



UGANDA NATIONAL BUREAU OF STANDARDS



ANNUAL REPORT
2015/16

UGANDA NATIONAL BUREAU OF STANDARDS

Vision

A leading institution of international repute in provision of sustainable standardization services

Mission

To provide standards, measurements and conformity assessment services for improved quality of life

Values

Professionalism, Integrity, Customer focus, Innovation and Team work

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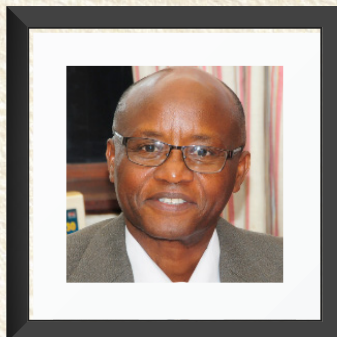
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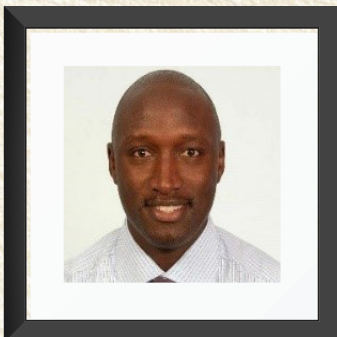
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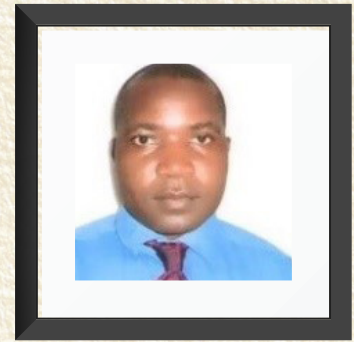
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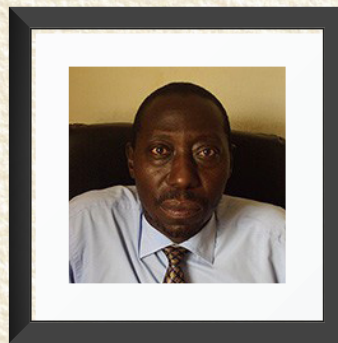
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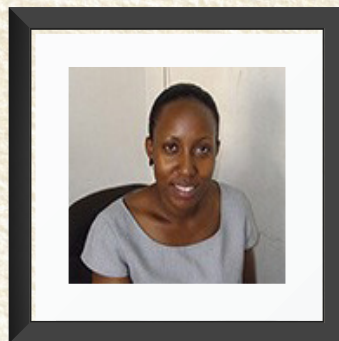
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ABBREVIATIONS

| | |
|-------|---|
| COC | Certificate of Conformity |
| EAS | East African Standard |
| LIMS | Laboratory Information Management Systems. |
| MEMD | Ministry of Energy and Mineral Development |
| MTIC | Ministry of Trade, Industry and Cooperatives |
| NSC | National Standards Council |
| PT | Proficiency Testing |
| PVoC | Pre-Export Verification of Conformity |
| QUISP | Quality Infrastructure and Standards Programme |
| SANAS | South African National Accreditation Programme |
| SQMT | Standards, Quality Assurance, Metrology and Testing |
| TBT | Technical Barriers to Trade |
| TC | Technical Committee |
| TMEA | TradeMark East Africa |
| UIA | Uganda Investment Authority |
| UNBS | Uganda National Bureau of Standards |
| URA | Uganda Revenue Authority |
| WTO | World Trade Organization |

Letter of Transmittal

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

Honourable Minister,

Pursuant to section 40 of the Uganda National Bureau of Standards Act, Cap 327, I hereby submit to you the Annual Report for Uganda National Bureau of Standards for the financial year 2015/16. This report contains draft Accounts for the same period.

On behalf of Management I wish to acknowledge and express our sincere gratitude for the support offered by the Government and Development Partners through the Ministry of Trade, Industry and Cooperatives for the effective operations of UNBS.

Yours faithfully

Dr. Ben Manyindo
EXECUTIVE DIRECTOR
UGANDA NATIONAL BUREAU OF STANDARDS.



Overview by the Executive Director

UNBS is the apex body of standardization in Uganda, the custodian of standards and guardian of quality. The role of UNBS is to enhance the competitiveness of Uganda's products, to facilitate trade as well as to protect the consumers against dangerous, fake and substandard goods in the marketplace. UNBS contributes to Sector Outcome No.3 which is "Improved Competitiveness and Market Access of Uganda's Goods and Services" under the Tourism, Trade and Industry Sector.

The activities that are undertaken by UNBS to realize this role include: standards development, product certification, market surveillance, imports inspection, metrology, calibration of equipment and laboratory testing among others. The annual report is part of the accountability of public institutions and provides in detail the activities undertaken by UNBS in the financial year 2015/16 and the contribution made towards the socio-economic transformation of Uganda.

Key performance highlights and challenges

UNBS achieved and in some areas exceeded its performance targets including targets for Non tax revenue. The performance was largely attributed to excellent collaborative efforts and support provided by other government agencies and development partners. New services were introduced geared to improved service delivery and cutting costs of doing business. They included:

- E-portal, an online service for UNBS clearance of imported goods;
- E-tag, a phone based electronic service for verification of genuine products by consumers; and
- LIMS, the laboratory information management system for tracking the progress of testing of samples in the laboratory and making test certificate accessible online.

Overall, among the achievements realized are:

- 451 standards developed against the set target of 120;
- 706 product certification Q-marks issued against a set target of 500 thus enabling MSME access to regional and international markets;
- 90,884 consignments of imported products inspected against the set target of 50,000;
- 9,883 samples tested in the laboratories against a target of 8,400. Continued accreditation of the microbiology and chemistry laboratories was maintained ensuring that results in the test reports are internationally recognized;
- 793,636 of weights and measures instruments verified countrywide against the set target of 540,000; and
- 1,709 instruments calibrated against a target of 1,200 thus ensuring accuracy of measurement equipment in industry and laboratories and providing confidence in measurement traceability and recognition at international level.

Government, through the development budget continued to support UNBS especially towards completion (Phase 1C) of its office block in Bweyogerere. The construction of the office block is now complete and efforts are underway to embark on the construction of analytical and calibration laboratories. The laboratories are designed to meet international standards for accreditation and are urgently required to facilitate UNBS work.

2015 Private Sector Government Agency of the Year Award

UNBS received the Best Government Agency Award at the 6th Private Sector development award that was 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 the development of private sector development in Uganda. Under the government agency category of the year, UNBS emerged the winner beating 45 other government agencies.

Challenges

Despite the achievements it made the year under review, there is a lot more that UNBS can do to satisfy its stakeholders' expectations. One such demand is cleaning up the marketplace of substandard goods and providing a level playing field to spur business growth. The increased level of effort and desire, however, continued to be hampered by insufficient funding that stood at 35% of the planned budget and low staff levels of 235 out of establishment of 638 staff. The staff numbers are inadequate given the need to decentralize UNBS services and operate 24 hours a day and 7 days a week. The current operations therefore do not match the current business environment that requires UNBS to operate as a trade support institution. The desire is to have the Bureau transformed from being a traditional public institution operating Monday to Friday for only 8 hours to a trade support institution that provides 24/7 service to the business community.

While the UNBS legal framework has been partially addressed through amendment of UNBS Act 2013, the process of amending the Weights & Measures Act 1963 and enacting the Metrology Bill is at First Parliamentary Council, and is yet to be finalized.

The current quality infrastructure also needs to be strengthened and more so the construction of analytical and calibration laboratories. The current UNBS laboratories are too small and heavily congested and can no longer accommodate extra needed staff and equipment required to undertake testing activities. Funds to the tune of US\$10 million are needed to undertake this activity.

Budget performance

The policy framework has been provided through the Standards and Quality Policy, the NDP II, and the President's Manifesto. The challenge still remains allocation of resources commensurate with the activities therein. The annual budget for FY 2015/16 was UGX 20.7 billion of which 40% was non tax revenue (NTR) that is generated internally and contributed 80% of UNBS operational costs. The annual budget was inadequate providing about 30% of the required funding. While the NTR performance was 100%, government grants experienced a shortfall of UGX 2.1 billion under development and non-wage components in Q2 and Q3.

In order to boost its sound financial management and enhance on the credibility of its financial and non-financial information, the Bureau during the financial year, embarked on building capacity on the systems for generating and reporting its business performance. Training was arranged for both the Accounting and Auditing teams in the IFMS functional training organized by the Office of the Accountant General. Internal audit through its periodic engagements evaluated and made recommendations as a contribution to improve the respective processes and operations.



Plans for the FY 2016/17

The planned standards, quality assurance, metrology and testing activities will focus on the gains attained by the institution, increased focus on service delivery by leveraging on ICT and a professionalizing the workforce. New innovations and use of IT tools will continue to be supported for enhanced service delivery. Preparations will be made to embark on the construction of laboratories and also to introduce new services so as to enhance business growth as well as increase on the institution's Non Tax Revenue. UNBS will continue to engage Government and development partners for increased funding so as to build a robust quality infrastructure that can support the national vision of attaining a low middle class status by 2020.

Appreciation

The year under review had its accomplishments and challenges. By and large, the performance of UNBS was very good. UNBS would like to thank the Ministry of Trade, Industry & Cooperatives, the National Standards Council and all the staff who made this possible. The support of development partners and collaboration with other government agencies contributed highly to this effort. TradeMark East Africa through the QUISP project under the Ministry of Trade, Industry & Cooperatives continued to extend its support to UNBS at both the national and regional levels thus greatly facilitating UNBS activities and services. UNBS looks forward to continued collaboration and support of all our partners and stakeholders in the FY 2016/17 as we enhance enterprise competitiveness, facilitate trade and protect the consumers.

Overview by the Deputy Executive Director-Technical Operations

The financial year 2015-2016 was characterised yet again by an increase in activities which resulted in most Technical Departments meeting and even exceeding the set targets. The priority areas for the Directorate during this financial year were: to improve the quality of service; increase revenue generation; data collection and analysis and stakeholder engagement.

Quality of Service: It became very clear on our initial assessment that most Departments were lacking adequate standard operating procedures (SOPs). This became the main priority, to ensure that service delivery is done against set procedures so as to ensure that customer needs are met. SOPs were developed and documented for all technical Departments during the financial year 2015/2016.

Revenue Generation: Efforts were made to increase the scope of field work coverage in the Legal Metrology, Imports Inspection Certification and Surveillance activities. This resulted in a wider scope of consumers being reached as well as an increase in the need for other services such as calibration, testing and the development of more standards. The increased activities had a direct impact on the non-tax revenue (NTR) generated, by approximately 32.35% in comparison to what was achieved in FY 2014/2015. The NTR supplements the Government funding allocated, to allow UNBS carry out its mandate of protecting the health and safety of consumers, ensuring fair trade and a safe environment.

Data Collection and Analysis: The Technical Departments collect data on a number of issues such as certified companies, samples tested, scales verified and calibrated and consignments inspected. During the FY 2015/2016, efforts were made not to just collect data but to analyse what has been collected on a quarterly basis. To do this better there was need to embark on the use of ICT in all our functions. The primary target for the use of ICT was the Imports Inspection Department and the implementation of the E- Portal, as well as the design of a Laboratory Information Management System (LIMS) for the Testing Department.

Stakeholder Engagement: The activities of UNBS are both promotional and regulatory in nature. To ensure effective uptake of the standards developed by the small, medium and large industries as well as those importing products into the country, there was need for planned sensitization programs. The programs implemented during the FY 2015/2016 were sector based covering primarily the following sectors: water and juices; steel and steel products, cosmetics and agricultural in-puts.

With the support of the QUISP program under the Ministry of Trade, Industry and Cooperatives (MTIC), a number of micro, small and medium enterprises (MSME's) were trained on the implementation of standards, and their awareness on the process and procedures of certification was raised to enable at least 50 SMEs attain S Mark and Q Mark certification.

There was also continued engagement with regulators in various sectors which resulted in signed MOUs with URA and KCCA, as well as implementation of the existing MOUs with ERA, MEMD and SEATINI. The programs maintained under the agreements with MEMD include the Fuel Marking Program (FMP) as well as the development of standards for the upstream and midstream sector for oil production and distribution.

The priorities for the FY 2016/2017 will build up on what was achieved in FY 2015/2016 to ensure that there is improvement in the services offered to our customers and stakeholders as well as ensuring the optimum use of the limited resources available. The priority areas will include: support to SMEs; data analysis and implementation of ICT programs; regulation of the market to remove distortions; improved service delivery and customer care and effective stakeholder engagement.



Overview by the Deputy Executive Director-Management and Financial Services

The Directorate of Management and Financial Services continues to effectively support the various activities of the Bureau through planning and providing the required resources to support core operations.

During the year, the Bureau continued to address the challenges impeding the effective implementation of its 5-year Strategic Plan 2012-2017, which were identified during the mid-term review in 2015.

The Bureau also continued to implement recommendations arising from the previous Human Resource Audit conducted in 2014. However, a number of recommendations such as operationalizing the new structure and repositioning of staff require additional funding.

We have made a lot of progress towards automation of the Bureau's core processes to improve service delivery in areas on imports inspection, testing laboratories, certification and human resource among others. We have also upgraded our ICT network to improve connectivity among different offices and branches.

The resource mobilization efforts continued to improve through optimization of Non Tax Revenue (NTR) and lobbying the various actors in Government to adjust allocation to UNBS in the Medium Term Expenditure Framework (MTEF). During the year ended, we exceeded our NTR target by approximately UGX 2 billion that is, collected 10.3 billion compared to the target of 8.2 billion. However, there was a shortfall in Government contribution to the budget of 2.1 billion which was bridged by the NTR surplus.

The 1st phase of the construction project which covered construction of the administration block, storage warehouse, perimeter wall and gate house was completed during the year and the UNBS Headquarters shifted from Nakawa to Bweyogerere in April 2016. The new premises has provided adequate space for all staff and a better environment for service delivery.

In the coming year 2016/17, we have committed ourselves to increase the NTR contribution in the Budget from UGX 8.2 billion to UGX 14.3 billion in order to bridge the funding gap. We have also received commitment from Ministry of Finance, Planning and Economic Development (MFPED) to increase the current MTEF from UGX 12.5 billion to 14 billion in the coming FY 2016/17. We shall further continue to lobby all stakeholders for the required support to enable the Bureau to effectively deliver on its mandate.

Due to need for alignment of all sector strategic plans to NDP II 2015-2020, the Bureau will ensure that its current Strategic Plan 2012-2017 is aligned to NDP II both in terms of timeframe, budget and content.

Our agenda for the coming year therefore, will be informed by both our strategic objectives and priorities set by government.

Part 1: Corporate Governance

1.1 Legal Mandate

Uganda National Bureau of Standards (UNBS) is a Government body established under Cap.327 of the laws of Uganda. UNBS also implement the Weights and Measures Act, (Cap 103). The mandate of UNBS is to provide;

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

1.2 UNBS Structure

1.2.1 National Standards Council

The National Standards Council (NSC) is the governing body and comprises of 9 members who are appointed by the Minister. The Council is responsible for the overall policy making, declaration of national standards and overseeing the strategic direction of the Bureau. The Council works closely with Management in developing policies and operational strategies. The Council's business is undertaken through committees namely: Finance and Planning; Staff and Administration; Standards and Technical; and Audit which play an important role in supporting governance approaches.

1.2.2 Management and staff

The day-to-day operations of the Bureau are supervised by the Executive Director and assisted by the Deputy Executive Director Technical Operations and Deputy Executive Director Management and Financial Services. The strategies and policies established by the Council are implemented by staff strength currently at 235 people.

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



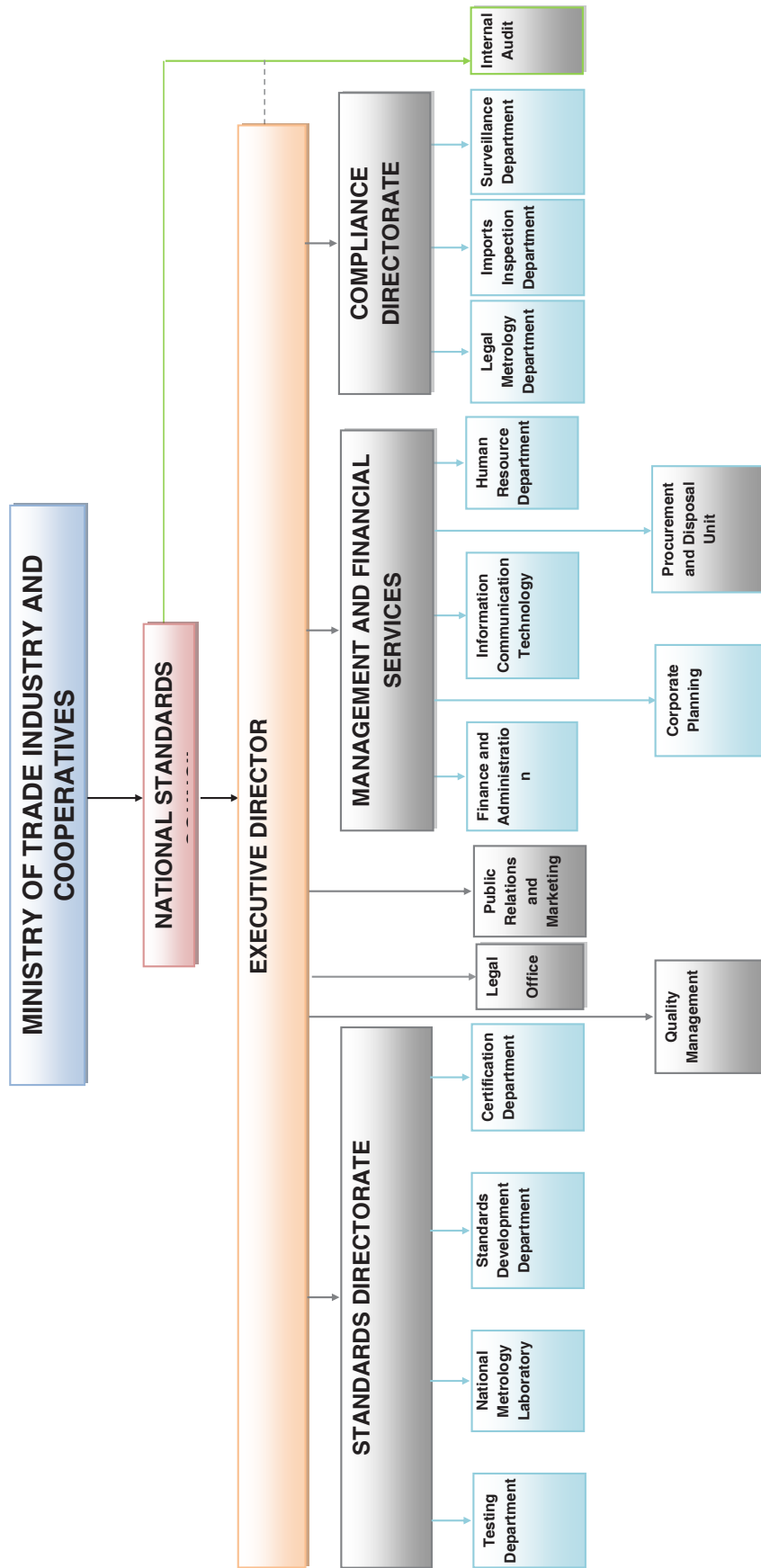


Figure 1

Part 2: Standards Development Activities

2.1 Standards development and harmonization

UNBS facilitates the writing of national standards, coordinates Uganda's participation in regional and international standardization and publishes the standards.

During the year 2015/16 UNBS managed 19 technical committees to produce 451 standards. 54 standards were revised and new editions issued. Out of 451 new standards, 50 are indigenous standards consisting of purely Uganda standards and 25 harmonised East African Standards, while 401 standards are adopted international standards. This brings the total number of standards in stock to 2,851.

37 standards were developed or harmonized in collaboration with Partners including the Ministry of Energy and Mineral Development (MEMD), TradeMark East Africa (TMEA) and SEATINI.

UNBS also registered 351 requests for standards development and held 52 local technical committee meetings to engage stakeholders in providing input into standardization. In addition, UNBS participated in 13 TC meetings at regional levels and 27 meetings at international level and also participated in 91 stakeholder engagement meetings either organized internally or convened by stakeholders to share information on standards.

2.2 Public awareness of standards and standards related services

UNBS implements its mandate through collaboration and networking with stakeholders in both the public, private sector as well as civil society. To reach these stakeholders, the Bureau uses various ways including holding regular press conferences/briefings, press releases through print media adverts, radio and television talk-shows, seminars and conferences.

In 2015/16, UNBS had radio spots and jingles, radio talk shows and serialized upcountry radio programmes covering Eastern, Western and Northern regions at least every four months. These modes of communication are aimed at reaching audiences in all regions where sensitization was carried out.

UNBS also uses print media e.g. press releases, newspaper pullouts to give regular updates about the institution, correcting misinformation on standards issues and preparing press releases from time to time e.g. on juices, salt, cosmetics etc. UNBS uses other print bulletins e.g. Newspaper supplements, special advertising magazines and also a UNBS monthly newsletter to update the internal and external stakeholders on activities of UNBS and other upcoming events. UNBS is also online with website and social media platforms i.e. Facebook, Twitter, @UNBSug and WhatsApp to interact with people, post updates of UNBS events and inform the public on services offered by the Bureau.

UNBS has a publicity van that it uses to disseminate information to the public and it has also helped sensitize and mobilize stakeholders.

2.3 Standards Information and International Trade Facilitation

The Information Resource Centre Division (IRCD) carries out the function of developing and maintaining a collection of materials on standardization and related matters as mandated in the UNBS Act Cap 327. The objectives of the IRCD are to: provide an efficient information service on standardization and related matters and operate as the National Member of ISO Information Network (ISONET). The IRCD also operates the World Trade Organization (WTO) National Enquiry Point on Technical Barriers to Trade (TBT).



In the Financial Year 2015/16, the IRCD identified and collected four thousand one hundred (4,100) new information materials on standardization and related matters representing an increment of 10.7% of the total number of new materials collected by the Division in the Financial Year 2015/16. In addition, a complete collection of American Society for Testing and Materials (ASTM) International standards (totaling 12,000+ standards) are accessible online under the MOU signed by UNBS and ASTM International.

In the reporting period, six hundred and fifty eight (658) clients accessed and obtained information on standardization and related matters from the Information Resource Centre 684 standards were sold. In addition, 144 investors accessed information on standardization and related matters at the Uganda Investment Authority (UIA) one stop Centre in the UNBS weekly SQMT clinic for investors operated by UNBS at UIA every Wednesday.

As the TBT National Enquiry Point, UNBS is responsible for answering enquiries from other WTO Members on regulations that have significant effect on trade, standards and procedures for conformity assessment proposed, adopted and implemented in Uganda. In the financial year 2015/16, UNBS obtained a total of two thousand two hundred forty four (2244) notifications of draft TBT regulations submitted by WTO Members. All notifications with the corresponding draft texts of the TBT measures that may have an impact on exports from Uganda were reviewed, sorted according to relevancy, and disseminated to stakeholders for comment. Of the 2244 TBT notifications submitted by WTO Members to WTO Secretariat, 48 were notifications of TBT measures submitted by Uganda. This was done by Ministry of Trade, Industry and Cooperatives which is the National TBT Notification Authority in collaboration with the TBT National Enquiry Point.

Part 3: Conformity Assessment

3.1 Introduction

The Bureau provides conformity assessment services in a number of areas including laboratory testing, industrial and scientific metrology, legal metrology, certification and inspection.

3.2 Testing and analytical laboratories

One of the key functions of UNBS is to establish and operate National Testing Laboratories to assist industry and other stakeholders from the private and public sectors in testing of product samples as part of conformity assessment. Under the UNBS Act, the functions of UNBS in regard to testing and analytical laboratories include:

- Provide for the testing of locally manufactured or imported commodities with a view to determining whether such commodities conform to the standard specification declared under this Act;
- Make arrangements or provide facilities for the examinations, 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;

UNBS operates 4 laboratories viz; Microbiology, Chemistry, Materials and Electrical. During the FY 2015/16, some of the key achievements from the laboratories included;

- UNBS maintained international accreditation by SANAS of 2 laboratories i.e. Microbiology and Chemistry Laboratories. The Engineering laboratory applied to SANAS for accreditation.
- The laboratories successfully embarked on implementation of the Laboratory Information Management System (LIMS).
- The Chemistry Laboratory embarked on analysis of Veterinary Drug Residues in animal products.

| Laboratory | Number of samples tested in 2014/15 | Number of samples tested in 2015/16 |
|---------------|-------------------------------------|-------------------------------------|
| Chemistry | 4,889 | 4,876 |
| Electrical | 320 | 477 |
| Materials | 1,847 | 2,041 |
| Micro Biology | 2,470 | 2,489 |
| Total | 9,526 | 9,883 |

3.3 National Measurement System

The UNBS National Metrology Laboratories (NML) handles both scientific and industrial measurements. NML consists of three operational divisions, namely: Mechanical laboratories, Thermometry and Thermodynamics laboratories, Instrumentation laboratories. The role of the laboratory is to maintain the primary measurement standards and ensure that all measurements performed in the country in all fields and spheres of life are comparable, linked and traceable to the International System of Unit (SI). The services are offered in the



areas of: mass, dimensions, temperature, pressure, density and viscosity, volume and flow, electrical laboratories and instrumentation. The main objectives of NML include:

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

This in turn helps to support fair trade, interoperability, technological development and transfer. Accurate measurements of in-process controls of factors like temperature, pressure, dimensions and mass have greatly contributed to the quality of Ugandan products and their acceptability in the region and internationally.

In the FY 2015/16, NML calibrated a total of 1,709 equipment in fields such as weighbridges, balances/scales, dimensional measure, and flow just to mention a few.

The main challenges faced were lack of equipment and standards for calibration which limited the scope of calibration and the faulty equipment within the laboratory.

3.4 Certification

3.4.1 Product Certification



UNBS is the custodian of the principal seal of quality in Uganda, the Q-Mark. The mark provides consumers with assurance that products meet standard requirements, and are safe and fit for purpose. The Q-Mark is awarded to products that have been tested against specific requirements in the UNBS laboratories, whose production has been inspected for quality control. Certification from UNBS provides organizations with the assurance that their products and services consistently comply with certain predefined standards and customer requirements. The Q-Mark is a passport for Ugandan goods trading across the EAC borders and internationally. Only goods bearing the notified product certification marks from the Partner States (the Q-Mark in the case of Uganda) 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.

During this period the number of product certification certificates issued increased by 30% that is, from 542 during FY 2014/15 to 706 during FY 2015/16. The number of products certified grew by almost 26% from 796 in FY 2014/15 to 1000 in FY 2015/16; that is a part from the renewals; an additional 150 new products were certified during the period under review.

3.4.2 Management system certification

During FY 2015/16, twelve (12) system certification permits were issued to organizations in mainly the agriculture, flowers and service sectors.

3.4.3 MSME Development

UNBS's commitment in addressing the needs of the Micro, Small and Medium Enterprises (MSME) sector with provision of tailor-made solutions that will enhance access to markets remain pivotal to the success of UNBS in contributing towards the economic growth of Uganda. Worldwide, MSMEs are playing a critical role in creating employment, contributing to Gross Domestic Product, penetrating new markets and expanding economies in creative and innovative ways.

Over the year under review 2015/16, the department working with QUISP Project and other partners supported up to 140 MSMEs mainly in the agro-processing sector in gap assessment, tailored guidance workshops, on-site technical guidance, product development and certification of products and processes. Implementation of standards and certification helps MSMEs to explore more market opportunities and compete based on quality generating growth and creating jobs for youth and women.

The key achievements under MSME development include:

- 660 MSMEs reached;
- 600 samples obtained for product development;
- 560 MSMEs trained; and
- 60 MSMEs having their products certified.

3.4.4 Market Surveillance

UNBS undertakes market surveillance activities to remove substandard goods from the market both to ensure consumer safety and to create a level playing field for the local and imported goods. These activities are important in ensuring socio-economic transformation of our people and the development of our local manufacturing industry in the long term.

The department met and exceeded its target for FY 2015/16 by conducting 1093 inspections of industries, supermarkets, warehouses, wholesale shops and retail outlets all over the country. At least three (3) court cases were successfully prosecuted and about 13 more are under inquiry. This was partly due to the fact that UNBS received three (3) CIID Officers from Police Headquarters who are fully attached to UNBS to support with investigation and prosecution of cases.



Part 4: Legal and Compliance Affairs

4.1 Legal Affairs

The main thrust of the Bureau in the area of legal affairs is to ensure continued legal reform and that action is taken against the violators of the laws.

UNBS has two lawyers in the department and 3 Criminal Investigation officers that are attached to UNBS. In the FY 2015/16, UNBS reviewed The Uganda National Bureau of Standards (Enforcement of Compulsory Standards) Regulation and the Weights & Measures (Testing & Stamping) Rules, 2016. The UNBS Legal Team also handled a total of 28 cases broken down into:

- 5 civil cases
- 23 criminal cases.

During the same period, the Bureau reviewed and signed Memorandum of Understanding with 9 organizations for collaboration in standardization and 3 organizations on standards implementation for better quality of life.

4.2 Compliance with weights and measure law

UNBS implemented the Weights and Measures Law (Cap 103) of the Laws of Uganda. The main objective is to ensure that the equipment used for trade is verified for correct measurements and accuracy at regular intervals as required by the Law and therefore protects society from the consequences of wrong measurements.

Table: Number of equipment verified

| Equipment | 2014/15 | 2015/16 |
|--------------------|----------------|----------------|
| Weighing Equipment | 130,501 | 129,757 |
| Weights | 571,349 | 556,166 |
| Fuel tankers | 624 | 1,348 |
| Bulk Meters | 260 | 305 |
| Static tanks | 330 | 357 |
| Fuel dispensers | 13,526 | 14,480 |
| Pressure gauges | 350 | 337 |
| Consumer goods | 3,824 | 4,189 |
| Total | 720,764 | 706,939 |

4.3 Imports Inspection

UNBS continued to implement its mandate during the FY 2015/2016 that involves enforcement of the Uganda National Bureau of Standards (Import Inspection and Clearance) Regulations 2015 the goals being:

- i. Protection of the health and safety of the consuming public;
- ii. Protection of the environment;
- iii. Promotion and facilitation of fair trade.

It undertook its mandate during the year under review by implementing three major intervention strategies.

These were:

- Implementation of the Pre-Export Verification of Conformity to standards program (PVoC). This is for all products for which mandatory standards have been declared;
- A destination inspection scheme for all other imports not covered by PVoC, such as those from within the East African Community (EAC);
- Rolling out an electronic portal (e-Portal) to facilitate quick application and processing of imports clearance.

In the period under review, a total of 99,980 inspections were undertaken across the board (PVoC - 34,944; Destination - 65,036) compared to 2014/15 where a total of 80,648 inspections were undertaken.

A number of major achievements were met and these include:

- 90% roll out of the departmental electronic portal (ePortal) that provides for automation of the imports clearance application and clearance of goods processes;
- Implementation of a Quality Management System aligned to ISO 17020 wherein all the documentation on procedures and the departmental manual were finalized and are in use;
- Continued strengthening of imports inspection offices with IT hardware and improvement of connectivity ability at all stations (backup options were provided);
- Destruction of non-conforming products;
- Continued enforcement and growth of the PVoC program and
- Trade facilitation through the faster clearance of goods following improvement of internal processes and aligning them to those of Customs (The UNBS clearance time is measured at 1 hour 56 minutes when all required documentation is provided as requested).

Some of the challenges faced during the year included:

- Lack of minimum critical number of inspector staff to cover all major entry points;
- Inadequate funds to cater for all departmental needs;
- Inability to profile on Asycuda World all products with mandatory Uganda standard (only 340 out of a possible 2,500 are profiled);
- Slow turnaround time on sample testing (by the Testing Department) which leads to delay in issuance of imports clearance; and
- Inadequate standards promotion resulting in an ignorant regulated community.

In the subsequent years, UNBS will continue to build on its successes by ensuring that it automates all its processes by going E; piloting on the Uganda National Electronic Single Window; engaging stakeholders/clients more in order to understand their needs; working closely with other regulatory entities; improving the work environment and tools of the inspectorate and being more transparent in what we do and accountable to the public.



Part 5: Management and Support Services

5.1 Finance and Administration

5.1.1 Overview of Financial Performance for the FY 2015/16

The Bureau's performance in the year under review provides mixed results but generally continuing from last FY, an upward trend was maintained. The performance picked from last Financial Year (FY) and continued to improve as highlighted in the draft financial statements. There was a noticeable growth in NTR and substantial increment in the non-current assets (fixed assets).

Total revenue increased from Shs20.227 billion to Shs21.083 billion (4.23%) and similarly for expenditure from Shs15.832 billion to Shs17.855 billion (that is 12.8%).

NTR, for the first time, contributed more than direct funding from government. In the FY2015/16, NTR accounted for over 50.63% compared to 38.8% (FY2014/15) while government support declined from 61.2% (FY2014/15) to approximately 49.37% (mainly due to the budgetary cut of shs2.119 billion). Noteworthy is that UNBS has also realized its strategic objective "to increase financial resources from Shs13 bn to Shs20 bn by year 2017". In the FY under review, NTR contributed over 56.3% of the total recurrent expenditure compared to GOU that provided approximately 43.7%.

The Bureau received shs358, 429,396 as grant support for sensitization workshops, product certification effort, and laboratory equipment. Additionally, two Nissan pickup trucks were received during the year from Ministry of Agriculture and Animal Industry (VODP) and QUISP (replaced a Toyota Fortuner SUV) to augment the Bureau's effort in product certification targeting food processing industries and SMEs.

5.1.2 Analysis of statement of financial position

The statement shows an increment in the total net asset of 19.04% (i.e. from 17.022 billion to shs20.263 billion).

The movement was largely attributed to over shs2.851 billion that was committed to the construction project (including on-going works on the Warehouse Block) bringing the total construction cost to Shs16.290 billion. The Bureau's net asset book value, other than the capitalized construction costs, continues to decline as the rate of depreciation exceeds the rate of asset acquisition. ICT equipment, Motor vehicles, laboratory equipment are the most adversely affected. The average age of Bureau fleet is over nine years in contrast to the government guideline to dispose-off vehicle that have clocked five years.

This state of affairs is impacting negatively onto the Bureau's capacity to provide standardization and quality assurance services to the public. If this is not addressed in time, equipment for test laboratories, ICT equipment, and motor vehicle fleet will continue to adversely affect operational efficiency as they age and maintenance costs rise.

Table: Net Asset book values over the last three years

| Asset | FY2015/16 | FY2014/15 | FY2013/14 |
|----------------------------|---------------|---------------|---------------|
| Total Asset cost-m/v | 2,693,918,360 | 2,564,634,890 | 2,330,232,868 |
| M/V (book value) | 967,192,389 | 1,160,306,382 | 1,312,673,154 |
| Total Asset cost-ICT | 1,353,471,947 | 1,779,224,853 | 1,118,030,476 |
| ICT equip (book value) | 217,758,362 | 577,575,420 | 200,858,488 |
| Total Asset cost-Lab Equip | 2,812,276,940 | 2,764,875,444 | 2,761,363,580 |
| Lab equip (book value) | 195,732,669 | 176,292,893 | 196,324,945 |

Source: Movement of fixed assets schedules for FYs 2013/14-2015/16

Table: Maintenance costs for motor vehicles and equipment over the last three years.

| Asset | FY2015/16 | FY2014/15 | FY2013/14 |
|-----------------------|-------------|-------------|-------------|
| Motor vehicles* | 768,542,511 | 732,372,102 | 766,059,168 |
| Equipment (lab + ICT) | 223,350,793 | 236,358,936 | 119,115,120 |

*Note that by end of the FY, four vehicles had been grounded due to lack of funds for repair costs.

5.1.3 Revenue and Non Tax Revenue (NTR) Performance

UNBS received a total of Shs10,409,295,880 (including Shs2,839,398,641 for development) from government and NTR amounted to Shs10,315,681,361 (excluding Shs61,279,161 retained by MFPED Treasury). Much as government continues to be a major revenue source for the Bureau, its contribution has substantially declined that is, from 62.2% in FY2013/14; 60.7% in FY2014/15; and 49.4% in FY2015/16. The Bureau's strategic objective is to attain over 80% financial self-sustenance.

In the FY under review NTR performance was impressive having increased by 32.35% over FY2014/15 (i.e. from shs7.794 billion to shs10.315 billion) with the substantial increment (over 48%) realized from Import Inspection fees whose implementation started in FY2013/14. Fees from import inspection alone contributed over 45.8% of the total NTR.

Tables: Summary of Revenue for FY 2013/14 – FY2015/16

| Revenue source | FY2014 (Shs) | FY2015 (Shs) | FY2016 (Shs) |
|-----------------------|----------------|----------------|----------------|
| Gov't Recurrent | 8,050,656,023 | 8,782,003,979 | 7,56 9,897,239 |
| Gov't Development | 3,314,914,204 | 3,600,424,300 | 2,839,398,641 |
| Total Government | 11,365,570,227 | 12,382,428,279 | 10,409,295,880 |
| Non-Tax Revenue (NTR) | 5,978,692,863 | 8,012,337,829 | 10,315,681,361 |
| Grand Total | 17,344,263,090 | 20,394,766,108 | 20,724,977,241 |
| | | | |

Analysis of Expenditure

The total expenditure has maintained an upward trend over the years in tandem with the revenue. In FY2014/15, total expenditure was at Shs15.832 billion and Shs17.855 for FY2015/16.

The biggest increment has been in employee costs having increased by over 40.5% (that is, from Shs8.393 billion to Shs11.794 billion in FYs 2014/15 and 2015/16 respectively).

While GOU continues to cover the bulk of the employee costs, this time around, NTR catered for approximately 32% up from 25% in FY2014/15. Government's recurrent budgetary support continues to be majorly for employee costs, utilities, rent and motor vehicle maintenance. Total NTR cash committed to recurrent expenditure increased from Shs7.501 billion FY2014/15 to Shs9.733 billion FY2015/16 while government contribution has largely remained static that is, Shs7.720 billion in FY2014/15 compared to Shs7.570 billion in FY2015/16.

Analysis of Government Budgetary support

Table: Government support over the last five years; FY 2011/12 – 2015/16:

| FY | Total approved budget (000's) | Recurrent approved (000's) | Actual Recurrent expenditure (000's) | % Actual Recurrent to budget | Development Budget (000's) | Actual Development release (000's). |
|---------|-------------------------------|----------------------------|--------------------------------------|------------------------------|----------------------------|-------------------------------------|
| 2011/12 | 10,525,000 | 7,531,001 | 7,531,001 | 100% | 2,994,000 | 2,295,500 |
| 2012/13 | 10,309,983 | 7,720,235 | 7,720,235 | 100% | 2,589,748 | 2,589,748 |
| 2013/14 | 11,629,748 | 8,350,000 | 8,050,656 | 96.4% | 3,279,748 | 3,314,914 |
| 2014/15 | 12,814,370 | 9,248,446 | 8,782,004 | 94.9% | 4,065,924 | 3,600,424 |
| 2015/16 | 20,728,194 | 9,248,446 | 7,569,897 | 81.8% | 3,579,748 | 2,839,398 |

As per the table above, whereas the budget for government recurrent expenditure has increased over the years in absolute terms, the percentage of actual cash releases has been on the decline (i.e. from 100% -FY2012/13 to 81.8% -FY2015/16).

In FY2015/16, both the Bureau's budget and actual cash released by government for development expenditure declined (i.e. budget declined from shs4, 065,924 to shs3, 579,748; percentage cash release also declined from 100% FY 2012/13 to 79.3% FY 2015/16).

Revenue performance vs. the strategic plan 2012/13 – 2016/17

As at end of FY 2015/16, all revenue sources had fallen short of the projections

Table: Actual revenue performance compared to projected as per strategic plan

| Revenue source | Planned (Shs) | Actual (Shs) | Gap (Shs) |
|----------------|---------------|---------------|---------------|
| GOU | 15.439 | 10.409 | 5.030 |
| NTR | 13.117 | 10.316 | 2.801 |
| Others | 18.268 | 0.358 | 17.910 |
| TOTALS | 46.824 | 21.083 | 25.741 |

Whereas total revenue base for UNBS has increased over the last four years, it remains far short of what was projected in the strategic plan i.e. for all years apart from FY2012/13, the Bureau has had a funding gap. This has greatly affected the construction schedule of offices and laboratories at Bweyogerere

The implication of this is that the Bureau has had to experience capacity pressures to deliver on its mandate (strategic objectives) and challenges in the construction of laboratories and offices at Bweyogerere that have had to fall behind schedule .

Table: Four-year revenue performance compared to the strategic plan:

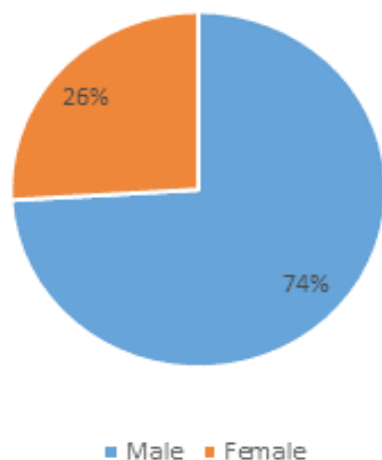
| Revenue source | FY12/13 | FY13/14 | FY14/15 | FY15/16 |
|------------------------|---------|---------|---------|---------|
| Planned GOU | 11.600 | 12.759 | 14.035 | 15.439 |
| Actual GOU | 9.839 | 11.365 | 12.382 | 10.409 |
| Planned NTR | 4.460 | 10.784 | 11.792 | 13.117 |
| Actual NTR | 3.838 | 5.979 | 7.794 | 10.316 |
| Planned -Other sources | 1.996 | 14.249 | 20.071 | 18.268 |
| Actual – other sources | 0.386 | 0.938 | 0.050 | 0.358 |
| Total – planned | 11.056 | 37.792 | 45.898 | 46.824 |
| Total – actual | 14.063 | 18.282 | 20.226 | 21.083 |
| Funding Gap | Nil | 19.510 | 25.672 | 25.741 |

5.2 Human Resource

Human resource development offers a supportive role with the main objective of attracting, developing and retaining competent and motivated Human Resource to enable UNBS achieve its objectives.

Uganda National Bureau of Standards closed the financial year 2015/16 with a total staff number of 235 which has remained consistent to the 235 staff in financial year 2014/15. The male/female (gender) ratio profile is at 26:74 with 174 male and 61 female staff and as represented below;

Gender representation at UNBS FY 2015/16



During the last financial year, seventeen (17) staff were recruited into the Bureau all under the management services directorate while various positions were advertised to be filled in the financial year 2016/17 for both Technical and Management services Directorates. Nine (9) staff exited UNBS services in the financial year 2015/16 at a turnover rate of 3.4% compared to fourteen (14) staff in the financial year 2014/15.

Performance Management

A new staff performance management system was rolled out and staff have been sensitized on its implementation. By June, most staff had successfully adopted the system and some had submitted their 1st cycle reports and also set their performance targets for the next planning period. Training on the use of the tool is continuous and there is noted progress in every department.

Staff training and Development

During this period, a staff training committee was constituted in accordance with section 4.2.1 of Human Resource Policies and Procedures Manual. The Committee was duly oriented and given their terms of Reference. The Department developed the staff training plan which was approved by Management. 30 staff accessed trainings, internally, nationally and internationally.

UNBS also offered internship placement in 2015/16 and thirty nine (39) students from different universities were placed in different Departments for internship for a period of 10 weeks from 6th June to 5th August 2016.

Human Resource Information Management System

The Human Resource department worked closely with the ICT department to develop a Human Resource Information Management System (HRIMS). This system has been programmed and configured and the initial stages of rolling it out to the staff members has begun.

The HRIM system has been introduced to top management, and staff in their respective departments. They were required to log on to the system, set their passwords and update their personal profile information into the system. After all the staff have updated their profiles on the system, leave, performance management functions and monthly pay slips are now managed electronically through this platform.



Motivation: ICT Department receiving the Award for Department of the year 2015/16

5.3 Internal Audit

Internal audit is a full time activity providing independent, objective assurance and consulting services throughout the Bureau. The department was established 10 years ago in April 2006. The department is charged with a responsibility of evaluating and recommending value adding improvements on effectiveness of the risk management, control and governance processes within the Bureau. By undertaking a range of independent reviews, the department supports National Standards Council (NSC), Management and staff to fulfill their roles efficiently and effectively in their efforts towards achievement of UNBS goals and objectives.

During the year, the department facilitated a risk assessment of all Bureau operations. This provided comprehensive and valuable information about UNBS risks for enhanced planning, supervision and implementation of its activities. Additional benefits included: increased awareness and interest in risk management process across the bureau; positive influence on control environment and promotion of good corporate practices.

The department maintained and enjoyed good working relationship with the Office of the Auditor General, the Internal Auditor General and other assurance providers as provided for under the Audit Act (2008), PFMA (2015), PPDA Act 2003(as amended). In its external liaison role the department ensured productive and collaborative arrangements with all its stakeholders which in turn led to successful coordination of the audit effort.

NSC Audit Committee

The NSC Audit committee in pursuance of its oversight role relating to financial practices, internal controls, and corporate governance issues, compliance with laws, ethics and audit matters, held periodic meetings to assess and guide on internal audit observations and recommendations. The Committee approved and monitored implementation of the annual audit plan; considered and tracked implementation of both external (OAG) and internal audit recommendations. The Committee's parental and professional guidance has significantly reinforced the department's effectiveness, efficiencies and effort to provide value adding services and contribution to improved UNBS business processes.

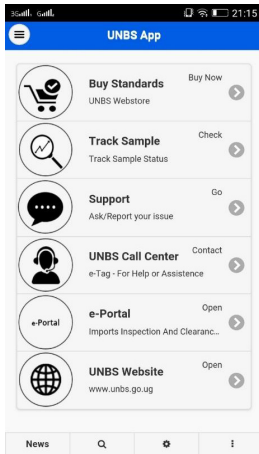
5.4 Information and Communication Technology

The I.C.T. Department, formerly a support based at UNBS Headquarters, provides a full range of I.C.T services including strategic planning; project management; data backup and storage, information security, staff training, website update, software development and maintenance plus the provision and maintenance of computer systems, Internet, e-mail & telephony. The ICT Service is supplied via a combination of in-house and contractor provision.

The I.C.T. Department provides appropriate environment and Information and Communication technologies that enable our clients to access the information and services necessary to do their jobs. We provide UNBS staff in various Departments with the Information Communication Technology tools to enable them to achieve their goals.

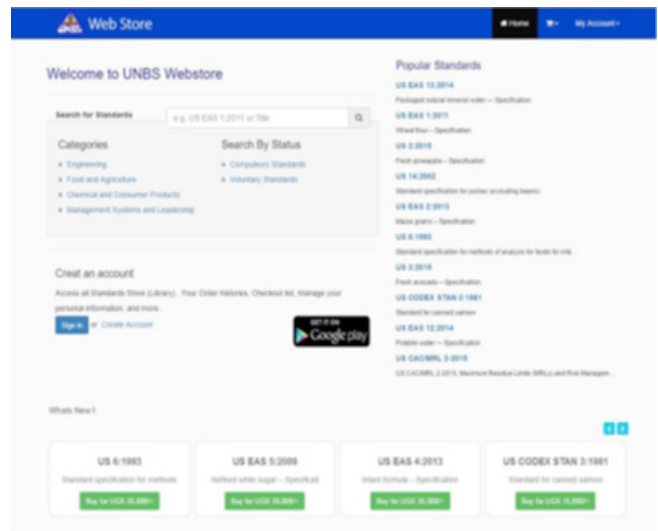
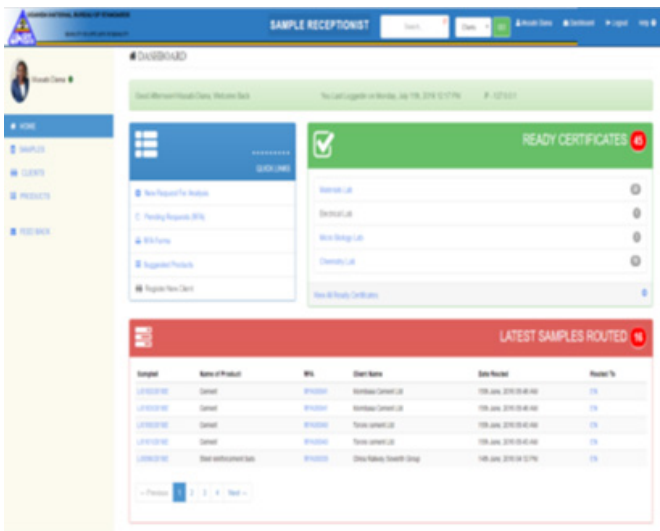


Some of the key achievements in this area included;



- Networking and power installations at the Standards home
- Development of the HRMS
- Integrations of Mobile money payment with URA
- Training and updates to the LIMS
- Revamping the LAN for the laboratories
- Re designing the website
- Digitizing standards
- Creation of the web store to sell standards online
- Development of support web portal
- Coding the online standards database
- Development of the mobile App
- E-Tag call centre installed
- Installation of security appliances
- Internet Bandwidth upgraded

Sample Images of the UNBS Webstore and LIMS Screenshot.



Other Support Services ongoing:



Part 6: Financial Report Uganda National Bureau of Standards

Statement of Financial Position as at 30th June 2016

| UGANDA NATIONAL BUREAU OF STANDARDS | | | |
|---|-------------|-----------------------|-----------------------|
| Statement of Financial Position as at 30th June 2016 | | | |
| ASSETS | | | |
| Non-Current Assets | Note | 2016 | 2015 |
| | | UGX | UGX |
| Property, Plant & Equipment | 1 | 19,411,859,281 | 16,690,734,055 |
| Current Assets | | | |
| Accounts Receivables | 2 | 21,386,970 | 148,834,423 |
| Activity Advances | | 454,165,186 | 35,003,104 |
| Cash at Bank | 3 | 376,375,461 | 147,873,895 |
| <i>Total Current Assets</i> | | 851,927,617 | 331,711,422 |
| Total Assets | | 20,263,786,898 | 17,022,445,477 |
| EQUITY & RESERVES | | | |
| Capital & Reserves | | | |
| Capital | | 2,903,770,727 | 2,903,770,727 |
| Cumulative Surplus/Deficit | | 16,224,805,048 | 12,993,720,645 |
| Capitalized Grants | 4 | 6,733,691 | 11,486,042 |
| | | 19,135,309,466 | 15,908,977,414 |
| Current Liabilities | | | |
| Accounts Payables | 5 | 1,128,477,432 | 1,113,468,063 |
| | | 1,128,477,432 | 1,113,468,063 |
| | | 20,263,786,898 | 17,022,445,477 |

Statement of Comprehensive Income for the Year ended 30th June 2016

| UGANDA NATIONAL BUREAU OF STANDARDS | | | |
|---|--------------|----------------|----------------|
| Statement of comprehensive income for the year ended 30th June 2016 | | | |
| INCOME | Notes | 2016 | 2015 |
| Government Funding | 9 | 10,409,295,880 | 12,382,428,279 |
| Non Tax Revenue | 7 | 10,315,681,361 | 7,794,236,583 |
| Project Income | 10 | 358,429,396 | 50,276,470 |
| | | 21,083,406,637 | 20,226,941,332 |
| LESS EXPENDITURE | | | |
| Employee Costs | 6 | 11,794,142,348 | 8,393,029,828 |
| Medical Expenses | | 686,166,111 | 312,488,600 |
| Offices Expenses/Welfare | | 786,241,526 | 826,289,285 |
| Travel inland/ Abroad | 8 | 645,999,398 | 1,656,611,695 |
| Staff Training/ Workshops | | 223,350,793 | 138,999,522 |
| Laboratory Chemicals/ Consumables | | 186,415,844 | 543,626,966 |
| Laboratory Repairs | | 261,682,609 | 236,358,936 |
| Utilities | | 259,895,403 | 157,637,528 |
| Legal Fees | | - | 23,280,000 |
| Printing & Stationary | | 274,566,442 | 327,451,792 |
| Operation & Maintenance of Vehicles | | 688,542,511 | 732,372,102 |
| Security | | 125,241,308 | 97,447,700 |
| Contribution to Intern'l & Local Org. | | 132,764,985 | 132,868,003 |
| Advertising/Publicity & Newspapers | | 202,847,429 | 268,566,010 |
| WHT Expenses | | - | 1,295,400 |
| Technical Committee Expenses | | 2,678,080 | 42,973,000 |
| Death Benefits | | - | 9,524,540 |
| Bank Charges | | 9,158,255 | 26,717,040 |
| Office Accommodation | | 180,121,251 | 311,054,047 |
| NSC Expenses | | - | 112,525,859 |
| Projects Expense | | 288,100,997 | 369,887,093 |
| Telephone/Postages Expenses | | 252,174,217 | 197,411,614 |
| Consultancy Expenses | | 93,002,969 | 112,934,523 |
| Gazetting Standards | | 53,351,967 | 190,065,932 |
| Cleaning and Sanitation | | 152,993,451 | - |
| Depreciation of Grants | | 3,316,594 | - |
| Depreciation of Assets | | 552,245,406 | 610,271,516 |
| | | 17,854,999,894 | 15,831,688,540 |
| Surplus/ Deficit | | 3,228,406,743 | 4,395,252,792 |

Statement of Cash flows as at 30th June 2016**UGANDA NATIONAL BUREAU OF STANDARDS****Statement of Cash flows as at 30th June 2016**

| | Notes | Year 2016 | Year 2015 |
|---|-------|-----------------|-----------------|
| Cash Flow from Operating Activities | | | |
| Surplus/Loss for the Year | | 3,228,406,743 | 4,395,252,792 |
| Depreciation for the year | 1 | 552,245,406 | 610,271,516 |
| Prior Adjustment | | (2,074,691) | 1,242,792,486 |
| Operating Surplus before change in working capital | | 3,778,577,458 | 6,248,316,794 |
| Changes in Working Capital | | | |
| Changes in Accounts Payables | | 15,009,369 | (1,885,342,673) |
| Activity Advances | | (419,162,082) | (35,003,104) |
| Changes in Accounts Receivables | | 127,447,453 | 185,378,148 |
| | | 3,501,872,198 | 4,513,349,165 |
| Cash Flow from Investment Activities | | | |
| Purchase of Fixed Assets | | (3,273,370,632) | (5,541,669,514) |
| Fixed Assets Depreciation | | - | - |
| | | (3,273,370,632) | (5,541,669,514) |
| Changes in Cash & Cash Equivalent | | | |
| Cash & Cash equivalent at the beginning of the year | | 147,873,895 | 1,176,194,244 |
| Cash & Cash equivalent at the end of the year | 2 | 376,375,461 | 147,873,895 |

UGANDA NATIONAL BUREAU OF STANDARDS

Statement of Changes in Equity for the year ended 30th June 2016

UGANDA NATIONAL BUREAU OF STANDARDS

Statement of Changes in Equity for the year ended 30th June 2016

| | Capital | Accumulated | Capitalized | Total Equity |
|-----------------------------------|---------------|-----------------|-------------|----------------|
| Changes in Equity 2014/2015 | | surplus/deficit | Grants | |
| Bal. at 01/07/14 | 2,903,770,727 | 7,357,111,124 | 11,486,040 | 10,272,367,891 |
| Comprehensive Income for the year | - | 4,395,252,792 | - | 4,395,252,7.92 |
| Prior year adjustment | - | 1,242,792,486 | | 1,242,792,486 |
| Depreciation on Grants | - | - | (1,435,755) | (1,435,755) |
| Balance at 30/06/2016 | 2,903,770,727 | 12,995,156,402 | 10,050,285 | 15,908,977,414 |
| Changes in Equity 2015/2016 | | | | |
| Bal at 01/07/15 | 2,903,770,727 | 12,995,156,402 | 10,050,285 | 15,908,977,414 |
| Comprehensive Income for the year | - | 3,228,406,743 | | 3,228,406,743 |
| Prior year adjustment | - | (2,074,691) | - | 2,074,6.91 |
| Depreciation on Grants | - | 3,316,594 | (3,316,594) | - |
| Balance at 30/06/2016 | 2,903,770,727 | 16,224,805,048 | 6,733,691 | 19,135,309,466 |



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