for the Islamic Countries (SMIIC) and Proficiency Testing (PT) schemes to international bodies namely LGC standards (UK), BIPEA in France, TEST VERITAS, NAM Water in Namibia and Thandela PT Ltd.

During the implementation of Strategic Objective 6, which is to Develop Innovative Funding Mechanisms and effectively manage Financial Resources to ensure sustainability of UNBS, the following key successes were achieved:

- There has been an increase in revenue over the period of implementation of the Plan. The projected revenue over the period of implementation of the plan was UGX 207 billion and 193 billion was realized which represents 93% of the target. The achievement of the revenue realized was majorly because of NTR, which was projected at 83 billion, and 110 billion was realized representing a 132% achievement in NTR collections. GOU revenue fell short from a projected 98 billion to realizing 82.9 billion representing 82% achievement. However, revenue would be higher if value was attached to donations in form of equipment.
- UNBS also received items in kind and other donations that include: donations of equipment by Quality Infrastructure and Standards Programme (QUISP), International Atomic Energy Agency (IAEA) and TMEA; sponsored meetings, trainings, seminars and other capacity building programs from TMEA, CSN, ARSO, and ISO sponsoring development of standards.
- UNBS continued to be compliant with requirements of other supervisory agencies like NPA, MTIC, EOC, OPM and MoFPED for accountability. This was through timely submission of Government annual performance reports, budget performance reports, Ministerial Policy Statements (MPS), Budget Framework Papers (BFP) among others that have led to issuance of certificates of compliance by NPA and EOC for all the years of implementation of the Strategic Plan.

2.2.4 Performance on Cross Cutting Issues

HIV/AIDS: Medical camps were organised to provide HIV testing and counselling to all staff on an annual basis during the implementation of the previous strategic plan. HIV/AIDS awareness was also included in the Occupation, Safety and Health (OSH) trainings that were delivered to all staff.

Gender: Gender and equity have been incorporated in planning and budgeting instruments of UNBS during the years of implementation of the plan. This has led to UNBS qualifying for a certificate of compliance for ministerial policy statements and budget framework papers issued by EOC for all the years of implementation.

Environment: UNBS has developed environment responsive standards and certified companies in the implementation of environmental management standards during the period of implementation of the plan. UNBS has also provided onsite and offsite assistance to MSMEs in the implementation of good hygiene practices and good manufacturing practices that are environmentally friendly.

2.3 Institutional Capacity

2.3.1 Human Resource Development and Management

The Human Resource function at UNBS is structured in a way to offer a supportive role with the aim of attracting, developing and retaining competent and motivated human resources to enable UNBS achieve her objectives. This is through development and implementation of human resource management policies and procedures, planning, recruitment and selection, learning and development, performance management, employee relations and many more.

Currently (FY 2020/21), the staff capacity at UNBS stands at 435 staff (68%). This is however short of the 640 staff in the approved staff structure. This has improved from 235 in FY 2015/16 to 431 in FY 2019/20. Nonetheless, with the current establishment, the relevant technical and specialized competencies are available to implement the plan.

Figure 2.1 – Number of Staff during the Plan Implementation Period



2.3.2 Analysis of Financial Resources

The funding to UNBS services has been increasing from UGX 21 billion in FY 2015/16 to UGX 59.1 billion in FY 2019/20. This represents 183.2% increase in revenue since the inception of the Strategic Plan. Although more external funding is required, the current budget is appropriate for provision of UNBS services in the new Strategic Plan. The growth of funds has been sustained by an increase in Non-Tax Revenue (NTR). UNBS has the potential to sustain itself through NTR mobilization. The Strategic Plan will be financed through annual budgets that will be aligned to it.

Table 2.3: Financial Performance

UGX(Billion)	2015/16			2016/17			2017/18			2018/19			2019/20		
	Budget	Release	Spent	Budget	Release	Spent	Budget	Release	Spent	Budget	Release	Spent	Budget	Release	Spent
Recurrent	9,248	7,569	7,266	10,368	8,602	8,258	11,994	11,807	11,803	11,672	10,745	10,388	53,183	47,222	47,017
Development	3,579	2,839	2,725	3,659	2,120	2,035	9,580	8,279	8,279	9,580	8,023	8,023	15,753	12,489	10,896
AIA	8,200	10,315	9,902	14,301	14,301	13,729	18,396	18,396	18,387	26,590	26,590	26,386			
Total	20,027	20,723	19,864	28,328	25,023	24,022	39,970	38,482	38,469	47,841	45,357	45,153	68,936	59,710	57,911

2.3.3 Monitoring and Evaluation (M&E)

UNBS has an M&E function that monitors the implementation of the Strategic Plan throughout its period. This function is established in the Corporate Planning Division under the Management and Financial Services Directorate. The function will be strengthened to have the capacity of timely monitoring the implementation of the Strategic Plan. The function will be responsible for quarterly, bi-annual and annual evaluation of the Strategic Plan implementation. This will be followed by a mid-term review and terminal review of the Strategic Plan implementation.

In addition, there are management information systems that include Laboratory Information Management System (LIMS), Certification Information Management System (CIMS), E-Portal, Standards Information Management System (SIMo) to mention a few. These will be complemented by field visits to verify the progress of implementation, monthly data collection that will be used to generate reports, submitted to Management for discussion and action plans, and subsequently to National Standards Council (NSC).

The UNBS Monitoring Unit works with the program working group that meets on a quarterly basis to evaluate the performance of different agencies under Private Sector Development (PSD).

2.4 Key Achievements and Challenges

2.4.1 Summary of Key Achievements

The undermentioned were key achievements in the plan implementation period:

- Construction of food safety laboratories (microbiology and chemistry laboratories) at Bweyogerere head office (4,811 square meters).
- Construction of UNBS headquarters at Bweyogerere industrial park (4,475 square metres).
- Acquisition of Land in Mbarara industrial area (3 acres) for construction of regional laboratories.

- d) Acquisition of Land in Sino Uganda Mbale industrial park (5 Acres) for the construction of regional laboratories.
- e) Provision of specialised equipment worth 2 billion for chemistry laboratory by International Atomic energy agency.
- f) Approval and implementation of the Distinctive mark regulation, 2019.
- g) Recruitment of 100 staff in the FY 2019/20.

2.4.2 Implementation Challenges

2.4.2.1 Inadequate Staffing

There is inadequate staffing to implement her mandate of trade facilitation and consumer protection (standards enforcement). Majority of the work undertaken by UNBS is field based which brings a lot of challenges to deploy fully in the whole country. UNBS is expected for example, to cover all the 170 entry points for inspection of imports (only 84 are covered), do verification for weights and measures for all trading enterprises across the whole country, testing all MSME products on the market and calibration for industrial measurements. The magnitude of the work undertaken by UNBS is immense and calls for a lot of deployment in terms of staff numbers.

2.4.2.2 Limited Support to MSMES (BUBU and Industrialization Policy)

It is now a legal requirement to have all products that fall under mandatory standards marked with a Distinctive Mark (Q-Mark) effective July 2018. However, there are many of these products being produced by MSMEs and sold on the market without compliance to this requirement, hence putting the public at risk. H.E the President has always noted the need to assist the enterprises to have their products certified. The challenge has been the public perception that the cost of certification is high largely due to product testing costs and of course due lack of adequate sensitization and awareness.

The government Strategy Papers have always emphasized Industrialization for Job Creation and Shared Prosperity and MSME Support is critical in realizing private sector development, job creation, value addition and promotion of exports within the regional markets.

2.4.2.3 Limited Equipment for Newly Constructed Laboratories

UNBS constructed modern Food Safety Laboratories at its Headquarters in Bweyogerere that were commissioned in December 2019. The laboratories are not yet fully equipped. Additional equipment for testing the products commonly produced by MSMEs such as juices, water, alcohol, soaps, cosmetics, confectionaries and maize flour are needed to cater for the high volumes of samples expected to be tested a number of times before compliance is attained. The equipment is also needed to test imports that contribute to the level of substandard goods on the market.

2.4.2.4 High Prevalence of Substandard Products in the marketplace.

There is need to scale up the Market Surveillance activities to rid the market of substandard goods whose prevalence is currently estimated at 54% of the sampled products. Currently UNBS has decentralized its Market Surveillance services to Gulu, Mbale and Mbarara. The three offices need additional staff, equipment, storage facilities and field vehicles to support their activities. The teams are also required to interface with Local Government Authorities and District Commercial Officers to sensitize the public on the dangers of consuming or using substandard products. This outreach requires radio programs, media presence, workshops and seminars to support the enforcement programs.

2.4.2.5 Inadequate ICT Infrastructure Support

Throughout the implementation of the Strategic Plan, UNBS was adopting E-governance and is currently automating all its core processes and services to make them simple, faster and transparent so that they can effectively support improved service delivery to the various stakeholders who are already accessing services through UNBS ICT Applications. Some of the automated services launched include Laboratory Information Management System (LIMS), Certification Information Management Systems (CIMS), Webstore, online support service, Truck Verification System (E-rig), Standards Information Management System (SIMo), Electronic Portal which is linked to URA ASYCUDA World for Imports clearance, etc. There are also other Online Help Applications which are to be rolled out in due course.

Automation requires continuous investment in ICT hardware and software and this requires additional funding.

2.4.2.6 Shortage of Field Vehicles

Majority of the work undertaken by UNBS is fieldwork. To be able to reduce the substandard goods on the market, field vehicles play a key role in coverage of all the regions. Currently 42% of UNBS fleet have crossed the 200,000 km mileage mark. The cost of repairing an old motor vehicle is higher than its assessed value hence purchase of new motor vehicles is inevitable.

2.4.2.7 Inadequate Decentralization of UNBS Services

UNBS services of Market Surveillance and Certification were decentralized to regional offices of Mbale, Gulu and Mbarara in addition to the already existing Legal Metrology services. However, Certification and Market Surveillance go hand in hand with Testing, thus the need for building and equipping testing laboratories. The challenge was increased cost of doing business by SMEs upcountry to carry their products for testing in Kampala.

2.5 Regional and International Relations

UNBS subscribes and is a member of a number of international organizations. This involves memberships to instruments, conventions, protocols and arrangements with which the UNBS subscribes to while executing her mandate. The institutions UNBS relates to include: International Organization for Standardization (ISO), African Regional Organization for Standardization (ARSO), International Measurement Confederation (IMEKO), Standards and Metrology Institute for Islamic Countries (SMIIC), Intra-Africa Metrology System (AFRIMETS) among others, and also has its testing services internationally recognized through accreditation by South African National Accreditation system (SANAS).

2.6 SWOT Analysis

To assess the internal and external factors that facilitate, influence, constrain or threaten the performance of the Bureau, the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework, as shown Table 2.4, was utilized. The SWOT will thus better position the Bureau in the execution of its mandate.

Table 2.4 : SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good management and a supportive Board • Existence of a legal mandate • Existence of state of the art laboratories with the chemistry and microbiology laboratories accredited • Well trained and competent human capital; • Availability of ICT facilities and services that support automation of customer service delivery • Presence of UNBS in the main geographical regions of Uganda 	<ul style="list-style-type: none"> • Replacement and addition of some laboratory and metrology equipment not being done at a pace commensurate with market demand • Lower response time to customer needs (high turnaround time) compared to private sector due to sub-optimization of resources and systems • Dependence on limited sources of revenue (GOU funding)
Opportunities	Threats
<ul style="list-style-type: none"> • Commitment from GOU towards support of standardization services anchored in various government papers that is NDP III, BUBU policy, NRM manifesto • Goodwill from Development Partners and Private Sector support • Increased demand for UNBS services by the private sector brought about by increased awareness of the need for standardization • Technology. In the event of covid-19 UNBS has taken advantage of technology to achieve its objectives. • External market for Ugandan goods 	<ul style="list-style-type: none"> • Poverty has a tendency to drive consumers to focus on price of products and services at the expense of quality, which affects demand for standardization services • High number of substandard goods on the market that takes additional effort to eradicate

2.7 Stakeholder Analysis

World over, stakeholders are crucial in execution of any plan. This is because stakeholders can either contribute to the success of the plan or hinder it basing on the opportunities or threats they see. Therefore, a clear engagement of stakeholders has been put central to the development and implementation of the Plan. The stakeholders that are covered in this analysis, as shown in Table 2.5, are organizations, groups, and individuals having a legitimate interest in UNBS in terms of the products and services it delivers and how it delivers them.

Being conscious of the concerns and interests of internal and external stakeholders, UNBS will facilitate development of harmonious relations with them and thus provide a favourable environment for optimal operations. The Board, Management and staff are its internal stakeholders, whereas the external stakeholders include those elements or groups that directly affect or are affected by UNBS’ operations. These are Government Ministries and Departments, Local communities, Suppliers, Competitors, Consumers, Customers, Creditors, Development partners, Special Interest Groups and Trade Associations.

Table 2.5 : Stakeholder Analysis

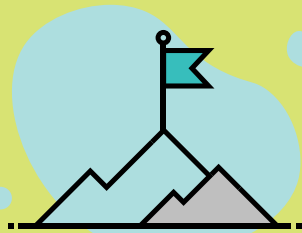
Stakeholder	Priority	Nature of interest
Internal stakeholders		
National Standards Council	High	<ul style="list-style-type: none"> Expect attainment of set objectives Expect positive image for UNBS Envisage bigger role of UNBS in the economy Ensure sustainability of UNBS Fulfilment of the full mandate of UNBS
Management and staff	High	<ul style="list-style-type: none"> Provision of adequate resources Conducive working environment Recognition and other incentives
External stakeholders		
Ministry of Trade, Industry and Cooperatives	High	<ul style="list-style-type: none"> Growing facilitation of fast industrialisation and trade development through standardization Fulfilment of Performance Contract obligations Effective representation in regional and international bodies
Office of the President/Prime Minister/Cabinet /Parliament	High	<ul style="list-style-type: none"> Fulfilment of Performance Contract obligations e.g. Quarterly Performance Reports Obligations under the UNBS Act Obligations emanating from GoU policies and circulars
Ministry of Finance Planning and Economic Development	High	<ul style="list-style-type: none"> Effective and efficient utilisation of funds Budget framework papers and ministerial policy statements Budget performance reports
Other Ministries & MDAs	Medium	<ul style="list-style-type: none"> Working with UNBS in SQMT regimes
Local manufacturers	High	<ul style="list-style-type: none"> Shorter turn-around time on delivery of SQMT services Traceability of measurements Provide linkage to Regional and International mechanisms (e.g. WTO-NEP-TBT) Affordable services
Exporters and importers	High	<ul style="list-style-type: none"> Efficient inspection and certification services

Stakeholder	Priority	Nature of interest
General Public	High	<ul style="list-style-type: none"> • Goods and services that meet quality, health, environment standards • Information on standards for goods and services • Training on quality and inculcation of quality culture • Service with integrity
Special interest groups: (Consumer organisations, NGOs)	Medium	<ul style="list-style-type: none"> • Enforcement of standards, particularly those related to health and safety
Regional and international quality Infrastructure bodies (ARSO, AFSEC, AFRIMETS, etc)	Medium	<ul style="list-style-type: none"> • Harmonization of SQMT activities in Africa • Benchmarking of best practices

2.8 Summary of Emerging Issues and Implications

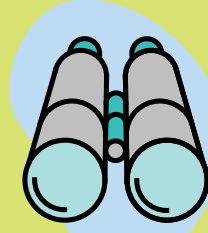
The following are emerging issues and their implications:

- a) Enforcement of Distinctive Mark regulations 2019 has created an overwhelming demand for UNBS certification services. This has led to an increase in turnaround time for certification and testing services to 119 days.
- b) COVID-19 pandemic has led to demand for new services for example, testing equipment and certification of factories producing personal protective equipment. This has further stretched the limited personnel at UNBS.
- c) Demand for laboratory infrastructure at regional level (Eastern, Western and Northern Uganda) due to increased demand of services by MSMEs.



VISION

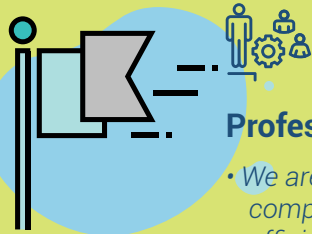
*Safe, quality goods
and services for all*



MISSION

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

CORE VALUES



Professionalism

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



Integrity

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



Customer Focus

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



Innovation

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



Team Work

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

CHAPTER 03

STRATEGIC DIRECTION

There is a notably high demand for Certification services that is supported by the Distinctive Mark Regulation and on the other hand, although declining, there is still a high prevalence of substandard goods on the market in Uganda. The Plan for FY 2020/21-2024/25 will build on the achievements of the previous Strategic Plan to among others improve the quality of goods and services on the market. The Strategic Plan is informed by the country’s planning framework including issues identified in the NDP III, SDGs and other protocols.

3.1 Vision, Mission & Strategic Objectives

3.1.1 Vision

“Safe, quality goods and services for all”

3.1.2 Mission

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

3.1.3 Core values

- Professionalism
- Integrity
- Customer Focus/centricity
- Innovation
- Teamwork

3.1.4 Customer Value Proposition

“We offer affordable, efficient and value-adding services”

3.1.5 Motto

“Quality Everywhere”

3.1.6 Goal

Reduce substandard goods on the market

3.2 Strategic Objectives FY 2020/21-2024/25

The strategic objectives to inform the next strategic planning period were developed basing on balanced score card perspectives as outlined in Table 3.1.

Table 3.1: UNBS strategic objectives

S/N	Balanced Score Card Perspective	Strategic Objective	Outcomes
i.	Financial Perspective	Consolidating Financial Sustainability of the Bureau	Increased budget allocation for UNBS
ii.	Consumer Perspective	Strengthen Consumer Protection and Stakeholder Satisfaction	Increased stakeholder satisfaction
		Improving Competitiveness of Locally Produced Goods and Services	Increase in products on the UNBS certification scheme
iii.	Internal Business Processes Perspective	Enhancing the Quality of Service Delivery to Stakeholders	Increased efficiency in the provision of services
iv.	People/Employees (Learning and growth) Perspective	Strengthening Human Resource Capacity and Productivity	Reduced labour turnover

3.3 Strategic Interventions

3.3.1 Strategic Objective 1: Consolidating Financial Sustainability of the Bureau

This implies UNBS will enhance revenue generation and strengthen and improve the financial management function including Internal Audit. The following interventions will be undertaken:

- a) Increase sales of standards and standards-related materials.
- b) Increase the scope of measurements and calibration including the adopting of new measurement and calibration technologies.
- c) Expand the scope of Certification services and grow certification revenue.
- d) Increase the scope of Legal Metrology Services.
- e) Optimise utilization of all the revenue acquired by UNBS to ensure value for money procurements.
- f) Revise fees and penalties.
- g) Cost optimization including deployment of ICT tools.
- h) Improved budget control and financial discipline.
- i) Review, develop and implement Legal and Policy framework.
- j) Increase the scope and efficiency of testing services.

3.3.2 Strategic Objective 2: Strengthening Consumer Protection and Stakeholder Satisfaction

UNBS will focus on actions that provide customer care from both the producer and the consumer points of view. The following interventions will be undertaken:

- a) Increase the size and quality of stock of standards and standards materials by 10% each year to support the economy, government programs, private sector development and support Sustainable Development Goals.

- b) Increase presence and contribution at regional and international standardization meetings and activities.
- c) Increase stakeholder engagement including academia, industry and government to enhance uptake of standards in production and management, standards in education, research and innovation and for the protection of public safety, health and environment.
- d) Improve the national measurement and calibration capacity for ensuring accuracy of measurements at all levels.
- e) Strengthen partnerships with industry and key stakeholders to build a culture of compliance and quality.
- f) Increase the number of products, services and systems certified to enhance access to standards implementation and certification services by industry, especially MSMEs.
- g) Strengthen the MSME support services to enhance conformity to standards, quality improvement and market access.
- h) Strengthen regional offices to build their capacity to effectively serve the needs of industry in the regions.
- i) Increase coverage and strengthen efficiency of legal metrology services to ensure fair trade and consumer satisfaction.
- j) Develop and implement awareness programs for government, private sector to increase visibility of UNBS services, enhance the corporate image of UNBS and build a culture of quality and compliance.
- k) Develop internal communication capacity.
- l) Improve access to information that consumers require, to make informed choices according to their individual needs.
- m) Increase scope and coverage of border and other clearance stations by 4 per year to increase the percentage of goods with mandatory standards tagged for UNBS intervention.
- n) Undertake regular review, with a view of strengthening the Imports Inspection clearance regulation and DTS Regulation.

- o) Reduce the prevalence of substandard goods in the market from 54% by 10% annually.
- p) Effective and efficient regulatory system that is responsive to the environment in which we operate in order to protect the public, environment and promote fair trade.
- q) Increase scope and efficiency of testing services to support industry and regulatory factions of UNBS.

3.3.3 Strategic Objective 3: Improving Competitiveness of Locally Produced Goods and Services

- a) Align national standards policies with regional and international policies and best practices.
- b) Advance the strength of standards development and harmonization infrastructure (technical committees and management team) and knowledge (inclusiveness, competence and productivity).
- c) Increase stakeholder involvement in standards development, harmonization and implementation.
- d) Take calibration services closer to the customers.
- e) Increase the number of standards and equipment for calibration and measurement services.
- f) Improve measurement and calibration environment.
- g) Have international recognition of the National Calibration and Measurement system.
- h) Research and development of calibration and measurement schemes to address specific customer needs.
- i) Promoting the use of UNBS Distinctive Mark.
- j) Reduction on clearance time, and cost associated for industrial machinery, spare parts and raw materials imported.

3.3.4 Strategic Objective 4: Enhancing the Quality of Service Delivery to Stakeholders

UNBS will increase customer engagement to receive both their input into and feedback about our services. The following interventions will be undertaken:

- a) Improve the quality of standards and standards development services.
- b) Continually review, improve internal systems and processes.
- c) Improve mobility for onsite calibration and measurements.
- d) Improve stakeholder involvement in metrology.
- e) Enhance customer service and reduce Turn-around Time of certification services.
- f) Establish, implement and maintain internationally recognized management systems in UNBS operation.
- g) Digitize, automate and integrate the organization's information, processes and systems to improve efficiency.
- h) Operationalize the Client Service Charter.
- i) Improve compliance and adherence to the PPDA Act 2003 and Regulations 2014.
- j) Establish the impact and contribution of UNBS activities to the nation.
- k) Ensure accountability of UNBS activities.
- l) Ensure value creation and protection of UNBS business processes.
- m) Increase formal cooperation and partnerships with national and international partners.
- n) Procure and deploy appropriate ICT tools as well as other inspection support kits and tools.
- o) Improve the quality of legal advisory services enabling the need for legal services to be met more effectively.
- p) Develop an asset management strategy as per the MoFPED's asset management guidelines and framework.

3.3.5 Strategic Objective Five: Strengthening Human Resource Capacity and Productivity

- a) Improve staff numbers and capacity for major functional units of UNBS to enhance productivity.
- b) Increase staff membership and participation in professional bodies or associations, scientific conferences, symposia, technical working groups, workshops, seminars, convention.
- c) Organize staff team building activities to enhance staff motivation and create team cohesiveness.
- d) Support continuous needs based development of competence including specialized training, motivation and engagement to enhanced productivity of staff and service delivery.
- e) Undertake specific benchmarking activities to increase staff exposure and learning opportunities.
- f) Improve the use of research and scientific findings in service provision including legal, marketing and awareness programs.



UNBS Market Surveillance operations

CHAPTER

04

FINANCING FRAMEWORK AND STRATEGY

This presents the financing framework of the plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

4.1 Summary of Strategic Plan Budget

The total cost of implementing the plan will be UGX 475.688 Billion. The detailed breakdown for the budget is provided in Table 4.1.

Table 4.1: Summary of Strategic Plan Budget (in Billions of Shillings)

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Wage	21.356	21.356	25.356	25.356	25.356	118.78
Non-Wage Recurrent	37.955	37.661	40.294	45.512	42.744	204.166
Total Recurrent	59.311	59.017	65.650	70.868	68.100	322.946
Total Development	6.769	35.169	36.969	37.969	35.900	152.776
Total Funding	66.080	94.136	102.619	108.837	104.016	475.688

The Wage, Non-Wage Recurrent (Operating Costs) and Development will be covered using GoU funding, Non Tax Revenue (NTR) and Partners who in most cases provide assistance in kind. Table 4.2 shows the contribution of NTR to the total funds required to implement the Plan.

Table 4.2: NTR Contribution to Strategic Plan Funding (in Billions)

Funding Sources	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25	Total (UGX)
	2019/20						
GOU (UGX)	59.71	65.045	65.045	65.045	65.045	65.045	325.225
Funding Gap	5.335	1.13	29.12	37.57	43.79	38.97	150.59
Grand Total	65.045	66.08	94.136	102.619	108.837	104.016	475.688
NTR (UGX)	38.169	40.108	40.108	43.8	43.8	46.85	199.36
% NTR Contribution	63.9	60.7	42.6	42.7	40.2	45.0	41.9

The major cost drivers over the planning period include wage, purchase of specialized equipment, purchase of field vehicles, construction of regional and Engineering laboratories, construction of National Metrology Laboratory, procurement of mobile laboratories, weighing and verification of equipment, testing of product samples, calibration of equipment, conducting market inspections and certification of products.

4.2 MTEF Projections and Implications for Strategic Plan Financing

GoU through the NDP provided the MTEF ceiling for the period of implementation of the Strategic Plan. The ceiling provided includes wage, non-wage and development expenditure as indicated in the Table 4.3.

Table 4.3: UNBS MTEF Projections for 2020/21 – 2024/25

Budget Item	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	21.356	21.356	25.356	25.356	25.356
Non-wage	32.036	36.036	32.036	32.036	32.036
Development	11.653	7.653	7.653	7.653	7.653
Total	65.045	65.045	65.045	65.045	65.045

The ceiling provided however is short of the required amount to fund the Plan that leaves a funding gap as indicated in Table 4.4. Funding gap is the difference between the total funds required to implement the Plan and the MTEF ceiling provided by government. The total funding gap amounts to UGX 150 Billion. This is expected to be covered by development partners through submission of fundable proposals as earlier indicated.

Table 4.4: Funding Gaps

Classification	2020/21	2021/22	2022/23	2023/24	2024/25
Non-wage Recurrent Gap	5.919	1.625	8.258	13.476	10.708
Total Recurrent Gap	5.919	1.625	8.258	13.476	10.708
Total Development Gap	-4.884	27.516	29.316	30.316	28.247
Total Funding Gap	1.035	29.141	37.574	43.792	38.955

The table below indicates the strategic plan budget by funding source. The sources include government of Uganda through MTEF provisions and donors that mainly include development partners. The total amount of funding expected from GOU is UGX 415.225 billion Whereas the remaining amount of UGX 60.59 Billion expected to be got from development partners as donations either in cash or in-kind.

The funding gap for the plan is UGX 150.59 Billion Shillings. Of that, Africa Development Bank is committed to avail UGX 20 Billion Shillings for the construction NML laboratory at Bweyogerere headquarters, and UGX 90 Billion Shillings expected to be received from GOU for the construction of regional laboratories and the Engineering laboratory (prefeasibility and feasibility studies already done). This leaves a gap of UGX 40 Billion Shillings that is expected to be covered by development partners.

Table 4.5: Strategic Plan Budget by Source of Funding FY (FY 2020/21 – 2024/25)

Classification	2020/21		2021/22		2022/23		2023/24		2024/25		TOTAL
	GOU	Dev Partner	GOU	Dev Partner	GOU	Dev Partner	GOU	Dev Partner	GOU	Dev Partner	
Wage	21.356	0	21.356	0	25.356	0	25.356	0	25.356	0	118.78
Non-wage recurrent	32.036	5.919	36.036	1.625	32.036	8.258	32.036	13.476	32.036	10.708	204.166
Total recurrent	53.292	5.919	57.392	1.625	57.392	8.258	57.392	13.476	57.392	10.708	322.946
Development	6.769	0	7.653	27.516	36.969	0	37.653	0.316	35.9	0	152.779
Total Budget	60.161	5.919	65.045	29.141	94.361	8.258	95.045	13.792	93.292	10.708	475.688
%age of Source	91	9	69	31	92	8	87	13	89	11	

4.3 Resource Mobilization Strategy

The following strategies will be employed by UNBS to finance the plan;

- i. Continued engagement with the Government of Uganda and other Stakeholders
- ii. Enhancement of Non tax revenue collection
- iii. Presentation of proposals to MOFPED Development Committee for funding of Development projects
- iv. Submission of funding proposals for specialized equipment to development partners.

4.4 Detailed Cost Implementation Matrix

The detailed costed implementation matrix is presented in Annex D.



UNBS sensitising the public on the quality of face masks



UNBS carrying out a stakeholder engagement on solar standards in Kampala

CHAPTER

05

INSTITUTIONAL ARRANGEMENT FOR IMPLEMENTING THE PLAN

This Chapter addresses the coordination of the implementation of the Plan, sustainability arrangements, partnerships and human resource plan.

5.1 Coordination of the Implementation Process

5.1.1 Roles and Responsibilities of Stakeholders within UNBS

Table 5.1 summarizes the roles and assignments for the major players within UNBS including critical UNBS' committees.

Table 5.1: Roles and Responsibilities of Stakeholders within UNBS

Responsible Person	Roles and Responsibilities
National Standards Council	<ul style="list-style-type: none"> • Lobbying for funding • Supervision of implementation of the plan
Management	<ul style="list-style-type: none"> • Lobbying for funding • Implementation of the plan
Certification Review Committee	<ul style="list-style-type: none"> • Approve certification permits
Standards Technical Committees	<ul style="list-style-type: none"> • Develop and/or review standards
UNBS Staff	<ul style="list-style-type: none"> • Execution of the plan

5.1.2 Roles and Responsibilities of External Stakeholders

Table 5.2 summarizes the roles and responsibilities of other key stakeholders that play a vital role to the implementation of the Strategic Plan.

Table 5.2: Roles and responsibilities of other stakeholders

Stakeholder	Roles and Responsibilities
National Planning Authority	<ul style="list-style-type: none"> • Provide certificate of compliance of the plan for alignment with NDP III
Equal Opportunities Commission	<ul style="list-style-type: none"> • Ensure that the plan addresses issues of gender and equity
MoFPED	<ul style="list-style-type: none"> • Provision of resources for implementation of the plan
Parliament	<ul style="list-style-type: none"> • Appropriation of funds for plan implementation
MTIC	<ul style="list-style-type: none"> • Formulation and Amendment of Laws and Regulations

5.2 Sustainability Arrangements

5.2.1 Institutional Sustainability Arrangements

According to the mandate of the institution, there is no threat to its existence within the implementation period. Additionally, UNBS has new structures (Head office block and recently constructed Food Safety laboratories) that will not need any major repairs within the period of implementation of the plan.

5.2.2 Financial Sustainability Arrangements

The Government of Uganda (GoU) has provided MTEF for the Plan implementation period. Additionally, a project for construction of regional and Engineering laboratories was submitted to Development committee of MoFPED. This once approved will provide funds to construct, equip and staff the regional laboratories and the Engineering laboratory as provided for in the plan.

We also have an opportunity for collection of Non Tax Revenue (NTR) throughout the plan period that provide grounds for additional MTEF provision through GoU.

There are also strategic partners like the African Development Bank that committed to provide funds for the construction of the National Metrology Laboratory at Bweyogerere Headquarters.

5.2.3 Partnerships and Collaborations

UNBS has over 30 active MOUs with development partners that aid in the implementation of the Plan. These include organizations at national, regional and international levels for collaborations in standardization and implementation for improved quality of life.

The organizations include; National Organic Agricultural Movement of Uganda (NOGAMU), The Uganda National Apiculture Development Organization (TUNADO), South Sudan National Bureau of Standards (SSNBS), Food and Agricultural Research Management (FARM AFRICA), Electricity Regulatory Authority (ERA), Kampala Capital City Authority (KCCA), Ministry of Energy and Mineral Development (MEMD), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Registration Services Bureau (URSB), Kampala Butchers and Traders' Association (KABUTA), Ministry of Works and Transport (MOWT), National

Gaming Board (NGB), Uganda Export Promotion Board (UEPB), National Water and Sewerage Corporation (NWSC), TradeMark East Africa (TMEA), Makerere University, Eastern Africa Grain Council (EAGC), National Information Technology Authority Uganda (NITA-U); Petroleum Authority of Uganda (PAU), Ministry of Local Government (MoLG), National Drug Authority (NDA), Uganda Securities Exchange (USE) and Commonwealth Standards Network (CSN) among others.

5.3 Human Resource Plan

The Human Resource plan provides for training, staff welfare which includes medical insurance to staff among others and performance monitoring. UNBS also has a recruitment plan in place catered for under the Strategic Objective 5 that seeks to strengthen the UNBS human resource capacity and productivity. UNBS seeks to increase the staff numbers from 429 as at the start of the plan to 640 staff by 2025. The 640 staff, in addition to the proposed ICT infrastructure development, will be appropriate to fully implement the Plan. Additionally, the Strategic Plan FY 2020/21 - 2024/25 will be implemented with the human resource structure indicated in Annex A.



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



ARSO engagement at Victoria University



High Performance Liquid Chromatography HPLC



Induction Coupled Plasma Optical Emission Spectrometer ICP OES.

CHAPTER

06

COMMUNICATION AND FEEDBACK STRATEGY

To effectively deliver the required services, UNBS shall involve the key stakeholders at various levels in the implementation of the planned activities as shown in Table 0.1. The key stakeholders among others include the public, MDAs and the media. The stakeholder engagement will entail collaboration through MOUs.

Table 6.1: Stakeholder Engagement Plan

Audience	Level of Engagement	Frequency	Primary Channels
UNBS Board, Management and Staff	Collaborate	Quarterly/ as required	Meetings and Reports
Ministry of Trade, Industry & Cooperatives	Collaborate	Quarterly/ as required	Quarterly and Annual Reports, Special Presentations
Government Institutions <ul style="list-style-type: none"> ▪ Ministries ▪ Departments/Agencies ▪ Regulatory agencies ▪ Parliament 	Collaborate	Quarterly/ as required	Annual SDPR- PWG Review meetings, Quarterly and Annual Reports, Special Presentations
Local Governments	Collaborate	Quarterly/ as required	Special presentations, Radio and Television talks shows
Industry actors	Collaborate	Quarterly/ as required	Meetings, Special Presentations, Targeted workshops and conferences
Civil Society	Consult	Bi-annual	Annual SDPR- PWG Review Meetings and Workshops
Universities and Tertiary Institutions	Involve	Bi-annual	Digital Media, Radio and Television talks shows and Informercials
The mass media	Collaborate	Quarterly/ as required	Media briefs and Press releases, Digital Media
International community	Consult	Quarterly/ as required	Media briefs and Press releases, Digital Media, Annual SDPR- PWG Review
Cultural leaders and Religious institutions	Consult	Quarterly/ as required	Special presentations, Radio and Television talks shows
General Public (All Ugandans): Youth, Women Groups and other special interest groups	Inform	Quarterly/ as required	Media briefs and Press releases, Digital Media, Radio and Television talks shows and Informercials

CHAPTER 07

RISK MANAGEMENT

7.1 General

During the implementation of the Strategic Plan FY 2020/21 – FY 2024/25, the risk issues listed below shall be taken into consideration for the organization to achieve growth in that cycle.

- Macroeconomic risk issues likely to affect UNBS' growth opportunities.
- Strategic risk issues UNBS faces that may affect the validity of its strategy for pursuing growth opportunities.
- Operational risk issues that might affect key operations of the organization in executing its strategy.

Table 7. 1:– Risk Matrix

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
1.	Macro	1. Volatility in international/global trade	<ul style="list-style-type: none"> Poor terms of trade resulting from low value of our export products Volatility in global financial markets 	10	<ol style="list-style-type: none"> UNBS shall ensure that the quality of certified exports meets standards (certified products) to compete effectively in the local, regional and international markets and avoid loss of money. UNBS shall consider hedging especially with suppliers of our outsourced services. UNBS shall incentivize local manufacturers to seek export markets through available government interventions.
		2. Global and regional political uncertainty	<ul style="list-style-type: none"> Influence and continued tenure of key leaders Lack of prioritisation of standardisation issues by decision makers Geopolitical environment in the country 	16	<ol style="list-style-type: none"> UNBS shall ensure that Business Continuity plans and Crisis Management plans are developed, approved, implemented and effectively tested to be invoked during crisis UNBS Management shall have continued advocacy and engagement of other government MDAs, leaders to appreciate the role of standardization in socio-economic development of the country
		3. Evolving changes in global/international trade policies	<ul style="list-style-type: none"> Evolving changes in global trade policies / restrictions Inadequate representation at policy making meetings 	15	<ol style="list-style-type: none"> UNBS shall ensure participation at international level meetings where trade issues are discussed (WTO meetings) and decisions are taken influence and predict trade policies. UNBS Standard Department to ensure increased participation in international Standardization work (ISO/IEC/CODEX/ARSO, EAC, COMESA), where standards that affect trade issues are discussed.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
1.	Macro	<p>4. Access to funding/ financing sources</p> <p>5. Macro-economic environment</p>	<ul style="list-style-type: none"> Limited access to adequate resources/ financing Large number of government priorities Inadequate stakeholder engagement <p>Changes in the global economic policies, local environment and domestic market prices</p>	<p>12</p> <p>20</p>	<p>a. UNBS to expand the NTR base through increased scope with the intention of funding the greatest percentage of the UNBS budget; Link the revenue generation activities inextricably to trade issues. If trade must go on, then UNBS must generate the revenue.</p> <p>b. Once NTR is increased, UNBS shall lobby Ministry of Finance to have most of that money released to UNBS</p> <p>c. UNBS shall continuously lobby GOU and development partners to showcase the relevance of UNBS services in a bid to increase the budget and more funding.</p> <p>d. UNBS shall diversify its revenue sources and shall continuously target strategic partnerships.</p> <p>a. UNBS shall enhance its role in the implementation of the industrialization policy and increase support to our clients like MSMEs to have them compete effectively in the markets and stay in business.</p> <p>b. UNBS shall support BUBU policy to increase local uptake of products made in Uganda – imports substitution.</p> <p>c. UNBS Management shall identify synergies and collaborations plus harmonize regional and international standards.</p> <p>d. UNBS shall ensure effective mobilization for resources from government and development partners.</p>

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
1.	Macro	6. Rapid changes in ICT technologies	<ul style="list-style-type: none"> • Inadequate skills for existing employees to handle high tech equipment • Inadequate mechanisms to assure quality of our ICT 	16	<ol style="list-style-type: none"> a. UNBS shall track the implementation of the approved ICT strategy to guide the institution on the ICT implementation to aid performance. It shall do a needs assessment of technology trends in each functional area shall be performed. b. UNBS shall ensure quality assurance of ICT work in terms of internal audit and risk management of ICT to reduce the likely impact of technology risks to operations. c. There shall be regular training of staff to acquire the required technical skills and be updated on the emerging technologies that UNBS adopts. d. The Audit and Risk functions shall be enhanced with ICT skills (staff with ICT knowledge). e. UNBS shall establish a research and development process at ICT that will help the institution to quickly adapt in case of any changes. f. UNBS to lobby for more funds for continuous upgrade of their ICT g. UNBS shall leverage on the NITA-U capacity to address the emerging technological changes.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
1.	Macro	7. Labour mobility	<ul style="list-style-type: none"> Increased competitive labour market and heightened labour laws Increased movement of staff to highly paying spaces 	20	<p>a. UNBS Management shall review staff remuneration through a survey from time to time in accordance with the prevailing market rates of similar institutions or government agencies.</p> <p>b. UNBS shall always remain updated on the existing and new labour laws in the labour market.</p> <p>c. A culture of recognition, remuneration and rewarding of staff for outstanding/great work done shall be embraced by UNBS. UNBS shall carry out innovations around employee output. It shall carry out staff economic empowerment scheme that will aid retention.</p> <p>d. UNBS shall review from time to time the allowance structure.</p> <p>e. UNBS shall consider incentives like: transportation of staff to and from Office (buses), improved welfare – subsidized meals in in-house canteen; gym and sports facility (last phase of the construction project).</p>
2.	Strategic Risks	1. Innovations and process reEngineering	<ul style="list-style-type: none"> Failure to change UNBS business model to plan and prepare for ever developing new and emerging technologies on global market 	15	<p>a. UNBS shall take initiative to change business model to prepare for any disruptive innovations: Adjust the UNBS model to accommodate new and emerging technologies.</p> <p>b. UNBS shall provide resources for participation in ISO, OIML, BIPM, inter-comparisons, inter-laboratory testing, peer assessments and experience sharing, benchmarking is very critical because such advances in technology evolve from their as experiences are shared. These rapid innovations shall be tracked in Legal Metrology, National Metrology Laboratories and Testing.</p>

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
2.	Strategic Risks	2. Impact of new media and digital communication platforms	<ul style="list-style-type: none"> Failure to plan and effectively utilize the evolution of digital communication platforms 	12	<ol style="list-style-type: none"> UNBS shall ensure that digital communication platforms are utilized to significantly impact our stakeholders UNBS to be deliberate in its budgeting and allocate resources to communication through digital platforms. UNBS shall amend its Communications Strategy to promote use of Social Media in the Bureau. UNBS shall develop a Social Media policy to guide the use of social media platforms while handling Bureau operations. This should include monitoring and regulation of use of these platforms. UNBS shall incorporate digitization into the organizational day-to-day operations and look out for any changes in digital trends. For the fast response to external stakeholders and be an effective institutional spokesperson, Public Relations shall be part of Management to carry the same strategic message discussed at Management. The Public Relations process is tasked with institutional branding and thus to be in the right/critical places where institutional issues are discussed.
		3. Regulatory environment	<ul style="list-style-type: none"> Changes in the sector/Industrial requirements and legal regimes 	15	<ol style="list-style-type: none"> UNBS shall remain updated on the new legal requirement of the industry sector/government/partner/funder. UNBS shall have timely identification of changes in legal requirements and ensure compliance. UNBS shall put in place a compliance process to ensure full compliance to all legal and regulatory requirements, policies and procedures. The Legal Department shall always help align policies to the existing legal framework.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
2.	Strategic Risks	4. Business Continuity Management	<ul style="list-style-type: none"> Inadequate resources required for business continuity 	15	<ol style="list-style-type: none"> Business Continuity Steering group shall enforce the effective implementation of Business Continuity Management Systems (BCMS) in UNBS to avoid reputation impact. Timely availability of resources for actualization of the BCMS to help in Business Continuity UNBS shall develop and continuously upgrade its Business Continuity Plans and have them fully understood and supported by top Management. There shall be continuous training of the staff on implementation of BCMS. There shall be annual audits on the effective operation of the BCMS to help in continuous improvement.
		5. Mandate migration	<ul style="list-style-type: none"> Existence of other institutions providing the same services as UNBS Limited resources required to meet the ever growing demand of UNBS services 	10	<ol style="list-style-type: none"> UNBS shall ensure provision of quality service delivery to our clients to avoid them opting for other services providers for services. Be customer centric by looking at critical issues like turnaround time, quality of services and cost. UNBS shall enforce anti-corruption strategies in provision of UNBS services to the community. UNBS shall provide required resources to meet the ever growing demands of UNBS services UNBS shall profile all its stakeholders at departmental level, engage them and use their input to shape its service delivery and areas of focus. It shall conduct a stakeholder analysis at process level to meet stakeholder expectations. UNBS shall foster collaborations with other regulatory agencies to enforce standards.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
2.	Strategic Risks	<p>5. Mandate migration</p> <p>6. Customer Satisfaction</p> <ul style="list-style-type: none"> • Delays in customer complaint handling • Inadequate assessment of stakeholder needs and expectations 		10	<p>f. There shall be risk profiling in its processes to have UNBS prioritize activities that are critical to mandate. Areas to be looked at shall be risk-based testing, risk profiling in surveillance exercises and Import Inspection risk profiling.</p> <p>g. Strategic partnerships that can augment UNBS capacity to do its work shall be sought.</p>
				15	<p>a. UNBS shall enforce the implementation of Quality Management Systems to help processes be more customer centric. Ensuring customer satisfaction is a priority.</p> <p>b. UNBS shall re-engineer its processes to make them faster, simpler and better.</p> <p>c. UNBS shall ensure fast and effective handling of customer complaints.</p> <p>d. UNBS shall strengthen the current regional offices and open more offices.</p> <p>e. UNBS shall have a dedicated customer care unit beefed up with an automated system.</p> <p>f. UNBS shall profile all stakeholders at process level, engage them and use their input/expectations/needs to shape our service delivery and areas of focus.</p> <p>g. UNBS shall implement an electronic tracking system for all customer complaints to ensure timely closure. This shall be used throughout all processes.</p>

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
2.	Strategic Risks	7. Reputational Risk	<ul style="list-style-type: none"> • Corruption among employees • Inadequate resources required for UNBS operations, • Evolvement of un expected disruptions. 	12	<ul style="list-style-type: none"> a. UNBS shall enforce anti-corruption strategies in provision of UNBS services to the community. b. UNBS Management shall ensure resourcing and implementing business continuity plans to manage unexpected disruptions. c. There shall be regular supervision and monitoring of employee performance. d. The zero tolerance to corruption policy shall be embedded in all processes and the NSC and Management is committed to fighting corruption. e. There shall be quarterly performance evaluation, support and implementation of whatever corrective actions suggested by Management. f. UNBS shall lobby government to allow for more recruitment of staff to cover the staffing gap and reduce the pressure on the existing staff. g. UNBS shall embrace and implement the use of a Balanced Scorecard in the management of performance. h. There shall be automation of all critical processes to inform uniform application of procedures at UNBS. i. UNBS shall embrace a reward system based on governance and integrity system.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
2.	Strategic Risks	8. Succession planning	<ul style="list-style-type: none"> Career path not reviewed in time to guide in changing environment Current structure not able to adequately deliver on required structural needs in the institution Weak succession planning and talent management frameworks 	20	<ol style="list-style-type: none"> UNBS Management shall review the current career path to align with the new industrial practices. Management shall review the UNBS' structure to incorporate the current regional gaps to facilitate the implementation of the Strategic Plan. Management shall enforce mentoring and coaching to support the career path and the performance management tool shall be used to help with the career path. Management shall develop and enforce talent development and management strategy.
3.	Operational	1. Corporate governance	<ul style="list-style-type: none"> Unethical behaviors and conduct within the institution 	15	<ol style="list-style-type: none"> Internal Audit shall conduct governance audits every two years and Management shall work on the identified gaps in a timely manner for continual improvement in systems. Human Resource shall have periodic staff sensitization on code of conduct and UNBS core values to foster a good culture that is customer centric at UNBS. UNBS shall enforce zero tolerance to corruption policies from the top (NSC) to staff. UNBS shall enforce signing and enforcement of code of conduct, core values and disciplinary action in areas of unethical behavior. UNBS shall commit to full implementation of a balanced scorecard system to ensure each individual is aware and accountable for their actions at UNBS.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
3.	Operational	<ol style="list-style-type: none"> Corporate governance External business environment 	<ul style="list-style-type: none"> Unfavorable external economic environment for our suppliers Unchecked technical issues in the UNBS procurement process 	15	<ol style="list-style-type: none"> UNBS shall review the HRIMS to support performance analysis that leads to reward and career path implementation. UNBS shall enforce mentorship and coaching as part of all supervisors KRAs to enable support of the implementation of the career path. UNBS shall document the supply needs for the institution as a baseline based on the trends to guide in the procurement planning and budgeting session. This will guide all the procurement budgets of the institution. The document shall have an agreed upon market assessment valid for two years. UNBS shall document its procurement procedures to guide the procurement process which shall give boundaries of operations. Each process shall document baseline procurement with required specifications to quicken the procurement process. UNBS shall consider hedging especially with suppliers especially those that are on framework contracts. Guidelines for performance assessment/management of suppliers shall be drafted, approved by Management and enforced for improved supply chain management and mitigations of conflict of interest. UNBS shall automate the procurement and disposal management process to make the system more efficient and effective.

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
3.	Operational	3. Outsourcing of core services	<ul style="list-style-type: none"> Inadequate monitoring of our suppliers for outsourced activities Inadequate quality assurance of the outsourced services 	20	<ol style="list-style-type: none"> UNBS shall have Service Level Agreements (SLA) and ensure their compliance. UNBS shall ensure appropriate contracts with penalties that mitigate any foreseeable risks are signed and UNBS shall be committed to their implementation. Continuous third risk management through third party audits shall be enforced to ensure supplier's compliance to the agreed terms and conditions in contracts At the point of drafting contracts, the legal team shall review to ensure the interest of the institution is ably catered for. All contracts shall be cleared of liability issues before approval of the contracts. Management shall be put in the loop of assessing the quality assurance and performance reports of the outsourced service providers. The Legal function shall also have documented procedures to guide contracting work that they do to guide operations.
		4. ICT cyber security	<ul style="list-style-type: none"> Inadequate resources to meet the requirements of ever growing and emerging technologies in cloud space 	16	<ol style="list-style-type: none"> There shall be adequate resourcing for business continuity plan for ICT function in preparation for crisis management in case of cyber threat disruptions ICT shall build internal technological capabilities based on innovation and capacity building of teams. ICT shall build stronger information firewalls internally using the existing resources to better manage information security. UNBS shall leverage on NITA-U capacity

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
3.	Operational	5. Data analytics and business intelligence	<ul style="list-style-type: none"> Skills gap in data analysis among existing employees Lack of culture to use data/evidence based decisions making Inability to utilize data analytics to achieve market intelligence 	20	<p>a. There shall be regular training for existing staff in big data analysis. Practical training of employees about latest technology on how to analyze big data and achieve optimal effectiveness shall be of emphasis.</p> <p>b. UNBS shall have an evidence-based decision making culture based on data analysis. Institution to mainstream usage of data/evidence in deriving decisions.</p> <p>c. UNBS shall undertake a review and approval of new structure that provides for units to handle data analytics in key processes and recruit staff to manage these processes.</p>
		6. Change management	<ul style="list-style-type: none"> Resistance to innovation, changes and new ways of doing things 	16	<p>a. UNBS shall have continuous trainings about change management and appoint change management champions/ agents in functions. The Bureau shall consider having change agent's program in place where internal people can be put together to always spearhead change in the institution.</p> <p>b. There shall be involvement of Management and staff in business model development and undertaking change management.</p> <p>c. UNBS shall adapt a bottom-up approach while implementing new initiatives in the institution which allows for inclusiveness.</p> <p>d. Enforce effective communication in the institution which will improve change management. UNBS Management must develop a Communication Strategy on actions taken at the Management level. Information about plans that require time for implementation shall be managed with strict guidelines to avoid creating expectations that cannot be met.</p>

S/N	Risk category	Risk Description	Root Cause	Risk Level (L*C)	Mitigation Strategy
3.	Operational	7. Risk management culture	<ul style="list-style-type: none"> Failure to appreciate the importance of risk management by the employees in their relative functions/processes 	15	<p>a. UNBS shall create a risk culture where risk based decisions will be. Risk treatment plans to inform budgeting, resourcing of risk mitigations, monitoring of performance of risks to determine risk exposure of the institution and identification and recording of emerging risks shall be enforced.</p> <p>b. Management shall provide resources to training and re-training the whole organisation to bring them to the same level of understanding and appreciate the benefits of Risk Management.</p> <p>c. All UNBS processes shall mainstream risk issues in the KRA of staff</p>

7.2 Risk Criteria

Risks are ranked as Extreme, High, Medium or Low as detailed in the risk matrix below:

Likelihood	Consequences				
	Negligible	Minor (2)	Moderate (3)	Major (4)	Significant (5)
Almost Certain (5)	Medium (5)	Medium (10)	High (15)	High (20)	High (25)
Likely (4)	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

CHAPTER

08

MONITORING AND EVALUATION

8.1 Reporting Arrangements

8.1.1 Progress Reporting

At the Corporate level, the M&E framework will entail preparation of the quarterly (budget performance reports) and annual reports to track progress implementation of the Strategic Plan undertakings and the progress made towards achieving the specific objectives. The reports shall be presented to the NSC on a regular basis for review and corrective measures will be implemented to address any gaps to ensure effective and efficient implementation of the plan.

At the functional level, monthly meetings shall be held to track progress in implementation of key strategic plan deliverables in the Departmental Annual work plans.

To ensure effective implementation of Departmental work plans, annual management retreats shall be held to assess the performance of various areas in line with Key Performance Indicators (KPIs).

8.1.2 Progress Performance Annual Review

There will be an annual review of the Strategic Plan implementation. This will be presented through a report prepared by the Corporate Planner and will be presented to Management and subsequently to the NSC to review the progress of implementation. The regular assessments at various levels of UNBS will ensure that timely corrective measures are implemented to address any gaps that may arise during the implementation of the Plan.

8.1.3 Mid-Term Review

A mid-term review report of the status of implementation of the strategic plan will be done and presented through a mid-term review. This will be done during the third year of implementation of the Plan (FY 2022/23). This will entail the progress of implementation, challenges experienced and measures to

improve performance in the remaining period. This will be done by the Corporate Planning Division and presented to Management and subsequently to the NSC.

8.1.4 Terminal Evaluation

A terminal evaluation of the Strategic Plan will be undertaken and presented through the Terminal review report. This will focus on achievements, successes and failures, challenges and lessons learnt that will inform the next planning period. The terminal review will also provide baselines for the next Strategic Plan.

8.2 Capacity Building for M&E

One of the functions established at UNBS is the monitoring and evaluation that resides in the Corporate Planning Division. To track progress and ensure effective implementation of the Strategic Plan FY 2020/21 – FY 2024/25, UNBS shall strengthen her M&E Framework progressive reporting at both Corporate and Functional level. The capacity building will include trainings, mentorship by NPA M&E function, and benchmarking with other institutions in a similar role to strengthen the already existing abilities.

8.3 Results Framework

Table 8.1: Results Framework, Outcome Level

UNBS Goal/ objective	Outcome	Indicators	Baseline FY 2019/20	Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
Goal Reduce substandard goods on the market		Prevalence of substandard goods on the market, %	54 ¹	40	38	35	30	28
Objective 1 Consolidate financial sustainability of UNBS	Increased budget allocation for UNBS	Percentage increase in UNBS Budget	44%	5%	5%	5%	5%	5%
Objective 2 Strengthen consumer protection and stakeholder satisfaction	Increased stakeholder satisfaction	Level of stakeholder satisfaction in UNBS services, %	60%	65%	70%	75%	90%	100%
	Increased capacity to inspect goods	Number of import consignments inspected	153,256	190,000	192,500	195,000	197,500	198,000
	Increased capacity for verification & calibration of equipment	Number of market outlets inspected	7,345	7,000	8,000	9,000	10,000	11,000
		Number of industrial equipment calibrated	3,354	5,000	6,000	7,000	7,500	8,000
		Number of equipment used in trade verified	1,063,277	1,231,911	1,268,868	1,306,934	1,386,527	1,428,122

UNBS Goal/ objective	Outcome	Indicators	Baseline FY 2019/20	Targets				
Objective 3 Improve competitiveness of locally produced goods and services	Increase in products on the UNBS certification scheme	Number of products on the certification scheme	2,776	4,500	6,000	7,500	10,000	12,500
	Increased testing capacity of UNBS.	Number of product samples tested	19,796	20,000	24,000	28,800	34,560	41,472
	Increased capacity for standard development	Number of standards developed	505	600	700	800	850	900
Objective 4 Enhance the quality of service delivery to stakeholders	Increased efficiency in the provision of services	Turnaround time for testing service in days	20	18	16	14	12	10
		Turnaround time for imports inspection service in hours	2	2	2	2	2	2
		Turnaround time for certification service in days	128	90	90	90	90	90
Objective 5 Strengthen human resource capacity and productivity	Reduced Labour turnover	Staff exits expressed as a percentage of total staff	20	18	16	14	12	10
	Increased staff numbers	Number of staff administered	429	431	450	500	600	640

The results framework at output level is indicated in Annex C.



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



CHAPTER

09

PROJECT PROFILES

UNBS is planning to implement two (2) projects within the next five (5) years. These include:

- a) Construction of regional laboratories and the Engineering laboratory. The regional laboratories will be constructed in the regional offices of Mbale, Mbarara and Gulu while the Engineering laboratory will be constructed at UNBS Head Office in Bweyogerere. This is aimed at increasing competitiveness of Ugandan products on regional and foreign markets by increasing the testing capacity and reducing the prevalence of substandard goods on the local market. The project profile and concept of the project were submitted to Development committee of MoFPED and approved accordingly. A feasibility study has also been undertaken.
- b) Retooling of UNBS is aimed at providing adequate tools for UNBS staff to efficiently increase the capacity to deliver on the mandate.

The project profiles are attached Annex E.

On-line stakeholder engagement



UGANDA NATIONAL BUREAU OF STANDARDS

Topic: Standards Requirements for Alcohol and Alcoholic Drinks

SPEAKERS



John Paul Musimami
Deputy Executive Director
Compliance



Daniel Arorwa
Manager Market Surveillance



SYLVIA KIRABO
Principal Public Relations
Officer

MODERATOR

Monday 27th July 2020 | 9am – 11am

Via zoom

Meeting ID: 999 1301 3331

Password: 900126

#BanOnSachetAlcohol



UGANDA NATIONAL BUREAU OF STANDARDS

Topic: Inter-Laboratory Comparison & Recognition Scheme

SPEAKERS



PATRICIA BAGEINE EJALU
Deputy Executive Director
Standards



AZIZ MUKOTA
Head Chemistry
Laboratory



MARIAM NALWOGA
Head Management Systems
& Services Certification



SYLVIA KIRABO
Principal Public Relations
Officer

MODERATOR

Tuesday 28th July 2020 | 9am – 11am

Via zoom

Meeting ID: 935 0163 2917

Password: 774873

#MeasurementDisciplineForLabs

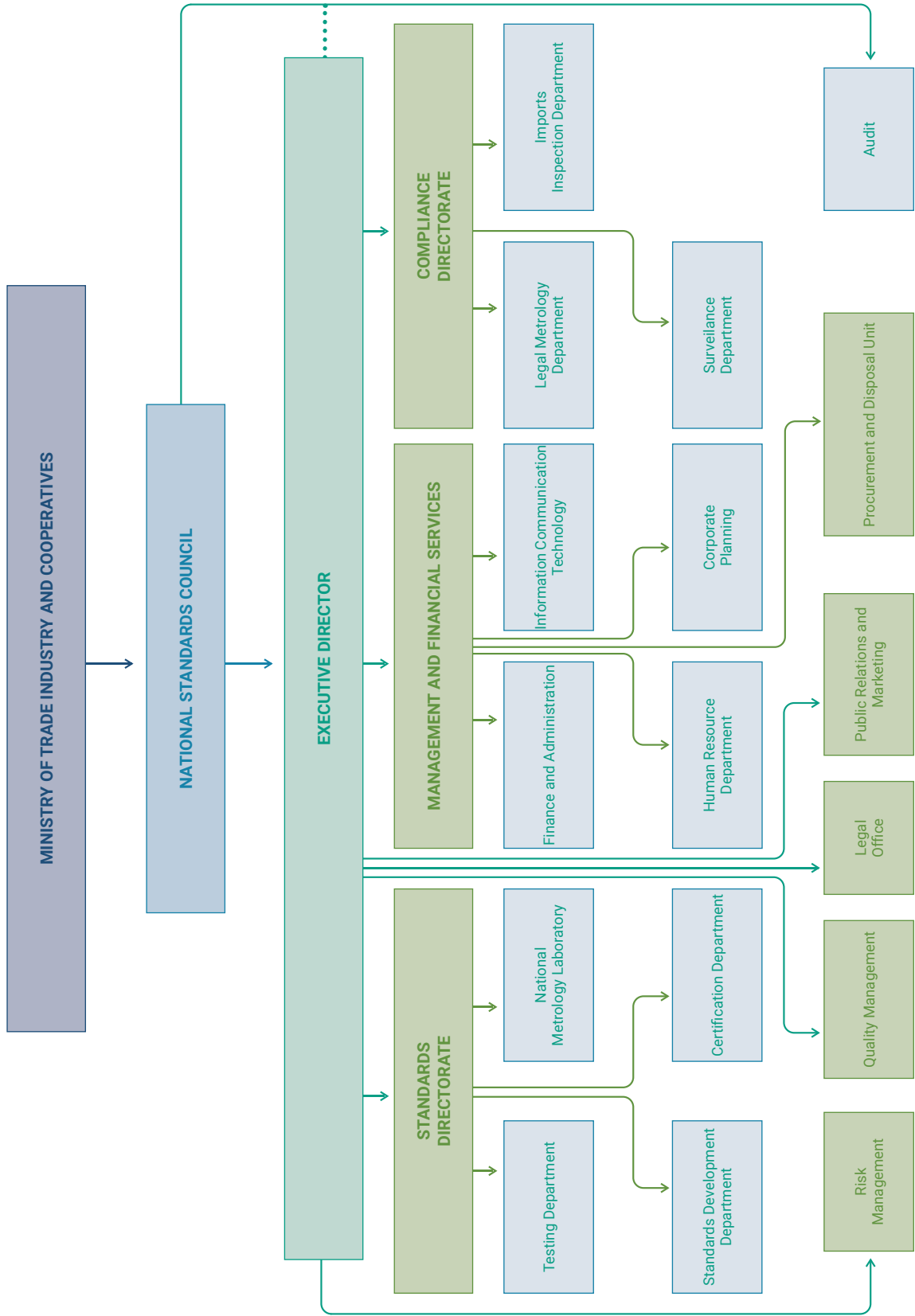


African Organisation for Standardisation (ARSO) Essay competition winners receiving their awards from UNBS



UNBS Officer training MSMEs owners at Standard House Bweyogerere

UNBS organizational structure



NTR Projected Sources

Department	Financial year					
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Legal Metrology	7,331,374,144	8,700,000,000	8,700,000,000	9,500,000,000	9,500,000,000	10,000,000,000
Testing Department	4,096,081,504	3,200,000,000	3,200,000,000	4,000,000,000	4,000,000,000	4,000,000,000
National Metrology Lab	550,339,300	700,000,000	700,000,000	800,000,000	800,000,000	1,000,000,000
Certification	3,009,786,000	2,000,000,000	2,000,000,000	3,000,000,000	3,000,000,000	4,000,000,000
Training and Advisory	141,250,000	100,000,000	100,000,000	150,000,000	150,000,000	200,000,000
Imports Inspection	22,902,463,700	25,100,000,000	25,100,000,000	26,000,000,000	26,000,000,000	27,000,000,000
Sale of Standards	120,121,117	170,000,000	170,000,000	200,000,000	200,000,000	200,000,000
Other Income	17,540,000	138,202,228	138,202,228	150,000,000	150,000,000	150,000,000
TOTAL	38,168,955,765	40,108,202,228	40,108,202,228	43,800,000,000	43,800,000,000	46,550,000,000

UNBS Results framework

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Enhancement of revenue	Resources mobilized	Project proposal development	Number of proposals	2	3	5	5	5	20	TEA
	Increase sales of standards and standards related materials	Information materials provided to improve engagement, sharing and distribution of information	Design of information materials (Booklets, Videos) for top high impact standards	Number of information materials developed and maintained for top high impact standards	10	10	10	10	10	50	SD
		Increased access and choice of products to increase sales volumes	Develop and maintain new products on standards e.g. discount sales, open days sales/exhibitions discounts, subscription models, academia preferential models, MSMEs discounts	Number of product category standards/abstracts/indices developed and maintained	2	5	5	5	5	22	SD
		Increased access to content of standards to ease customer choice of products	Implement and maintain online browsing platform (OBP)	OBP functional	1	1	1	1	1	5	SD
		Improved platform for paying for standards e.g. mobile money, subscription, billing agent in Uganda, Kenya, Tanzania, Rwanda, Burundi, South Sudan	Negotiate and deploy ICT to ease payment within EAC countries	Number of countries in EAC with payment models	1	2	3	4	5	5	SD
		Increased outreach and stakeholder campaigns	Promotional activities	Promotional activities	Number of promotional and marketing events	4	4	4	4	20	SD/PR

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Increase sales of standards and standards related materials	Improved revenue from standards sales	Sell standards	Number of standards sold	4,000	5,300	6,900	9,000	11,700	36,900	SD	
		ISO online Webstore license acquired to sell ISO standards	Subscribe to ISO Webstore	ISO Webstore functional on the UNBS and ISO Website	1	1	1	1	1	5	5	SD
	Increase the scope of measurements and calibration	Increased distribution points for standards	Engage standards distributors e.g. Public libraries, University libraries, Uganda Bookshops	Number of active standards distributors	1	1	1	1	1	5	5	SD
		Published standards newsletter to increase regular access to information by stakeholders	Design, publish and distribute quarterly Standards Bulletins	Number of standards bulletins designed, printed and distributed	4	4	4	4	4	20	20	SD
	Expand the scope of certification services and grow certification revenue	At least one (1) field of measurement introduced annually and widen the scope of each measurement field to meet 90% of the national measurement needs	Procurement of Standards, reference standard (reagents) and equipment in the department	Procurement of Measurement Standards, reference standard (reagents) and equipment in the department	Number of new fields of measurement introduced	1	1	1	1	1	5	NML
			Review certification fees and/or revenue model – pay per permit and/or pay per unit (DTS Model)	Review certification fees and/or revenue model – pay per permit and/or pay per unit (DTS Model)	Fee structure/ Model	1					1	1
			Develop certification schemes for services and personnel certification under systems certification	Develop certification schemes for services and personnel certification under systems certification	Schemes developed & implemented		1	1	1		3	CD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term		Certification revenue increased by at least 30% annually	Enhance marketing of system certification services to attract clients in the non-traditional sectors (agriculture, public administration, medical, hotels, education, banking and tourism) Annual customers' day, stakeholder engagements, and promotional materials.	Number of marketing events	12	12	12	12	12	60	CD/PR	
			Develop schemes for certification of services and processes under the product certification scheme	Number of schemes implemented	1	1	1	1	1	5	CD	
	Increase the scope of Legal Metrology Services		Increased number of equipment/samples verified within the current Legal metrology scope by 3% annually	Weighing and verification of equipment	Weighing and measuring equipment verified	1,231,911	1,268,868	1,306,934	1,386,527	1,428,122	6,622,362	LM
		Draft regulation for billing software (applies to all trade type equipment)		Number of regulations drafted	1							
			Review of the Weights and Measures Rules (Electricity meter) Rules 2015	Weights and Measures Rules 2015 reviewed	1							LM
			Procurement of mobile labs, Procurement of secondary standards	Number of mobile labs and secondary standards procured	2 mobile laboratories	1 reference standard	2 mobile laboratories				4 mobile Labs and 1 reference standard	LM

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Increase the scope of Legal Metrology Services	Increased number of equipment/samples verified within the current Legal metrology scope by 3% annually	Procure of rugged laptops for mobile laboratory	Number of rugged laptops for mobile laboratory procured	3	3	3	3	5		LM
			Rugged handheld terminals and associated meter verification software	Number of rugged handheld terminals and associated meter verification software	4	4	4	4		LM	
			Procurement of High Voltage Impulse generator and Climatic test chamber and accessories.	Number of High Voltage Impulse generator and Climatic test chamber and accessories procured		1				1	LM
			Procurement of Current Transformer test Equipment (CT and PT)	Number of Current Transformer test Equipment (CT and PT) procured		1				1	LM
			Verification of electricity meters	Number of electricity meters verified	10,000	10,000	10,000	10,000	10,000	50,000	LM
			Verification of water Meters	Number of water meters verified		Piloting of water meter verification	20,000	30,000	30,000	80,000	LM
				Laboratory construction			1			1	LM
				Equipment		Test bench, 4 Portable test equipment				Test bench, 4 Portable test equipment	LM

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Increase the scope of Legal Metrology Services	Increased number of equipment/samples verified within the current Legal metrology scope by 3% annually	Enhancement of pattern approval	Implementation of pattern approval and initial verification	10,000	10,000	10,000	20,000	30,000	80,000	LM
				Establishment of a legal metrology mass laboratory	M1 and M2 mass balance procured Air conditioner Apportioning Mass laboratory						LM
		Review of the weights and measures (dispensing pumps, bulk meters and bulk measures) Rules 2007		Rules developed		1 stakeholder engagement, 1 FPC meeting,					LM
				Equipment procured		Specialized truck					
	Diversification of services	DTS Introduced and roll out		Verification of Rail wagons and Milk tankers	Number of rail wagons and milk tankers verified	120	120	120	120	600	LM
				Workshops, trainings and benchmarking	DTS rolled out	1	1	1	1	1	IID
	Revision of fees and penalties	Imports statutory instrument and Distinctive Mark Regulation reviewed every two years		2 residential review workshops with First Parliamentary Council (FPC)	Fees and penalties reviewed	1		1	1	6	IID

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Review, develop and implement Legal and Policy framework	Effective and efficient regulatory system that is responsive to the environment in which we operate in order to protect the public, environment and promote fair trade	Conduct workshops/ Consultations, Gazetting legislation, national standards and inspectors	Number of legal/ policy review processes initiated and completed	6	3	3	3	3	18	LD
			Representation of the Bureau Legal Department staff in Courts of Law	% of cases with direct representation by UNBS staff		0	1	1	1	1	
	Enhancement of revenue through testing of samples	Increased number of samples	Improve LIMS and expand scope	Number of samples tested	20,000	24,000	28,800	34,560	41,472	148,832	TD
			Effective planning, budget monitoring and execution	Auditor General's opinion							
	Strengthen and improve the financial management function of the Bureau	Internal controls and processes strengthened to effectively manage the expected increase in financial and other resources of the Bureau	Revenue Assurance engagements	Number of Reports prepared	4	4	4	4	4	20	Internal Audit
			Audit of treasury operations and management	Number of reports prepared	2	2	2	2	2	10	Internal Audit

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Executive function Customer care	Internal and external relationships managed	Diplomatic relations, Hospitality, guest relations, technical liaisons with external stakeholders	Number of engagements	20	20	20	20	20	100	TEA
			Establishment and maintenance of MoUs	Number of MoUs signed	2	2	2	2	2	TEA	
	Increase the size and quality of stock of standards and materials	Reference materials for development of standards procured	Procure reference materials	Number of reference materials procured	50	50	50	50	50	250	SD
		Increased size of stock of standards	Facilitate national Technical Committees meetings	Number of national technical committee meetings held	250	300	350	400	450	1,800	SD
	Increased stock of simplified materials	Increased stock of simplified materials	Facilitate national Technical Committee meetings to develop simplified text	Number of meetings held	30	30	30	30	30	150	SD
		Increased stock of translated standards and materials	Facilitate experts to develop and publish translated text into 4 common languages	Number of experts hired	4	4	4	4	4	20	SD
	Technical regulations developed and compulsory standards reduced	Draft technical regulations	Number of technical regulations established	4	4	4	4	4	4	20	SD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Increase presence and contribution at regional and international standards developing meetings and activities (AFSEC, ARSO, ISO, IEC, Codex)	Improved competence in regional and international standardization	Train staff and stakeholders in regional and international standardization	Number of stakeholders trained	70	80	90	100	110	450	SD
		Increased hosting of regional and international standardization meetings	Facilitate hosting of EAC, ARSO, ISO and IEC technical committee meetings to develop and harmonize standards	Number of regional meetings hosted	14	16	18	20	22	90	SD
		Increased Uganda's participation, regional and international technical committees	Facilitate participation in EAC, ARSO, AFSEC, ISO and IEC technical committee meetings to develop and harmonize standards	Number of regional and international meetings we participate in	45	45	50	60	70	270	SD
	To improve the national measurement and calibration capacity for ensuring accuracy of measurements at all levels	Calibration and measurement capability increased to at least 75% of the measurement undertaken in the country	Procurement of measurement standards and equipment to increase areas/fields where measurements affect consumer protection	Number of measurement standards and equipment procured	5	5	5	5	5	25	NML
		Increased number of certified products/permits by 2000 permits annually	Undertake certification audits	Number of products certified	4,500	6,000	7,500	10,000	12,500	125,000	CD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction		Number of certified services and systems maintained and increased by at least 25% annually	Undertake system certification audits	Number of companies certified for management systems	127	160	200	250	300	300	CD	
			Maintain and increase accreditation scopes to cover services, personnel and Food Safety System Certification (FSSC), starting with FSSC in the first year.	Number of scopes accredited	1	1	1	1	2	6	CD	
		Laboratory recognition scheme expanded to the regions by recognizing at least one laboratory in each region	Identify and recognize testing laboratories in the regions	Number of laboratories recognized	5	5	5	5	5	25	CD	
			Mentor and coach MSMES	Number of partnerships implemented	2	2	2	2	2	10	CD	
		Strengthen the MSMES support services to enhance conformity to standards, quality improvement and market access	Register and provide standards implementation training and onsite mentorship to at least 2200 MSMES annually	Mentor and coach MSMES	Number of MSMES supported	2,200	2,200	2,200	2,200	2,200	11,000	CD
				Undertake training of technical experts, auditors, assessors to facilitate industry to implement standards	Number of persons trained	25	25	25	25	25	125	CD
		Marketplace monitoring done	Verification of Liquefied Petroleum Gas fills	Number of trips	2	2	2	2	2	10	LM	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction		Quality Management Systems Reviewed	Review and documentation of legal metrology processes	Revised LMD Quality manual, Quality procedures, Quality lists and Forms/ Worksheets	8		2		2		LM
			Accreditation of electricity meters laboratory and calibration rig	Documents reviewed audits by accreditation body conducted		1			2	LM	
	Develop and implement awareness programs for government, private sector to increase visibility of UNBS services, enhance the Corporate Image of UNBS and build culture of quality and compliance	UNBS awareness activities through different channels of communication promoted and publicized	Hold strategic stakeholder engagements. Seek meetings with groups, local leaders to educate and empower (civil service college Jinja, Parliament, NALI, ULGA)	Number of stakeholders reached through the platforms used to communicate	24	24	24	24	24	120	PR
			Develop content for print media (publications, quarterly newsletters, internal stakeholder newsletters)	10 publications per month, 1 monthly internal bulletin, 1 quarterly newsletter	120	120	120	120	120	600	PR
		Broadcast media (TV and radio programs)	Broadcast media (TV and radio programs).	4 radio programs and 1 TV appearance covered monthly	60	60	60	60	300	PR	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction			Quarterly press conferences	One regional press conference in areas of branch presence from year three to five and the rest at Uganda Media Centre	4	4	4	4	4	20	PR	
			Putting up Billboards	One billboard in seven strategic locations across the country in year 2 and year 5 for 6 months	7				7	14	PR	
			Promotional materials (posters, flyers, banners, signage, calendars, diaries)	Design and printing of updated promotional materials quarterly	4	4	4	4	4	20	PR	
			Popularize Distinctive Mark	Number of campaigns	4	4	4	4	4	20	PR	
	Develop and implement a brand strategy	Brand standardized and rolled out	Internal marketing plan to promote a common understanding of the Bureau developed	Conduct annual brand audits	Annual brand audit report	1	1	1	1	1	5	PR
				Develop and implement a brand strategy	Survey report	4	4	4	4	4	20	PR
	Enhance the Corporate Image of UNBS	CSR activities Implemented	CSR activities Implemented	Undertake strategic bi-annual CSR activities	Number of beneficiaries	2	2	2	2	2	10	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Develop and implement recognition and reward schemes for UNBS stakeholders	Identify stakeholders for recognition	No. of recognition and reward schemes developed	1	1	1	1	1	5		
				1	1	1	1	1	5		
	Engage into partnerships with institutions of higher learning	Initiate set up of standards clubs in selected institutions of higher learning	Number of active standards clubs formed in institutions of higher learning	24	24	24	24	24	96	PR	
				24	24	24	24	24	96	PR	
	Engage vocational institutions and universities on the mandate of UNBS	Engage vocational institutions and universities on the mandate of UNBS	Number of institutions engaged	24	24	24	24	24	96	PR	
				24	24	24	24	24	96	PR	
	Increase visibility of UNBS services in print and electronic media	Strategic media engagements	Capacity building and training for editors, reporters, presenters and talk show hosts. Schedule regular guided tours/visits to UNBS facilities	Number of guided tours	1	1	1	1	1	3	PR
					8	8	8	8	8	40	PR
	Increase coverage of border and other clearance stations by 4 per year	Media Monitoring and Evaluation	Audience measurement survey	Percentage of audience captured	1	1	1	1	1	5	PR
					12	12	12	12	12	60	IID
Keep inspector presence at a minimum of 100 entry and clearance stations	Keep inspector presence at a minimum of 100 entry and clearance stations	Undertake monthly review of URA customs clearance to guide deployment by UNBS	IM4 monthly comparison reports of URA versus UNBS clearances per station	4	4	4	4	4	20	IID	
				4	4	4	4	4	20	IID	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction		PVoC program for Imports with mandatory standard	Contract management of PVoC program	Monthly contract management reports for PVoC	12	12	12	12	12	60	IID
		Distinctive mark/DTS for all goods with mandatory standards imported	Contract management of DTS program	Monthly contract management reports for DTS	12	12	12	12	12	60	IID
	Increased monitoring and enforcement and coverage	Implementation of the Imports Statutory Instrument through inspection and enforcement	Number of consignments inspected per year	190,000	192,500	195,000	197,500	198,000	973,000	IID	
		Identify goods with no mandatory standard and share with Standards Department	Quarterly report of goods with no mandatory standard	4	4	4	4	4	20	IID	
	Calibration of all inspectorate equipment	Calibrate all equipment	Number of equipment calibrated	12	12	12	12	12	60	IID	
		Increase by 10 percentage points every year the goods tagged for UNBS intervention	Review extent of goods tagged for UNBS on the National Electronic Single Window	Report on what is tagged for UNBS	1	1	1	1	1	5	IID
	Intervention: Undertake regular stakeholder sensitizations	Two Quarterly stakeholder engagement and sensitization workshops	Compile and submit list of additional goods for tagging to tagging entity (URA Customs or UNBS ICT)	List of goods	1	1	1	1	1	5	IID
			Identify key stakeholders and include in stakeholder mapping	UNBS stakeholder map report	1	1	1	1	1	5	IID

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	To reduce prevalence of substandard goods from 54% by 10% annually	Enforced compliance to compulsory standards	Conduct field inspection of market outlets	Number of inspections conducted	7,000	8,000	9,000	10,000	11,000	45,000	MSD
			Destruction of seized goods	Number of destruction reports	4	4	4	4	4	20	MSD
	Strengthened field testing capabilities	Procure various mobile testing equipment	Number of mobile testing labs - fully equipped	1	1	1	1	1	1	5	MSD/PDU
			Procure walkie talkies and communication system	Communication system in place	1	1	1	1	1	5	ICT
	All inspectorate equipment Calibrated	Product compliance status monitored	Calibrate all equipment	Number of equipment calibrated	12	12	12	12	12	60	MSD
			Market surveys to generate baseline data	Number of market surveys	1		1		1	1	PR
	Strengthen the information databank that guides market surveillance across the country	Compliance data collected to inform policy	Data collection, analysis and reporting	Bi-annual data collection reports	2	2	2	2	2	10	MSD
			Information gathering	Procurement of drones	1	1	1	1	1	5	ICT
					Enactment of the informer policy					1	DED MFS

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre			
					1	2	3	4	5					
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Increase presence of market surveillance across the country	Strengthened regional presence of surveillance activities	Expansion of offices in Eastern, Western, Midwest, South Western, Northern and West Nile regions	Number of offices opened	1	1	1	1	1	5	5	DED MFS		
					Increased inspector numbers at rate of 20 inspectors per annum	Identify and communicate inspector competencies needed to HR	Report on needed inspector competencies per year to guide recruitment	20	20	20	20	20	100	DED MFS
								20	20	20	20	20	100	DED MFS
	Undertake regular stakeholder sensitizations	Stakeholder engagement Promoted	To promote compliance of the products on the market	Specific engagements for stakeholders/ UNBS clients	Number of staff deployed in these offices	4	4	4	4	4	20	PR		
						2	2	2	2	1	5	LC		
	Effective and efficient regulatory system that is responsive to the environment in which we operate in order to protect the public, environment and promote fair trade	Draft and approval of the UNBS enforcement regulations	Legal and policy framework reviewed, developed and implemented	Conduct workshops/ Consultations, Gazetting legislation, national standards and inspectors	Number of legal/ policy review processes initiated and completed	6	3	3	3	3	18	LD		
						6	3	3	3	3	18	LD		
						6	3	3	3	3	18	LD		

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
		Enforcement and compliance function strengthened	Punishment and prosecution of offenders	Percentage increase in administrative sanctions, fines, penalties, convictions	0	0	0	0	0	1	LD
			Maintain competent Criminal investigations Team of 10 CID at Head Office	Watertight investigations	1	1	1	1	1	1	LD
	Enhancement of customer satisfaction in testing of samples	Improved quality of test results	Implement quality system and maintain equipment	Maintenance of accreditation	1	1	1	1	1	5	TD
			Acquire land , construct and equip	Opened labs			Mbarara and Engineering lab	Gulu	Mbale	4 labs	TD
	Evaluation of customer satisfaction through Internal Audit	Strategies and methods designed and deployed to strengthen consumer protection evaluated	Audits, reviews, advisory, NSC & ED requests	Report	4	4	4	4	4	20	Internal Audit
			Review implementation of Stakeholder map.	Report	4	4	4	4	4	20	Internal Audit
	Align national standards policies with regional and international policies and best practices	Regional and international standardization bodies participated in	Subscription to regional and international standardization bodies	Number of subscriptions	9	10	11	12	13	13	TEA

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels			Participation in policy meetings of standardization bodies	Number of meetings attended	5	8	8	8	8	37	TEA
	Advance the strength of standards development and harmonization infrastructure (TCs and management team) and knowledge (inclusiveness, competence and productivity) (UNBS 4, 5 &6, gender, youth). 60 staff, 80 TCs, 400 TC experts, recruited, trained by 2025	Restructured department and TCs	Review TC structure and membership	Number of TCs established and maintained and coordinating committees	85	85	85	85	85	85	SD
		Improved uptake of standardization in research and academic institutions	Engage academia and research institutions	Number of academic and research institutions engaged	5	5	5	5	5	25	SD
		Increased external stakeholder, knowledge, attitude and practices	Train external stakeholders on use of standards to benefit business (T2T)	Number of external stakeholder training event	5	5	5	5	5	25	SD
		Increase stakeholder motivation for participation	Implement stakeholder recognition, appreciation and feedback	Number of annual awards and recognition events	4	4	4	4	4	20	SD
		Increase stakeholder involvement in standards development, harmonization and implementation	Conduct external stakeholder engagement meetings	Number of external stakeholder reached	5	5	5	5	5	25	SD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels		Increased internal stakeholder knowledge, attitude and practices	Conduct internal stakeholder engagement meetings	Number of internal stakeholder reached	12	12	12	12	12	60	SD
		Increased access to information resources at UNBS regional offices	Set up information resources centres at regional offices	Number of resource centres set up	2	2	2	2	2	10	SD
		Increased stakeholder participation in regional and international meetings	Sponsor	Number of stakeholders participating	8	16	24	32	40	120	SD
	Intervention: Take calibration services closer to the customers	Onsite calibration conducted	Procurement of mobile calibration units	Number of calibration van/mobile labs development or procured		1		1		2	NML
	Intervention: Increase the number of standards and equipment for calibration and measurement services	Reduced calibration and measurement downtime for customers	Procurement of second set of primary standards and secondary or working standards	Number of equipment and standards in duplicate	10	28	10	15	10	70	NML
	Intervention: Improve measurement and calibration environment	Metrology Laboratories constructed and furnished	Procurement for the construction of Metrology Labs, Procurement of fitting and furniture for the lab	Operational measurement labs		1				1	NML
	Have international recognition of the National Calibration and Measurement system	10 fields of measurement accredited	Application, audits	Application and Schedule of Accreditation certificates	1	1	3	1	4	10	NML

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels	Have international recognition of the National Calibration and Measurement system	Membership of CGPM (starting at associate level) obtained	Obtain national approvals, application, Payment of fees	Membership and publication of the BIPM website				1		1	NML		
		CIPM MRA signed	Application, Payment of fees	CIPM MRA Certificate and publication of the BIPM website				1				NML	
		At least 1 CMCs in the BIPM-KCDB Registered	Computation of CMCs, application, peer reviews, registration of CMCs	Peer review reports, CMCs in BIPM KCDB		1	1			1	3	NML	
		At least 50 measurement standards and equipment calibrated	Procurement of calibration services, procurement of courier services, payment for calibrations	Calibration certificates for standards and equipment		10	10		10	10	50	NML	
		Participation in at least 20 regional and international comparisons including bilateral comparisons	Identification of scope critical for accreditation and CMC registration, engagement with other NIMs for participation	Protocol reports		4	4		4	4	20	NML	
		Membership at Regional and International Organization Stepped	Apply for full membership at OIML	Accension Instruments submitted		1	1		1	1	5	LMD	
		Harmonized regulations with other partner states. in the region	Benchmarking with Partner States	Benchmarked with Tanzania and Kenya		2					2	LMD	
			Aligning LMD regulations in line with the EAC Metrology Act	3 Regulations aligned to the EAC Metrology Act							1	LMD	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Directors' meetings	Number of meetings	4	4	4	4	4	20	ED	
			Strategic thinking meetings	Number of meetings	2	2	2	2	2	10	ED	
			Participation and chairing of management meetings	Number of meetings	17	17	17	17	17	85	ED	
			Visits to regional offices and border control posts	Offices visited	20	20	20	20	20	100	TEA	
			Performance reviews	Accurate and timely reporting	2	2	2	2	2	10	ED	
			Mentorship for staff	Number of mentorship sessions	4	4	4	4	4	20	ED	
			Delegation of roles and activities	Number of times delegated	2	2	2	2	2	10	ED	
				Number of activities delegated	10	10	10	10	10	50	ED	
			Improve the quality of standards and standards development services	Increased use of research data to develop standards	Conduct market research studies	Number of studies conducted	10	10	10	10	50	SD
			Automation of calibration and measurement processes	Calibration/measurement information management system – MetLims Developed/procured and implemented	Development of LIMS	Operational LIMS	1	2	2	2	9	NML

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.		Equipment and software to automate calibration and measurement processes developed/procured.	Procurement of automation components and automated calibration equipment	Number of equipment automated	1	1	1	1	1	5	NML
			Procurement of specialized software like LabVIEW	Number of software installed							
	Continually review, improve internal systems and processes	Process and calibration procedures developed, reviewed and updated	Review QMS documentation at least once a year	Reviewed QMS	2	2	2	2	2	10	NML
		Processes for generation of requests for calibration, approval and sealing of certificates etc monitored.	Review internal processes and procedure	Reviewed procedures and processes	2	2	2	2	2	10	
	Improve mobility for onsite calibration and measurements	High capacity truck capable of carrying 1000 kg procured	Specifications, procurement and operationalization	Operational high capacity truck			1			1	NML
	Intervention: Improve stakeholder involvement in metrology	At least one customer satisfaction survey annually undertaken	Identify sectors, Plan and execute customer satisfaction survey	Customer survey Reports	1	1	1	1	1	5	NML
		At least one measurement needs survey per sector of interest covering at least 4 regions, 5 sectors annually undertaken.	Identify sectors, plan and execute need survey	Calibration and measurement needs report,	1	1	1	1	1	5	NML

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Enhance customer service and reduce TAT of certification services	Processes re-engineered and simplified to enhance performance and reduce certification TAT to a maximum of 3 months.	Organize and facilitate an annual auditors conference	Number of auditor conferences	1	1	1	1	1	5	CD		
			Finalize the automation of product and system certification	% of processes automated	75	100				100	CD		
			Introduce use of GPS in certification process	Number of GPS meters and software procured	22					22	CD		
			Introduce product specific schemes in certification process	Number of product specific schemes implemented	2	2	2	2	2	10	CD		
			Development and review quality documentations	Number of functions	3	-	2	-	-	5	QMS		
	Intervention: Establish, implement and maintain management systems in UNBS Operations	Improved competence in providing services	Improved the management systems	Conducting of management reviews for all functions	Number of management reviews conducted	8	9	10	13	13	53	QMS	
				Conducting internal audits for all functions	Number of Internal audits performed	15	20	20	20	20	95	QMS	
				International recognitions of UNBS services acquired									

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Intervention: Build capacity to manage QMS in UNBS	Competence building and performance monitoring	New functions accredited	Number of functions accredited	3	3	2	1	-	9	QMS
			Certification - scope extension	Number of functions accredited	1	1	1	1	1	5	QMS
			Training of staff in all directorates	Number of staff trainings	15	15	15	15	15	75	QMS
	Intervention: Build competence and maintain international recognition	UNBS quality documentations centralized. International recognition Maintained	Training in Quality management system monitoring/internal audit	Number of staff trainings	10	10	10	10	10	50	QMS
			Procurement and maintenance QMS software for document control.	Number of staff trainings	1	-	-	-	-	1	QMS/ICT
			Maintenance of accreditation or certification status for all functions/directorates	International recognition maintained	7	7	7	7	7	35	QMS
	Intervention: Build competence and maintain international recognition	Competence built and monitored	Thandella South Africa	International recognition maintained	1	1	1	1	1	5	QMS
			APTECA, Texas University, USA	International recognition maintained	1	1	1	1	1	5	QMS
			Progetto Trieste, Italy	International recognition maintained	1	1	1	1	1	5	QMS
			Kenya Bureau of Standards	International recognition maintained	1	1	1	1	1	5	QMS
			Tanzania Bureau of Standards	International recognition maintained	1	1	1	1	1	5	QMS
			Rounds	International recognition maintained	1	1	1	1	1	5	QMS

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre			
					1	2	3	4	5					
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Burundi Bureau of Standards	Rounds	1	1	1	1	1	5	5	QMS		
			SADC MET PT - Botswana Bureau of Standards		1	1	1	1	1	1	5	5	QMS	
			KIMIA Malaysia		1	1	1	1	1	1	5	5	QMS	
			EUROFINS		1	1	1	1	1	1	5	5	QMS	
			Agrolisa		1	1	1	1	1	1	5	5	QMS	
			Namibia Water Corporation		1	1	1	1	1	1	5	5	QMS	
			LGC Standards (UK)		1	1	1	1	1	1	5	5	QMS	
			Kenya Bureau of Standards (EAC)		1	1	1	1	1	1	5	5	QMS	
			Botswana Bureau of Standards (SADC MET)		1	1	1	1	1	1	5	5	QMS	
			National Laboratory of South Africa - NLA		1	1	1	1	1	1	5	5	QMS	
			Global PT providers		1	1	1	1	1	1	5	5	QMS	
			National Metrology Institute of South Africa, NMISA		1	1	1	1	1	1	5	5	QMS	
			Intra-Africa Metrology System (AFRIMETS)		1	1	1	1	1	1	5	5	QMS	
			e-minzani to cover pumps, pre-package, electricity meters, water meters and railway wagons		1	1	1	1	1	1	5	5	HRM MICT MLM	
		Intervention: Enhancement of Quality of Legal metrology services	Automation			Number of processes rolled out on e-minzani	1	1	1	1	1	5	5	HRM MICT MLM

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	<ul style="list-style-type: none"> Digitize, automate and integrate the organization's information, processes and systems Control and minimize UNBS' cyber risk to a management's acceptable level 	Systems to enhance innovative ways of reducing operating costs and improving operational efficiencies developed and implemented.	Implement E-Learning	E reports	0	0	0	0	5		ICT
					1						ICT
					Terms of reference for ERP						ICT
					ERP completion report	0	0	0	0		ICT
					Operational EDMS		1				ICT
					Operational CRM			1			ICT
					Operation Enterprise management system				1	1	ICT
					Operational Data warehousing system			Procure, acquire and implement data warehousing system			0

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Audit & Risk Management System	Operational Audit and risk management system (Team mate)	1							ICT
			Conversion of E-Portal to a common programming platform with other inhouse developed systems	Integrated E portal	0	1						ICT
			Integration of the E-Portal System with other business applications	Integrated E portal			1					ICT
			Green ICT Policy	Green ICT policy	1	0	0	0				ICT
		ICT infrastructure maintained and enhanced	Telecommunications	Functional ICT infrastructure	1	1	1	1	1			ICT
			Print Leasing		1	1	1	1	1			ICT
			Preventive Maintenance		1	1	1	1	1			ICT
				License renewals	1	1	1	1	1	1		ICT
				Implement a Wide Area Network infrastructure management system				1				ICT
				Develop requirements and implement a data centre.		1	0	0				ICT
				Acquisition and implementation of application and hardware fail-over mechanisms or high availability solutions				1	1			ICT

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.		Internal ICT initiatives Developed to strengthen transformational leadership, change management and innovation, as well as continual service improvement capabilities.	Formalization and implementation of a new ICT governance structure	Approved ICT governance structure	1	0	0				ICT		
			Constitute the ICT Steering Committee	Approved Steering Committee			1					ICT	
			Establishment of a Project change and Project Management Office (PMO)	Approved ICT governance structure			1						ICT
			Establishment of a standardization policy for all specialized ICT infrastructure	ICT Standardization policy	1								ICT
			ICT Security Enhancement Project (NAC, IDS, Vulnerability Assessment, Enterprise Backup)	Functional ICT security Enhancement project	0	0	0						ICT
			Setup a Network Operating Centre (NOC) with a fully functional Network Management system	Operational NOC				1					ICT
			Review and update the current Information Security policies	Up-to-date information security policy	1	1	1	1					ICT
			Implementation of Identity and Access Control/ Time Attendance Management System	IAC reports	0								ICT
			Implementation of monitoring tools across the technology landscape;	Operational SIEM tool	1	1							ICT

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Intelligence & Monitoring, SIEM (Security Information & Event Management)									
			Implementation of corporate firewalls; i.e. Web application firewall and load balancer intermediary infrastructure	Operational firewalls and load balancer	1	0	0	0	0			ICT
		Increased customer satisfaction and responsiveness	Routine sensitization of customers on use of UNBS e- services internally and externally by use of print, electronic and online platforms	Annual publication of the UNBS customer charter on the UNBS online platforms	1	1	1	1	1	5		PR
			Displaying client charter at all offices in the representative languages	Charter display in all branches	1	1	1	1	1	5		PR
		Improved quality of service delivery	Customer satisfaction survey, media performance survey, prevalence of quality products on market dashboard	Media performance and monitoring report. Customer satisfaction report and regular update of quality goods on market dashboard on website	1		1		1	3		PR

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Ensure UNBS staff adhere and comply to the PPDA Act 2003 and Regulations 2014	Internal stakeholders and suppliers worked with to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of UNBS and Ugandans	Training of all staff on evaluation procedures	Training reports									
			Training of all staff in contract management		1						1	PDU	
			Supplier development										
			Development of procurement Standard Operating Procedures (SOPs)		1							1	PDU
		Delivery of value for money promoted through good procurement practice and optimal use of procurement collaboration opportunities.	Ensuring collaboration with users in development of user procurement plans to be consolidated into the entity procurement plan	User procurement plans									
			Training of staff in e-procurement, sensitizing staff about the benefits of E-Procurement for their buy-in.		1						1	PDU	
		e-Procurement implemented, this will help the institution track its spending since it will be in position to track visibly its spending since there will be centralized tracking of transactions											

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Impact and contribution of UNBS activities to the nation established	Survey conducted on prevalence of substandard goods on the market every year	Survey design	Survey report	1	1	1	1	1	5	CP	
			Data collection	Survey report	1	1	1	1	1	5	CP	
	Number of certified products that access regional and international markets every year established	Data analysis and reporting										
		Conducting Departmental Budget consultation meetings, data collection, data analysis and reporting	Budget framework paper	1	1	1	1	1	1	5	CP	
	Accountability of UNBS activities established	Budgeting and reporting regulations Adhered to	Data analysis and reporting, Conduct management meetings/retreat on UNBS budget	Budget performance report	4	4	4	4	4	20	CP	
			Stakeholder engagement (Parliament, MoFPED, OPM, EOC, UBOS, NPA)	Ministerial policy statement	1	1	1	1	1	5	CP	
			Annual report	Annual report	1	1	1	1	1	5	CP	
	Implementation of the Strategic Plan monitored		Annual statistical Abstract	Annual statistical Abstract	1	1	1	1	1	5	CP	
			Quarterly field monitoring and evaluation visits, data collection, analysis and reporting	Quarterly monitoring report	4	4	4	4	4	20	CP	
				Stakeholder engagement	Annual Strategic Plan implementation report	1	1	1	1	5	CP	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Conduct management/ NSC meetings/retreats (midterm & terminal).	Midterm review of the strategic plan			1				1	CP	
			Designing monitoring tools for each department linked to the institution's Strategic Plan	Terminal review of the Strategic Plan					1		1	CP	
			Developing a Monitoring and Evaluation policy for the institution (M&E framework and the M&E plan)	Development of the Strategic Plan 2025/26 - 2029/30						1		1	CP
			Establishment of the organizational context/Scan of the environment	Environmental scan reports			2	2	2			10	RM
			Identifying and assessing the risks affecting the organization through workshops in order to develop risk mitigation, adequately plan risk responses and monitoring strategies for the organization's risks	Risk Assessment reports and Emerging risks report of the respective processes			4	4	4			20	RM
			Meetings to carry out incident recording and management for effective incident investigation and response plan	Incident management reports and response plans			4	4	4			20	RM

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Field visits to monitor, evaluate and challenge the organization's success in managing its risks in order to develop and continuously review on risk management capabilities	Risk treatment plans, Monitoring and review reports and field visit reports	4	4	4	4	4	20	RM
					4	4	4	4	4	20	RM
			Ensure appropriate risk reporting by compiling, consolidating and submitting periodic reports from business units on internal control performance and risk exposure	Risk reporting at the process owner level Directorate Risk Management Committee report	4	4	4	4	4	20	RM
					4	4	4	4	4	20	RM
			Develop and maintain an updated UNBS risk register	Updated registers of the respective processes and consolidated UNBS risk registers	1	1	1	1	1	5	RM
			Survey and staff engagement to align institutional culture to risk management culture	Survey report on institutional culture and change management initiatives		1				1	RM
Continued adequacy of risk management framework facilitated		1					2	RM			

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre		
					1	2	3	4	5				
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			External risk assessment and maturity evaluation	External Risk assessment and maturity evaluation report			1				1	RM	
			Ensure compliance with and regular review of ERM policies in order to have relevant and up to date ERM framework	Anti-corruption strategy of the Bureau	1						1	RM	
				Business Continuity Framework	1						1	RM	
				Updated Risk Appetite framework	1	1	1	1	1	1	1	RM	
				Facilitate the annual updates of the Risk Management processes for quarterly computing and reporting of key risk indicators	1	1	1	1	1	1	5	RM	
				Engage consultant to undertake Business process re-Engineering (BPR)	Report on BPR by consultant	1					1	MII	
				Undertake Automation of manual procedures (including writing software programs and implementation)	Number or percentage of procedures automated	60	80	85	95	100	1	MICT	
				Undertake standardization of procedures and reporting	Number or percentage of procedures standardized	60	80	85	95	100	1	PINI	
		Intervention: Automation and simplification of imports processes to improve efficiency	Review and refinement of procedures undertaken, and automation/ simplification of procedures and or processes to promote reduction in clearance time and cost (80% automated by end of year 2 and fully automated by year 4)										

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Internal audits undertaken on a twice a year basis	Internal Audit reports	2	2	2	2	2	10	PQMO & MIA	
			Implement risk management	Risk register	1	1	1	1	1	5	MII	
			Undertake change management	Change management report	1	1	1	1	1	5	HRM	
			Identify key stakeholders	Stakeholder influence map	1				1	2	MII	
			Engage, draft and conclude MoUs	Draft MoUs or signed MoUs	2	2	2	2	2	10	MII	
			Consultant pre-assessment	Consultant report		1						PINI
			Evaluation and assessment audit by accreditation body and payment of applicable fees	Report or certificate of accreditation			1					PINI
			Identify specific equipment needed per year and undertake market survey for price	Detailed list with specifications	1	1	1	1	1	5	PINI	
			30 laptops and 20 other support inspection equipment every year	Procure and deploy appropriate ICT tools as well as other inspection support kits and tools								

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Purchase and deploy ICT hardware and inspection equipment	Number of laptops/ICT hardware and inspection equipment procured and deployed	50	50	50	50	50	200	MII	
			Innovation on information and case management processes through legal case management software	Percentage of information, cases and knowledge properly stored	Software procured and updated once every year							LD
			Approved chambers	Approved chambers	Once every year							LD
	Improve the quality of legal advisory services, Enabling the need for legal services to be met more effectively	Approved Legal Chambers maintained		Providing Career Development and Performance Coaching	Percentage of eligible staff with up to date ULS Continuous Professional Development	1	1	1	1	1	1	LD
				Practicing licences	Annual renewed practicing licensing	17	17	17	17	17	17	LD
				Drafting and filing of pleadings	Pleadings for 40 cases served adequately and in time	40	40	40	40	40	200	LD
	Efficient Board Secretarial Services provided			Provide efficient Board Secretarial Services	4 Special meetings	4	4	4	4	4	20	LD
					Staff in attendance	4	4	4	4	4	20	LD
					Committee meetings	4	4	4	4	4	20	LD
					Staff in attendance					20	LD	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Intervention: Laboratory accreditation and participation in PTs	Laboratory accreditation and participation in PTs		Number of PTs	80	90	100	120	150	540		
	Provision of a conducive working environment to staff	Facilities to all staff provided	Implementation of a quality management system, Provide a conducive work environment to staff both at HQs and regional offices-health physical facilities, waste treatment facilities, Secure/fence the offices and labs, Provide adequate overheads, Procure adequate transport equipment	Reports	1	1	1	1	1	1	FAD	
	Evaluation of strategies for quality of service through internal audit	Strategies and processes designed and deployed to continuously improve quality of service delivery evaluated	Audit, reviews, advisory, NSC & EDs requests	Report	4	4	4	4	4	20	Internal audit	
	Capacity building and adoption of best practices to improve efficiency and professionalism	Departmental activities aligned to ISO 17020	Train staff on and implement ISO 17020	Training reports	2	2	2	2	2	10	MSD	
			Have a mock audit	Audit report								MSD
	Increase formal cooperation with national or foreign partners	MoUs or MRAs with the UPDF and Police finalized	Implement an improvement scheme	Audit report		1						MSD
			Engage, draft and conclude MoUs	Draft MoUs or signed MoUs	2						2	TEA

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity	Participation in scientific conferences, symposia, Technical working groups, workshops, seminars, convention	At least 5 AFRIMETS, IMEKO, EAMET Technical Committee and Working group organized metrology workshops and seminars annually	Participation in Regional and international Metrology meetings, workshops, Conferences	Reports	5	5	5	5	5	25	NML	
	Intervention: Increase staff membership to professional bodies or associations	Subscription and memberships to professional bodies paid for UNBS staff	Identification of Professional bodies, Applications, fulfilment of requirements, Registration	Report on professional membership	1	1	1	1	1	5	HRM	
	To improve staff productivity and service delivery	Human Resource systems policies and procedures aimed at continual quality improvement reviewed, promoted and implemented	Review of the HR policies and procedures	Approved HR manual	1						1	HRD
			Sensitize staff on reviewed policies and procedures	Sensitization report	1	1	1	1	1	5	HRD	
			Automate all HR functions	HR functions automated	3	3	4			7	HRD	
			Review the online recruitment system	Approved online recruitment system		1				1	HRD	
			Review and sensitize staff on career path and staff promotion guidelines	Approved career path		1				1	HRD	
		Timely preparation and execution of HR plan and budget	HR plan and budget implementation report executed	1	1	1	1	1	5	HRD		

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity			Develop and sensitize staff on the records management policy and maintain an updated records management system	Record management system maintenance report	1	1	1	1	1	5	HRD
			Incorporation of Gender, equity and environmental issues in all HR functions and staff sensitization on the same	Environment, Gender and equity Streamlined report	1	1	1	1	1	5	HRD
		Performance management system through development of a model that facilitates talent management and succession planning reviewed	Coordinate mentoring and coaching programs to facilitate talent development and succession planning	Report of mentoring and coaching programs conducted	1	1	1	1	1	5	HRD
			Review and sensitize staff on the Performance Management process	Performance management process review report	1	1	1	1	1	5	HRD
		Performance management system strengthened to objectively evaluate and inform decision making	Improve supervisory skills in order to enhance staff performance	Number of supervisory training programs conducted	1	1	1	1	1	5	HRD
			Develop Internal Talent Management guidelines	Internal talent guidelines developed	1	1	1	1	1	5	HRD
			Review and update the performance Management tool	Updated and approved performance Management tool	1	1	1	1	1	5	HRD
			Continuous training and sensitization of supervisors and staff	Training reports	1	1	1	1	1	5	HRD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity		Level of staffing increased from 429 to 1200 by 2025	Develop a recruitment plan and budget	Approved plan and budget	1	1	1	1	1	5	HRD	
			Develop a gratuity plan and budget	Approved plan and budget	1	1	1	1	1	5	HRD	
			Review of job descriptions and specifications	Approved job descriptions and specifications	1	1					1	HRD
			Undertake recruitment and selection	Recruitment and selection report	1	1	1	1	1	1	5	HRD
			Maintain an updated staff list	Updated staff list	1	1	1	1	1	1	5	HRD
			Develop an induction kit	Approved induction kit	1						1	HRD
			Undertake staff orientation	Orientation reports	1	1	1	1	1	1	5	HRD
			Review of salary structure	Approved salary structure	1							HRD
			Review staff benefits	Approved staff benefits	1							HRD
			Robust reward and recognition schemes	Approved reward and recognition schemes	1	1	1	1	1	1	5	HRD
			Organize staff meetings	Minutes and implementation report	1	1	1	1	1	1	5	HRD
			Institute E-HRMS Helpdesk	E HRMS desk instituted	1							HRD
			Undertake team building programs	Teambuilding report	1	1	1	1	1	1	5	HRD
			Undertake quarterly staff recognition programs	Quarterly staff recognition reports	4	4	4	4	4	4	20	HRD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre	
					1	2	3	4	5			
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity			Facilitate staff associations	Minutes and implementation report	1	1	1	1	1	5	HRD	
			Implementation of code of conduct and oath of secrecy	Implementation report	1	1	1	1	1	5	HRD	
			Enhance corporate image through provision of corporate wear	Corporate wear budget	1	1	1	1	1	5	HRD	
			Undertake Training Needs Assessment (TNA)	TNA report	1	1	1	1	1	5	HRD	
			Develop training plan and budget	Approved training plan and budget	1	1	1	1	1	5	HRD	
			Undertake training programs	Training reports	1	1	1	1	1	5	HRD	
			Undertake training impact assessment	Training impact assessment report	1	1	1	1	1	5	HRD	
			Develop training database	Updated training database	1	1	1	1	1	5	HRD	
			Undertake leadership skills gap analysis	Leadership skills gap analysis report		1					1	HRD
			Develop leadership training modules	Approved leadership training modules (Report)		1						HRD
			Develop plan and budget for interventions	Approved plan and budget			1	1	1	1	3	HRD
			Implementation of Leadership Interventions	Implementation report			1	1	1	1	3	HRD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre			
					1	2	3	4	5					
		Employees, resources and systems aligned to meet the strategic objectives of UNBS and foster succession planning	Undertake Impact assessment	Training impact assessment report				1			1	2	HRD	
			Develop training database for Training of Trainers	Approved training database				1				1	2	HRD
			Placement of staff with the right skills, knowledge and attitudes in accordance with the approved structure	Staff placement report	1	1	1	1	1	1	1	1	5	HRD
			Continuous relevant trainings	Training report	1	1	1	1	1	1	1	5	HRD	
			Follow up on staff performance	Performance Management reports	1	1	1	1	1	1	1	5	HRD	
			Talent identification and management	Talent management reports		1	1	1	1	1	1	4	HRD	
			Develop succession planning framework	Approved framework	1							1	HRD	
			Staff mentoring and coaching programs	Mentoring and coaching reports		1	1	1	1	1	1	4	HRD	
			Organize staff meeting	Minutes and implementation reports	1	1	1	1	1	1	1	5	HRD	
			Conduct a staff satisfaction survey	Staff satisfaction survey report	1	1						2	HRD	
			Implementation of satisfaction survey recommendations	Implementation report			1	1	1	1	1	3	HRD	
			Organize team building sessions	Team building reports	1	1	1	1	1	1	1	5	HRD	

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre			
					1	2	3	4	5					
			Facilitate staff associations	Minutes and implementation reports	1	1	1	1	1	5	HRD			
			Management of employee relations	Employee relations reports	1	1	1	1	1	5	HRD			
			Provision of staff counselling services	Staff counselling reports	1	1	1	1	1	5	HRD			
			Staff sensitization on UNBS core values	Sensitization reports	1	1	1	1	1	5	HRD			
			Embed core values in all UNBS processes	Implementation report	1	1	1	1	1	5	HRD			
			Staff motivation through enhancing welfare initiatives improved	Review medical insurance policy	Approved medical insurance policy	1	1	1	1	1	5	HRD		
				Coordinate Group Personal Accident (GPA) insurance policy	Implementation reports	1	1	1	1	1	5	HRD		
						Management of nursery and breast feeding centre	Performance reports	1	1	1	1	1	5	HRD
						Contract management for break tea, water and lunch	Performance reports	1	1	1	1	1	5	HRD
						Contract management for wellness and fitness services	Performance reports	1	1	1	1	1	5	HRD
						Review and implementation of the OHS Policy	Approved OHS Policy	1	1	1	1	1	5	HRD
						Review and implement bereavement policy	Approved bereavement policy	1	1	1	1	1	5	HRD
						Develop staff personal achievement (weddings, births, birthdays, farewell etc.)	Report	1	1	1	1	1	5	HRD

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
			Provision of PPEs	Performance reports	1	1	1	1	1	5	HRD
			Develop and implement a policy on sports engagements	Approved policy and implementation report	2	1	1	1	1	6	HRD
		Risk management capabilities built in UNBS	Conduct risk management training and awareness programs organization wide in order to increase risk awareness across the organization.	NSC training report on Governance, Risk Management in a public sector and business continuity	1			1	1	3	RM
				Staff and Management training report on Risk Management and business continuity	1	1	1	1	1	5	RM
			Establish, communicate and facilitate the use of appropriate organization risk management methodologies, tools and techniques to ensure effective Risk Management in UNBS	Automation of Risk Management system, communication, reporting and integration with other systems (Teamate)	1					1	ICT
		Advice, coach and support on risk management in UNBS provided	Guide Management on integration of Risk Management into business operations and their roles in making it work	Risk maturity report	1	1	1	1	1	5	RM

Objective	Intervention	Output	Actions	Indicators	Targets per year					Total target	Responsibility Centre
					1	2	3	4	5		
			Process reviews by identifying and planning for possible risks on proposed business plans and transactions in order to ensure proper oversight.	Process review reports with recommendations	1	1	1	1	1	5	RM
	Improve Legal Research	Legal research into areas that improve UNBS areas of focus engaged in	Conduct legal research on Bureau thematic area	Number of researches taken up to improve service delivery	1	1	1	1	1	5	LD
	Enhance research in Testing	Research	Conduct research	Reports	1	1	1	1	1	5	TD
	Evaluation of strategies for capacity building and staff productivity through Internal Audit	Strategies and methods deployed to strengthen human resource capacity, staff engagement and productivity evaluated	Audit, reviews, advisory, NSC & EDs. requests	Reports	1	1	1	1	1	5	Internal Audit

Costed implementation matrix

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Enhancement of revenue	Resources mobilized	Project proposal development	Number of proposals	TEA	1	2	3	3	3	10	
	Increase sales of standards and standards related materials	Information materials provided to improve engagement, sharing and distribution of information	Design of information materials (Booklets, Videos) for top high impact standards	Number of information materials developed and maintained for top high impact standards	SD	10	10	10	10	10	50	
		Increased access and choice of products to increase sales volumes	Develop and maintain new products on standards e.g. discount sales, open days sales/exhibitions discounts, subscription models, academia preferential models, MSMEs discounts	Number of product category standards abstracts/indices developed and maintained	SD	10	10	10	10	10	50	
		Increased access to content of standards to ease customer choice of products	Implement and maintain online browsing platform (OBP)	OBP functional	SD	10	10	10	10	10	40	
		Improved platform for paying for standards e.g. mobile money, subscription, billing agent in Uganda, Kenya, Tanzania, Rwanda, Burundi, South Sudan	Negotiate and deploy ICT to ease payment within EAC countries	Number of countries in EAC with payment models	SD	10	10	10	10	10	50	
		Increased outreach and stakeholder campaigns	Promotional activities	Number of promotional and marketing events	SD/PR	100	100	100	100	100	500	
		ISO online Webstore license acquired to sell ISO standards	Subscribe to ISO Webstore	ISO Webstore functional on the UNPS and ISO Website	SD	4	4	4	4	4	20	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Increased distribution points for standards	Engage Standards distributors e.g. Public libraries, University shops	Number of active Standards distributors	SD	10	10	10	10	10	50	
		Design, publish and distribute quarterly Standards Bulletins	Number of standards bulletins designed, printed and distributed	SD	5	5	5	5	5	25	
	At least 1 field of measurement Introduced annually and widen the scope of each measurement field to meet 90% of the national measurement needs	Procurement of measurement Standards, reference standard (reagents) and equipment in the department	Number of new fields of measurement introduced	NML	500	500	500	500	500	2,500	
		Develop certification schemes for services and personnel certification under the systems certification	Schemes developed and implemented	CD	30	30	30	30	30	90	
	Expand the scope of certification services and grow certification revenue	Enhance marketing of system certification services to attract clients in the non-traditional sectors - agriculture, medical, education, public administration, hotels, banking and tourism - Annual customers' day, stakeholder engagements, and promotional materials.	Number of marketing events	CD/PR	100	100	100	100	100	500	
Develop schemes for certification of services and processes under the product certification scheme		Number of schemes implemented	CD	40	30	30	30	30	130		

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)		
						1	2	3	4	5			
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Increase the scope of Legal Metrology Services	Increased number of equipment/ samples verified within the current Legal Metrology scope by 3% annually	Weighing and verification of equipment	Weighing and measuring equipment verified	LM	1,400	1,500	1,600	1,700	1,750	7,950		
			Number	Number	LM	25						25	
			Review of the Weights and Measures (Electricity meter) Rules 2015	Weights and Measures Rules 2015 reviewed	LM	12							12
			Procurement of mobile labs	Number of mobile labs and secondary standards procured	LM	1,000	1,000	1,000					3,000
			Procure of rugged laptops for mobile laboratory	Number of rugged laptops for mobile laboratory procured	LM	45	45	45	45				180
			Rugged handheld terminals and associated meter verification software	Number of Rugged handheld terminals and associated meter verification software	LM	24	24	24	24				96
			Procurement of High Voltage Impulse generator and Climatic test chamber and accessories.	Number of High Voltage Impulse generator and Climatic test chamber and accessories procured	LM		2,250						2,250
			Procurement of Current Transformer test Equipment (CT and PT)	Number of Current Transformer test Equipment (CT and PT) procured	LM		2,700						2,700
			Verification of electricity meters	Number of electricity meters verified	LM	56	56	56	56				280
			Verification of water meters	Number of water meters verified	LM	100	100	100	100	100	100	100	500
				Laboratory construction	LM		500						500
				Equipment	LM		500						500
				Enhancement of pattern approval	LM		100	100	100	100	100	100	500

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)				
						1	2	3	4	5					
STRATEGIC OBJECTIVE 1: To improve and strengthen financial sustainability over the medium term	Establishment of a legal metrology mass laboratory				LM	50					50				
						Review of the Weights and Measures (dispensing pumps, bulk meters and bulk measures) Rules 2007			LM	12					12
										Verification of Rail wagons and Milk tankers			LM	24	24
	Workshops, trainings and benchmarking			IID	170	80	110	40	510						
					2 residential review workshops with First Parliamentary Council (FPC)			IID	80		90		270		
	Conduct workshops/ Consultations, Gazetting legislation, national standards and inspectors			LD					200	65	65	65	460		
					Improve LIMS and expand scope			TD	2,000	1,500	1,000	1,000	6,500		

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Strengthen and improve the financial management function of the Bureau	Internal controls and processes Strengthened to effectively manage the expected increase in financial and other resources of the Bureau	Effective planning, budget monitoring and execution	Auditor General's opinion	FAD	40	70	60	40	20	230
						Internal and external relationships managed	Diplomatic relations, hospitality, guest relations, technical liaisons with external stakeholders	Number of engagements	TEA	100	100
	Partnerships built and collaborations done	Establishment and maintenance of MoUs	Number of MoUs signed	TEA	10					10	15
					Reference materials for development of standards procured	Procure reference materials	Number of reference materials procured	SD	29	29	29
	Increased size of stock of standards	Facilitate national Technical committees meetings	Number of national technical committee meetings held	SD					375	375	450
					Increased stock of simplified materials	Facilitate national TC meetings to develop simplified text	Number of meetings	SD	30	30	30
	Increased stock of translated standards and materials	Facilitate experts to develop and publish translated text into 4 common languages	Number of experts hired	SD					40	40	40
					Technical regulations developed and compulsory standards reduced	Draft technical regulations	Number of technical regulations established	SD	40	40	40

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Increase presence and contribution at regional and international standards developing organizations (AFSEC, ARSO, ISO, IEC, Codex)	Improved competence in regional and international standardization	Train staff and stakeholders in regional and international standardization	Number of stakeholders trained	SD	350	400	450	500	550	2,250
		Increased hosting of regional and international standardization meetings	Facilitate hosting of EAC, ARSO, ISO and IEC TC meetings to develop and harmonize standards	Number of regional meetings hosted	SD	399	456	513	570	627	2,565
		Increased Uganda's participation, regional and international technical committees	Facilitate participation in EAC, ARSO, AFSEC, ISO and IEC TC meetings to develop and harmonize standards	Number of regional and international meetings we participate in	SD	1,163	1,163	1,292	1,550	1,809	6,977
	To improve the national measurement and calibration capacity for ensuring accuracy of measurements at all levels	Calibration and measurement capability increased to at least 75% of the measurement undertaken in the country	Procurement of measurement standards and equipment to increase areas/fields where measurements affect consumer protection	Number of measurement standards and equipment procured	NML	500	500	500	500	500	2,500
		Increased number of certified products/permits by 2,000 permits annually	Undertake certification audits	No. of products certified	CD	1,100	1,200	1,300	1,400	1,500	6,500
		Number of certified services and systems maintained and increased by at least 25% annually	Undertake system certification audits	Number of companies certified for management systems	CD	159	201	251	314	376	1,301

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Strengthen regional offices to build their capacity to effectively serve the needs of industry in the regions	Laboratory recognition scheme expanded to the regions by recognizing at least one laboratory in each region	Maintain and increase accreditation scopes to cover services, personnel and FSSC, starting with FSSC in the first year.	Number of scopes accredited	CD	100	150	200	250	330	1,030
			Identify and recognize testing laboratories in the regions	Number of laboratories recognized	CD	38	44	50	56	63	251
	Strengthen the MSME support services to enhance conformity to standards, quality improvement and market access	Register and provide standards implementation training and onsite mentorship to at least 2,200 MSMEs annually	Mentor and coach MSMEs	Number of partnerships implemented	CD	10	10	10	10	10	50
			Mentor and coach MSMEs	Number of MSMEs supported	CD	400	400	400	400	400	2,000
	Strengthen the MSME support services to enhance conformity to standards, quality improvement and market access	Marketplace monitoring done	Undertake training of technical experts, auditors, assessors to facilitate industry to implement standards	Number of persons trained	CD	150	150	150	150	150	750
			Verification of Liquefied Petroleum Gas fills	Number of trips	LM	12	12	12	12	12	60
	Strengthen the MSME support services to enhance conformity to standards, quality improvement and market access	Quality Management Systems Reviewed	Review and documentation of legal metrology processes	Revised LMD Quality manual, procedures, lists and forms/worksheets	LM	48		12		12	72
			Accreditation of electricity meters laboratory and calibration rig	Documents reviewed Audits by accreditation body conducted	LM	-	260	-	100		360

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Develop and implement awareness programs for government, private sector to increase visibility of UNBS services, enhance the Corporate image of UNBS and build culture of quality and compliance	UNBS awareness activities through different channels of communication promoted and publicized	Hold strategic stakeholder engagements. Seek meetings with groups, local leaders to educate and empower (civil service college Jinja, Parliament, NALI, ULGA)	Number of stakeholders reached through the platforms used to communicate	PR	480	320	320	320	320	1,760	
			Develop content for print media (publications, quarterly newsletters, internal stakeholder newsletters)	10 publications per month, 1 monthly internal bulletin, 1 quarterly newsletter	PR	9	9	9	9	9	45	
			Broadcast media (TV and radio programs).	4 radio programs and 1 TV appearance covered monthly	PR	312	312	312	312	312	1,560	
			Quarterly press conferences	One regional press conference in areas of branch presence from year three to five and the rest at Uganda Media Centre	PR	2	2	10	10	10	34	
			Putting up Billboards	One billboard in seven strategic locations across the country in year 2 and year 5 for 6 months	PR		350				350	700
			Promotional materials (posters, flyers, banners, signage, calendars, diaries)	Design and printing of updated promotional materials quarterly	PR	120	120	150	150	150	150	690
			Popularize Distinctive mark	No. of campaigns	PR	60	60	60	60	60	60	300
			Conduct annual brand audits	Annual brand audit report	PR	10	10	10	10	10	10	50
			Develop and implement a brand strategy	Develop and implement a brand strategy	PR	100	100	100	100	100	100	500

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Internal communication capacity development	Internal marketing plan to promote a common understanding of the Bureau Developed	Undertake annual internal surveys	Survey report	PR	10	10	10	10	10	50
			Undertake strategic bi-annual CSR activities	Number of beneficiaries		80	80	80	80	80	400
	Enhance the corporate image of UNBS	Develop and implement recognition and reward schemes for UNBS stakeholders	Identify stakeholders for recognition	Number of recognition and reward schemes developed		350	350	350	350	350	1,750
			Initiate set up of standards clubs in selected institutions of higher learning	Number of active standards clubs formed in institutions of higher learning	PR		100	100	100	100	400
	Engagement of institutions of higher learning	Engage into partnerships with institutions of learning	Engage vocational institutions and universities on the mandate of UNBS	Number of institutions engaged	PR		150	150	150	150	600
			Capacity building and training for editors, reporters, presenters and talkshow hosts. Schedule regular guided tours/visits to UNBS facilities	Number of guided tours	PR	10				10	30
	Increase visibility of UNBS services in print and electronic media	Strategic media engagements	Media Monitoring and Evaluation	Number of trainings	PR	240	240	240	240	240	1,200
			Keep inspector presence at a minimum of 100 entry and clearance stations	Percentage of audience captured	PR	60	60	60	60	60	300
	Increase coverage of border and other clearance stations by 4 per year	PVoC program for imports with mandatory standards	Identify and deploy inspectors at high volume high risk stations	Number of clearing stations covered	IID	70	70	70	70	70	350
			Contract management of PVoC program	Monthly contract management reports for PVoC	IID	150	150	150	150	150	750

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction		Distinctive Mark/DTS for all goods with mandatory standards imported	Contract management of DTS program	Monthly contract management reports for DTS	IID	150	150	150	150	150	750
		Increased monitoring and enforcement and coverage	Implementation of the Imports Statutory Instrument through inspection and enforcement	Number of consignments inspected per year	IID	1,500	1,600	1,700	1,800	1,900	8,500
		Calibration of all inspectorate equipment	Calibrate all equipment	Number of equipment calibrated	IID	60	60	60	60	60	300
	Intervention : Undertake regular stakeholder sensitizations	Two Quarterly stakeholder engagement and sensitization workshops	Identify key stakeholders and include in stakeholder mapping	UNBS stakeholder map report	IID	5	5	5	5	5	25
		Enforced compliance to compulsory standards	Conduct field inspection of market outlets Destruction of seized goods	Number of inspections conducted Number of destruction reports	MSD MSD	1,400 205	1,500 205	1,700 205	2,000 205	2,100 205	8,700 1,023
	To reduce prevalence of substandard goods from 54% by 10% annually	Strengthened field testing capabilities	Procure various mobile testing equipment	Number of mobile testing labs fully equipped	MSD/PDU	500	500	500	500	500	2,500
		Robust field communication system established	Procure walkie talkies and communication system	Communication system in place	ICT	100	100	100	100	100	500
		All inspectorate equipment calibrated	Calibrate all equipment	Number of equipment calibrated	MSD	60	60	60	60	60	300

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Strengthen the information databank that guides market surveillance across the country	Product compliance status monitored	Market surveys to generate baseline data	Number of Market surveys	PR	250		50		50	350	
		Compliance data collected to inform policy	Data collection, analysis and reporting	Bi-annual data collection reports	MSD	95	95	95	95	95	95	475
	Strengthened regional presence of surveillance activities		Information gathering	Procurement of drones	Enactment of the informer policy	ICT	400	400	400	400	400	2,000
		DED MFS				200	200	200	200	200	1,000	
	Increase presence of market surveillance across the country	Increased inspector numbers at rate of 20 inspectors per annum	Expansion of offices in Eastern, Western, Midwest, South Western, Northern and West Nile regions	Identify and communicate inspector competencies needed to HR	Report on needed inspector competencies per year to guide recruitment	DED MFS	100	100	100	100	100	500
							DED MFS	30	30	30	30	30
	Undertake regular stakeholder sensitizations	Incorporation of new regulations in the surveillance activities	Stakeholder engagement promoted	Deployment in the established offices	Number of staff deployed in these offices	DED MFS	10	10	10	10	10	50
							PR	40	40	40	40	40
		Draft and approval of the UNBS enforcement regulations	Conduct meetings	Draft or approved Regulations	LC	60	60				60	180

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 2: To Strengthen Consumer Protection and Stakeholder Satisfaction	Effective and efficient regulatory system that is responsive to the environment in which we operate in order to protect the public, environment and promote fair trade	Legal and Policy framework Reviewed, developed and implemented	Conduct workshops/ Consultations, Gazetting legislation, national standards and inspectors	Number of legal/policy review processes initiated and completed	LD	160	17	17	17	17	228
			Punishment and prosecution of offenders	Percentage increase in administrative sanctions, fines, penalties, convictions	LD	20	20	25	25	30	120
		Enforcement and compliance function strengthened	Maintain competent Criminal investigations Team of 10 CID at Head Office	Water tight investigations	LD	10	10	10	10	10	50
	Enhancement of customer satisfaction in testing of samples	Improved quality of test results	Implement quality system and maintain equipment	Maintenance of accreditation	TD	1,000	1,000	1,000	1,000	1,000	5,000
			Acquire land , construct and equip	Opened labs	TD			30,000	30,000	30,000	90,000
		Evaluation of customer satisfaction through Internal Audit	Strategies and methods designed and deployed to strengthen consumer protection Evaluated	Audits, reviews, advisory, NSC&ED requests	Report	Internal Audit	50	50	50	50	250
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels	Align national standards policies with regional and international policies and best practices	Institutional stakeholder analysis and engagement evaluated.	Review implementation of Stakeholder map.	Report	Internal Audit						
		Regional and international standardization bodies Participated in	Subscription to regional and international standardization bodies	Number of subscriptions	TEA	420	430	440	450	470	2,210

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels	Advance the strength of standards development and harmonization infrastructure (TCs and management team) and knowledge (inclusive-ness, competence and productivity) (UNBS 4, 5 & 6, gender, youth). 60 staff, 80 TCs, 400 TC experts, recruited, trained by 2025	Participation in policy meetings of standardization bodies	Participation in policy meetings of standardization bodies	Number of meetings attended	TEA	300	480	480	480	480	2,220	
		Restructured department and technical committees	Review technical committee structure and membership	Number of TCs established and maintained and coordinating committees	SD	15	15	15	15	15	15	75
		Improved uptake of standardization in research and academic institutions	Engage academia and research institutions	Number of academic and research institutions engaged	SD	50	50	50	50	50	50	250
		Increased external stakeholder, knowledge, attitude and practices	Train external stakeholders on use of standards to benefit business (T2T)	Number of external stakeholder training event	SD	50	50	50	50	50	50	250
		Increase stakeholder motivation for participation	Implement stakeholder recognition, appreciation and feedback	Number of annual awards and recognition events	SD	20	20	20	20	20	20	100
		Increased uptake of standards through increasing external stakeholder, knowledge, attitude and practices	Conduct external stakeholder engagement meetings	Number of external stakeholder reached	SD	50	50	50	50	50	50	250
		Increased internal stakeholder, knowledge, attitude and practices	Conduct internal stakeholder engagement meetings	Number of internal stakeholder reached	SD	15	15	15	15	15	15	75
		Increased access to information resources at UNBS regional offices	Set up information resources centres at regional offices	Number of resource centres set up	SD	15	15	15	15	15	15	75

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels		Increased stakeholder participation in regional and international meetings	Sponsor	Number of stakeholders participating	SD	103	207	310	413	517	1,550	
	Intervention: Take calibration services closer to the customers	Onsite calibration conducted	Procurement of mobile calibration units	Number of calibration van/ mobile labs development or procured	NML		1,000		1,000		2,000	
	Intervention: Increase the number of standards and equipment for calibration and measurement services	Reduced calibration and measurement downtime for customers	Procurement of second set of primary standards and secondary or working standards	Number Equipment and standards in duplicate	NML	500	500	500	500	500	2,500	
	Intervention: Improve measurement and calibration environment	Metrology laboratories constructed and furnished	Procurement for the construction of Metrology Labs Procurement of fitting and furniture for the Lab	Operational measurement Labs	NML		20,000				20,000	
		10 fields of measurement Accredited	Application, Audits	Application and Schedule of Accreditation certificates	NML	20	20	60	20	80	200	
	Have international recognition of the National Calibration and Measurement system	Membership of CGPM (starting at associate level) Obtained CIPM MRA signed	Obtain national approvals, Application, Payment of fees Application, Payment of fees	Membership and publication of the BIPM website CIPM MRA Certificate and publication of the BIPM website	NML				60	60	120	
		At least 1 CMCs in the BIPM-KCDB Registered	Computation of CMCs, application, peer reviews, registration of CMCs	Peer review reports, CMCs in BIPM KCDB	NML		5	5			10	20

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 3: To Improve Competitiveness of Local goods and services both at National, Regional and International levels		At least 50 measurement standards and equipment Calibrated	Procurement of calibration services, procurement of courier services, payment for calibrations	Calibration certificates for standards and equipment	NML	60	60	60	60	60	300
		Participation in at least 20 regional and international comparisons including bilateral comparisons	Identification of scope critical for accreditation and CMC registration, engagement with other NIMIs for participation	Protocol reports	NML	60	60	60	60	60	300
	Intervention: Research and development of calibration and measurement schemes to address specific customer needs	Membership at Regional and International Organization stepped	Apply for full membership at OIML	Accession Instruments submitted	LMD	11	12	13	14	15	65
		Harmonized regulations with other partner states. in the region	Benchmarking with Partner States	Benchmarked with Tanzania and Kenya	LMD	16					16
			Aligning LMD regulations in line with the EAC Metrology Act	3 Regulations aligned to the EAC metrology act	LMD		12	36	-	-	48
	Reduction on clearance time, and cost associated for industrial machinery, spare parts and raw materials imported	Local industry Supported through reducing imports clearance barriers and costs as well as turnaround time by amending statutory instrument accordingly	Study undertaken by consultant to identify imports clearance barriers in order to reduce cost and turnaround time	Consultant's report	IID	60				70	130
			Implementation of recommendations from the study	Percentage of recommendations implemented	IID	20	100	60	60	40	280
			Introduce lanes in the ePortal	Lanes (Red, blue, yellow and green) in ePortal	IID	30	30	30	30	30	150
		Equipping of Food Safety Laboratories	New laboratories Equipped	Procure specialized equipment	Number of specialized equipment procured		1,000	1,000	1,000	1,000	5,000

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Intervention Evaluation of competitiveness strategies through Internal Audit Enhance quality of service delivery	Strategies and process designed and deployed to ensure competitiveness of local goods and services both at national, regional and international levels Evaluated. Planning and strategizing for the institution done	Audits, Reviews, Advisory, NSC & ED Requests	Audit Report	Internal audit	50	50	50	50	50	250
			Directors' meetings Strategic thinking meetings	Number of meetings Number of meetings	ED ED	1 1	1 1	1 1	1 1	1 1	5 5
Improve the quality of standards and standards development services	Institutional leadership and overall supervision done Increased use of research data to develop standards	Visits to regional offices and border control posts done	Offices visited	Offices visited	TEA	20	20	20	20	20	100
			Conduct market research studies	Number of studies conducted	SD	50	50	50	50	50	250
Automation of calibration and measurement processes	Calibration/ measurement information management system – MetLims Developed/ procured and implemented Equipment and software to automate calibration and measurement processes developed/ procured.	Development of LIMS	Operational LIMS	Operational LIMS	NML	120	5	5	10	10	150
			Procurement of automation components and automated calibration equipment	Number of equipment automated	NML	100	100	100	100	100	500
			Procurement of specialized software like LabVIEW	Number of software installed							

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Continually review, improve internal systems and processes	Process and calibration procedures Developed, Reviewed and updated	Review QMS documentation at least once a year	Reviewed QMS	NML	4	4	4	4	4	20	
		Processes for generation of requests for calibration, approval and sealing of certificates etc monitored.	Review internal processes and procedure	Reviewed procedures and processes		2	2	2	2	2	10	
	Improve mobility for onsite calibration and measurements	High capacity truck capable of carrying 1000kg procured	Specifications, procurement and operationalization	Operational high capacity truck	NML				500			500
		At least one customer satisfaction survey annually Undertaken	Identify sectors, Plan and execute customer satisfaction survey	Customer survey Reports	NML	5	5	5	5	5	25	
	Intervention: Improve stakeholder involvement in metrology	At least one measurement needs survey per sector of interest covering at least 4 regions, 5 sectors annually Undertaken.	Identify sectors, Plan and execute need survey	Calibration and measurement needs report,	NML	20	20	20	20	20	100	
		Processes re-engineered and simplified to enhance performance and reduce certification TAT to a maximum of 3 month.	Organize and facilitate an annual auditors conference	No. of auditor conferences	CD	30	30	30	30	30	150	
	Enhance customer service and reduce TAT of certification services	Introduce product specific schemes in certification process	Introduce product specific schemes in certification process	No. of product specific schemes implemented	CD	10	10	10	10	10	50	
		Intervention: Establish, implement and maintain management systems in UNBS Operations	Improved competence in providing services.	Development and review quality documentations	Number of functions	QMS	18	18	18	18	18	90

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)		
						1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Intervention: Build capacity to manage QMS in UNBS	Improved the management systems	Internal quality audit to monitor management systems performance (allowances, inland travel costs)										
			Conducting of management reviews for all functions	Number of management reviews conducted	QMS	70	70	70	70	70	70	350	
			Conducting internal audits for all functions	Number of Internal audits performed	QMS								
			Seek and maintain accreditation/ certification of UNBS processes.										
			New functions accredited	Number of functions accredited	QMS	10	10	10	10	10	10	40	
			Certification - scope extension		QMS	10	10	10	10	10	10	50	
			Train and engage staff in their own policies and procedures and quality management systems										
			Training of staff in all directorates	Number of staff trainings	QMS	48	48	48	48	48	48	240	
			Training in Quality management System monitoring/internal audit.		QMS	75	75	75	75	75	75	375	
			Procurement and maintenance QMS software for document control.	UNBS quality documentations centralized.	QMS/ICT	100						100	
Intervention : Build competence and maintain international recognition	International recognition maintained		Payment of accreditation or certification and related fees										

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.		Competence built and monitored	Maintenance of accreditation or certification status for all functions/directorates	International recognition maintained	QMS	31	33	35	36	38	173	
			Purchase of proficiency testing samples, method and standards									
			Thandella South Africa	Rounds	QMS	1	2	2	2	2	2	9
			APTECA, Texas University, USA		QMS	2	2	2	3	3	3	12
			Progetto Trieste, Italy		QMS	3	3	4	4	4	4	18
			Kenya Bureau of Standards		QMS	7	8	8	9	9	9	41
			Tanzania Bureau of Standards		QMS	7	8	8	9	9	9	41
			Burundi Bureau of Standards		QMS	4	4	4	4	4	4	20
			SADC MET PT - Botswana Bureau of Standards		QMS	2	2	2	3	3	3	12
			KIMIA Malaysia		QMS	1	1	1	1	1	1	5
			EUROFINS		QMS	4	4	4	4	4	4	20
			Agrolisa		QMS	2	2	2	3	3	3	12
			Namibia Water Corporation		QMS	2	2	2	3	3	3	12
			LGC Standards (UK)		QMS	49	52	55	57	60	60	273
			Kenya Bureau of Standards (EAC)		QMS	2	2	2	2	2	2	10
Botswana Bureau of Standards (SADC MET)		QMS	1	1	1	1	1	1	5			
National Laboratory of South Africa - NLA		QMS	2	2	2	2	2	2	10			

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Global PT providers		QMS	3	3	3	3	3	15
			National Metrology Institute of South Africa, NMISA		QMS	7	8	8	9	9	41
			Intra-Africa Metrology System (AFRIMETS)		QMS	8	8	9	9	10	44
		Automation	e-minzani to cover pumps, pre-package, electricity meters, water meters and railway wagons	No of processes rolled out on e-minzani	HRM MICT MLM	84	84	84	84	84	420
			Implement E-Learning	E-reports	ICT	150	150	150	150	-	600
			Develop requirements and select a vendor for ERP implementation	Terms of reference for ERP	ICT	200	-	-	-	-	200
			Completion of Phase II of the ERP implementation process;	ERP completion report	ICT	-	500	500	500	-	1,500
			Procure, acquire and implement EDMS	Operational EDMS	ICT	-	700	-	-	-	700
			Acquisition of the Customer Relationship Management system	Operational CRM	ICT	-	-	50	50	-	100
			Procure, acquire and implement Enterprise asset management solution	Operation Enterprise management system	ICT	-	-	-	150	100	250
			Procure, acquire and implement data warehousing system	Operational Data warehousing system	ICT	-	-	-	200	200	400
			Audit & Risk Management System	Operational Audit and risk management system (Team mate)	ICT	550	-	-	-	-	550

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)		
						1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Conversion of E-Portal to a common programming platform with other in-house developed systems	Integrated E portal	ICT	500	500	-	-	-	1,000		
						-	-	700	-	-	700		
						250	100	100	50	-	500		
			Integration of the E-Portal System with other business applications	Integrated E portal	ICT	-	-	-	-	-	-	-	700
						600	600	600	600	600	3,000		
						120	120	120	120	120	600		
			Green ICT Policy	Green ICT policy	ICT	Green ICT Policy	60	60	60	60	60	60	300
						Telecommunications	1,200	1,200	1,200	1,200	1,200	6,000	
						Print Leasing	-	-	-	3,000	-	3,000	
			Preventive Maintenance	Functional ICT infrastructure	ICT	License renewals	-	500	500	500	-	-	1,500
						Implement a Wide Area Network infrastructure management system	-	-	-	-	-	-	
						Develop requirements and implement a data centre.	-	-	-	-	-	-	
Acquisition and implementation of application and hardware fail-over mechanisms or high availability solutions	Functional ICT security Enhancement project	ICT	ICT Security Enhancement Project (NAC, IDS, Vulnerability Assessment, Enterprise Backup)	400	300	300	-	-	-	1,000			
			Setup a Network Operating Centre (NOC) with a fully functional Network Management system	-	-	-	250	250	500				
				-	-	-	-	-	-				

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)		
						1	2	3	4	5			
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Operationalize the Client Service Charter	Increased customer satisfaction and responsiveness Improved quality of service delivery	Review and update the current Information Security policies	Up-to-date information security policy	ICT	40	40	40	40	40	200		
			Implementation of Identity and Access Control/Time Attendance Management System	IAC reports	ICT	800	-	-	-	-	800		
			Implementation of monitoring tools across the technology landscape; Intelligence & Monitoring, SIEM (Security Information & Event Management)	Operational SIEM tool	ICT	-	400	-	-	-	400		
			Implementation of corporate firewalls; i.e. Web application firewall and load balancer intermediary infrastructure	Operational firewalls and load balancer	ICT	100	300	300	300	300	1,300		
			Routine sensitization of customers on use of UNBS E- services internally and externally by use of print, electronic and online platforms	Annual publication of the UNBS customer charter on the UNBS online platforms	PR	10	10	10	10	10	50		
			Displaying client charter at all offices in the representative languages	Charter display in all branches	PR	30	20	20	20	20	110		
			Customer satisfaction survey, media prevalence of quality products on market dashboard	Media performance and monitoring report. Customer satisfaction report and regular update of quality goods on market dashboard on website	PR	200		200			200	600	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	Ensure UNBS staff adhere and comply to the PPDA Act 2003 and Regulations and Regulations 2014	Internal stakeholders and suppliers worked with to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of UNBS and Ugandans	Training of all staff on evaluation procedures, Training of all staff in contract management, Supplier development	Training reports	PDU	10	10				20
	Impact and contribution of UNBS activities to the nation established	Survey conducted on prevalence of substandard goods on the market every year	Survey design	Survey report	CP	120	120	120	120	120	600
	Accountability of UNBS activities established	Number of certified products that access regional and international markets every year Established	Data collection	Survey report	CP	30	30	30	30	30	150
Accountability of UNBS activities established	Budgeting and reporting regulations adhered to	Conducting Departmental Budget consultation meetings ,	Budget framework paper	CP	5	5	5	5	5	25	
		Stakeholder engagement (Parliament, MoFPED, OPM, EOC, UBOS, NPA)	Ministerial policy statement	CP	5	5	5	5	5	25	
		Accountability of UNBS activities established	Quarterly field monitoring and evaluation visits, Data collection, analysis and reporting	Quarterly Monitoring report	CP	20	20	20	20	20	100
Accountability of UNBS activities established	Implementation of the strategic plan monitored	Stakeholder engagement	Annual Strategic plan implementation report	CP	10	10	10	10	10	50	
Accountability of UNBS activities established	Conduct management/ NSC meetings/retreats (midterm & Terminal).	Conduct management/ NSC meetings/retreats (midterm & Terminal).	Midterm review of the strategic plan	CP	10	10	80	10	10	80	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.	<p>Ensured value creation and protection of UNBS business processes</p> <p>Implementation of the risk management system in UNBS Coordinated and facilitated</p>	<p>Designing monitoring tools for each department linked to the institution's Strategic plan</p> <p>Developing a Monitoring and Evaluation policy for the institution (M&E framework and the M&E plan)</p> <p>Establishment of the organizational context/ Scan of the environment</p> <p>Identifying and assessing the risks affecting the organization through workshops in order to develop risk mitigation, adequately plan risk responses and monitoring strategies for the organization's risks</p> <p>Meetings to carry out incident recording and management for effective incident investigation and response plan</p> <p>Field visits to monitor, evaluate and challenge the organization's success in managing its risks in order to develop and continuously review on risk management capabilities</p>	<p>Terminal Review of the strategic Plan</p> <p>Development of the Strategic Plan 2025/26-2029/30</p> <p>Environmental scan reports</p> <p>Risk Assessment reports and Emerging risks report of the respective processes</p> <p>Incident management reports and response plans</p> <p>Risk treatment plans, Monitoring and review reports and Field visit reports</p>	<p>CP</p> <p>CP</p> <p>RM</p> <p>RM</p> <p>RM</p> <p>RM</p>	40	40	40	40	40	80	80
					40	40	40	40	40	200	
					40	40	40	40	40	200	
					5	5	5	5	5	25	
					48	48	48	48	48	240	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)				
						1	2	3	4	5					
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.		Continued adequacy of risk management framework Facilitated	Survey and staff engagement to align institutional culture to Risk management culture	Survey report on institutional culture and change management initiatives	RM			100			100				
			Industry bench marking	Benchmark report	RM		50					100			
			External risk assessment and maturity evaluation	External Risk assessment and maturity evaluation report	RM		70						70		
				Business Continuity Framework	RM	100							100		
			Facilitate the annual updates of the Risk Management processes for quarterly computing and reporting of key risk indicators	Updated Risk Appetite framework	RM	10	10		10	10			50		
				Risk and Control Self-Assessment	RM	10	10		10	10			50		
			Review and refinement of procedures Undertaken, and automation/ simplification of procedures and or processes to promote reduction in clearance time and cost. (80% automated by end of year2 and fully automated by year 4)	Engage consultant to undertake Business process re-Engineering (BPR)	Report on BPR by consultant	MII	50	60	110						
										Undertake Automation of manual procedures (including writing software programs and implementation)	Number or percentage of procedures automated	MICT	100	20	120

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.			Undertake standardization of procedures and reporting	Number or percentage of procedures standardized	PINI	5	5	5	5	5	25	
			Internal audits undertaken on a twice a year basis	Internal audit reports	PQMO & MIA	5	5	5	5	5	25	
			Implement risk management	Risk register	MII	5	5	5	5	5	25	
			Undertake change management	Change management report	HRM	15	15	15	15	15	75	
			Increase formal cooperation with national or foreign partners	MoUs or MRAs Finalized with key two external stakeholders per year	Engage, draft and conclude MoUs	Draft MoUs or signed MoUs	MII	20	20	20	20	100
				To put in place and maintain an internationally recognized management system for inspection bodies by year 3	ISO 17020 fully implemented by end of year two and obtain accreditation by end of year 3	Consultant pre Assessment	Consultant report	PINI	20	50	120	20
			Procure and deploy appropriate ICT tools as well as other inspection support kits and tools		30 laptops and 20 other support inspection equipment every year	Identify specific equipment needed per year and undertake market survey for price	Detailed list with specifications	PINI	1	1	1	1
				Improve the quality of legal advisory services, Enabling the need for legal services to be met more effectively.	Business process management program Implemented	Purchase and deploy ICT hardware and inspection equipment	Number of laptops/ ICT hardware and inspection equipment procured and deployed	ICT	500	500	500	500
						Innovation on information and case management processes through legal case management soft ware	Percentage of information, cases and knowledge properly stored	LD	10	10	10	10

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 4: To Improve the Quality of Service Delivery.		Approved Legal Chambers maintained	Approved chambers	Approved chambers	LD	500	500	500	500	500	2,500	
			Practicing licenses	Annual renewed practicing licensing	LD	10	10	10	10	10	50	
			Drafting and filing of pleadings	Pleadings for 40 cases served adequately and in time	LD	20	20	20	20	20	100	
	Efficient Board Secretarial Services provided			4 Special meetings	4 Special meetings	LD	56	56	56	56	56	280
				Staff in attendance	Staff in attendance	LD	2	2	2	2	2	10
				Committee meetings	Committee meetings	LD	117	117	117	117	117	585
				Staff in attendance	Staff in attendance	LD	10	10	10	10	10	50
	Intervention : Laboratory accreditation and participation in PTS		Laboratory accreditation and participation in PTS	Provide efficient Board Secretarial Services	No. of PTs		340	340	340	340	340	1,700
	Provision of a conducive working environment to staff		Facilities to all staff provided	Implementation of a quality management system, Provide a conducive work environment to staff both at HQs and Regional offices-health physical facilities, waste treatment facilities, Secure/ fence the offices and labs, Provide adequate overheads, Procure adequate transport equipment	Reports	FAD	3,000	3,000	3,000	3,000	3,000	15,000
Evaluation of strategies for quality of service through internal audit		Strategies and processes designed and deployed to continuously improve quality of service delivery evaluated	Audit, reviews, advisory, NSC& E.Ds. requests	Report	Internal audit	50	50	50	50	50	250	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity	Capacity building and adoption of best practices to improve efficiency and professionalism	Departmental activities aligned to ISO 17020	Train staff on and implement ISO 17020	Training reports	MSD	30	30				150
	Increase formal cooperation with national or foreign partners	MoUs or MRAs with the UPDF and Police Finalized	Implement an improvement scheme	Audit report	MSD	30	50	30	30	30	50
	Participation in scientific conferences, symposia, Technical working groups, workshops, seminars, convention.	At least 5 AFRIMETS, IMEKO, EAMET Technical Committee and Working group organized metrology workshops and seminars annually	Engage, draft and conclude MoUs	Draft MoUs or signed MoUs	TEA	10					10
	Intervention : Increase staff membership to professional bodies or associations	Subscription and memberships to professional bodies paid for UNBS staff	Participation in Regional and international Metrology meetings, workshops, Conferences	Reports	NML	20	20	20	20	20	100
	To improve staff productivity and service delivery	Human Resource systems policies and procedures aimed at continual quality improvement reviewed, promoted and implemented	Identification of Professional bodies ,Applications, fulfilment of requirements, Registration	Report on professional membership	HRM	90	100	110	120	130	550
			Review of the HR policies and procedures	Approved HR manual	HRD	25					25
			Sensitize staff on reviewed policies and procedures	Sensitization report	HRD	30	30	30	30	30	150
			Incorporation of gender, equity and environmental issues in all HR functions and staff sensitization on the same	Environment, Gender and equity Streamlined report	HRD	30	30	30	30	30	150

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity		Performance management system through development of a model that facilitates talent management and succession planning reviewed	Coordinate mentoring and coaching programs to facilitate talent development and succession planning	Report of mentoring and coaching programs conducted	HRD	20	20	20	20	20	100
			Review and sensitize staff on the performance Management process	Performance management process review report	HRD	30					30
			Improve supervisory skills in order to enhance staff performance	Report on Number of supervisory training programs conducted	HRD	20	20	20	20	20	100
		Performance management system Strengthened to objectively evaluate and inform decision making	Continuous training and sensitization of Supervisors and staff	Training reports	HRD	30	30	30	30	30	150
			Develop a recruitment plan and budget	Approved plan and budget	HRD	21,356	21,356	25,356	25,356	25,356	118,780
			Develop a gratuity plan and budget	Approved plan and budget	HRD	5,339	5,339	6,339	6,339	6,339	29,695
		Level of staffing increased from 429 to 1,200 by 2025	Undertake recruitment and selection	Recruitment and selection report	HRD	50	50	50	50	50	250
			Undertake staff orientation	Orientation reports	HRD	10	10	10	10	10	50
			Review of salary structure	Approved salary structure	HRD	30					30
		Robust, consistent and competitive reward and pay structure that enhances staff motivation developed	Robust reward and recognition schemes	Approved reward and recognition schemes	HRD	20	20	20	20	20	100

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity		Open, safe and healthy working culture maintained through employee engagement	Organize staff meetings	Minutes and implementation report	HRD	20	20	20	20	20	100	
			Undertake team building programs	Teambuilding report	HRD	500	600	700	800	900	3,500	
			Facilitate staff associations	Minutes and implementation report	HRD	50	50	50	50	50	250	
		Employee knowledge, skills and attitude enhanced for career progression and personal growth	Enhance corporate image through provision of corporate wear	Corporate wear Budget	HRD	133	190	247	304	360	1,234	
			Undertake TNA	TNA report	HRD	5	5	5	5	5	25	
			Develop training plan and budget	Approved training plan and budget	HRD	700	1,000	1,100	1,200	1,200	5,200	
		Leadership development programs that facilitate the achievement of the Bureau's Strategic Plan and aspirations developed and implemented	Undertake training impact assessment	Training impact assessment report	HRD		5				25	
			Undertake leadership skills gap analysis	Leadership skills gap analysis report	HRD		30				30	
			Develop leadership training modules	Approved leadership training modules (Report)	HRD	5					30	
		To strengthen UNBS Human Resource capacity and staff engagement	Develop succession planning framework	Approved framework	HRD	30						30
			Conduct a staff satisfaction survey	Staff satisfaction survey report	HRD		40					80
			Implementation of satisfaction survey recommendations	Implementation report	HRD	40						120
			Management of employee relations	Employee relations reports	HRD	50	50	50	50	50	250	
			Provision of staff counselling services	Staff counselling reports	HRD	50	50	50	50	50	250	

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)	
						1	2	3	4	5		
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity			Review medical insurance policy	Approved medical insurance policy	HRD	1,100	1,200	1,300	1,400	1,500	6,500	
			Coordinate GPA insurance policy	Implementation reports	HRD	450	495	545	599	659	2,747	
			Contract management for break tea, water and lunch	Performance reports	HRD	488	697	906	1,115	1,320	4,526	
			Contract management for wellness and fitness services	Performance reports	HRD	240	250	260	270	280	1,300	
			Review and implementation of the OHS Policy	Approved OHS Policy	HRD	20	20	20	20	20	100	
			Review and implement bereavement policy	Approved bereavement policy	HRD	50	50	50	50	50	250	
			Develop staff personal achievement (weddings, births, birthdays, farewell etc.)	Report	HRD	60	60	60	60	60	300	
			Provision of PPEs	Performance reports	HRD	200	285	370	456	540	1,851	
			Develop and implement a policy on sports engagements	Approved policy and implementation report	HRD	30	30	30	30	30	150	
			Conduct risk management training and awareness programs organization wide in order to increase risk awareness across the organization.	NSC training report on Governance, Risk Management in a public sector and business continuity	RM	50		50	50			150
			Risk management capabilities Built in UNBS	Staff and management training report on Risk Management and business continuity	RM	60	60	60	60	60	60	300

Objective	Intervention	Output	Actions	Indicators	Responsibility Centre	Budget per year (UGX Millions)					Total Budget (UGX Millions)
						1	2	3	4	5	
STRATEGIC OBJECTIVE 5: To Strengthen UNBS Human Resource Capacity and Productivity		Advice, coach and support on risk management in UNBS provided	Process reviews by identifying and planning for possible risks on proposed business plans and transactions in order to ensure proper oversight.	Process review reports with recommendations	RM	10	10	10	10	10	50
	Improve Legal Research	Legal research into areas that improve UNBS areas of focus Engaged in	Conduct legal research on UNBS thematic area	Number of researches taken up to improve service delivery	LD	5	5	5	5	5	25
	Enhance research in Testing	Research	Conduct research	Reports	TD	100	100	100	100	100	500
	Evaluation of strategies for capacity building and staff productivity through Internal Audit	Strategies and methods deployed to strengthen human resource capacity, staff engagement and productivity evaluated	Audit, reviews, advisory, NSC& E.Ds. requests	Reports	Internal Audit	50	50	50	50	50	250

E.1 Construction of Regional and Engineering laboratories

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

PROJECT SUMMARY

Project Title	Construction of Food Safety and Engineering Testing laboratories	
Vote	154	
Vote Function	Standards Development, Promotion and Enforcement	
Vote Function Code	06	
Implementing Agency	UNBS	
NDP PIP Code		
MFPED PIP Code	00001-154-06	
NDP III Programme	Private sector development	
Project Title		
Location	UNBS Headquarters, Gulu District, Mbale District, Mbarara District	
Estimated Project Cost	UGX 97,010,250,000	
Total expenditure on project-related interventions up to start of the next NDP	0	
Current stage of project implementation at commencement of the next NDP	Undertaking pre-feasibility and feasibility study	
Funding gap at commencement of the NDP	UGX 97,010,250,000	
Project Duration/Life span (Financial Years)	Date when the project started: FY 2020/21	
Officer Responsible	Date when the project is planned to end: FY 2024/25	
Already existing in the NDP I	Deputy Executive Director Management and Financial Services	
Already existing in the NDP II	No	
Already existing in the MFPED PIP	No	
	YES	

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

PROJECT INTRODUCTION

a) With the planned and ongoing Government key Infrastructure Development in Roads, Railways and Energy, irrigation and water supply systems, coupled with other activities in the building and construction industry, the need for Engineering laboratory testing services that provide quality-assured test results has grown tremendously. This growth has not been accompanied by the necessary growth in the laboratory infrastructure, especially at UNBS, whose legal mandate includes ensuring quality and safety of products and materials and protection of consumers against shoddy and substandard goods. The impact of this has been poor quality of construction materials used in infrastructure projects that result in repeated works and eventually very high costs of maintenance.

b) Further to this, the current UNBS testing facilities are all located in Kampala, in the Central region, yet the need for testing services has spread to other regions. This is so especially for Small and Medium Enterprises (SMEs) engaged in value addition, which are based in all regions throughout the country. These SMEs require testing services to improve on quality and standards and access international markets. The impact of lack of regional testing labs has been poor quality of products from these SMEs and very high costs of production for those SMEs that seek the testing services from UNBS central labs in Kampala - both result in limited competitiveness. There is therefore urgent need for Government to provide support to UNBS to construct an Engineering laboratory and three regional laboratories in Gulu, Mbale and Mbarara.

Engineering Lab: Currently, there is limited capacity to test building materials, bridges, dam and road construction materials as well as electrical products. The Engineering lab will be crucial in providing quality assurance for government infrastructure projects such as the Standard Gauge Railway (SGR), the road network projects, power generation projects, health infrastructure projects and other productive infrastructure. Failure to construct the UNBS Engineering laboratories will negatively impact on the national infrastructure program and risks shoddy work on the projects, which may result in subsequently very costly maintenance and repair works and in some cases collapse of the structures with likelihood of loss of life. The laboratory will also be used to test imported and locally manufactured building and Engineering products to support the country's economic development.

Regional Labs: There is also urgent need for government to provide support to UNBS to construct regional labs to support industrialization and value addition for agricultural products. The laboratory in Gulu will focus on supporting the vegetable oil sector from production of vegetable oil seeds in Northern Uganda as well as other value added agricultural products, while the Laboratory in Mbarara will largely support the dairy sector and beverages sector and others. The laboratory in Mbale will mainly focus cereals, fruits, and vegetables among others. The laboratories will provide the necessary quality assurance for the value adding industries sustainably to enable access to regional and international markets along the growth corridors. Failure to construct the regional labs risks denying the SMEs in these regions the necessary markets for their products due to poor competitiveness both in terms of quality and pricing.

MSMEs remain key drivers of innovation and value addition especially in the agro-processing sector as evidenced a number of new innovative products entering the market. MSMEs also remain major players in cross-border trade in agricultural commodities and agro-based value added products. Most of these agro-processing enterprises are located upcountry as most of the agricultural production takes place in the rural areas. These enterprises require testing and certification of their products and services to demonstrate compliance to standards of the main importing countries for market access and competitiveness. For example, in the EAC, only goods bearing the notified product certification marks from the Partner States can have free access and movement within the regional market. All other goods not bearing the product certification marks have to undergo inspection, sampling and laboratory testing for conformance to standards before being released to the market. This can be very costly for businesses and increases the cost of doing business.

Problem Statement

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Easy and timely access to testing and certification services is therefore essential for Uganda to fully exploit the free movement of her goods throughout this huge market as a member of both the EAC Common Market Protocol and the COMESA Free Trade Area (FTA) Agreement. Liberalization of trade in the domestic market also means that Ugandan firms have to compete with imported products in terms of price, quality, safety, and packaging and consumer acceptability. Large local supermarkets and retail stores also prefer products of good quality and certified for compliance with standards. UNBS must therefore be prepared to match this vital need for the development of industry.

The construction of regional offices and laboratories will support decentralization of UNBS services to enhance standards implementation and compliance, product testing, surveillance and certification of products in the country for improved market access and enterprise growth.

Need for a modern Engineering Testing Laboratory

With the planned and ongoing Government key Infrastructure Development in Roads, Railways and Energy, irrigation and water supply systems, coupled with other activities in the building and construction industry, the need for Engineering laboratory testing services that provide quality-assured test results has grown tremendously. This growth has not been accompanied by the necessary growth in the laboratory infrastructure, especially at UNBS, whose legal mandate includes ensuring quality and safety of products and materials and protection of consumers against shoddy and substandard goods. The current ongoing projects in the roads and hydropower generation have struggled to use the little facilities currently available at UNBS resulting in delays to receive test reports and in many cases failing to have the required tests on materials done due to lack of the required testing facilities.

Need for Regional Testing Laboratories

The current UNBS testing facilities are all located in Kampala, in the Central region, yet the need for testing services has spread to other regions. This is so especially for Small and Medium Enterprises (SMEs) engaged in value addition, which are based in all regions throughout the country. These SMES require testing services to improve on quality and standards and access international markets.

The government in 2015 put in place a National SME Policy to guide and coordinate the various efforts geared towards the development of the SME sector. The policy clearly recognizes SMEs as key drivers to growth and articulates the key role the SME sector plays in the economic development of Uganda in terms of the overall contribution to growth, fostering innovation, job creation and wealth creation. Government has also more recently put in place the Buy Uganda Build Uganda (BUBU) Policy that requires government procurements to source locally manufactured certified products.

Most of the SMEs are involved in agro-processing at over 6,000 scattered all over the country according to Uganda Bureau of Statistics business census of 2010/11. Assuming each enterprise currently produces only one product, it means that Uganda has less than 20% of its products certified. This puts Uganda's products and businesses at a disadvantage in terms of fully benefiting from the booming cross-border trade ushered in by the coming into force of the EAC Common Market Protocol. The major impediment to certification is inadequate and limited testing capacity making the process both very long and costly.

In order to cope with this increasing need for testing and certification services, it is necessary for UNBS to establish regional offices for certification and testing laboratories including SME standards implementation support to facilitate SME product conformity assessment and market access needs. The regional testing centers will also serve the conformity assessment needs required to facilitate trade within major cross-border trading hubs.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

One of the key functions of UNBS is to establish National Testing Laboratories to assist industrialists, traders, regulators and other stakeholders, from both the private and public sectors, in testing of product samples to assess conformance to quality and safety standards and other specifications.

Under this mandate provided for within the Law, UNBS is required to provide for the testing of locally manufactured or imported commodities with a view to determining whether they conform to the standard specifications and are suitable for consumption or use, and to provide facilities for the testing or analysis of commodities and any material or substance from which or with which and the manner in which they may be manufactured, produced, processed or treated. The laboratories are therefore critical infrastructure for supporting the regulatory function of UNBS.

Situation Analysis

UNBS has executed this mandate over time by establishing Testing Laboratories in Nakawa and at the Head office in Bweyogerere Industrial Park, in the area of Chemistry, and Microbiology. The Chemistry and Microbiology laboratories, have been internationally accredited by SANAS of South Africa, and have been instrumental in enabling international market access to Uganda's value added food exports as well as in supporting food safety initiatives in Uganda. A modern state-of-the-art laboratory building has also been erected at the UNBS Headquarters on Plot 2-12, By-Pass Link Bweyogerere, Wakiso District and was commissioned December 2019. This will house the UNBS Food Safety Laboratories which include the Chemistry and Microbiology labs.

UNBS requested and was allocated 3 acres of Land by Uganda Investment Authority in Mbarara for the construction of the regional laboratory. UNBS is planning to engage further with UIA for allocation of more land in Mbale and Gulu.

In the area of Engineering, limited testing facilities have also been established covering Engineering materials and electrical Engineering. However, these Engineering areas have not been well equipped to provide adequate testing support to the large national infrastructure projects such as railway, roads and power plants.

Need for a modern Accredited Engineering Testing Laboratory

The current ongoing projects in the roads and hydropower generation have struggled to use the little facilities currently available at UNBS resulting in delays to receive test reports and in many cases failing to have the required tests on materials done due to lack of the required testing facilities.

With the planned and ongoing Government key Infrastructure Development in Roads, Railways and Energy, irrigation and water supply systems, coupled with other activities in the building and construction industry, the need for Engineering laboratory testing services that provide quality-assured test results has grown tremendously. This growth has not been accompanied by the necessary growth in the laboratory infrastructure, especially at UNBS, whose legal mandate includes ensuring quality and safety of products and materials and protection of consumers against shoddy and substandard goods. The construction of Engineering testing laboratory will consolidate and increase stock and quality of productive infrastructure.

The impact of this has been poor quality of infrastructure projects that result in repeated works and eventually very high costs of maintenance.

Need for Regional Testing Laboratories

The current UNBS testing facilities are all located in Kampala, in the Central region, yet the need for testing services has spread to other regions. This is so especially for Small and Medium Enterprises (SMEs) engaged in value addition, which are based in all regions throughout the country. These SMEs require testing services to improve on quality and standards and access international markets.

The impact of lack of regional testing labs is poor quality of products from these SMEs and very high costs of production for those SMEs that seek the testing services from UNBS labs in Kampala - both result in poor competitiveness.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

The Government in 2015 put in place a National SME Policy to guide and coordinate the various efforts geared towards the development of the SME sector. The policy clearly recognizes SMEs as key drivers to growth and articulates the key role the SME sector plays in the economic development of Uganda in terms of the overall contribution to growth, fostering innovation, job creation and wealth creation. Government has also more recently, put in place the Buy Uganda Build Uganda (BUBU) policy that requires government procurements to source locally manufactured certified products.

Most of the SMEs are involved in agro-processing at over 6000 scattered all over the country according to the Bureau of Statistics business census of 2010/11. Assuming each enterprise currently produces only one product, it means that Uganda has less than 20% of its products certified. This puts Uganda's products and businesses at a disadvantage in terms of fully benefiting from the booming cross-border trade ushered in by the coming into force of the EAC Common Market Protocol. The major impediment to certification is inadequate and limited testing capacity making the process both very long and costly.

In order to cope with this increasing need for testing and certification services, it is necessary for UNBS to establish regional offices for certification and testing laboratories including SME standards implementation support to facilitate SME product conformity assessment and market access needs. The regional testing centers will also serve the conformity assessment needs required to facilitate trade within major cross-border trading hubs.

The theme for the National Development Plan (NDP III) is Industrialization For Job Creation And Shared Prosperity.

The thrust of the National Development Plan is to create wealth through trade. It further identifies MSMEs as fundamental contributors to the creation of opportunities in the identified priority sectors and their vital contribution to support the cultivation and nurturing of entrepreneurial and management skills across the country. The MSME sector is currently estimated to account for over 90% of all the private sector enterprises, generating over 80% of manufactured output, employing over 2.5 million people and about 20% of GDP.

UNBS is one of the key Government institutions that directly supports trade and industrialization as the main driver of national economic development. UNBS interventions will contribute to the NDP III through the following programmes;

1. Agro industrialization Programme. This will be through testing of agro industrial products, Product and System certification
2. Mineral Development Programme. Through product testing
3. Sustainable Development of Petroleum Resources Programme
4. Natural Resources, Environment, Climate Change, Land and Water Management Programme
5. Private Sector Development Programme. Through product and system certification
6. Manufacturing Programme. Through testing, product and system certification.
7. Energy development programme
8. Innovation, Technology Development and Transfer Programme

Relevance of the project idea

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

This Project is also expected to contribute to the National Development Plan (NDP II) strategic interventions through all the 5 NDP objectives as follows:

1. Enhance value addition in key growth opportunities (agriculture, minerals, ICT, tourism): UNBS Engineering and Regional Laboratories will provide the necessary support and quality assurance for industries carrying out value addition to agricultural products and mineral resources as well as physical infrastructure development activities such as construction of roads and irrigation schemes, among others.
2. Strengthen private sector capacity to drive growth and create jobs: UNBS laboratories are key in supporting private sector initiatives in trade and industrialization by ensuring that relevant local and international standards are complied with thus assuring market access and competitiveness. Market access will guarantee growth in trade and manufacturing leading to sustainable job creation.
3. Consolidate and increase stock and quality of productive infrastructure: UNBS Engineering and regional labs will be the backbone of the quality of productive infrastructure including power generation, irrigation schemes, road and bridges networks, all of which require laboratory testing of the materials to ensure high quality of the built productive infrastructure.
4. Increase productivity, inclusiveness and well-being of population: The support of the infrastructure development by UNBS labs to ensure high quality and safe infrastructure such as power generation dams, water supply systems, road and railway networks will all directly support increased productivity in agriculture and industry and create inter-connectivity of communities thus stimulating inter community and regional trade that is all inclusive leading to economic development that spurs the well-being of the population.
5. Strengthen the role of the state in development: UNBS laboratories will guarantee the quality of physical infrastructure developed to stimulate economic development and the presence of high quality physical infrastructure is key evidence that the State has put in place enablers for social and economic development.

Relevance of the project idea

The project is also expected to contribute to **Goal 9** of the Sustainable Development Goals (SDGs) which is **“Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”** on the following specific targets and indicators:

Target 9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

<p>Stakeholders</p>	<p>Direct beneficiaries include the following:</p> <ul style="list-style-type: none"> • Manufacturers • Traders • Consumers • Local communities • UNBS Staff • Other Laboratories • General public <p>Indirect beneficiaries include the following:</p> <ul style="list-style-type: none"> • Schools • Contractors • Regulators • Procurement entities
<p>Project objectives/outcomes</p>	<p>Likely project affected persons: Community around construction sites</p> <p>Objectives: Increased competitiveness and access of Ugandan products to regional and international markets</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Reduction of substandard goods on the market. • Increased testing capacity of UNBS
<p>Project interventions</p>	<p>Inputs:</p> <ul style="list-style-type: none"> • Field Vehicles • Specialized laboratory equipment • Assorted furniture • ICT equipment • Staff • Laboratory structures

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Activities include:

- Procurement of field vehicles
- Procurement of specialized laboratory equipment.
- Procurement of ICT equipment
- Construction of regional laboratories
- Construction of Engineering laboratory
- Recruitment of staff

STRATEGIC OPTIONS

Do Minimum/Business as Usual

None of the project objectives will be met under this option.

Expand Existing Lab

The objectives below can be fairly met but uncertain at this stage:

- (i) Enhancing product and materials quality.
- (ii) Enhance local products.

Strategic options

Regional Labs & Engineering laboratory constructed

All the project objectives will be met. These include:

- (i) enhance product and materials quality.
- (ii) enhance local products.
- (iii) protect citizens against dangerous products.
- (iv) development of upcountry trade.
- (v) minimize product dumping.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Traditional Public Sector Funding Option

Pricing under this option is expected to remain stable as has always been the case at the existing UNBS facility. The project will be run without consideration of profit as the bottom-line.

PPP Funding Option

PPP pricing is expected to be the actual cost of providing the service. The project under PPP will incorporate a pricing mark-up and profitability will be the driving factor for the investment decision. This is expected to increase facility access charges rates up to two times.

Comparison of the alternatives, indicate methodologies used in the assessment

Traditional Public Sector Funding Option

The project required funding is UGX 97 Billion. This option assumed that a one-off loan will be used by the GOU to fund the projected construction, equipment and stocking requirements. This option did not consider funding through equity but rather a 100% loan for all the amount in line with recent funding trends for related projects. This government sponsored loan is typically a cheaper source of money since other government options like bonds issued through the financial marketplace attract more costs, but the extent to which this source of funds can be leveraged for a particular project depends on the government balance sheet and availability of willing lenders.

PPP Funding Option

The study assumed a debt of 85% because most PPP projects realized in the form of PFI (Project Finance Initiative) in the developed world normally assume a debt of 80-90%. The risk in the case of the PPP is retained by the public sector and due to the complexity of the project, an availability optimization payment is likely to be incorporated in the agreement to cater for the project risk. This makes PPP less attractive option for such investments.

Selected approach, highlight reasons for the superiority of the proposed approach/project

TPS Funding Option

The period taken for the project to recoup the UGX 92 Billion initial investment given the estimated cashflows is 10 years 6 months. Using discounted net cash flows to utilize risk-adjusted information in the payback period computation results in a period of 14 years. This project gives a good return period compared with similar investments in the tourism sector.

PPP Funding Option

Using the PPP funding option, the project will recoup the initial outlay in the initial 14 years. Using discounted cashflows to eliminate cashflow risk enables the project to recover only UGX 94 Billion over the 20 years evaluated project period.

Therefore, a TPS funding option is selected because it gives a lower payback period

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Coordination with government agencies

Coordination with URA for imports clearance to facilitate auto-clearance to reduce on the clearing time and ensure that imported products meet quality requirements and are safe for consumption. URA is part of the Electronic Single Window (ESW) platform where UNBS undertakes the E-Clearance of imported products through the URA ASYCUDA platform.

Collaborations with District Commercial Officers (DCOs) to aid in certification services, Uganda Police Force to aid with market surveillance operations, MEMD and NITA-U for development of oil and gas, and telecom sector national standards respectively.

ESTIMATED PROJECT COST AND FUNDING SOURCES

	Code	Name	Period					Sub-Total	Sources of funds
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
1		Output 1: Engineering laboratory constructed	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	25,793,250,000.00	
1.1		Activity 1: Construction of Engineering testing laboratory	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	25,793,250,000.00	
1.1.1	312101	Non-residential buildings	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	5,158,650,000.00	25,793,250,000.00	1-Domestic Government of Uganda
2		Output 2: Three (3) Regional Laboratories constructed	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	44,217,000,000.00	
2.1		Activity 1: Construction of three (3) regional laboratories	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	44,217,000,000.00	
2.1.1	312101	Non-residential buildings	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	8,843,400,000.00	44,217,000,000.00	1-Domestic Government of Uganda
3		Output 3: Engineering and Regional Food Safety laboratories equipped.	-	-	6,000,000,000.00	6,000,000,000.00	6,000,000,000.00	18,000,000,000.00	
3.1		Activity 1: Equipping Engineering and regional laboratories	-	-	6,000,000,000.00	6,000,000,000.00	6,000,000,000.00	18,000,000,000.00	

Project annualized cost

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Code	Name	Period					Sub - Total	Sources of funds
		FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
3.1.1	312214 Laboratory and research equipment	-	-	6,000,000,000.00	6,000,000,000.00	6,000,000,000.00	18,000,000,000.00	1-Domestic Government of Uganda
4	Output 4: Staff recruited and trained to operate Engineering and regional food safety laboratories	-	-	1,200,000,000.00	2,400,000,000.00	3,600,000,000.00	7,200,000,000.00	
4.1	Activity 1: Recruitment of Laboratory staff	-	-	1,200,000,000.00	2,400,000,000.00	3,600,000,000.00	7,200,000,000.00	
4.1.1	211102 Contract staff salaries (incl. casuals, temporary)	-	-	1,200,000,000.00	2,400,000,000.00	3,600,000,000.00	7,200,000,000.00	1-Domestic Government of Uganda
5	Output 5: Laboratory Accreditation	-	-	600,000,000.00	600,000,000.00	600,000,000.00	1,800,000,000.00	
5.1	Activity 1: Accreditation of laboratories	-	-	600,000,000.00	600,000,000.00	600,000,000.00	1,800,000,000.00	
5.1.1	221017 Subscriptions	-	-	600,000,000.00	600,000,000.00	600,000,000.00	1,800,000,000.00	1-Domestic Government of Uganda
Total Costs		14,002,050,000.00	14,002,050,000.00	21,802,050,000.00	23,002,050,000.00	24,202,050,000.00	97,010,250,000.00	

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

RESULTS MATRIX

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY 2019/20 (SMART)	Target FY 2020/21 (SMART)	Target FY 2021/22 (SMART)	Target FY 2022/23 (SMART)	Target FY 2023/24 (SMART)	Target FY 2024/25 (SMART)			
Project Goal: Increased competitiveness and access of Ugandan products to regional and international markets	Indicator 1: Percentage share of manufactured exports to total exports	12.3	13.53	14.88	16.37	18.01	19.81	Annual statistical report (UBOS)		
Outcomes										
Outcome 1: Reduction of substandard goods on the market.	Indicator 1: Reduction in prevalence of substandard goods on the market	54%	40%	35%	30%	25%	20%	UNBS survey reports, UBOS statistical Abstract	Availability of adequate funding of UNBS operations and skilled manpower	Changes in government policies, Funding shortfall, Limited compliance from the business community
Outcome 2: Increased testing capacity of UNBS.	Indicator 1: Number of product samples tested	19796	21600	23000	24000	25000	30000	UNBS Annual report	Laboratories completed on time	Turnaround time, Change in technology of testing equipment, Limited testing scope

Results matrix

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY 2019/20 (SMART)	Target FY 2020/21 (SMART)	Target FY 2021/22 (SMART)	Target FY 2022/23 (SMART)	Target FY 2023/24 (SMART)	Target FY 2024/25 (SMART)			
Outputs										
Output 1: Engineering laboratory constructed. Construction of the Engineering Laboratory at UNBS headquarters	Indicator 1: Cumulative percentage physical progress of the construction of the Engineering Laboratory	0	20%	40%	60%	80%	100%	Site progress reports by the consultant and contractor	Timely releases of construction funds	Budget shortfalls
Output 2: 3 Regional laboratories constructed Construction of the Regional Laboratories in Gulu, Mbale and Mbarara	Indicator 1: Number of the Regional Laboratories constructed	0	1	1	2	2	3	Site progress reports by the contractor and consultant	Timely release of construction funds	Budget shortfalls
Output 3: Engineering and Regional food safety laboratories equipped. Equipping the Engineering and food safety laboratories	Indicator 1: Number of equipment procured	0	0	0	1500	1500	1500	Procurement reports	Timely releases of resources to procure the equipment	Budget shortfall
Results matrix										

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY 2019/20 (SMART)	Target FY 2020/21 (SMART)	Target FY 2021/22 (SMART)	Target FY 2022/23 (SMART)	Target FY 2023/24 (SMART)	Target FY 2024/25 (SMART)			
Outputs										
Results matrix	Output 4: Staff recruited and trained to operate Engineering and regional food safety laboratories	Indicator 1: Number of staff recruited	0	0	0	20	20	20	Staff in post list	Improvement of the wage ceiling
	Output 5: Laboratory Accreditation	Indicator 1: Number of Laboratories accredited	0	0	0	0	4	Accreditation certificate	Release of funds	
Percentage progress of project implementation										
Output/Activity Title										
Output 1: Engineering laboratory constructed.										
Activity 1: Construction of Engineering testing laboratory										
Output 2: Three (3) Regional Laboratories constructed										
Activity 1: Construction of three (3) regional laboratories										
Output 3: Engineering and Regional Food Safety Laboratories equipped.										
Activity 1: Equipping Engineering and regional laboratories										
Output 4: Staff recruited and trained to operate Engineering and regional food safety laboratories										
Activity 1: Recruitment of laboratory staff										
Output 5: Laboratory Accreditation										
Activity 1: Accreditation of laboratories										

E.2 Retooling UNBS

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

PROJECT SUMMARY

Project Title	Retooling of UNBS
Vote	154
Vote Function	Standards Development, Promotion and Enforcement
Vote Function Code	06
Implementing Agency	UNBS
NDP PIP Code	
MFPED PIP Code	00002-154-06
NDPIII Programme	Private sector development
Project Title	Retooling of Uganda National Bureau of Standards (UNBS)
Location	UNBS Headquarters and Regional offices of Kampala (Katwe), Jinja, Mbale, Lira, Gulu, Mbarara and all entry points manned by UNBS.
Estimated Project Cost	41,500,000,000 UGX
Total expenditure on project related interventions up to start of the next NDP	0
Current stage of project implementation at commencement of the next NDP	Execution
Funding gap at commencement of the NDP	0
Project Duration/Life span (Financial Years)	Date when the project started: FY 2020/21 Date when the project is planned to end: FY 2024/25
Officer Responsible	Deputy Executive Director Management and Financial Services
Already existing in the NDP I	No
Already existing in the NDP II	No
Already existing in the MFPED PIP	Yes

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

PROJECT INTRODUCTION

An independent survey conducted by Ms REEV Consult during the FY 2017/18 found 54% the products regulated by UNBS were substandard. In July 2018, the Quality Mark, which was voluntary (led to increase of prevalence of substandard goods on the market), hence became compulsory under the Distinctive Mark Regulation. The implementation of the Distinctive Mark Regulation demands for comprehensive tools to cover the whole country. Substandard products have adverse effects on the health and safety of the public and the environment therefore there should be effective measures to combat the situation. The Retooling Project proposed by UNBS is therefore intended to build capacity of its staff to effectively monitor the quality of products on the market and enforce the law against people who do not comply. Apart from affecting the safety of the citizens, substandard products also reduce the competitiveness of the country in terms of attracting Foreign Direct Investments (FDIs) and promoting exports of locally manufactured products to foreign markets hence denying the country the much-needed foreign exchange from FDIs and exports.

Problem Statement

Problem Causes

- (i) To scale up the fight against substandard goods and increase service delivery, ICT plays a vital role. The ICT equipment is aging. According to the ICT policy, the ICT equipment should not be used for more than 5 years. The ICT policy was designed in line with NITA-U and Ministry of ICT policies and guidelines.
- (ii) To be able to reduce the substandard goods on the market, field vehicles play a key role in coverage of all the regions. Currently 42% of UNBS fleet have crossed the 200,000-km mileage mark. The cost of repairing an old motor vehicle is higher than its assessed value hence purchase of new motor vehicles is recommended.
- (iii) The quest to reduce the cost of doing business for the business community through the provision of e-services beyond staff.
- (iv) The demand for furniture is based on annual recruitment of staff, disposal of old furniture, furnishing of newly constructed Food Safety laboratories, furnishing of National Metrology, Engineering and Regional labs and Conference facility.
- (v) UNBS decentralized its services to regional offices to bring services closer to clients. These offices need to be supported with adequate tools to be efficient in service provision. They therefore need ICT infrastructure, furniture and field vehicles.
- (vi) Many sophisticated goods are entering the market every now and then. This calls for specialised equipment to test their conformity to standards. The demand for specialized equipment is therefore due to:
 - Turnaround time, specifically the time it takes to do analysis; expansion of scope; testing of parameters that are more relevant.
 - To be technically relevant through elimination of obsolete technology.
 - To meet current stringent requirements in standards especially in contaminants.
 - Sustainability of centre of excellence for being a National referral centre.
 - To meet the needs of specific stakeholders especially in export promotion.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

During the FY 2019/20, the MoFPED provided additional wage budget of UGX 10BN for recruitment of additional 130 staff. These staff will require

- Furniture
- Basic ICT equipment
- Basic office equipment
- Field support vehicles
- Specialized equipment (laboratory)

Situation Analysis

The new staff will increase the current staff establishment from 327 to approximately 457 staff. The current 327 staff do not have adequate tools to effectively implement the UNBS mandate. Therefore, the proposed retooling project is intended to provide all the required tools of work to effectively engage staff and improve service delivery to the citizens. Although UNBS has been utilizing its limited budget to provide the above tools, most of the items are now obsolete and need replacement. The average age of the field support vehicles is approximately 12 years. This is therefore limiting their productivity due to frequent vehicle breakdown and increased maintenance works, which consequently increases the maintenance costs. Due to the nature of UNBS work, 80% of UNBS staff are field based and hence the need for efficient tools to effectively implement the mandate.

Ongoing interventions (include figures to support the achievements of outputs and budget allocations)

The project is expected to strengthen standards development, quality infrastructure and support production processes in SMEs. The project will impact on the under mentioned sector outcomes:

- (i) Improved trade and investment climate through reduction of substandard goods on the market from the current 54% to less than 40%. Fair trade due to increased compliance by the business community. This will result in the levelled playing field leading to growth in the industrial sector and increased competitiveness of local products in regional and international markets.
- (ii) Increased consumer awareness and engagement that will trigger demand for quality and certified products on the market. This will bring more dealers from the informal to formal sector hence increasing on tax revenue.
- (iii) Assurance of value for money to Ugandan buyers who expect to consume quality products.

The project will further contribute to the proposed NDP III through the following proposed interventions:

- (i) Export development strategy. To enable the market access, products must comply with standards, UNBS has to develop and enforce standards through effective regulation and certification.
- (ii) Private sector development programme. Private sector needs to produce goods and services that meet both local and international standards for their survival and growth. Private sector also needs protection from substandard goods if they are to avoid experiencing economic losses. Reducing the cost of doing business by providing basic infrastructure such as laboratory testing as opposed to flying samples outside the country.
- (iii) Import substitution strategy. Uganda's economy is linked and open to global trading environment. Locally produced goods must match the standards of imported goods or else consumers will switch to imported products and fail the programme. Continued support to implement BUBU strategy like those given to steel and cement industries.
- (iv) Client charter. Turnaround time is very important in business and therefore creates reputation. UNBS needs to set up a blueprint for testing product samples in order for the industry players can respond in time and remain competitive. Delays in testing and clearing samples reduces private sector competitiveness.

Relevance of the project idea

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS	
Stakeholders	<p>Direct beneficiaries include:</p> <ul style="list-style-type: none"> • UNBS Staff • MDAs i.e. URA, NITA-U • Private sector (Traders & Manufacturers) • Consumers • General Public • MTIC <p>The project is going to reduce the cost of doing business, through reduction of turnaround time and getting services direct from regional offices. Operations aimed at protecting the consumers and the environment against consumption of substandard products are expected to increase.</p> <p>Indirect beneficiaries:</p> <ul style="list-style-type: none"> • Ministry of Finance Planning and economic development. • National Environment Management Authority (NEMA). • Ministry of Energy and Mineral Development (MEMD) <p>Likely project affected persons: None</p>
Project objectives/outcomes	<p>Objectives: Increased competitiveness and access of Ugandan products to regional and international markets</p> <p>Outcome: Reduced prevalence of substandard products on the market and increased share of locally manufactured products exported to foreign markets.</p>
Project interventions	<p>Inputs: Field vehicles, furniture, ICT equipment, laboratory specialized equipment</p> <p>Activities:</p> <ul style="list-style-type: none"> • Procurement of field vehicles • Procurement of furniture • Procurement basic ICT equipment • Procurement of Laboratory specialised equipment
STRATEGIC OPTIONS	

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

<p>Alternative means of solving the problem stating the advantage and disadvantages of each</p> <p>Do minimum/Business as usual Constant breakdown of vehicles which will lead to inefficiencies in delivering services to clients, the cost of constant repair is also high. Limited capacity to test goods if specialized equipment are not purchased. Additional Staff would have no tools of work like computers and furniture</p> <p>Implement the project Efficiency in service delivery</p>	<p>Alternative means of financing stating the advantages and disadvantages of each</p> <p>Traditional Public Sector Funding Option This ensures timely availability of funds to execute the project although resources are limited.</p> <p>PPP Funding Option Private Public Partnership. Retooling is not a project that brings returns and therefore would not be of interest to the private sector.</p> <p>Comparison of the alternatives, indicate methodologies used in the assessment</p> <p>Selected approach, highlight reasons for the superiority of the proposed approach/project</p> <p>Traditional Public Sector Funding Option to be adopted because private sector is interested in high return projects</p>																
<p>Strategic options</p> <p>Coordination with government agencies</p>	<p>Coordination with URA for imports clearance to facilitate auto-clearance to reduce on the clearing time and ensure that imported products meet quality requirements and are safe for consumption.</p> <p>URA is part of the Electronic Single Window (ESW) platform where UNBS undertakes the E-Clearance of imported products through the URA ASYCUDA platform.</p> <p>Collaborations with DCOs to aid in certification services, Uganda Police Force to aid with market surveillance operations, MEMD and NITA-U for development of oil and gas, and telecom sector National standards respectively.</p>																
<p>ESTIMATED PROJECT COST AND FUNDING SOURCES</p>																	
<p>Project annualized cost</p>	<table border="1"> <thead> <tr> <th></th> <th>Year 0</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Total cost</th> </tr> </thead> <tbody> <tr> <td>Cost (UGX mill)</td> <td>500</td> <td>550</td> <td>616</td> <td>708</td> <td>779</td> <td>857</td> <td>4,011</td> </tr> </tbody> </table>		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost	Cost (UGX mill)	500	550	616	708	779	857	4,011
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost										
Cost (UGX mill)	500	550	616	708	779	857	4,011										

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

RESULTS MATRIX

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY 2019/20 (SMART)	Target FY 2020/21 (SMART)	Target FY 2021/22 (SMART)	Target FY 2022/23 (SMART)	Target FY 2023/24 (SMART)	Target FY 2024/25 (SMART)			
Project Goal: Increased competitiveness and access of Ugandan products to regional and international markets	Indicator 1: Percentage share of manufactured exports to total exports	12.3	13.53	14.88	16.37	18.01	19.81	Annual statistical report (UBOS)		
Outcomes										
Outcome 1: Reduction of substandard goods on the market.	Indicator 1: Reduction in prevalence of substandard goods on the market	54%	40%	35%	30%	25%	20%	UNBS Survey reports, UBOS statistical Abstract	Availability of adequate funding of UNBS operations and skilled manpower	Changes in government policies, funding shortfall, Limited compliance from the business community
Outcome 2: Increased testing capacity of UNBS	Indicator 1: Number of product samples tested	19796	21600	23000	24000	25000	30000	UNBS annual report	Laboratories completed on time	Turnaround time, Change in technology of testing equipment, Limited testing scope
Outputs										
Output 1: Field vehicles procured. <i>Procurement of field vehicles</i>	Indicator 1: Number of field vehicles procured	0	10	10	10	10	10	Budget performance report Procurement reports	Timely releases of funds	Budget shortfalls

Results matrix

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks		
		Baseline FY 2019/20 (SMART)	Target FY 2020/21 (SMART)	Target FY 2021/22 (SMART)	Target FY 2022/23 (SMART)	Target FY 2023/24 (SMART)	Target FY 2024/25 (SMART)					
Outputs												
Output 2: 3 Furniture procured Procurement of office furniture and fixtures	Indicator 1: Cumulative percentage physical progress of the purchase of furniture	0	20%	40%	60%	80%	100%	Budget performance report Procurement reports	Timely release of funds	Budget shortfalls		
	Output 3: Specialised equipment procured. Procurement of specialised equipment	0	20%	40%	60%	80%	100%	Procurement reports Budget performance report	Timely releases of resources to procure the equipment	Budget shortfall		
	Output 4: ICT equipment procured Procurement of ICT equipment	0	20%	40%	60%	80%	100%	Budget performance report Procurement reports	Timely release of funds	Budget shortfall		
		Output / Activity Title						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Output 1: Field vehicles procured.												
Activity 1: Procurement of field vehicles												
Output 2: Furniture procured												
Activity 1: Procurement of office furniture and fixtures												
Output 3: ICT equipment procured												
Activity 1: Procurement of ICT equipment												
Output 4: Specialised equipment procured												
Activity 1: Procurement of specialised equipment												
Percentage progress of project implementation												

Results matrix

Percentage progress of project implementation

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