



**UGANDA NATIONAL BUREAU
OF STANDARDS**
Quality Everywhere



ANNUAL REPORT

**FINANCIAL
YEAR 2022/23**

NOVEMBER 2023



**UGANDA NATIONAL BUREAU
OF STANDARDS**
Quality Everywhere

UGANDA NATIONAL BUREAU OF STANDARDS (UNBS)

ANNUAL REPORT

NOVEMBER 2023



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LIST OF ABBREVIATIONS

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



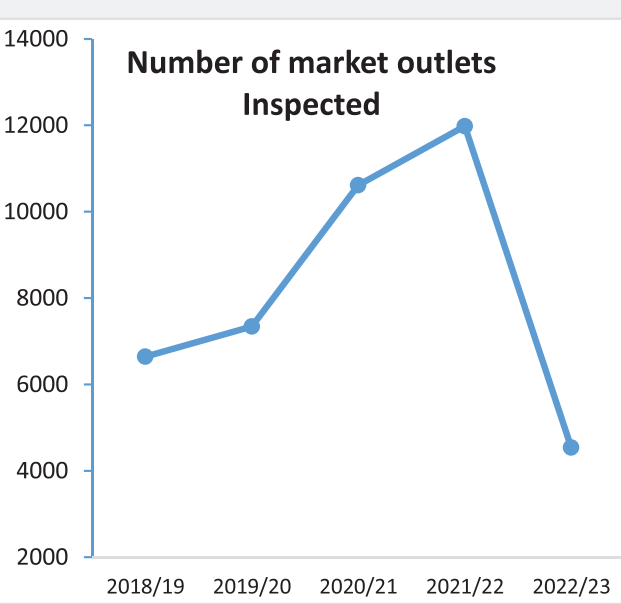
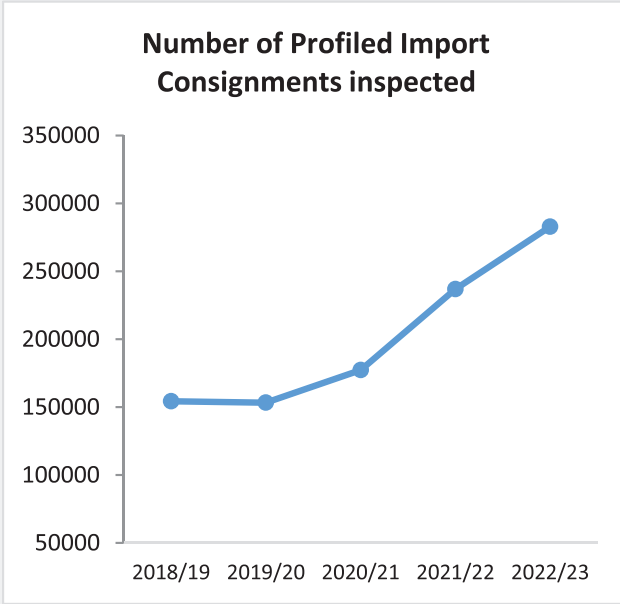
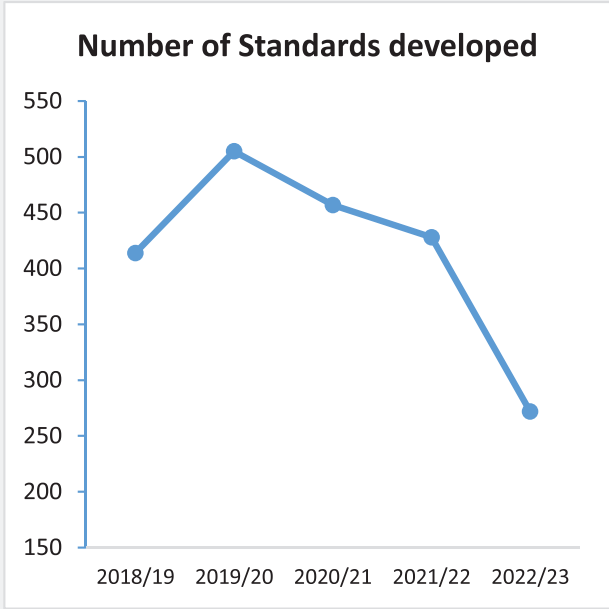
TBS
TC
TMEA
UIA
UNBS
URA
US
UTM
WTO

Tanzania Bureau of Standards
Technical Committee
TradeMark East Africa
Uganda Investment Authority
Uganda National Bureau of Standards
Uganda Revenue Authority
Uganda Standard
Universal Testing Machine
World Trade Organization



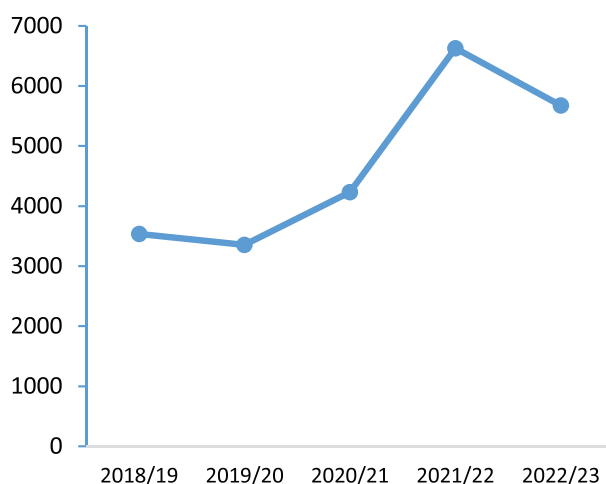
GRAPHIC PRESENTATION

OF UNBS ACHIEVEMENTS

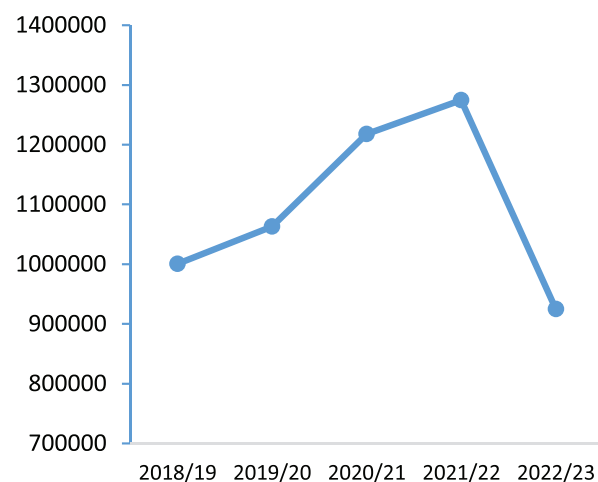


GRAPHIC PRESENTATION OF UNBS ACHIEVEMENTS

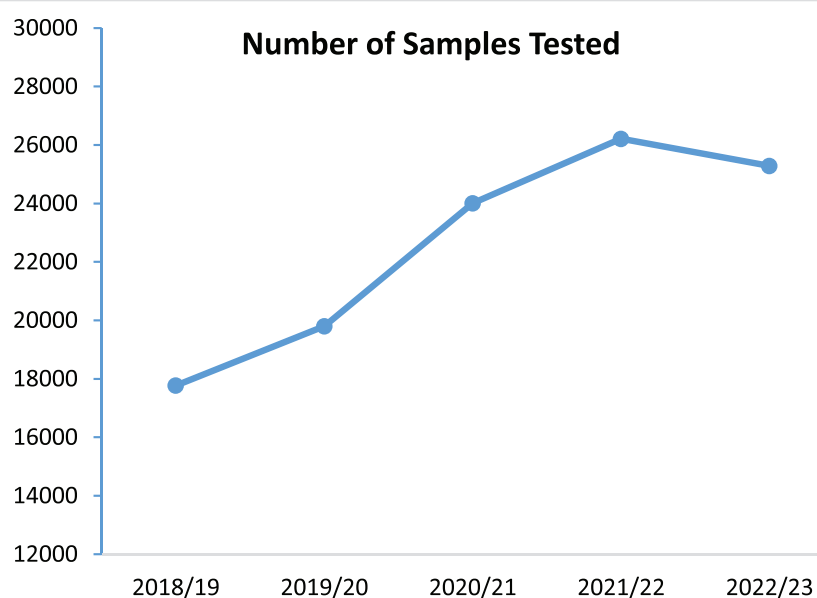
Number of Equipment Calibrated



Number of equipment verified



Number of Samples Tested



KEY EVENTS PICTORIAL



East African Standards Committee attending a meeting in Arusha



Stakeholders attending African Organization for Standardization (ARSO) meeting



Electricity Supply Industry at Local Content Forum 2022



UNBS Eastern Region Office in Mbale-Launch



Oil & Gas stakeholders meeting in August 2022



UNBS/Metrology Day 2023



Ministry of Agriculture Animal Industry and Fisheries team visited UNBS



inauguration of the new UNBS Board August 2022

NATIONAL STANDARDS COUNCIL



Mr. Charles Musekura
Chairperson NSC



Ms. Pamela Achii



Dr. Tom Okia Okurut



Mr. Andima Alfred Oyo



Dr. Aminah Zawedde



Mr. James Kabali Kalibbala



Mr. Robert Mwanje



**Mr. Nangalama Daniel
Richard Makayi**
Ag. Executive Director



**Ms. Sarah Irene Kibuka
Walusimbi**



Mr. Omar Mohammed



MANAGEMENT TEAM



Mr. Nangalama Daniel Richard Makayi
Ag. Executive Director



Patricia Bageine Ejalu
Deputy Executive Director Standards



Eng. John Paul Musimami
Deputy Executive Director Compliance



Susan Akantunga
Human Resource Manager



Yasin Lemeriga
Manager Certification Department



Deus Mubangizi
Manager National Metrology Laboratories



Davis Ampwera
Finance & Administration Manager



Timothy Sekandi
Internal Audit Manager



Hajji Aziz Mukota
Manager Testing Department



Martin Imalingat
Manager Imports Inspection Department



Andrew Othieno
Manager Standards Department



Hassan Walusimbi
Legal Counsel



Charles Joachim Nkwanga
Manager ICT Department



Daniel Arorwa
Manager Market Surveillance Department



Leatitiah Namubiru
Manager Legal Metrology Department



LETTER OF TRANSMITTAL

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

Honorable Minister,
Pursuant to section 40 of the Uganda National Bureau of Standards Act, Cap 327, I hereby submit to you the Annual Report for the Uganda National Bureau of Standards for the Financial Year 2022/23. This report also contains Draft Accounts for the same period.

On behalf of the National Standards Council and Management, I wish to acknowledge and express our sincere gratitude for the support rendered by the government of Uganda and our Development Partners in supporting the work of the Bureau.

Yours faithfully,



Nangalama Daniel Richard Makayi
Ag. EXECUTIVE DIRECTOR
UGANDA NATIONAL BUREAU OF STANDARDS



STATEMENT FROM THE EXECUTIVE DIRECTOR



The Bureau's performance during FY2022/23 was generally above average despite the negative impact of budget constraint and challenging economy. The Bureau was able to collect over UGX 60.69 Billion of Non Tax Revenue (NTR) and UGX 50.6 Billion was remitted to the Consolidated Fund from its standards promotion and enforcement activities amidst the general slowdown in the economy and global trade.

There was significant increase in the demand for UNBS services, especially certification services as many enterprises sought certification of their products to facilitate market access. The Bureau has re-engineered and automated

most of its core services which are now accessed remotely through online platforms from anywhere at the convenience of our stakeholders.

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

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

Although the focus of the Bureau is to promote voluntary uptake of standards by persons

involved in production, distribution and sale of regulated products, we continue to undertake enforcement activities against persons who do not comply with the requirements of the specified quality standards.


The Bureau has since embarked on strengthening decentralized services, which include certification, surveillance, testing and legal metrology in the traditional regions of Mbarara, Mbale and Gulu. These are on top of consolidating operations at the Head Office in Kampala in order to serve the public better.

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

We wish to thank all our stakeholders who have supported us during the year to enable us make the reported progress. We look forward to consolidating and surpassing these achievements in the coming FY 2023/24.



STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR, STANDARDS



There was a significant increase in the demand for the services carried out by the Standards Directorate in the FY 2022/2023, specifically with reference to the Certification services.

This was in contrast to the limited budget allocation, given to UNBS in the FY. Despite these challenges, all functional areas achieved

above 80% of the intended targets except for the Standards Department which managed to achieve 65%.

The focus in Standards

Development was put on the review of the first National Standardization

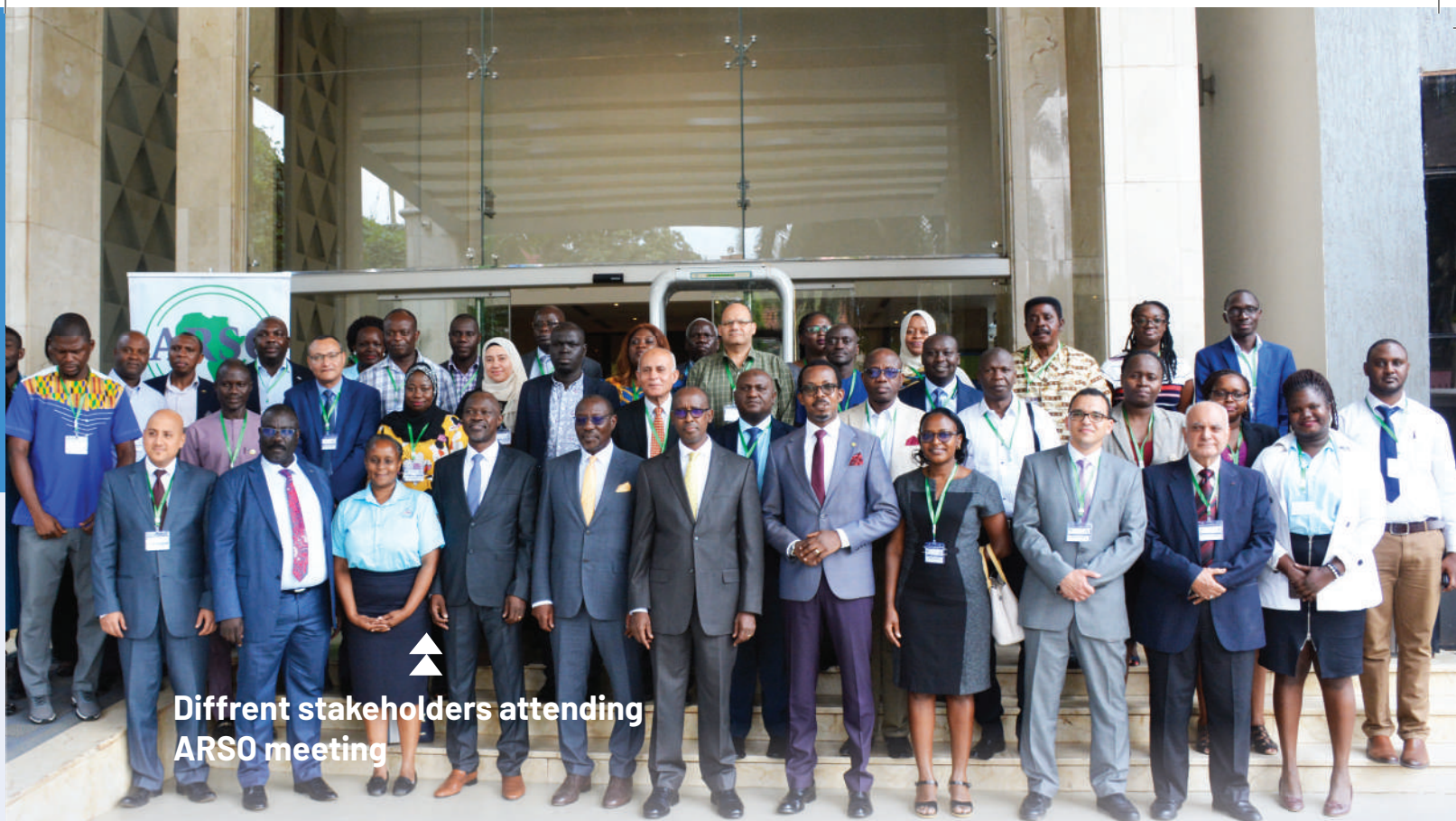
Strategy (NSS I) and the development of the NSS II. Efforts were made to carry out the necessary consultations to ensure the NSS II meets the National Development Plan III goals and objectives.

The development process also catered for the regional direction by including the standardizations plans at the EAC and ARSO level.

This will effectively ensure that Uganda and the EAC remain competitive with reference to the development of harmonized African Standards, and enhance the export potential of goods manufactured in Uganda.

With the increasing support to MSMEs the number of certified products grew to over 4800. This is with reference to those that completed the cycle. However, it is important to note that the





▲
Different stakeholders attending ARSO meeting

total number of applications in FY 2022/2023 exceeded 8000. There is need for UNBS to be supported with reference to the limited number of staff available to handle the high demand for certification services. There were also approximately 4600 expired permits still registered on the Certification Information Management System (CIMS).

This is an area where the lack of support to the enforcement team hindered progress in ensuring the number of expired permits reduced significantly.

Despite the challenges of limited resources, the Standards Directorate team ably carried out their functions in continuing to serve the manufacturers and traders in Uganda, both large and small.



The focus in Standards Development was put on the review of the first National Standardization Strategy (NSS I) and the development of the NSS II.

We are hopeful in the years to come, further support is provided to increase our stakeholder engagement efforts and improve the working knowledge of those who require the services of standards development, certification, testing and calibration.

Support with reference to the number of technical staff in all Departments and the increased budget allocations to support operations activities should make a significant impact in the performance of the Directorate and improve our service to the citizens of Uganda.



CORPORATE GOVERNANCE



CORPORATE GOVERNANCE

Legal Mandate

Uganda National Bureau of Standards (UNBS) is a Government agency established under Cap 327 of the laws of Uganda and implements the Weights and Measures Act, Cap 103. The mandate of UNBS is to provide standardization and Metrology Services to Industry and consumer protection.

National Standards Council (NSC)

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

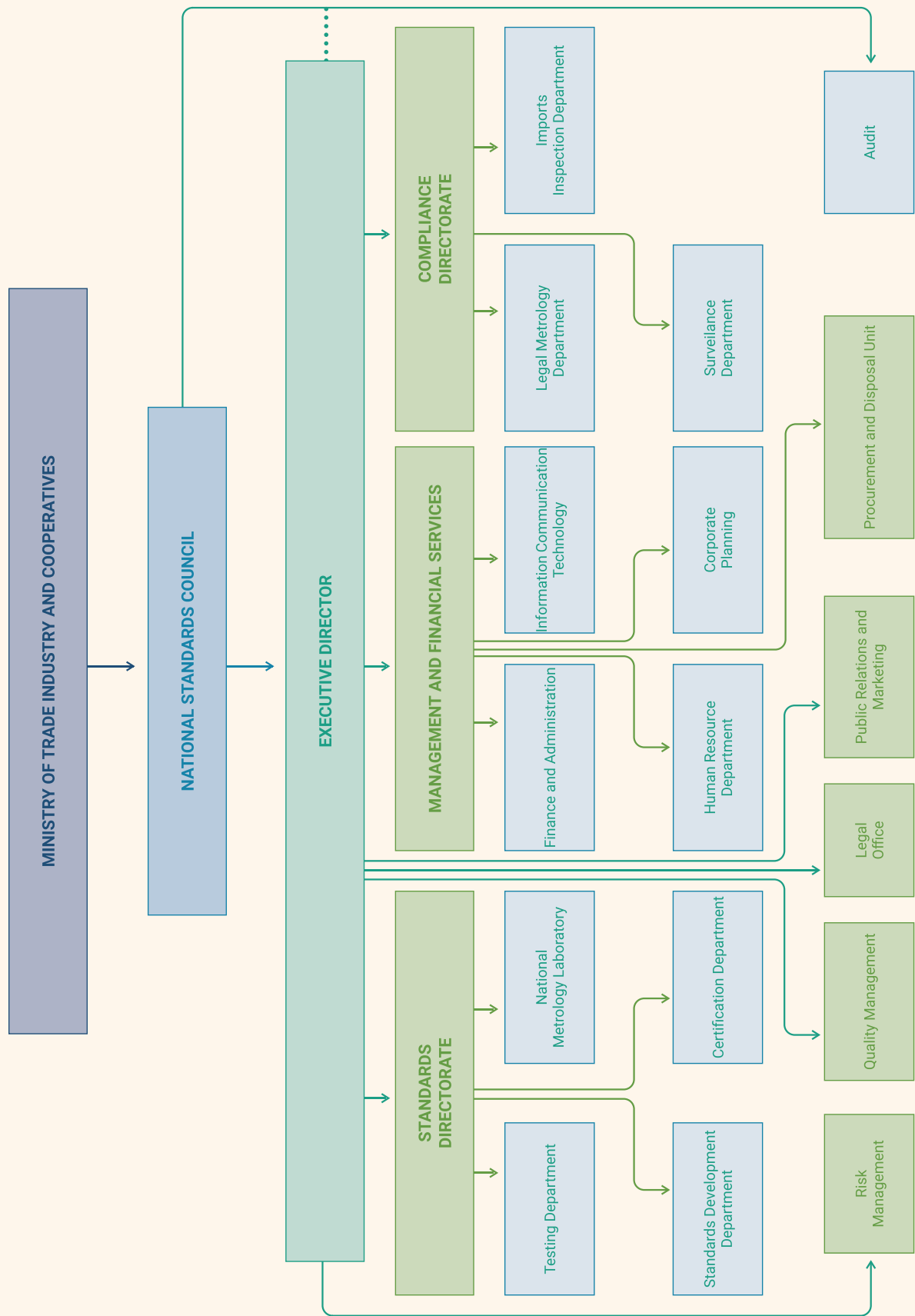
The NSC works closely with Management in developing policies and operational strategies. The NSC business is undertaken through committees namely; the Standards and Technical Committee, Human Resource and Administration Committee, Audit and Risk Committee, and Finance and Planning Committee.

Management and Staff

The day-to-day operations of the Bureau are supervised by the Executive Director and assisted by the three (3) Deputy Executive Directors responsible for Standards, Compliance and Management, and Financial Services. The strategies and policies established by the council are implemented by Management and staff. The Bureau had 492 staff at the end of the year with the male to female ratio of 3:1 (362 males to 130 females).



Organization Structure





CHAPTER

01



UNBS staff demonstrating the use of specialised equipment in sample analysis in the Laboratory.

IMPLEMENTATION OF UNBS STRATEGIC OBJECTIVES

1. IMPROVING THE COMPETITIVENESS OF LOCAL GOODS AND SERVICES AT NATIONAL, REGIONAL, AND INTERNATIONAL LEVELS.

1.1 Standards Development

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

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

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

A total number of 430 Technical Committee (TC) meetings were attended during the FY 2022/23. This compared with 679 the previous year.

1.1.1 Categories of Standards developed in the FY 2022/23

In the period under review, 559 Final Draft Uganda Standards (FDUS) were prepared and edited ready for approval by the National Standards Council (NSC). Of these 389 were presented and approved as Uganda Standard by the NSC. This is compared with the 428 approved in the previous financial year. Table 1 below shows a breakdown by category, of the standards that were approved during the financial year

Table 1: Categories of Standards developed in the FY 2022/23

SN	Category	Number	Percentage %
1	Chemicals and consumer products	131	33.67
2	Engineering	66	16.96
3	Food and Agriculture	68	17.48
4	Management and services	124	31.87



SN	Category	Number	Percentage %
	Total	389*	100

*** Of this number 117 have been approved by the NSC Technical Committee and await endorsement by the full NSC**

At the international level, collaboration and participation in various engagements (Technical Committee meetings, policy meetings, capacity building, and information sharing) were undertaken with the following:

- i. The East African Community
- ii. South African National Accreditation System (SANAS)
- iii. International Electro-technical Commission (IEC)
- iv. African Organization for Standardization (ARSO)
- v. International Organization for Standardization (ISO)
- vi. Codex Alimentarius Commission (CODEX)
- vii. International Organization of Legal Metrology (OIML)
- viii. Standards and Metrology Institute for the Islamic Countries (SMIIC)
- ix. African Electrotechnical Standardization Commission (AFSEC).

Majority of engagements were with ARSO in preparation for the AfCFTA (70 engagements); followed by EAC (49) and ISO/IEC/Codex (40).

Table 2: Summary of performance over the last 5 years (standards developed)

	Standards Development Categories	2018/19	2019/20	2020/21	2021/22	2022/23
1	Engineering	62	125	101	73	66
2	Food and Agriculture	96	110	65	66	68
3	Chemicals and consumer products	212	148	224	178	131
4	Management systems and services	34	122	67	111	124
	Total	404	505	457	428	389

For FY2022/23, 117 of the total (389) have been approved by NSC Technical Committee and awaits endorsement by the full NSC.

1.1.2 Current stock of standards

The current stock of Uganda Standards indicating origin as of June 2022 stands at 4,730 up from 4,548 the previous year as summarized in Table 3 below.

Table 3: Current stock of Uganda standards

SUMMARY	Number
Total Indigenous Uganda standards	773
Total adopted international standards	3,334
Total adopted regional standards	623
Overall Total of Uganda's standards	4,730



ISO sponsored a study on “Economic Impact of standards on Ugandan economy” which was completed by the consultant and high level presentation was made to UNBS together with a team from ISO. This study utilized a new ISO methodology and was piloted in Uganda and Senegal (Africa); Indonesia, Jamaica and Brazil.

The findings indicated that standardization is associated with 23.7% GDP growth in Uganda from 2001 to 2019. Also that between 2001 and 2019, an increase of 1% in the stock of standards is associated with a 0.096% increase in labour productivity.

1.1.3 Stock of standards by category

The detailed breakdown in respect of the main categories is shown below;

Table 4: Details of stock of standards by category

SUMMARY OF UGANDA STANDARDS JUNE 2022	
FOOD, AGRICULTURE AND FORESTRY STANDARDS	
CATEGORY	TOTAL
INDIGNOUS UGANDA STANDARDS	187
ADOPTED EAST AFRICAN STANDARDS	270
ADOPTED ISO STANDARDS	511
ADOPTED IEC STANDARDS	0
ADOPTED CODEX STANDARDS	130
ADOPTED AFRICAN REGIONAL STANDARDS	6
ADOPTED ASTM STANDARDS	3
ADOPTED OIML STANDARDS	0
ADOPTED EN STANDARDS	0
ADOPTED OIC/SMIIC	0
TOTAL	1,107
ENGINEERING AND CONSTRUCTION STANDARDS	
CATEGORY	TOTAL
INDIGNOUS UGANDA STANDARDS	256
ADOPTED EAST AFRICAN STANDARDS	127
ADOPTED ISO STANDARDS	732
ADOPTED IEC STANDARDS	279
ADOPTED CODEX STANDARDS	0
ADOPTED AFRICAN REGIONAL STANDARDS	0
ADOPTED ASTM STANDARDS	20
ADOPTED OIML STANDARDS	36
ADOPTED EN STANDARDS	0
ADOPTED OIC/SMIIC	0



SUMMARY OF UGANDA STANDARDS JUNE 2022	
TOTAL	1,450
CHEMICALS AND CONSUMER PRODUCTS STANDARDS	
CATEGORY	TOTAL
INDIGNOUS UGANDA STANDARDS	261
ADOPTED EAST AFRICAN STANDARDS	215
ADOPTED ISO STANDARDS	753
ADOPTED IEC STANDARDS	0
ADOPTED CODEX STANDARDS	0
ADOPTED AFRICAN REGIONAL STANDARDS	0
ADOPTED ASTM STANDARDS	228
ADOPTED OIML STANDARDS	0
ADOPTED EN STANDARDS	2
ADOPTED OIC/SMIIC	0
TOTAL	1,459
SERVICES AND BUSINESS MANAGEMENT STANDARDS	
CATEGORY	TOTAL
INDIGNOUS UGANDA STANDARDS	69
ADOPTED EAST AFRICAN STANDARDS	0
ADOPTED ISO STANDARDS	616
ADOPTED IEC STANDARDS	2
ADOPTED CODEX STANDARDS	0
ADOPTED AFRICAN REGIONAL STANDARDS	5
ADOPTED ASTM STANDARDS	17
ADOPTED OIML STANDARDS	0
ADOPTED EN STANDARDS	0
ADOPTED OIC/SMIIC	5
TOTAL	714
OVERALL TOTAL NUMBER OF STANDARDS	4,730



1.1.4 Revenue collections from sales of standards

A total of 4,234 standards were sold which resulted in Non Tax Revenue (NTR) of UGX140,354,027.

Table 5: Revenue collections from sales of standards

	SALE OF STANDARDS			
	Division	No of standards sold	Percentage contribution (%)	Total income generated (UGX)
1	Chemicals and Consumer Product Standards	794	18.75	140,354,027
2	Food, Agriculture, and Forestry Standards	2,886	68.17	
3	Engineering and Construction Standards	450	10.63	
4	Services and Business Management Standards	104	2.45	
	TOTAL	4,234	100	

1.2 Product and System Certification

1.2.1 Number of Certification Permits issued

The Certification function is the custodian of the principal seal of Quality in Uganda, the Q-Mark (Distinctive Mark). The Q-Mark provides consumers with assurance that products meet standard requirements and are safe and fit for purpose. UNBS is making a significant positive contribution to the growth of the Ugandan economy through increased application of standards in industry and increasing exports within the region coupled with increase in imports substitution. The Product Certification Scheme continued to register a steady growth, in applications received (6,301 applications received in FY 2022/23 as compared to 5,696 applications received in FY2021/2022, representing 10.6% increase).

8,222 product certification audits were conducted in FY2022/2023 as compared to 6713 product certification audits conducted in FY2021/2022 representing 22.5% increase. 9,217 products were sampled from the industry and market for independent testing as part of product evaluation representing 18.8% increase from 7,758 products sampled in FY2021/2022.

The performance for the FY2022/23 showed improvement in performance of the Certification function with the number of product certification permits issued were 4,886 as compared to 4,225 permits issued in FY2021/22 representing a percentage increase of 15.6%

Details of certified companies and products are available on the UNBS website.



The trend over the last five (5) financial years for Q-Mark permits issued to products is illustrated in Fig 1

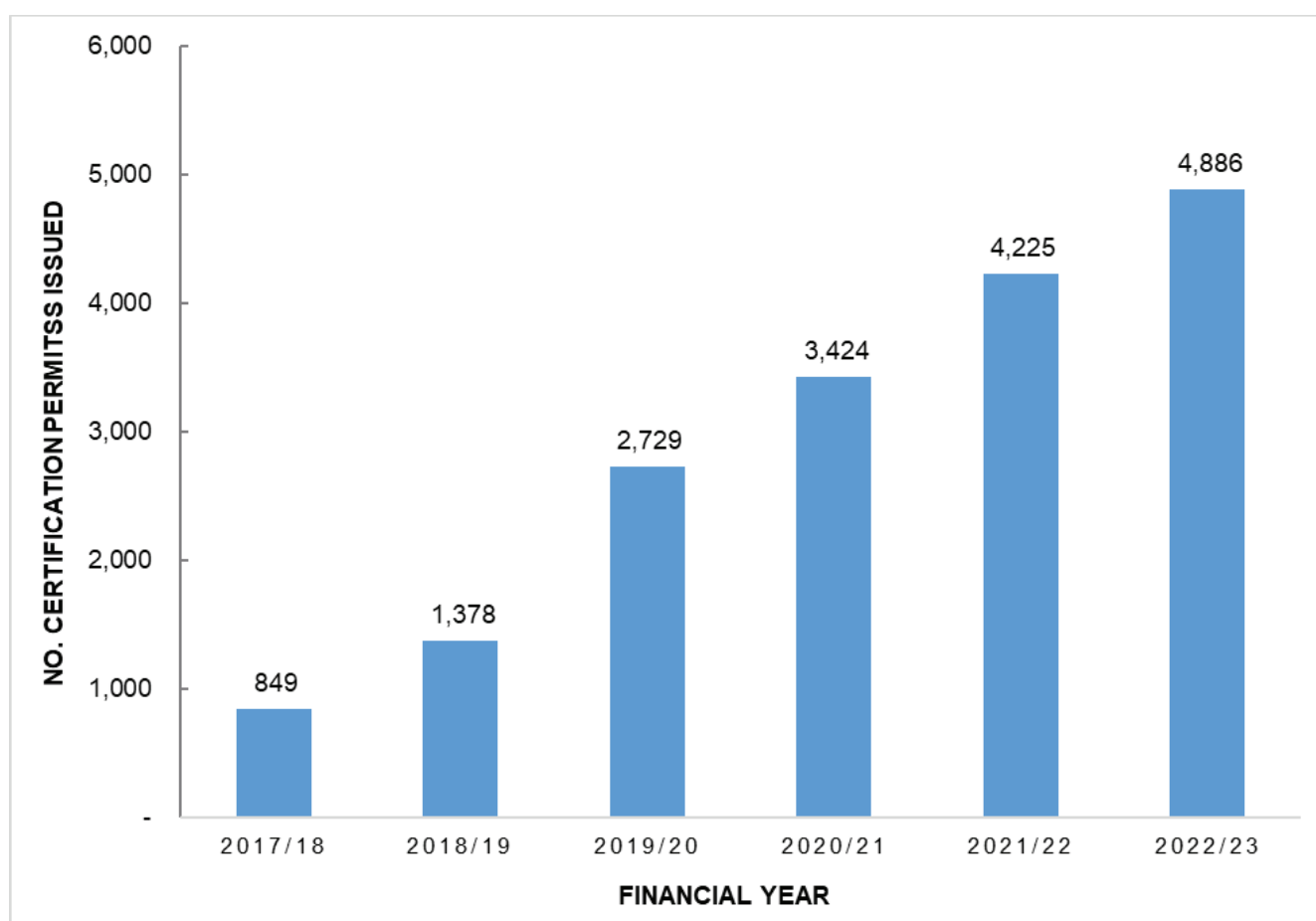


Figure 1: Number of Certification Permits issued

1.2.2 Common certified products by product category FY2022/2023

The top ten certified products in the FY 2022/23 included; Maize flour, Bread, Non-carbonated soft drink, Kombucha drink, Gin, Packaged drinking water, Alcoholic fermented beverage, Roasted coffee beans, Food grain snack and Flat and carrier plastic bags

Table 6: Common products (top 10) by category FY2022/2023

S/N	Product name	Product category	Total applications	Percentage
1	Maize flour	Food and Agriculture	403	11.93%
2	Bread	Food and Agriculture	195	5.77%
3	Non-carbonated soft drink	Food and Agriculture	113	3.34%
4	Kombucha drink	Chemicals and consumer	89	2.63%
5	Gin	Food and Agriculture	86	2.55%
6	Packaged drinking water	Food and Agriculture	70	2.07%
7	Alcoholic fermented beverage	Food and Agriculture	63	1.86%
8	Roasted coffee beans	Food and Agriculture	61	1.81%
9	Food grain snack	Food and Agriculture	56	1.66%
10	Flat and carrier plastic bags	Chemical and consumer products	48	1.42%



1.2.3 Systems Certification

UNBS offers Management systems certification to organizations seeking to demonstrate their commitment to quality, security, environment and food safety Management. During the FY 2022/23, thirty three (33) systems certificates were issued to organizations as compared to 22 issued in FY2021/22. Details of systems certified companies are available on the UNBS website.

129 systems audits were conducted for organizations in the FY 2022/23 as compared to 80 systems audits conducted in FY2021/2022

The trends in the system certification scheme over the past 5 years is in Fig 2

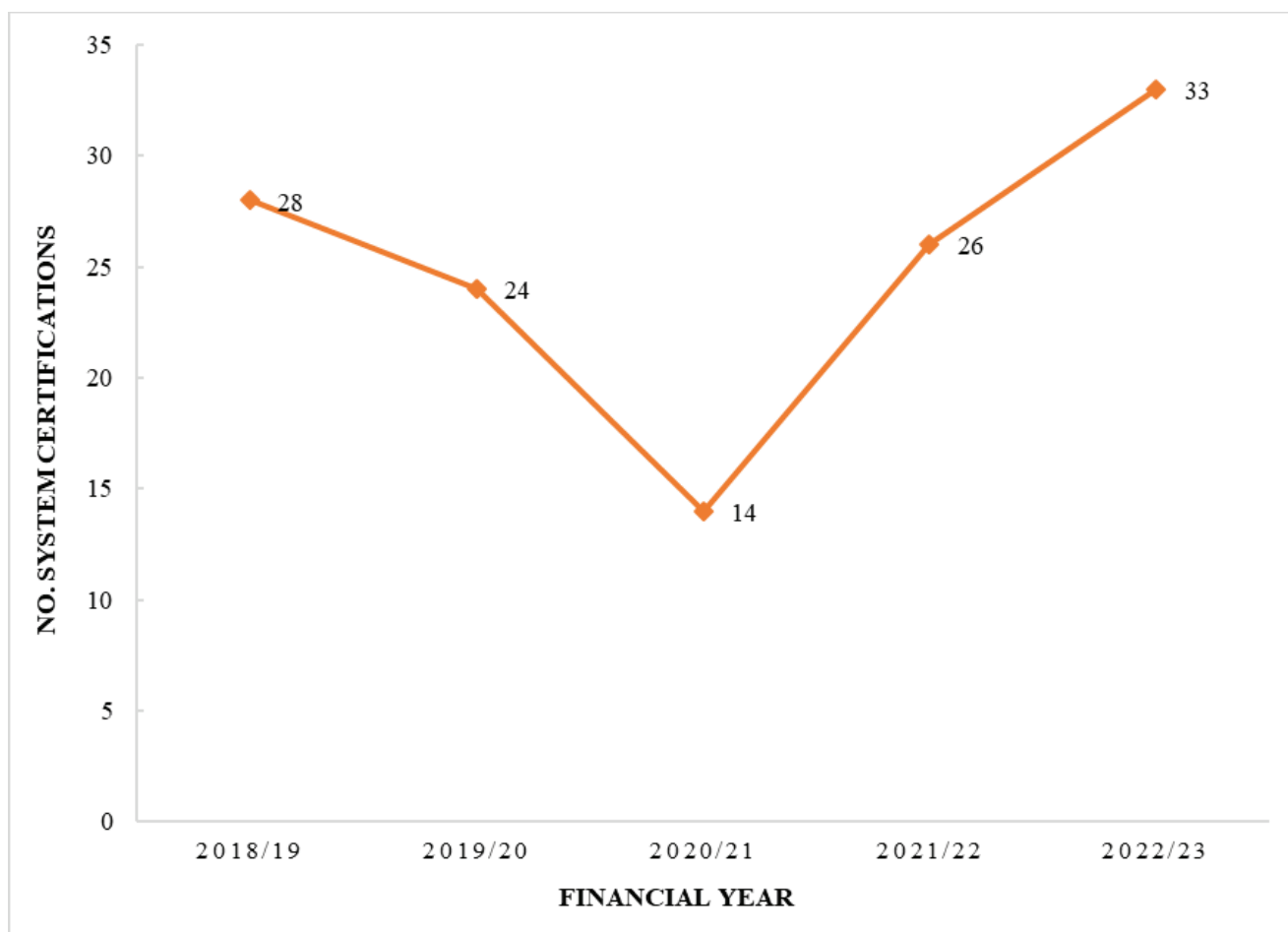


Figure 2: System certification Permits issued in the past five years

1.2.4 Micro Small and Medium Enterprises (MSMEs) Support Services

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

The Certification function has continued to provide support for MSMEs to create awareness and provide specific guidance to implement and meet the requirements of standards to achieve certification. This has been especially important with the rollout of the implementation of the Use of Distinctive Mark Regulations, 2018. 113 MSMEs were registered in FY 2022/23 as compared to 447 MSMEs registered in FY2021/22.



281 MSMEs were visited for on-site technical assistance and gap analysis (compared to 87 MSMEs in FY2021/2022) while 258 MSMEs visited UNBS and were provided with technical advisory services (compared to 271 MSMEs in FY2021/22). During the FY2022/23 the UNBS issued certification permits to 1114 products manufactured by MSMEs as compared to 639 permits issued in FY 2021/22 indicating 74.3% increase.

1.2.5 Laboratory Recognition Scheme (LRS)

Laboratory recognition is a formal acknowledgment by an authoritative third party that a laboratory is competent to provide specified tests or measurements. UNBS operates a Laboratory Recognition Scheme (LRS) based on requirements of ISO/IEC 17025 General requirements for the competence of testing and calibration laboratories since the year 2016.

The scheme was developed and piloted with 11 testing laboratories in a partnership between UNBS and USAID –SPRING who provided training and mentorship to the laboratories up to the point of recognition for one year. Out of 11 laboratories supported, 6 laboratories successfully completed the laboratory recognition process and were awarded recognition by the end of 2016.

As at 30th June 2023, only 21 laboratories were recognized. The testing laboratories cover a wide variety of sectors which include; food and beverages testing, chemicals and cosmetics, construction materials (cement, steel and steel products, bituminous substances), soil and aggregates and electrical products etc.

<https://www.unbs.go.ug/content.php?src=scope-of-unbs-recognised-laboratories&pg=content>

1.2.6 Accreditation of UNBS Management Systems Certification Services

The Certification function implements a Management system aligned to the requirements of international conformity assessment standards which has helped to streamline operations with improved effectiveness and efficiency. UNBS has continued to maintain the accreditation for its ISO Management systems certification services by the South African National Accreditation System (SANAS) since 2019. UNBS currently holds valid accreditation for ISO 9001:2015 and ISO 22000:2018 and this was re-affirmed on 24th December 2021 following the SANAS remote assessment that took place on November 2021. The scope of ISO 9001 accreditation covers Food and Beverages, Educational Institutions and Public Administration (Ministries, Departments, Agencies and Local Governments) while the ISO 22000 accreditation cover food manufacturing.

The accreditation has increased the credibility of UNBS certification services as UNBS is now internationally recognized to provide certification services to organizations for Food Safety Management Systems (ISO 22000) and Quality Management Systems (ISO 9001) in a competent, consistent and impartial manner. The certificates issued by UNBS are now recognized worldwide thereby facilitating international trade. This accreditation has given Ugandan companies an opportunity to certify their organizational systems at an affordable cost to demonstrate that their services meet international standards and therefore capable of meeting customer expectations. UNBS was also given the approval to use the International Accreditation Forum (IAF) Logo on accredited certificates and promotional material.



1.2.7 Equity in Certification

The data below represents the distribution of clients served categorized by gender, age and disability status in FY2022/2023 and a year on year comparison for the past 4 years.

Table 7: Distribution of Clients by Gender, Age and Disability

FY	Males	Females	Age Below 35	Age Above 35	Disabled	Not Disabled
2022/23	83.9	16.1	21.9	78.1	1.1	98.9
2021/2022	84.4	15.6	20.7	79.3	1.1	98.9
2020/2021	83.6	16.4	23.4	76.6	0.9	99.1
2019/2020	81.9	18.1	21.9	78.1	0.8	99.2
2018/2019	83.8	16.2	18.7	81.2	1	99

1.2.8 Decentralization of Certification Services

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

Kampala, Wakiso and Mukono Districts in Central Region continue to dominate with 65.05% of completed applications.

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

Table 8: Districts with more certification permits

S/N	District Name	Total applications	Percentage
1	Kampala	963	28.5%
2	Wakiso	821	24.3%
3	Mukono	414	12.25%
4	Jinja	161	4.76%
5	Mbarara	95	2.81%
6	Lira	77	2.28%
7	Buikwe	76	2.25%
8	Mbale	57	1.69%
9	Luweero	52	1.54%
10	Masaka	39	1.15%

1.3 Testing of product samples

The testing function is responsible for receiving and testing product samples against the product standards or customer specifications, according to standard testing procedures, and issuing test certificates or test reports according to the UNBS Act. It is also responsible for organizing and providing Proficiency Testing (PT) and Inter Laboratory Scheme (ILC) samples. The Testing function supports training, certification, import inspection, standards development, and market surveillance functions of the Bureau.



The Testing function consists of four (4) laboratories at the headquarters namely; the Chemistry laboratory, Microbiology laboratory, Engineering Materials laboratory; and Electrical Engineering Laboratory.

The Department also has three (3) functional laboratories at the regional offices namely; Gulu for the Northern region, Mbale for the Eastern region, Mbarara for the Western region

The Petroleum laboratory is anticipated to be established in the FY 2024/25 with additional plans to open up Hoima, West Nile, and border post laboratories.

The Chemistry and Microbiology (Food safety laboratories) are internationally accredited by the South African National Accreditation System, SANAS of South Africa according to ISO/IEC 17025. Facility number T0200 and have applied for scope expansion.

Materials Engineering Laboratory was assessed by SANAS in March 2023 and was in the process of closing the identified non-conformances.

Electrical Engineering Laboratory and the established regional laboratories (Gulu, Mbale, and Mbarara) are also being prepared for accreditation.

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

1.3.1 Samples received and analyzed by month during FY2022/23

During the financial year 2022/23, the laboratories received and tested 25,287 samples which was 87.6% of the total projected of 28,880 samples

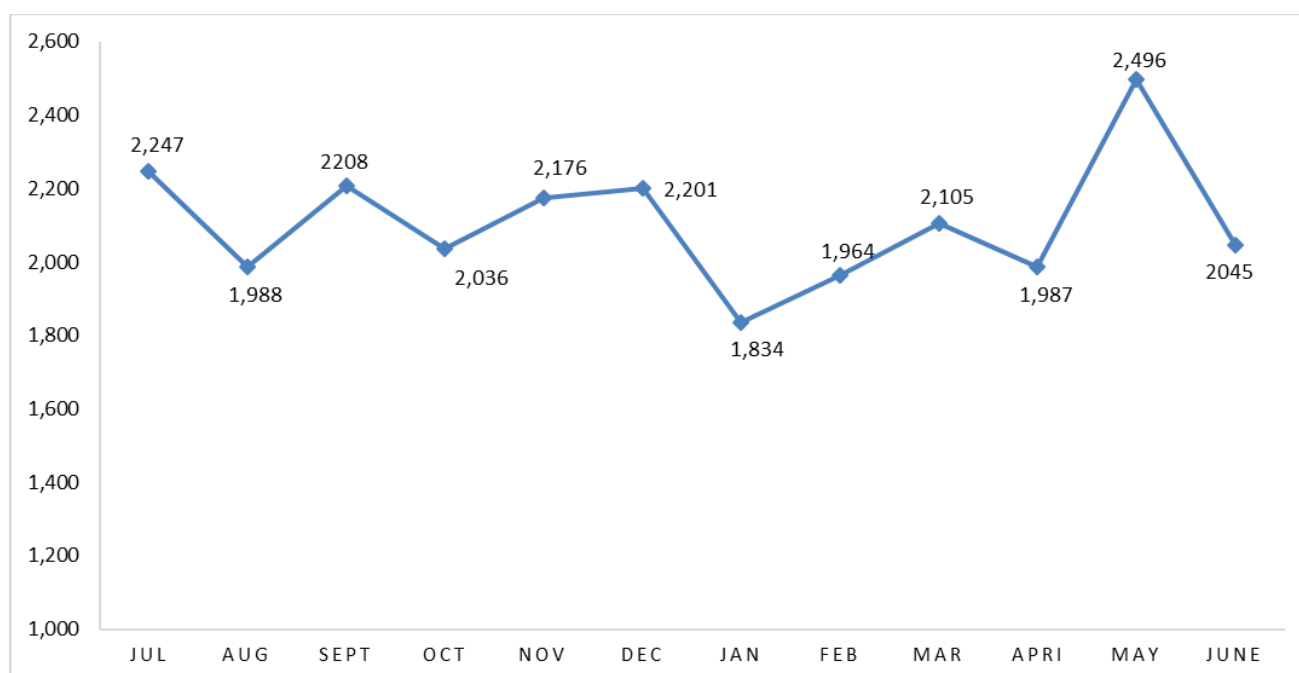


Figure 3: Samples received and analyzed by month during FY2022/23

The samples tested per laboratory included 12,611 in Chemistry lab (against the target of 1428), 8,053 in Microbiology (against the target of target 9,000) 4,182 in Materials lab (against the target of 4,860) laboratories and 441 for electrical lab (against the target of 660).



1.3.2 Turnaround Time (TAT) for product testing

During the Financial Year 2022/23, the average turnaround time was 11.8 days against the target of average TAT of 11.3 days. The average TAT for the Chemistry laboratory was 19 days against the target of 14 days, Electrical laboratory the TAT was 5 days against the target of 7 days, for Materials laboratory TAT was 9 days against the target of 10 days while for Microbiology laboratory TAT was 14 days against the target of 14 days.

1.4 National Metrology Laboratory

The laboratory implements Mechanical Metrology, Thermodynamics & Analytical Metrology, Electrical, Electromagnetic, and Instrumentation

The function is responsible for Scientific and Industrial Metrology and its role is to;

- acquire/realize Uganda's primary reference standards (highest accuracy measurement standards in Uganda),
- maintain the National Measurement System,
- ensure the traceability of the National Measurement System to the International System of Measurement Units (SI),
- transmit the accuracy and traceability of the National Measurement System to all sectors through calibration of measuring and testing equipment

National Metrology Laboratory operates ten (10) laboratories namely;

- i. Mass laboratory
- ii. Thermometry/temperature laboratory
- iii. Small Volume laboratory
- iv. Pressure laboratory
- v. Dimensions laboratory
- vi. Electrical laboratory
- vii. Flow and large volume laboratory
- viii. Density and viscosity laboratory
- ix. Force and torque laboratory
- x. Analytical laboratory

It is important to note that despite having the above laboratories, there are essential calibration laboratories that are still needed as explained below;

- Acoustics and vibration laboratory for calibration of sound and vibrations measurement equipment.
- Time and frequency laboratory for calibration of time and frequency, time zoning, speed, rotational equipment, etc. The main equipment is the standard Cesium Clock to



ensure accuracy in communication measurements such as airtime, MBs and GBs sold by telecoms and airtime in radio and TV stations for adverts etc.

- Ionizing radiation laboratory for calibration of nuclear radiation measuring equipment for Nuclear power plants and radiation machines such as X-ray and Gamma-ray machines, etc.
- Photometry and radiometry laboratory for calibration of equipment used in measuring light intensity such as car headlamps, solar energy equipment, etc.

1.4.1 Significance of NML Accomplishments

In the period July 2022 to June 2023, a total of 5,678 equipment were calibrated. The calibrations have enabled;

- A number of large, medium, small and micro enterprises to control manufacturing processes and meet certification requirements.
- Metrology, analytical, medical and testing laboratories to meet accreditation and regulatory measurement traceability and accuracy requirements.

1.4.2 Accreditation

During FY 2022-23, NML continued to prepare for accreditation. Following the NML Management Review Meeting that was held in June 2022, a number of documentation were reviewed and closure of old non-conformities was in completed.

An audit was carried out in February 2023 and identified NC and areas of improvement have largely been addressed.

NML is now waiting for shifting into the new building in Bweyogerere and then apply for accreditation from DAKKS of Germany due to its advantages of possible capacity building opportunities. Four scopes are being prioritized for accreditation, i.e., Mass, Pressure, Temperature and Small Volume.

1.4.3 Measurement inter-comparisons

During the FY 2022-23, NML concentrated on using the ILCs already participated in from EAMET, AFRIMETS and PTB, as well as those initiated by UNBS Certification Department, to do intra-comparisons by a number of metrologists. This was in addition to finalizing the ILCs initiated by NML on behalf of Certification department.

NML also completed the 2 remaining EAMET Inter-comparisons against of volume and dimension.

1.4.4 Implementation of MET-LIMS

During the financial year 2022-23, NML was able to fully upgrade MET-LIMS by automating the generation, processing and dissemination of calibration certificates by incorporating excel sheets and worksheets into the system. The system is therefore fully able to handle:



- Receiving requests for quotations from clients
- Generating and sending quotations to clients
- Enabling clients to pay to the bank through URA platform
- Converting “Requests for quotation” into “Requests for calibration” upon payment or issuance of a waiver after approval
- Receiving and registering equipment in the system
- Preparing, generating and issuing online calibration certificates
- Monitoring of calibration processes and report generation.

While implementation of METLIMS was very instrumental in enhancing efficiency and reducing turnaround time, there is need for further upgrading to accommodate digitalized equipment and inventory/stock control of laboratory inputs among others.

1.4.5 Calibration of reference standards

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

- Small volume standards calibrated in RSB, Rwanda
- Force Load cells calibrated in NIS, Egypt
- Torque transducers calibrated in NIS, Egypt
- Electrical standards calibrated in NMISA, South Africa

1.4.6 Turnaround time

During the financial year, the turnaround time reduced progressively due to improvement on METLIMS. Below are the average turnaround time values for each quarter:

Table 9: Turnaround time for Calibration of equipment

Period	Q1	Q2	Q3	Q4
Average turnaround time	36.1	29.5	33.15	27.24

Table 10: Challenges and mitigation measures

S/n	Challenges	Recommendations
	Certification Department	
1	MSME support activities continue to be affected due to increased demand for product certification which has led to diversion of the already constrained resources to handle the product certification audits for clients that have made payments for the service	Increase number of certification staff by 30 in the FY 2023/24.
2	The Management systems certification work is still manual compared to the workload in the division. This has greatly affected the turnaround time of the entire process.	Budget allocation and realization for automation of systems certification processes for the ICT department. Leveraging partner support to automate systems certification processes.



S/n	Challenges	Recommendations
3	Delays in receiving corrective actions from clients after audits and release of results from the laboratory to enable timely close out of audits. The majority of maize mills audited were of temporal structures that could not support GMP/GHP requirements	Strengthening and facilitating the MSME division with human and financial resources to provide routine technical support in areas of GMP/GHPs to the MSMEs.
4	Lack of appropriate technology/equipment (cameras, laptop etc.) to facilitate practical online trainings specifically for demonstration purposes	Allocation of resources (UGX 50 million) to provide the required technology.
5	Language barrier when interacting with MSMEs in places where the audit team does not have local language proficiency and some foreign owned enterprises without local staff	Consideration during audit scheduling to send an audit team that is fluent in the local language of the region. Foreigners to be encouraged to have translators during audits.
6	Frequent power cut-offs in Gulu City due to unending maintenance works making the power very unreliable thus affecting progress of work.	Replacement of the Solar System inverter in the Gulu office with a high power inverter. Procurement of a generator and fuel
7	Waiving of samples is a challenge most especially where officers are all in the field. There is need for automation of this process	There is need for automation of the waiving process on CIMS.
8	Testing of samples from two locations, Regional laboratories and Head office laboratory. The client pays additional laboratory fee since LIMS does not permit waiver for the additional laboratory fee	Improvement of LIMS to guide auditors and clients on which parameters are tested from the regional laboratories. Consideration to request for waiving laboratory fee (UGX10,000) where a sample submitted to the regional is routed to head office lab.
TESTING DEPARTMENT		
9	Lack of internal capacity or a subcontractor to maintain (service and repair) equipment	Operationalizing Equipment maintenance unit using available capacity and out sourcing for trainings for more capacity building. Local capacity is being built through trainings. Introduction to basic maintenance of HPLC, GC, ICP, Autoclave, Incubators was done for the Identified maintenance team through the BSI Project and HPLC training was done for 2 staff on basic maintenance
10	Improvement in Turnaround Time	Lobby for additional funds/ budget and developments partners to procure additional equipment's for rapid testing for all labs. Re-engineering of the analysis process.
11	Poor market survey and prices above estimated prices by the end users while budgeting since some providers not willing to send quotations leading to re-tendering leading to delays and cancelling of procurements	Training of end users on market survey.



S/n	Challenges	Recommendations
12	Few samples not meeting the projected Numbers	Urgent Intervention required by providing additional budget to Market surveillance, Import inspection and certification department to facilitate collection of more samples for testing. More marketing of Testing Services on different media platforms.
NATIONAL METROLOGY LABORATORY		
13	Lack of opportunities for technical training of staff. Staff competence for accreditation cannot be recognised without formal training in the accreditable scopes.	A proposed training schedule for NML Metrologists was developed. The scopes where metrologists have very limited or no formal training include: Temperature, Humidity, Dimensions, Volume, Density and Viscosity, Flow, Electrical and Chemical metrology (Analytical).
14	Inability to calibrate 500kg mass standards used for weighbridge due to lack of a 2000kg comparator.	Plans to acquire 2000kg by 0.1kg comparator, to calibrate 1000kg, 500kg, 200kg mass standards used for high capacity balances are underway.
15	Limited laboratory space for storage, for mass piece cleaning, adjustment, polishing, etc;	This will be settled after shifting new premises in Bweyogerere.
16	Inadequate Standards and Equipment to support required scopes of calibration such as humidity, temperature, pressure, Dimensions;	Plan for phased procurements depending of available funds. The MAAIF-ADB project that is funding the NML building has pledged to provide some equipment.
17	Limited opportunities for measurement Inter-Laboratory Comparisons	Look for more opportunities and present them for funding.
18	Inadequate transport for on-site calibrations	Need for a second pickup vehicle.
19	Disruptions in network internet affecting on-line METLIMS work	Shifting labs to new building at headquarters, is expected to minimize the problem.



CHAPTER

02



Uganda Airlines Top Management, led by the Chief Executive Officer, Ms. Jenifer Bamuturaki meeting with the UNBS Officials, to discuss strategies to promote Ugandan made products in the spirit of Buy Uganda Build Uganda.

2. STRENGTHEN CONSUMER PROTECTION AND STAKEHOLDER SATISFACTION

2.1 Imports Inspection

The function operates; Regional and International Inspections, National Inspections, and Compliance and Quality assurance.

The core processes are; Pre-export Verification of Conformity (PVoC) and Destination Inspection (DI)

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

The Bureau also undertook a series of measures aimed at increasing the competitiveness of locally manufactured products by offering quick and special clearance for imported industrial machinery, spare parts and raw materials/inputs.

During the year under review, the Bureau was able to undertake 28,2886 inspections against the target of 192,500. Of these inspections, 71,248 were Pre-market Verification of Conformity (PVoC) inspections and 211,638 were destination inspections (DI)

2.1.1 Inspection by Categories –General Goods

The most inspected category of goods included used motor vehicles and food

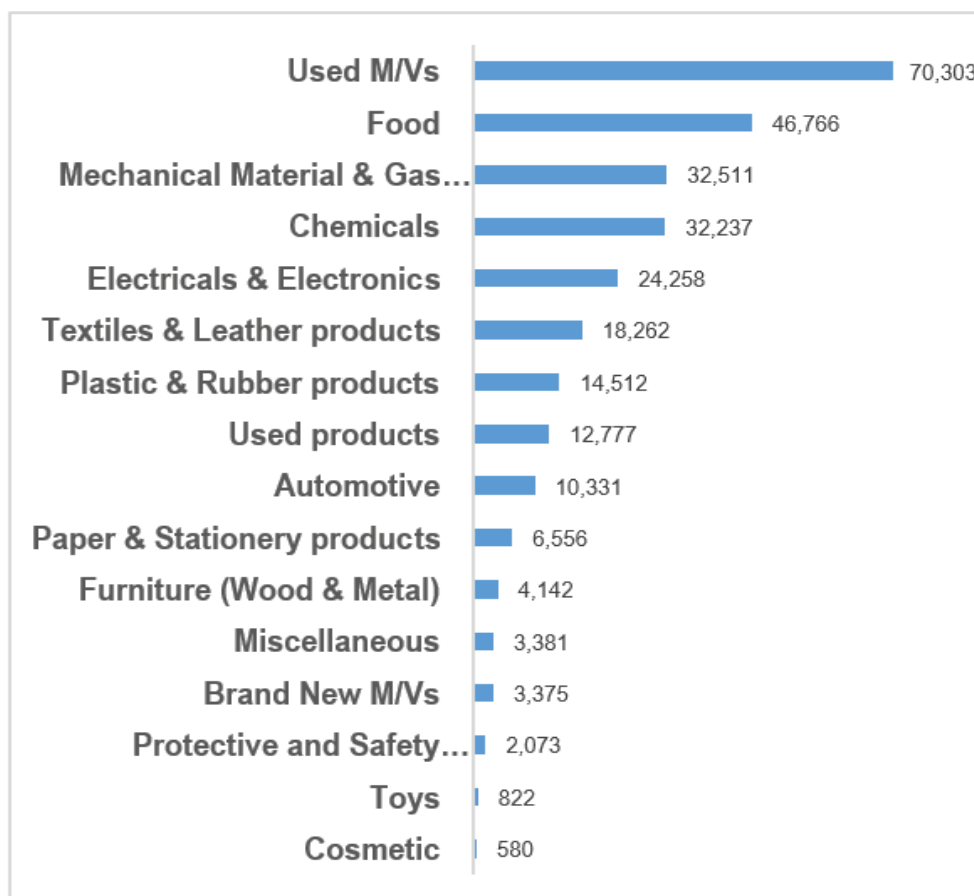


Figure 4: Inspection by Categories –General Goods



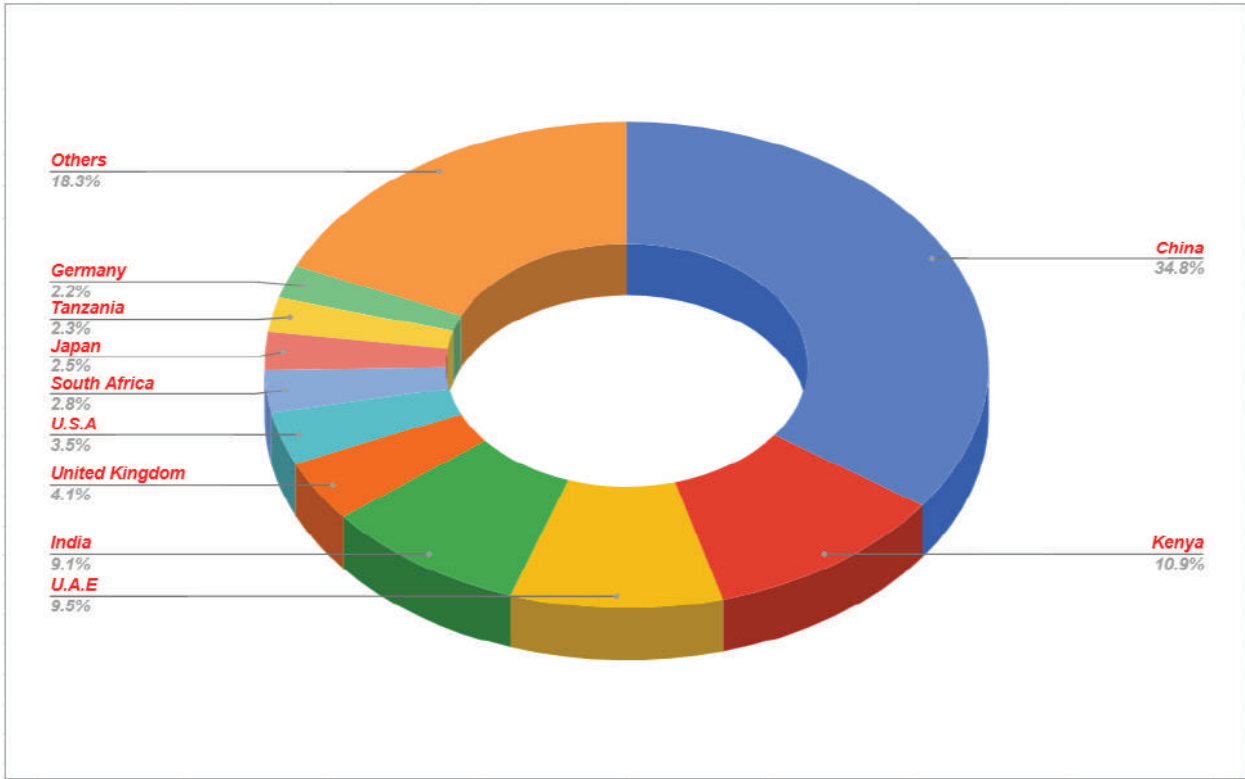


Figure 5: Major Countries of Export - General Goods

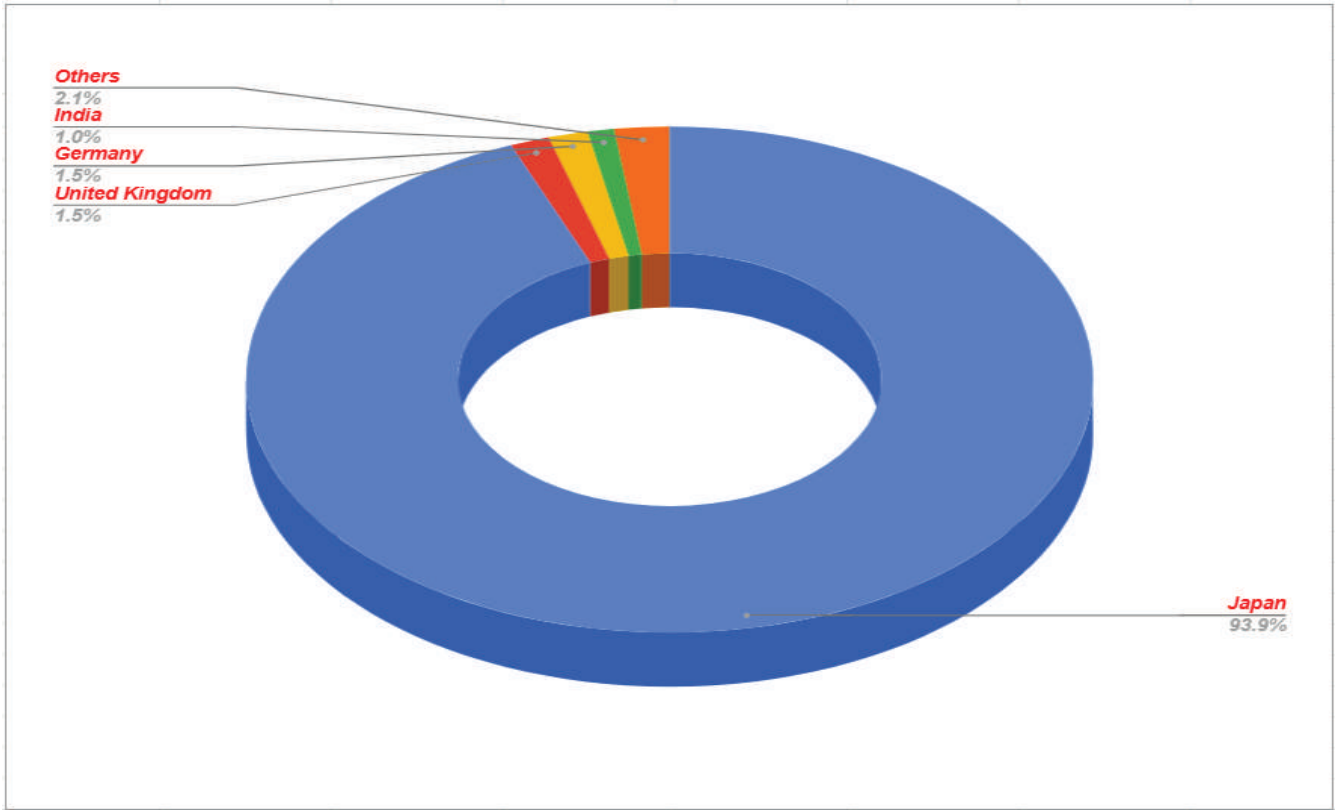


Figure 6: Major Countries of Export - Used Motor Vehicles

2.2 Market Surveillance

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

However, if these standards are not enforced, there are of little or no value to the economy especially in developing economies where most economic operations opt not to. The challenge is therefore, to develop and apply enforcement strategies that achieve the best possible outcomes by achieving the highest possible levels of compliance while keeping the costs and burden as low as possible.

Optimal results in terms of compliance can only be achieved by combining broad compliance-promotion efforts with well-targeted controls and the availability of deterrent sanctions for serious violations.

2.2.1 Surveillance Inspections

4,537 inspections were conducted against a set target of 9,000 (achieved 50.4%) which resulted in 653 seizures.

Table 11: Summary of monthly inspections against set targets

Month	Target Inspections	Actual Inspections
July	750	293
August	750	539
September	750	1,083
October	750	272
November	750	934
December	750	341
January	750	65
February	750	59
March	750	49
April	750	72
May	750	9
June	750	821
Total	9,000	4,537



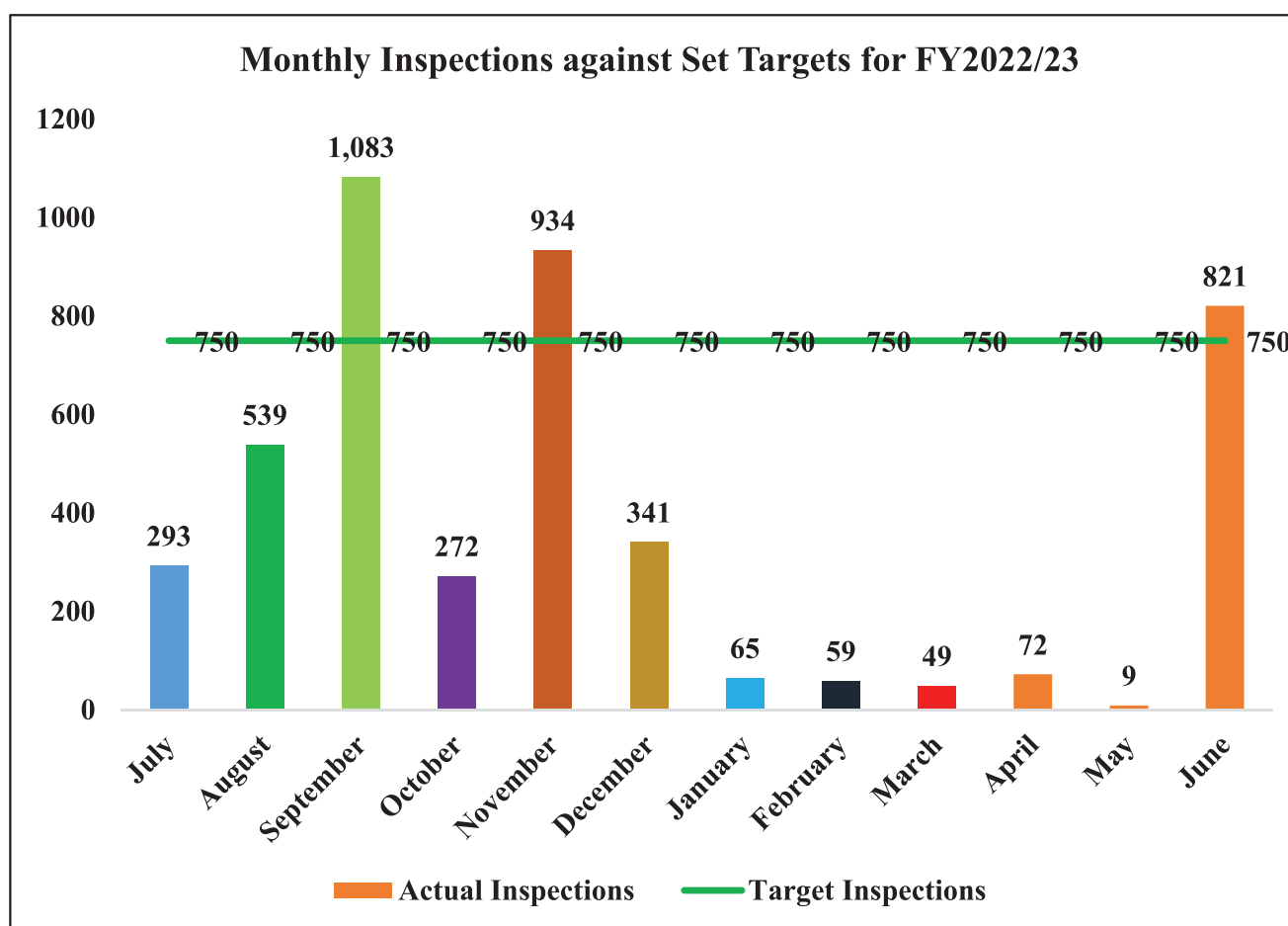


Figure 7: Summary of inspections by business category

The trend in the provided inspection data shows a mixed performance with both positive and negative aspects. There is an overall increase in the number of inspections conducted from July 2022 to November 2022, indicating a potential improvement in performance or increased effort to meet targets. However, there are significant dips in December 2022 and consecutive months of low inspections in January, February, March, April and May 2023. In the month of June 2023, the department performed beyond the set target as a result of available funds in the last two weeks of June. These fluctuations suggest operational challenges and seasonal factors affecting the department's ability to consistently meet the inspection targets. Overall, the actual inspections fall short of the annual target.

The departmental work plan for most part of the reporting period was designed/ restricted to cover complaints, follow up inspections on previously sealed premises, failed laboratory samples, submitted corrective action plans and administrative directives.

2.2.2 Summary of inspections by category and region

These inspections were conducted in different outlets including supermarkets, retail and wholesale shops, manufacturing facilities, hardware shops, and distribution trucks as shown in table 12 below.



Table 12: Table showing inspections by region and business category

Regions	Super markets	Shops, distribution outlets & hardwares	Food processing facilities	Other manufacturing facilities	Distribution Trucks	Others	Total
Central	111	131	633	138	1,030	14	2,057
Eastern	33	52	65	24	534	6	714
Western	42	62	345	1	400	2	852
Northern	14	28	109	1	760	1	913
Subtotal	200	273	1,152	164	2,724	23	
Grand Total	4,537						

Within the financial year 2022-2023, Distribution trucks were the most inspected followed by other manufacturing facilities, shops and hardware, super markets, others and food processing facilities. Table 2 and Figure 2, presents the number of establishments in different regions across various sectors. In terms of trends, there are some notable observations;

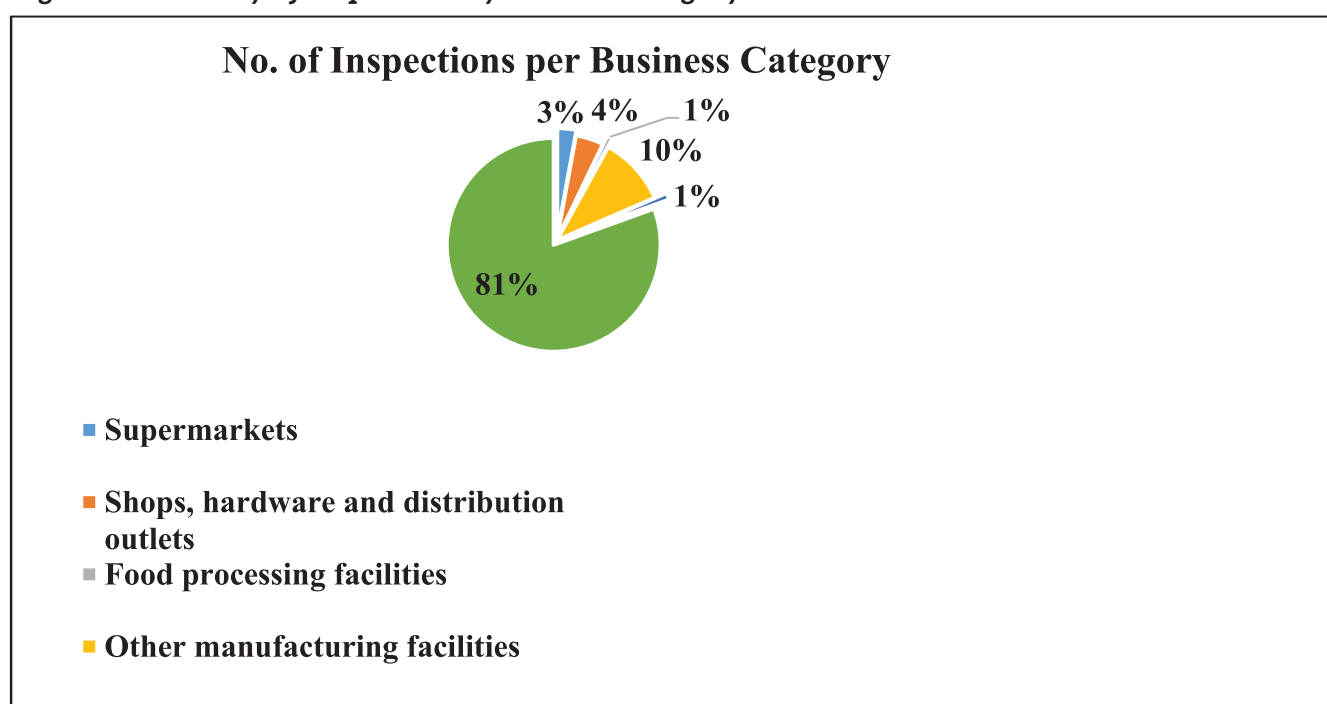
Firstly, the Central region has the highest number of establishments, with a significant concentration in food processing facilities and distribution trucks. This suggests a strong presence of food-related industries in the area.

The Northern region follows with a lower overall count but a relatively higher number of distribution trucks, indicating a focus on transportation and logistics.

The Eastern region shows a relatively balanced distribution across sectors, with a significant presence in shops, distribution outlets, and hardware stores.

The Western region has relatively high number of establishments in the food processing and distribution truck sectors. Overall, the data suggests variations in the regional distribution of establishments, with each region showcasing different strengths and areas of focus.

Figure 8: Summary of inspections by business category



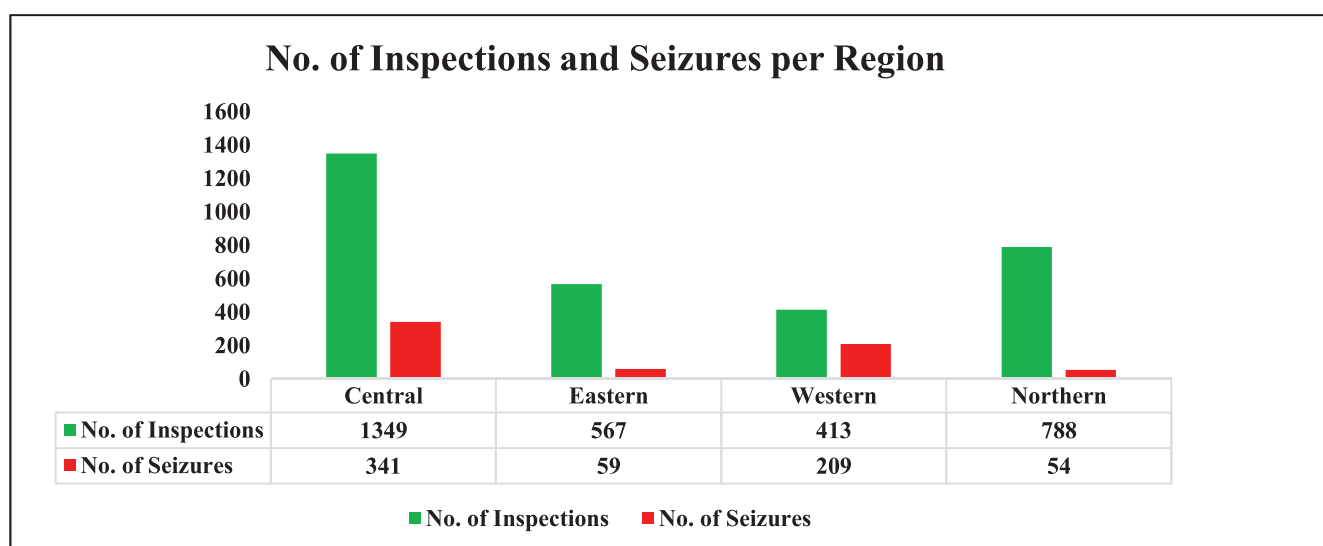


Figure 9: Summary of inspections and seizures by region

2.2.3 Impact of Market Surveillance activities

Seizures

All the 4,537 inspections done in the year 2022/2023 resulted into 655 seizures where approximately 5,707.71 metric tons of substandard products were seized as summarized in figure 3, tables 3 and 4 below. Three Hundred and Seventy-Seven (377) manufacturing facilities were sealed off for producing uncomfortable products. Most of the sealed facilities were mainly maize millers within the financial year. The effect of seizing is to deny substandard products shelf space and availability to unsuspecting consumers. It is also intended to protect those who have chosen to comply with all regulatory requirements hence eliminating unfair competition. Most seizures were made in the Central, followed by Western region while Northern and Eastern region did register the least seizures. The seizures are summarized in table 13 below.

Table 13: Summary of seizures by region and business category

Regions	Super markets	Shops, Distribution Outlets & Hardware	Food processing facilities	Other manufacturing facilities	Distribution Trucks	Others	Total
Central	21	24	203	23	62	5	338
Eastern	5	10	21	1	21	1	59
Western	20	24	125	-	34	1	204
Northern	2	3	46	-	3	-	54
Subtotal	48	61	395	24	120	7	
Grand Total	655						

Certification Input

As a result of mainly target road inspections, 756 applications were recorded. Some of these establishments paid the necessary certification and product testing fees projected to a tune of 1,084,812,000 shillings only. It is important to note that this figure was as a result of the inspections that were conducted in the last week of June, 2023 because of availability of funds. These applications are summarized in the table 14 below.

Table 14: Summary of new maize mills applications

Summary of New Certification Applications Resulting from the Department's Activities		
Number of new applications		756 applications
Amount of money recovered from the new applications during Surveillance Operations and Inspections	Certifications fees	514,193,000
	Testing fees	570,619,000
Grand total		1,084,812,000

NB: These figures exclude fees paid for pre-package control, purchase of standards and calibration of equipment enforced during the interventions

Cases opened

- Thirty (30) cases were opened with the UNBS CID within this reporting period of 2022/2023.

Samples

Most of the samples were picked from the Central region.

Table 15: Summary of samples picked from regions per month

Month	Central	Eastern	Northern	Western	Grand Total
July	12	-	-	-	12
Aug	49	-	11	13	73
Sept	42	-	9	11	62
Oct	15	-	6	-	21
Nov	81	7	-	-	88
Dec	117	24	21	20	182
Jan	87	21	23	23	154
Feb	29	0	0	0	29
March	86	1	1	0	88
April	14	0	0	0	14
May	129	17	0	7	153
June	14	0	0	0	14
Total	675	70	71	74	
Grand Total	890				



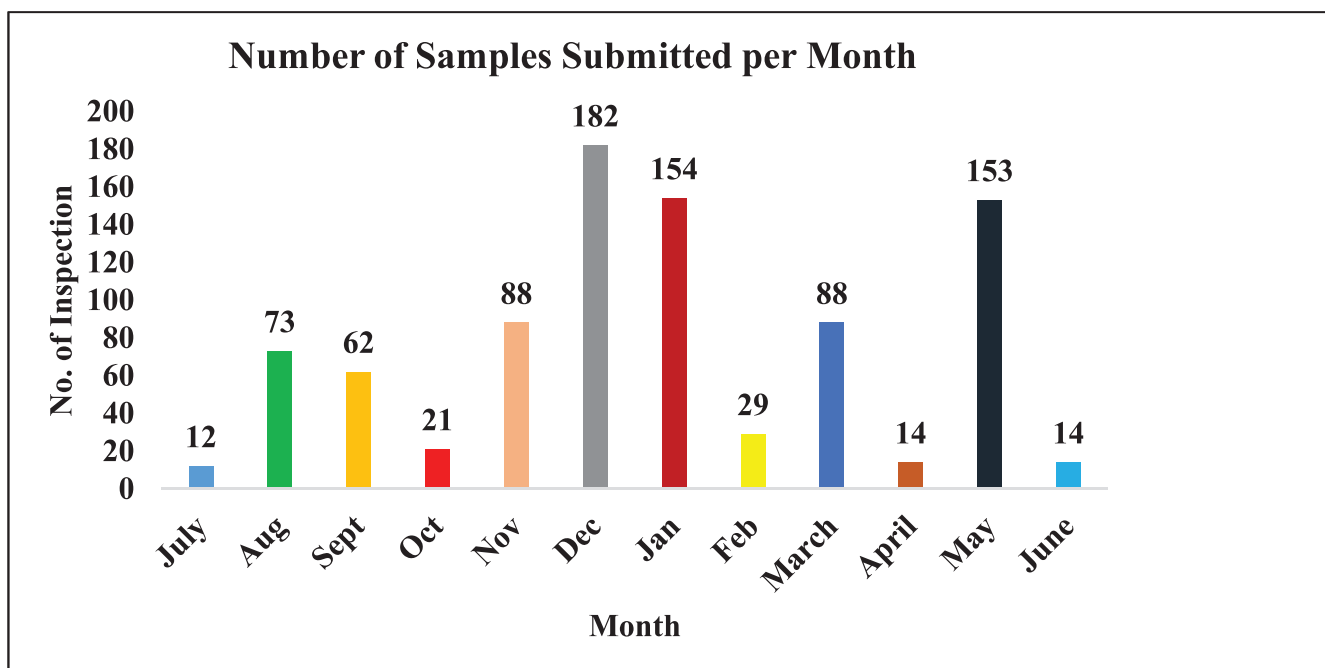


Figure 10: Graph showing number of samples submitted per month

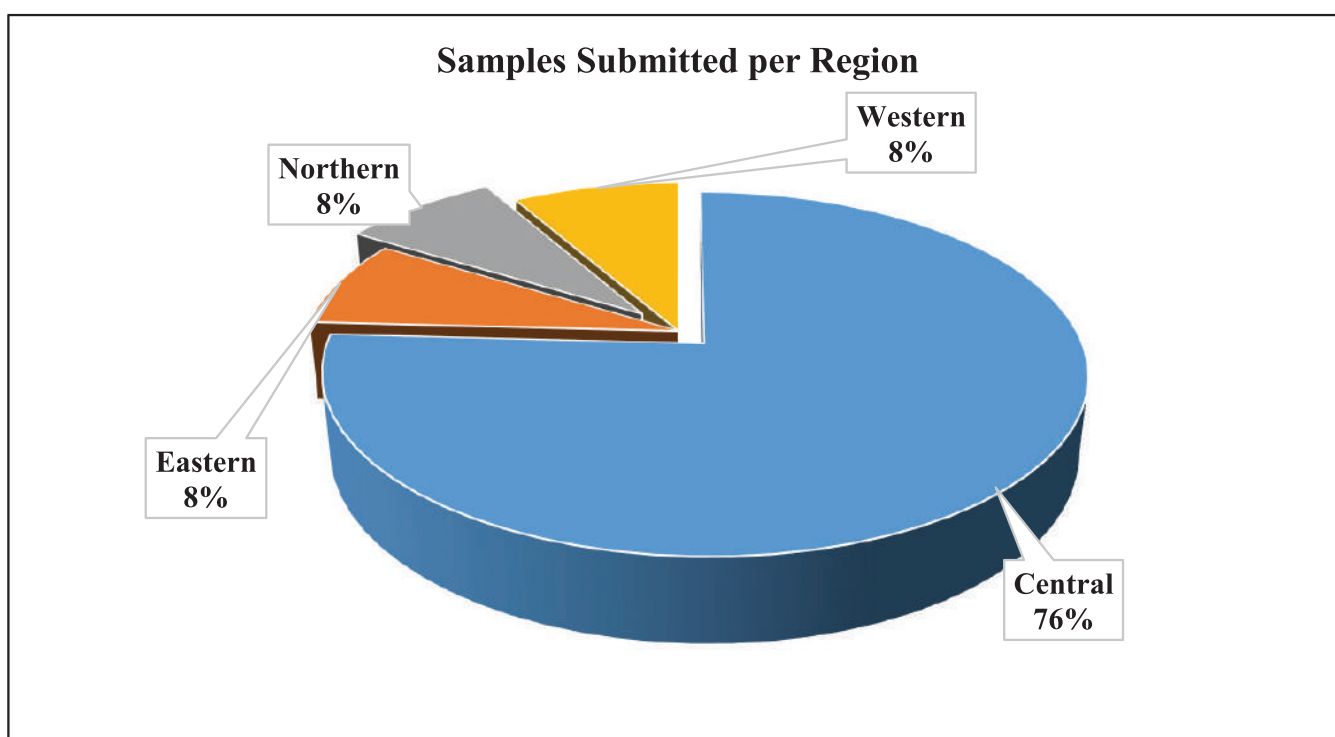


Figure 11: Percentage of samples submitted per region

The provided data presents the number of samples obtained in different regions over several months. The Central region consistently had the highest number of samples, totaling 675, indicating a strong regulatory focus or a higher concentration of establishments that required follow-up inspections. The Eastern, Northern and Western regions had comparable number of samples, reflecting a balanced effort in those areas.



2.3 Legal Metrology

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

The Weights and Measures Division is responsible for regulating non-automatic weighing equipment used in trade. The operations are conducted at five Regional Offices namely; Kampala, Jinja, Mbale, Lira and Mbarara. The Division too is responsible for regulating Weigh-bridges used in the country.

The Volume and Flow Division verifies fuel dispensers, road fuel tankers, static tanks at fuel stations and oil depots, flow meters at petrol stations, bulk meters at consignment sites, aviation meters, and railway wagons. The Division operates under S.1.31 known as the Weights and Measures (Dispensing Pumps, Bulk Meters, and Bulk Measures) Rules 2007.

Pre-Package Control under Legal Metrology Department implements Statutory Instrument No.36 of 2007 “The Weights and Measures (Sale and labeling of Goods) Rules,2007”. Among its activities, the Division verifies goods for the labeling requirements and net quantities against the declared quantity on the pack. The operations involve visiting factories, warehouses supermarkets and places where goods are packaged for sale. During the process, pre-packages are sampled in accordance with the statutory requirements provided for under the sale and labeling requirement of goods.

The utility Division has two sections namely; the Electricity meter and the water meter section. The electricity meter section verifies both in-house and in-service electricity meters. The Bureau is currently in the process of initiating the verification of all water meters in the country. A draft regulation to enable UNBS to operationalize this function has been drafted and is in the process of engaging stakeholders.

During the year under review, a total of 134,841 Weighing Instruments that include, Counter-machines, Spring balances, Platforms Weigh-bridges, and 628,959 Weights were verified. The measuring Instruments verified include 23,046 Dispensing pumps, 117 Pressure Gauges, 562 Bulk meters, 2,133 Road tanks, 440 dip-sticks, 207 Static Tanks, 63 Railway wagons, and 129,737 Electricity Meters. A total of 4,587 samples for prepackages were analyzed. Equipment summary and detailed performance for each function area is contained in tables I and II respectively.

Table 16: Equipment comparison with 2021/2022

EQUIPMENT TYPE	2022/2023	2021/2022
WEIGHING EQUIPMENT	134,841	182,812
WEIGHTS	628,959	859,248
RAIL WAGONS	63	83
ROAD TANKS	2,133	2,280
BULK METERS	562	768
DIP STICKS	440	1,008
STATIC TANKS	207	0



EQUIPMENT TYPE	2022/2023	2021/2022
FUEL DISPENSERS	23,046	22,666
PRESSURE GAUGES	117	363
PRE-PACKAGED GOODS	4,587	8,081
ENERGY METERS	129,737	197,332
TOTAL	924,692	1,274,641

2.4 Legal Services

The role of the department is to offer technical support of legal nature to UNBS, to assist in the major policy decisions, actions, programmes, contracts, collaboration, operations, schemes and ensuring that all these are performed within the Laws of Uganda without causing adverse legal consequences to the Bureau.

The Legal Department (LD) of UNBS operates as a law firm as provided in The Advocates Act and The Advocates (Inspection and Approval of Chambers) Regulation S.I No. 65 Of 2005.

In the period July 2022 to June 2023, the LD under took the following activities;

- a) National Standards Council Meetings
17 NSC meetings including committee meetings were held
- b) Disciplinary Cases

One disciplinary case concerning corruption by a driver was conducted and concluded.

- a) Amendment of Laws & Regulations;
 - i) Amendment of UNBS (Inspection and Clearance of Imports) Regulations
Concluded and published the amended The UNBS (Inspection & Clearance of Imports) regulations S.I No.112 of 2022.
 - ii) Amendment of UNBS (Certification) Regulations
Concluded and published the amended The UNBS (Certification) regulations S.I No.68 of 2021. It was gazetted and published on 24th December 2022.
 - iii) Publication of the UNBS (market Surveillance & Enforcement of Compulsory) Regulations
The process of the regulation and publication was conclude by 24th December 2022.
 - iv) Amendment of UNBS (Certification) Regulations
 - v) UNBS (Certification(Amendment)) Regulations
The amendments were concluded and published on the 7th October 2022.
 - vi) The UNBS (Market Surveillance & Enforcement of Compulsory)(Amendment) Regulations S.I No. 109 of 2022
This was concluded and published on 7th October 2022
 - vii) Reviewed draft Legal metrology Bill
 - viii) Reviewed draft Industrial and Scientific Metrology Bill

- b) Declaration of Compulsory Standards Specification

By Legal Notice No. 13 of 2022, we concluded the declaration of 30 Compulsory Standards through The UNBS (Declaration of Compulsory Standards Specification) (No.2) Notice, 2022 published on 12th December 2022.

- c) Contracts



- i) Signing on Addendum to Framework Contract for DTS on 11 July 2022

d) Memoranda of Understanding (MoU)

- i) Reviewed, drafted & witnessed MOU between UNBS & Somali Bureau of Standards on 01 August 2022.
- ii) Reviewed, drafted & Witnessed MOU between UNBS & UMA on 17 September 2022
- iii) Reviewed, drafted & Witnessed MOU between UNBS & Microsoft Support Centre Ltd on 19 September 2022

Table 17: Summary of court cases managed

Cases Handled/ Under Investigation	Crime cases concluded in court	Closed by DDP	Closed by ED	Court ongoing cases	Sanctioned pending appearance of accused persons to court	Total cases handled during 2022/2023
38	6	2	3	-	5	54

Table 18: Challenges and Mitigation Measures

S/n	Challenges	Recommendations
	Market Surveillance department	
1	Mixing up of exhibits: The warehouse is not partitioned and lacks shelves, which renders most of the vertical space unusable.	This therefore needs to be considered urgently to ensure maximum utilization of available space in the warehouse as well as preservation of exhibits.
2	Lack of contingency fund to retrieve Goods released under seal which have failed laboratory tests	Provision of quarterly contingency funds
3	Inadequate Surveillance intervention of imported goods	Provision of quarterly contingency funds
4	Absence of a standby force	Provide for standby force
5	Absence of Night and weekend operations	Provide for 24/7 surveillance
6	Failure of the VHF/UHF to perform	Procurement of credible VHF/UHF
	Legal Metrology	
7	Outdated regulations that require amendments to fully operationalise the Legal metrology mandate	Legal counsel should expedite the assentment of the Legal Metrology bill into an act



CHAPTER

03



UNBS meets Tanzania Bureau of Standards (TBS) for a two-day benchmarking exercise on the UNBS testing laboratories.

3 ENHANCING THE QUALITY OF SERVICE DELIVERY TO STAKEHOLDERS

3.1 Information Communication Technology (ICT)

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

3.1.1 Performance

The Department managed to deliver on several activities and programs as outlined below:

3.1.2 ICT Governance

Drafted, reviewed and updated the following ICT governance documents;

- Plans of Information Systems and Infrastructure required to support the Bureau's strategic direction.
- ICT Budgets for FY 2022/23 and also FY 2023/24.
- Reviewed & updated the ICT procedures (QMS Manuals)
- Reviewed and updated the ICT Procurement Plan for FY2022/2023
- Updated the internal ICT security processes and procedures.
- Provided Proper backup and recovery procedures that provided acceptable levels of service
- Reviewed specifications for hardware and software acquisitions
- Ensured contract Management of all ICT supplies and services.
- Performance Management of Staff in the department
- Submitted regular reports as required.
- Made responsibility assignments within the department
- Monitored all projects of the department

3.1.3 Software and applications development

- Made various upgrades in E-Portal, E-Minzani, CIMS, LIMS
- Verified the accuracy of data being processed by our software applications
- Completed the Software Requirements Specifications (SRS) & Design Document for the E-Portal redevelopment phase 1. Coding & Testing is ongoing and expected to be completed by end of August 2023.
- Completed the phase 2 MET-LIMS upgrade & its implementation is ongoing.
- Integrated CIMS with DCS system, testing phase is ongoing and the DCS Launch is expected in July 2023.
- Made continuous Maintenance of the updated source codes for E-Portal, LIMS, CIMS, E-Minzani, HRMIS, etc. under version control (Tortoise SVN) for secure backup and system control.
- Implemented a Distributed Database Management System.
- Provided support during the System & User requirements gathering for redevelopments of SIMO



3.1.4 Infrastructure Operations and Maintenance

- Ensured proper operations of ICT related equipment
- Carried out ICT equipment preventive maintenance
- Updated the ICT equipment Asset register.
- Participated in carrying out the FY2021/22 Board of Survey
- Completed phase 1 of the Installation, configuration & commissioning of a High Availability (On-Prem) DR appliance.
- PABX was upgraded to increase on the number of Channels from 32 for UTL and added another 32 for MTN. And also to add more features which include IVR & call queues, Direct numbers for all regional offices.
- Contract for Printer leasing services in most of UNBS offices was signed to lower printing costs.
- Data center power backup system was installed, configured and implemented.
- Received from the PVoC service providers a 200TB Storage Area Network (SAN) that can be accessed by multiple servers or computers, providing a shared pool of data storage space.

3.1.5 Communication

- Maintained dedicated internet availability in all the UNBS offices
- Installed and configured an MTN toll-free line 0800 233233
- Configured, tested and allocated 2way Radio Communication system for 20 Surveillance staff & 4 Car Transceiver Kits.
- Coordinated acquisition & distribution of mobile internet data for 163 staff including the 31 E-minzani devices.
- Established a new WiFi with SSID : UNBS_HQ that can provide a maximum number of 1024 hosts
- Made Continuous updates, monitoring traffic and uploading files/content on the UNBS website as required.
- Configured & setup online (Zoom) meetings for staff & Council members.
- Organized the IT Services for The 24th Session of FAO/WHO CODEX Coordinating committee for Africa
- Updated the MailboxDatabase

3.1.6 Security

- Worked closely with the Auditors to incorporate information security recommendations and requirements.
- Performed regular updates for Anti-Virus, Anti-Spam & other systems as required
- Made specifications for logical security related acquisition
- Provided support relating to information security Management plan
- ICT Business Continuity Plan was drafted & forwarded to the Risk Management Officer for review.
- Repaired Outdoor CCTV Cameras
- Annual Firewall License renewed.
- Annual Anti-virus license renewed.



3.1.7 Networking

- Migrated the Name servers from I3C to Cloud flare to provide a Secure, fast, and reliable UNBS website, APIs, and online applications.
- Upgraded the UNBS IFMS network to allow access by all UNBS managers
- Fixed all the faulty extension phones
- Maintained the computer network
- Two 24 Port Cisco switches were received, installed, configured, License activated & deployed
- Two 48 Port Cisco switches were received, installed, configured, License activated & deployed
- One Core Cisco switch was received, installed, configured, License activated & deployed

3.1.8 Systems Administration

- Maintained the Information Systems
- Performed software and operating systems installations/updates
- Supported the development of applications
- Updated Auto backup for the various server systems by updating backup scripts for several applications such as E-Minzani, eqr, data, updated cronjob tasks to backup at midnight & send an email notifications to ICT after backup.
- Installed and configured Endpoint Backup Software backup data from network endpoints.
- Installed a centralized log Management solution for capturing, storing, and enabling real-time analysis of systems, firewall and applications.
- Provided User support whenever required.
- Cloud Server & Web hosting services contract was renewed.
- Created, added a DNS record & generated an SSL Certificate for DCS system
- Restored the Cloud Server that had been hacked by ESXiArgs ransomware

3.1.9 Contract Management for various ICT related items

Managed the following Contracts:

- MET-LIMS upgrade is done and the system was successfully implemented,
- Ongoing E-Portal redevelopment,
- Supply, Installation & configuration of a Distributed DB system
- Internet provision
- Supply, Installation & configuration of Endpoint backup software
- Supply, Installation & configuration of High Availability (On-Prem) DR appliance
- Supply of POE Network Switches
- Supply, Installation & configuration of Data Centre Power Backup system
- Provision of Cloud Server and Web hosting services
- PABX upgrade



3.2 Quality Management

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

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

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

The Quality Management System also liaises and coordinates with accreditation/certification bodies for international recognition of UNBS services and ensures continuous compliance with accreditation and certification requirements.

In the financial year 2022/2023, the EML and Electrical Laboratory have been prepared for accreditation to the ISO/IEC 17025:2017 standard. For the EML, initial audit has already been conducted and corrective action has already been submitted to SANAS. For Electrical Laboratory, the application was made in February awaiting SANAS communication to the next stage.

Additionally, Market Surveillance Department and LMD have been prepared for accreditation to the ISO/IEC 17020:2012 standard.

Different functions are at various stages of documentation and implementation of Management Systems. More illustration of the status of QMS is in the table below:-



Table 19: Status of Quality Management System documentation and implementation

FUNCTIONAL AREAS		AVAILABLE DOCUMENTS	STATUS
1	UNBS CORPORATE LEVEL		
		UNBS Apex Policy manual Centralized procedures	The UNBS Policies Manual was approved on 30 th June 2023. Training of 64 staff in ISO 9001:2015 International Standard on 12 th – 14 th April 2023.
STANDARDS DIRECTORATE			
2	STANDARDS DEPARTMENT	Operating Procedures Manual Management Review Meeting Minutes Internal Audit Plan & Report Corrective Action Forms External audit plans and Reports from AXE Register	The procedures manual is still being implemented Internal audit was conducted on 3 rd and 4 th August 2022 Management review meeting was held on 17 th November 2022 Stage 1 certification audit was conducted on 5 th May 2023 and stage 2 audit was held on 20 th and 21 st May 2023. Training of staff in ISO 9001:2015 International Standard on 12 th – 14 th April 2023. Training of staff in ISO/IEC 19011:2018 International Standard on 25 th – 27 th April 2023.
3	TESTING DEPARTMENT	Quality manual Quality policies and objectives Procedures.	The policies and procedures were reviewed and aligned to the new standard, ISO/IEC 17025:2017. Training in ISO/IEC 17025:2017 International Standard on 18 th – 20 th April 2023 Training of staff in ISO/IEC 19011:2018 International Standard on 25 th – 27 th April 2023.
	Chemistry and Microbiology Labs.	Policies and Procedures Internal Audit Reports Management Review Meetings Minutes Internal Audit Plans & Reports Corrective Action Forms	Laboratories are accredited based on ISO/IEC 17025:2017 For Chemistry Laboratory, Internal audit was held on 4 th – 6 th April 2023. For Microbiology Laboratory, two Internal audits was held on 12 th – 14 th April 2023. Management review meeting was held on 14 th October 2022. Review of Microbiology Procedures done in June 2023.
	Engineering materials Lab.	Policies and procedures manual Internal Audit Plans & Reports Corrective Action Forms External audit plans and Reports from SANAS	Internal audit was held on 1 st – 3 rd March 2023. The laboratory's QMS was assessed for accreditation to ISO/IEC 17025:2017 on 27 th -28 th March 2023
	Electrical Laboratory	Policies and procedures Internal Audit Plans & Reports Corrective Action Forms	Review of laboratory procedures to align them to the testing department policies and procedures and procedures and ISO/IEC 17025:2017. Application for accreditation was done Internal audit was held on 14 th -15 th of February 2023.
4	CERTIFICATION DEPARTMENT	Quality manual Quality policies and objectives. Procedures.	Implemented and all processes are under e-Management (CIMS). Training of staff in ISO/IEC 19011:2018 International Standard on 25 th – 27 th April 2023. Training in ISO/IEC 17025:2017 International Standard on 18 th – 20 th April 2023
	Systems certification	Quality policies/objectives Procedures Internal Audit Plan & Report Management Review Meetings Minutes External Audit Plan & Report Corrective Action Forms	Surveillance audit by SANAS was held on 7 th – 9 th November 2023. Internal audit was held on 9 th – 15 th March 2023. Management review meeting was held on 25 th July 2022 and a plan to ensure implementation of actions of Management has been drawn.
	Product certification	Quality policies (manual). Objectives Procedures Forms	The Department is implementing Management System based on ISO/IEC 17065.



FUNCTIONAL AREAS		AVAILABLE DOCUMENTS	STATUS
5	NATIONAL METROLOGY LABORATORIES	Quality policies (manual). Objectives Procedures Forms	Internal audit was Completed on 21 st to 23 rd February 2023. Laboratories have addressed all the Non conformances. Training in ISO/IEC 17025:2017 International Standard on 18 th – 20 th April 2023 Training of staff in ISO/IEC 19011:2018 International Standard on 25 th – 27 th April 2023.
	Mechanical metrology laboratories	Objectives Procedures Forms	Implementing Management System based on ISO/IEC 17025. Procedures and policies are under review and being aligned to the ISO/IEC 17025:2017 Standard.
	Thermodynamic and analytical metrology laboratories	Objectives Procedures Forms	Implementing Management system based on ISO/IEC 17025. Procedures and policies were reviewed and aligned to ISO/IEC 17025:2017 standard.
	Instrumentation Laboratories	Objectives Procedures Forms	Implementing Management system based on ISO/IEC 17025. Procedures and policies were reviewed and aligned to ISO/IEC 17025:2017 standard.
	Electromagnetic metrology laboratories.	Objectives Procedures Forms	Implementing Management system based on ISO/IEC 17025. Procedures and policies were reviewed and aligned to ISO/IEC 17025:2017 standard.
COMPLIANCE DIRECTORATE			
		Quality Manual Quality policies and objectives	The Quality manual is still being implemented Internal audit was held on 17 th April – 12 th May 2023. Management review meeting was held on 29 th November 2022. Training of staff in ISO/IEC 17020:2012 International Standard on 4 th – 6 th April 2023.
6	LEGAL METROLOGY DEPARTMENT	Procedure manual Internal audit plan & report	Implementing Management System based on ISO/IEC 1702:2012. Internal audit based on ISO/IEC 17020:2012 International Standard done on 17 th April -- 15 th May 2023.
7	MARKET SURVEILLANCE DEPARTMENT	Quality Manual Procedure Manual Forms Internal audit plan & report	All documents were approved. Department is Implementing Management system based on ISO/IEC 17020:2012. Internal audit based on ISO/IEC 17020:2012 International Standard done on 17 th April -- 15 th May 2023.
8	IMPORT INSPECTION DEPARTMENT	Quality manual (IID/QM/001). Procedure manual Forms Internal audit report	All documents were approved. Department is Implementing Management system based on ISO/IEC 17020.
9	PUBLIC RELATIONS AND MARKETING.	Quality procedures Internal audit report	Approved procedures manual Some procedures pending review and other were approved.
MANAGEMENT AND FINANCIAL SERVICES			
10	FINANCE AND ADMINISTRATION	Finance and administration policy manual (UNBS/FM/001), 2017.	Internal audit was held on 17 th – 20 th January 2023 Management review meeting was held on 11 th April 2023 and a plan to ensure implementation of actions of Management has been drawn.
	Fleet Management	Operating procedures	Approved procedures and policies being implemented.
	Estate Management	Operating procedures	Approved procedures and policies being implemented.
	Store section	Operating procedures	Approved procedures and policies being implemented.
	Security	Operating procedures	Approved procedures and policies being implemented.



FUNCTIONAL AREAS		AVAILABLE DOCUMENTS	STATUS
11	CORPORATE PLANNING DIVISION	Operating procedures Public finance Management Act, 2015	Updated Procedures manual being implemented was approved on 8 th September 2022. Internal audit was conducted on 28 th & 29 th March 2023. Management review meeting was held on 11 th April 2023 and a plan to ensure implementation of actions of Management has been drawn.
12	HUMAN RESOURCE DEPARTMENT	Procedures and policies manual	Approved procedures manual being implemented. Management review meeting was held on 11 th April 2023 and a plan to ensure implementation of actions of Management has been drawn.
13	INFORMATION COMMUNICATION TECHNOLOGY	ICT Policies and Procedures manual (ICT/PPM/001, 2016.	Approved procedures and policies being implemented. Management review meeting was held on 11 th April 2023 and a plan to ensure implementation of actions of Management has been drawn.
14	Procurement & Disposal Division	Public procurement and Disposal of Public Assets Act of 2003	Approved procedures manual being implemented. Management review meeting was held on 11 th April 2023 and a plan to ensure implementation of actions of Management has been drawn.
EXECUTIVE DIRECTOR'S OFFICE			
14	Legal Department	Legal procedures are in place	The policies and procedures manual is under review to align it to the ISO 9001:2015 standard. Internal audit was done on 31 st August and 1 st September 2022. Management review meeting was held on 17 th November 2022
		UNBS CID section	Drafting procedures.
15	Audit Department	Internal audit charter (IA/CHAR 01), June 2019.	Approved by the NSC.
16	Risk Management Division	Risk Management Policy framework (UNBS/RMS/001)	Approved procedures and policies being implemented.
17	Executive assistants Office	Procedures	Approved procedures and policies being implemented.
18	Quality Management services	UNBS System policies and procedures.	Approved procedures and policies being implemented.



3.3 Internal Audit

3.3.1 Risk Management Practice and Internal Control

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

In the FY 2022-23, internal audit prioritised continuous assessments of financial Management practices, with a view of addressing the fiscal risk. The audit of PVoC Service Providers for Used Motor Vehicles, Revenue assurance of Imports Inspection services, Audit of Corporate planning, Technical audit of Standards Development, Audit of asset Management, Audit of Treasury Operations, Revenue Assurance of testing operations, audit of procurement and disposal process and the technical audit of market surveillance operations to assess its efficiencies and effectiveness towards achievement of UNBS objectives. From time to time, the financial and operating information as measured and reported by accounting methods was being evaluated for reliability and accuracy.

The department also continues to conduct a comprehensive internal audit monitoring and follow up exercise of the status of implementation of both internal and external audit recommendations throughout the FY 2022-2023. The exercise covered all internal and external audit recommendations for the financial year FY 2021-2022 and before. A number of the audit recommendations had been implemented and the issues were closed.

The NSC Audit & Risk Management Committee in pursuance of its oversight role relating to financial practices, internal controls, and corporate governance issues, compliance with laws, ethics and audit matters, held quarterly meetings to assess and guide on internal audit observations and recommendations. The NSC Audit and Risk Management Committee approved and begun monitoring the implementation of the annual internal audit activity plan for FY 2022-2023; considered and tracked implementation of both previous External (OAG) and internal audit recommendations. The Committee's professional guidance has significantly reinforced the department's effectiveness, efficiencies and effort to provide value adding services and contribution to improved UNBS business processes.

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

Risk Management has played a key part in shaping how resources for FY 2022-2023 were allocated and are being used by the various budget holders in order to effectively achieve their set goals. The key risk Management activities implemented during the FY 2022-2023 include; Development and finalization of the risk profiling framework for Import Inspection processes,



Review of the Business Continuity Policy and Procedures' Manual by National Standards' Council; Monitoring, reviewing and reporting of existing and emerging risks to address the issues of risk exposure; Assisted process owners to conduct risk and control self-assessments in their processes; Took part in prioritizing directorate risk resourcing; Continuous training of staff on risk Management; Participated in development of risk treatment plans in respective departmental processes; Submitted risk reports on a quarterly basis to the Board through the Audit and Risk Management Committee.

3.4 Risk Management

The Risk Management Function at UNBS has an overall duty of coordinating and facilitating the implementation of the Risk Management System at the Bureau, building Risk Management capability, process and tools, advice, coaching and support on Risk Management and Business Continuity Management to Management and the NSC and facilitate the continued adequacy of the Risk Management framework of the Bureau. All this is aimed at having UNBS manage its risk to be within its Risk Appetite as set by the NSC thereby reducing the risk exposure of the Institution. It should be noted that public sector entities of which UNBS is one, are bound by their mandates to provide services in the interest of the public good and thus achievement is realized when we minimize our threats and maximize opportunities to achieve on our objectives.

The FY 2022/2023 has had effects of the budget cuts which slowed down some processes but saw heightened performance in others. Risk Management and Business Continuity Management Systems played a key role in shaping how resources were prioritized in order to achieve the set goals and continue business in the face of disruptions.

A number of risk Management activities were implemented ranging from coordination of the review of business continuity plans through BCMS workshops, Risk training for all new staff, risk assessment and monitoring of regional offices, coordinating internal control self-assessment, updating the institutional risk register, Directorate risk meetings, identification of new and emerging risks, risk performance monitoring for the Bureau and exposure analysis, review of risk treatment plans to inform budgets and also carried out a number the BCMS Steering group meetings to have them enforce Business Continuity in the Institution.

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



3.5 Public Relations and Marketing

The Marketing and Public Relations Office undertook a number of activities between July 2022 and JUNE 2023 to raise awareness and promote positive corporate image of UNBS as summarized below:

3.5.1 Ensuring Public Visibility of UNBS Services and Promotion of Standards through the Media.

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

Notable among others include; National awareness campaigns on UNBS Support to MSMEs towards certification, PVoC programs, sensitisation on standards for cereal products, steel and oil sub sectors, Decentralisation of UNBS Services and Commissioning of Mbale and Gulu regional laboratories, Promotion of Certification services among MSMEs in great Masaka region and Toro region, back to School Quality campaign as detailed below;

Table 20: Media engagements for FY 2022/23

No	Media Channel	Frequency	Audience Reach	Details
1.	Newspapers and online publications	226	Estimated 15M people	News articles, opinions, Supplements, Public Notices and commentaries
2.	Radios	82	Estimated over 30M people	Radio News coverage, Talk shows and campaigns on Decentralisation of Testing services in Mbale and Gulu,MSMEs Certification Awards, and promotion of cereals and steel product standards among others
4.	Televisions	82	Estimated about 10 M people	News coverage, targeted TV talk shows &campaign on Decentralisation of Testing services ,Free certification for MSMEs, and promotion of cereals &steel

3.5.2 Stakeholder Engagements

A total of twenty-Nine (29) engagements and sensitisation meetings with over 1500 stakeholders standards and UNBS Mandate among as summarised below;



Table 21: Stakeholder Engagements for FY 2022/23

No	Category of Stakeholders	Planned participants	Actual Participants	Participation (Percentage achieved)	Public Concern Addressed
1	Importers and Traders of Fishing Gear	40	16	40	To enable compliance to UNBS Imports inspection requirements and curb the importation of substandard fishing gear.
2	Importers and manufacturers of steel products (2 meetings)	100	67	67	Revised steel products standards (US/EAC 52021) and compliance challenges
3	Importers, Traders, dealers and manufacturers of medical devices	100	96	96	To enable compliance to UNBS Imports inspection requirements and curb the importation of substandard medical devices
4	Importers, Traders, dealers and manufacturers of Engine Lubricating Oils	50	32	64	Sensitization on Revised standard((US 249) and compliance challenges
5	Importers, Traders, dealers and manufacturers of used Motor vehicle spare parts	100	108	108	To enable compliance to UNBS Imports inspection requirements and curb the importation of substandard used motor vehicle spare parts
6	Commissioning of the Regional Laboratories in Gulu	100	123	123	Awareness on the UNBS decentralisation strategy and commissioning of northern region food safety laboratories in Gulu.
7	Commissioning of the Regional Laboratories in Mbale	100	115	115	Awareness on the UNBS decentralisation strategy and commissioning of eastern region food safety laboratories in Mbale.
8	Manufacturers and Traders of Maize flour and carbonated and non-carbonated drinks	100	52	52	To enable compliance to UNBS relevant standards requirements and promote trade in UNBS certified products in the Albertine region
9	Clearing Agents	100	116	116	To enable compliance to UNBS Imports inspection requirements and curb the importation of substandard products
10	MSMEs	90	67	74	To support MSMEs enroll for product certification and improve competitiveness of local products
11	Sensitisation on Digital Conformity Marking(DCM) program with clearing agents, Freight forwarders, Manufacturers and MSMEs (4 meetings)	40	46	115	To enable appreciation and understanding of DCM Program by Key stakeholders and business association leaders
12	Manufacturers and innovators	100	32	32	Sensitization on Relevant applicable standard's
13	Manufacturers, millers, business association leaders, local leaders and farmers in Mbale ,and Bulambuli districts (4 Meetings)	200	154	77	To enable compliance to UNBS standards requirements and curb the influx of substandard products on the market.
14	Maize Millers and Local leaders in Buwenge town council Jinja District	30	36	120	To enable compliance to UNBS standards requirements and curb the influx of substandard products on the market



No	Category of Stakeholders	Planned participants	Actual Participants	Participation (Percentage achieved)	Public Concern Addressed
15	Event Organisers, & Service Providers, within Kampala Metropolitan Area on health and safety requirements	100	65	65	to ensure adherence to events Health and Safety Management Standards that had resulted into deaths thus a threat to public health and safety.
16	Food Products Manufacturers, Retailers and Importers on Food Additives Standards	500	434	87	Sensitize Manufacturers on Food Additives Standards standard requirements in the production processes and identification of good quality additives before importation of Food Products
17	processors, Retailers, Local Leaders, Distributors, MSME's and Media.2 meetings in Masaka and Fort portal.	200	150	75	Requirements for acquisition of new standards, Certification charges, Requirements and Process
18	Traders and Maize millers in Ikulwe, Mayuge district	50	44	88	Sensitization on maize standards, certification requirements and UNBS Market Surveillance procedures
19	SMEs dealing in cosmetics	50	32	64	Sensitize members of Uganda Small scale Industries Association (USSIA) –cosmetics sector about the Digital Conformity Mark (DCM) program.
20	Manufacturers and local leaders, and development partners in western Uganda	100	95	95	To inform stakeholders in Western Uganda about the existence of UNBS laboratory in Mbarara, as well as official commissioning of the regional laboratory.
21	Millers and local leaders in Alebtong District	100	85	85	To sensitize the millers about maize product standards and certification of their products.
22	Policy makers and government officials in education sector	60	38	63	Create awareness of quality standards requirements for cereals specifically rice, sorghum, and maize value chain among policymakers and government officials
23	Heads of institutions and school administrators	100	200		Sensitization of Heads of institutions and school administrators on food quality and standards in schools

Key Takeaways:

- Majority of the meetings were on Digital Conformity Marking, Steel sector Manufacturers, Maize Millers, Commissioning of Gulu and Mbale regional Labs, and the UNBS PSFU/MSME Certification Awards.
- Majority of the engagements were outside the planned stakeholder engagement plan, There is need to fund and prioritize More UNBS Pro-active stakeholder engagements before pressures and complaints from stakeholders.
- Of the total stakeholders engaged, 132 were females and 245 were males.



3.5.3 Customer feedback Management

Through the UNBS Toll free line, digital platforms (email and twitter), customer care and front desks, Customer satisfaction surveys, the office registered and attended to customer feedback inform of complaints, and requests for information/inquiries on UNBS mandate.

The feedback received for the period under review is summarised as follows;

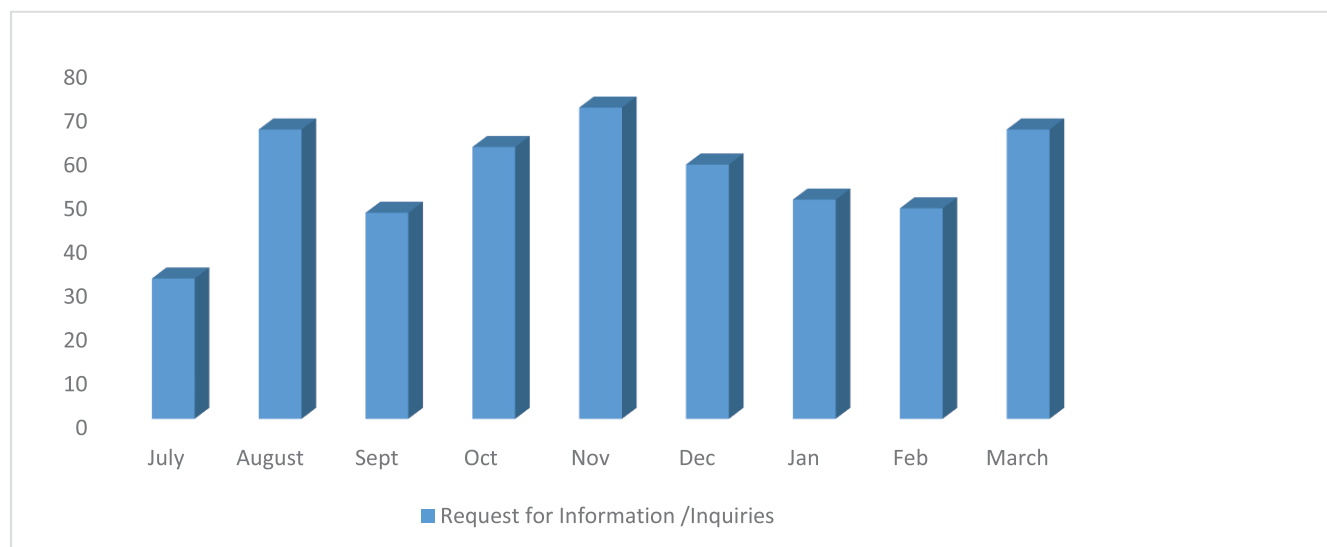


Figure 12: Customer Feedback – July 2022- June 2023

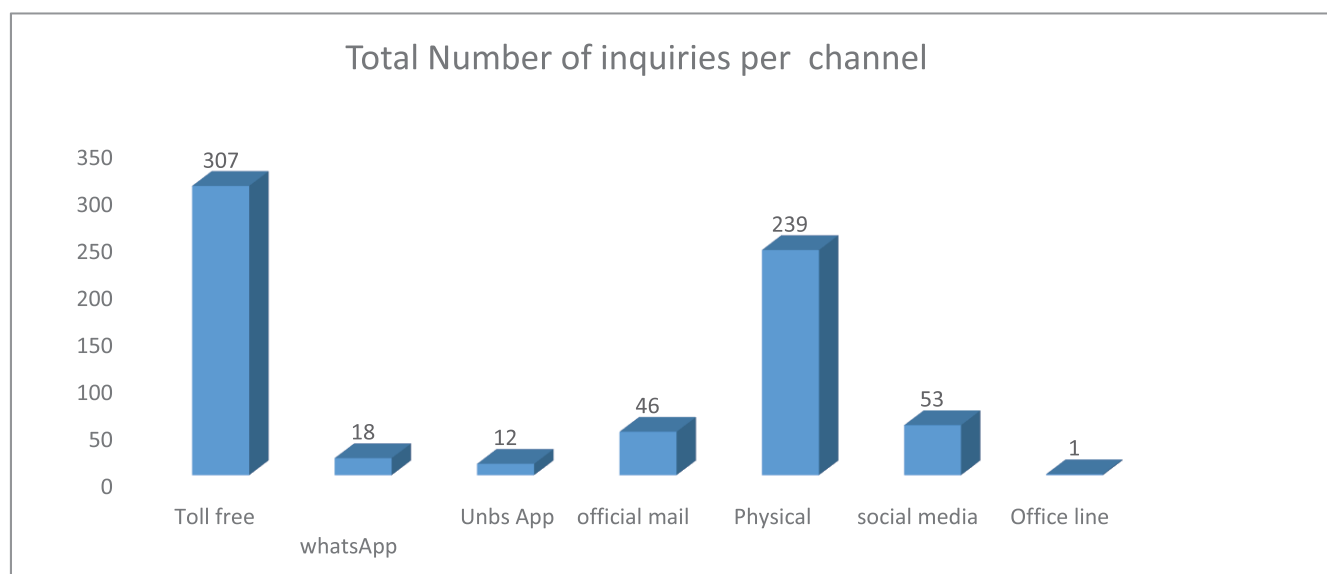


Figure 13: UNBS Service Assessment: July 2022-March 2023

The Toll free line is the mostly used channel of communication although a few are recorded as articulated in the issues arising.



3.5.4 Status of the UNBS customer helpline

UNBS runs a toll free number; 0800133133 as first touch point with customers. the toll-free line is currently handled by one officer and operates between 8:00 am-5:00 pm Monday to Friday.

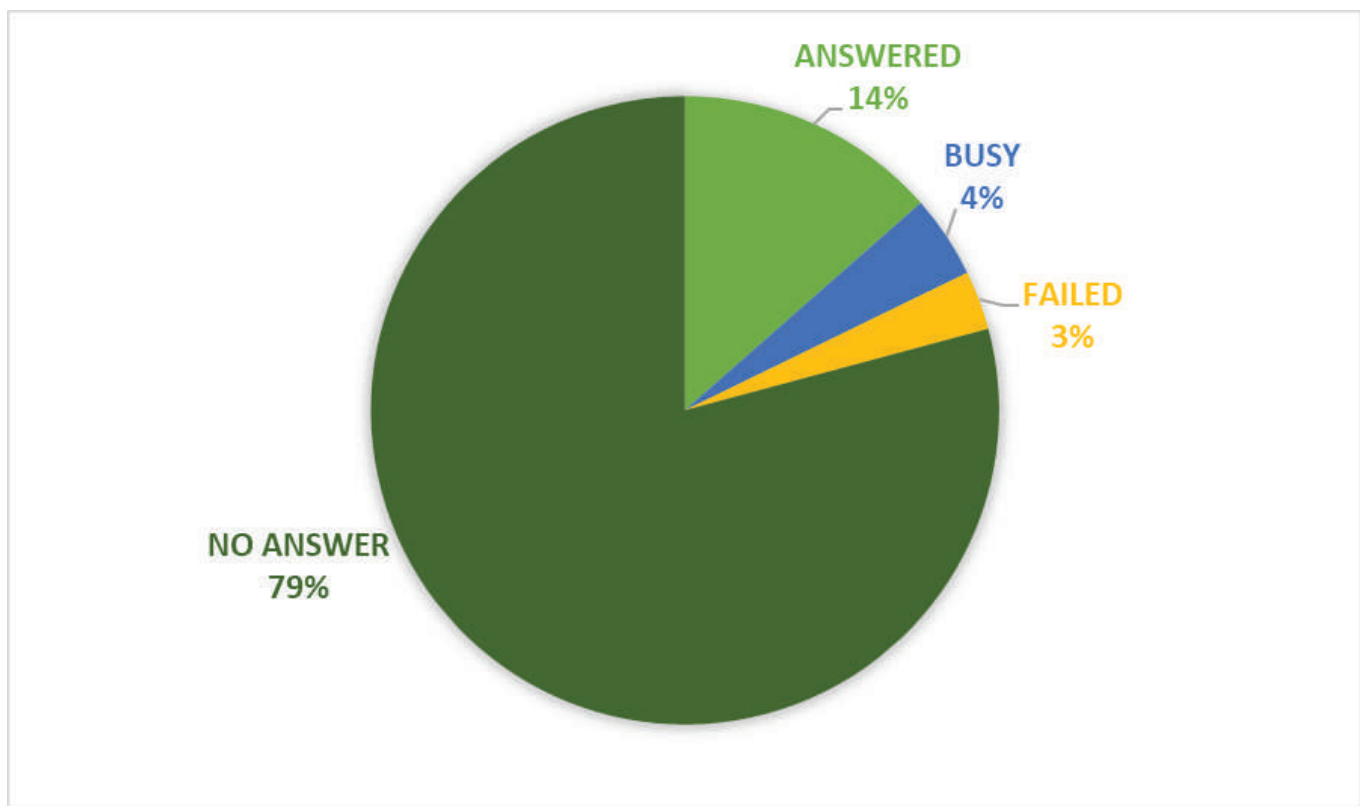


Figure 14: UNBS Customer Helpline; 0800133133 Operation

The statistics indicate undesirable performance of the Toll free line with 79% of customer calls not attended to. ie the toll-free line is heavily publicised but currently operating at about 20%.



CHAPTER

04



▲

The launch of UNBS laboratories at the Mbarara regional offices.

4. STRENGTHENING HUMAN RESOURCE CAPACITY AND PRODUCTIVITY

4.1 Human Resource

The Human Resource function supports UNBS mandate through processes;

- i. Human Resource Policy Formulation and Implementation
- ii. Staffing, Recruitment, and On-Boarding
- iii. Performance and Talent Management
- iv. Learning and Development
- v. Employee Relations and Welfare
- vi. Knowledge, Staff Records, and Information Management
- vii. Human Resource Planning and Budgeting
- viii. Employee Compensation and benefits
- ix. Occupational health, safety and gender main streaming

The Human Resource Department undertook various activities during for the Financial Year (FY) 2022/23 and details are presented below;

4.1.1 Recruitment

The Bureau recruited Sixty-one (61) external staff during this period as per the table below;

S/N	Department	Number per Department	Designation
1	Certification	15	Officer
2	Imports Inspection	17	Inspector
3	Standards	2	Officer
4	Surveillance	14	Officer
5	Testing	8	Analyst
6	Finance & Administration	5	Driver

Table 22: Staff recruited in the FY 2022/23

Induction for the new staff was conducted from 22nd August to 13th September 2022. Having been inducted the new staff were set off to undertake their roles under close guidance by their supervisors. Twelve (12) Internal recruitments took place. Six (6) interns were converted to staff by the NSC

4.1.2 Current Deployment

The staff are currently distributed to the various functions as follows;

Table 23: Current UNBS staff deployment

S/N	DEPARTMENT	NO.OF STAFF		S/N	DEPARTMENT	NO. STAFF
1	Audit	7		10	Legal Metrology	57
2	Certification	48		11	Market Surveillance	37
3	Corporate Planning	3		12	Marketing and Public Relations	13
4	ED's office	5		13	National Metrology Laboratories	16
5	Finance and Administration	68		14	Procurement and Disposal	5
6	Human Resource	10		15	QMS	2
7	Imports Inspection	90		16	Risk	4
8	Information and Communication Technology	9		17	Standards	36
9	Legal	5		18	Testing	76
					Total	492

4.1.3 Staff Confirmation in Service and Contract Renewal of Contracts:

(a) Staff Confirmations

59 staff were confirmed during this period as per the schedule below

Table 24: UNBS staff confirmations FY 2022/23

S/N	Department	Numbers
1	Legal Metrology	1
2	Imports Inspection	17
3	Surveillance	14
4	Testing	9
5	Certification	12
6	Standards	1
7	Finance & Administration	5

(b) Contract Renewals

107 contracts were renewed during this period across the various departments as per the schedule below;



Table 25: UNBS staff contract renewals FY 2022/23

Principal officers	Senior officers	Officer	Office assistants	Drivers	Total
17	27	31	12	20	107

Staff exits

There were 19 staff exits during the period as shown in Table 26.

The reasons for exit were career growth/ another opportunity (16), Mandatory retirement (2) and dismissal (1). All staff who exited UNBS through resignation undertook an exit interview, which indicated that they opted for offers from other institutions. The said staff were taken through the exit process successfully to full clearance and files closed with release letters.

The staff who exited by dismissal was taken through the disciplinary process and found guilty of a grave offence whose punishment was dismissal.

The retiring staff were assisted to go through the exit process and recognized deservedly at the end of year UNBS staff function.

Table 26: UNBS staff exits FY 2022/23

S/N	Nature of Exit	Numbers
1	Career growth/another opportunity	16
2	Mandatory Retirement	2
3	Dismissal	1

4.1.4 Staff Welfare

UNBS continues to give gifts and contributions to staff members who have lost relatives, had babies and for weddings.

Staff Wellness Program

UNBS has a wellness and fitness program that is aimed at enhancing our commitment to employee physical wellbeing. The following Health and Fitness Centres provide services to staff of UNBS; Fitness Junction, Allianz Hotel Gym, Marcos Gym and Paradise fitness.

At the beginning of the FY 2022/2023, staff utilisation of Gym services was reduced from unlimited access to limited accessibility of 2 days per week. However, On 13th October 2022, accessibility was suspended due to financial constraints.

Medical Insurance Scheme

UAP Old Mutual and Jubilee Insurance Medical Service Providers continue to provide medical insurance to all staff and their dependants as per the policy in the Human Resource Manual.

Group Personal Accident Insurance

NIC Insurance is the Group Personal Accident Insurance Company since 1st January 2022. Eight (8) claims were processed during the year and below is the status of their payment;



Table 27: Group Personal Accident claims FY 2022/23

S/N	Number of Claims	Payment status
1	6	Fully processed and paid
2	1	Processed and pending submission of letters of Administration of the Estate for the late Mucunguzi Herbert by his next of Kin
3	1	Claim is partially processed awaiting proof of recovery to be paid

4.1.5 Staff training and development

The following trainings were undertaken during this period;

Table 28: Staff Trainings

No.	Training Program	Department	Facilitator	Sponsor	Staff No.
1	New Staff Orientation & Induction	Across Departments	Departmental Heads	UNBS	75
2	Motor Vehicle Inspection (Imports)	Imports Inspection	Various Automobile companies	EA Auto Mobile	2
3	Best Practices in Market Surveillance	Surveillance	BSI	BSI	37
4	ARSO Technical Committee Leadership Training on ASHAM and ISO Directive Part 2	Standards	ARSO	ARSO	4
5	ISO/IEC 17020	Imports	BSI	BSI	22
6	ISO/IEC 17021	Imports	BSI	BSI	23

4.1.6 Human resource information Management system (HRIMS)

The Bio Data for all the new staff members was updated on their personal information profiles in the HRIMS system. Reminders were sent to those whose profiles were not yet fully complete on a monthly basis.

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



4.1.7 Performance Management

Summary of performance Management progress for the FY 2022/2023.

a. Performance planning;

- Target setting recorded for the two cycles indicates that majority of Departments had not yet attained 100% timeliness in performance planning and follow up as at end of June 2023. The record indicates that in the cycle for July to December 2022 i.e. the 1st cycle of the year target setting was at 92% while January to June 2023, the 2nd cycle was at 87.2% by the 1st week of July.
- Although the status is not 100%, there has been noticeable improvement in the area of performance planning following close monitoring and reminders to both the staff and supervisors about the need for timely performance planning.

b. Performance monitoring

- Continuous sensitization through engaging individual staff and supervisors over performance Management and monitoring was undertaken and this led to improved understanding of the process.
- Further monitoring was being undertaken on the HRMIS and any staff with performance challenges would be handled on a one on one basis.
- Follow up of staff with performance challenges especially those on PIP was undertaken to ensure that they improve performance and this saw most staff on PIP having it lifted at the end of their six months under close monitoring

c. Performance evaluation

Performance evaluation has improved greatly in the period 2022/23 as evidenced by the record below;

- Out of the 498 staff who started their appraisals for the 1st cycle, July to December 2022, 447 staff had been evaluated of which 219 were duly closed as at end of June 2023 accounting for 89.8%. This indicates an increase in appreciation of the function of performance monitoring and evaluation of staff performance.
- By the 10th of July 2022, already 136 staff had started their evaluation of the performance for January to June 2023 cycle an indicator of the improvement in managing performance follow-up by staff and some supervisors.

4.1.8 Talent Management report for FY 2022/23;

The division undertook a talent pool analysis of existing staff as at October 2022 and submitted a report that observed the following demographic features that can be used to plan for staff with clear consideration of their unique characteristics as per the observations below;

- i. Staffing by levels; Senior level staffing at 23% of staff which indicates that supervision of staff is well catered for therefore mentoring of lower staff can easily be structured to ensure that the lower staff do gain the necessary exposure and skill from the available pool of supervisors.
- ii. Distribution by gender; The UNBS gender distribution is 130 female staff members contributing 26% of the total number of staff and of the 130 female staff, 36 are at senior level representing 27.7% of the total number of supervisors. Having this number of female staff at senior level showed that UNBS had put in place an environment that empowered the female staff to take over supervisory responsibilities and allowed them



to grow.

- iii. Staff placement; The statistics indicated that staff are rightly placed in their respective jobs by the required qualifications and therefore do possess the necessary knowledge and skills to perform their duties and to mentor their teams accordingly.
- iv. Staff retention rates; The statistics showed stability on the job at UNBS whereby staff do stay longer on their jobs at UNBS taking 3 years which is the contract period for most staff as the base period for assessment of staff stability. The assessment indicated that out of the 498 staff, 379 staff had been in UNBS service for 3 years and above representing 76.1% which trend is helpful to Management in staff planning regarding career growth.
- v. Staff age parameters; Statistics indicated that UNBS workforce is made up of young people whereby staff of 40 years and below added up to 347 which is 69.7% of the total number of staff. This distribution of age calls for Management to plan for staff development programs that will enhance the needed skill and knowledge growth for eventual performance and retention purposes.

4.1.9 Disciplinary cases

A number of staff were reported with different allegations of misconduct and the cases were investigated as per the status report below;

- There were two disciplinary cases involving two staff under Finance and Administration Department. One was dismissed due to misconduct against a member of the public while the other case is still on going.
- Another case involving three staff under Testing Department is still on going on allegations of Soliciting and receiving a gratification from a UNBS client. The staff were interdicted, awaiting disciplinary proceedings

4.1.10 Staff engagement

The following staff engagement activities were coordinated in the year under review

- i) On 8th March 2023 which was the official women's day, the UNBS ladies attended a Fitness Expo at Lugogo Hockey Grounds which lasted the whole day
- ii) Consultative committee meetings were held with the Union team and a number of issues were tabled and resolved accordingly
- iii) An end of year staff party was held which crowned the year 2022 and was greatly appreciated



CHAPTER

05



Award Ceremony for the MSMEs certified by UNBS under the MasterCard Foundation through the Private Sector Foundation Uganda (PSFU).

5. CONSOLIDATING FINANCIAL SUSTAINABILITY OF UNBS

5.1 Finance and Administration

5.1.1 Revenue performance during Financial Year 2022/23

The Bureau has continued to realize increasing NTR over the last FYs as evidenced by the three graphs in annexes 1(a)-(c). Noteworthy, is that the Bureau has experienced budgetary cuts during the same period; otherwise, the NTR performance would have been much more impressive since NTR generation is incidental to activities' implementation.

From Graph 1(a), it can be seen that apart from imports inspection, all the other revenue sources realized static or decline in NTR levels due to the severe budgetary cuts that affected service delivery. Imports inspection, however, was able to realize increased NTR due to the new fee structure and increased levels of imports after the economy recovered from the Covid-19 pandemic.

During the FY2022/23, the Bureau projected for NTR of UGX40.108 Billion. Actual collections and transferred to UCF amounted to UGX47.770Billion by 30 June 2023. Additionally, the entity collected UGX11.336 billion which was utilized at source to finance prepaid activities not funded by the approved budget. Therefore, the total NTR generated in the FY amounted to UGX59.129 Billion (Difference between 59.13 & 61 in other documents) representing a 147.42% performance.

5.1.2 Expenditure for Financial Year 2022/23

Budget Performance and Expenditures

In the financial year, the Bureau was allocated a budget of UGX46.6 Billion including a supplementary release of shs5.338 billion for gratuity. The total actual amount released against the overall allocated budget was UGX45.2 Billion representing 97%.

The total expenditure was UGX45.185 Billion representing 99% of the total cash received.

5.1.3 Overview of draft annual financial performance

Activities implemented by Uganda National Bureau of Standards (UNBS) are derived from its mandate of providing Standards, Measurements and Conformity Assessment Services of Inspection, Testing and Certification in order to enhance competitiveness of Ugandan Products, Promoting Fair Trade and Protecting Consumers and Environment.

During the period under review, the Bureau implemented a number of activities in its annual work plan with most of the functions achieving their set targets.

In regards to the Financial Performance, the annual approved Budget was UGX46.619Billion and releases amounted to UGX45.185 Billion, representing 97% of the approved Budget. The Bureau collected Non Tax- Revenue (NTR/AIA) amounting to UGX.59.128Billion. Of the total NTR collected, the Bureau remitted UGX47.770billion to Consolidated Fund while UGX11.336Billion was spent at source. Details of Financial Performance is outlined from Page 6 of the Financial Statements.



The major challenge preventing the Bureau from fulfilling its mandate remains under gross under-funding that leads to under staffing and underfunded field activities. Whereas the Bureau's NTR is collected mostly as pre-payments through the URA platform and remitted to BOU, operational funds released by MFPED to facilitated field activities already pre-paid by clients are not sufficient. Due to this system, a funding gap of approximately shs28 billion has been created.

The Bureau is also faced with low levels of voluntary compliance to quality standards by the public including manufactures and traders which is brought about by inadequate sensitization activities due to insufficient budget.

The Bureau continues to collaborate with other MDAs; and Regional and International Standardization Organizations to support implementation of its mandate, including harmonization of standards, metrology and conformity assessment procedures. Most of these regional engagements are now critically affected by the freeze on travel abroad budget.

The Bureau, with support from AfDB-MAAIF Agricultural Value Chain (AVC) Project, is due to complete the construction of its modern National Metrology Laboratories (Calibration Laboratories) located at Bweyogerere, Headquarters. Completion status is currently at 80%.

5.1.4 Analysis of the draft financial statements as at 30th June 2023

- During the FY, properties worth UGX3.986 billion (with a net value after depreciation of UGX3.483 billion) were acquired and these included: field vehicles, laboratory and ICT/ office equipment (annex 2)
- In the same period, the payables (unpaid supplier invoices) increased by UGX1.736 billion to UGX2.476 billion majorly due to the gross under-funding that was experienced after the budget cuts (annex 2).
- The Bureau received substantially all funds budgeted for except for development where UGX1.109 billion was not released by MFPED. Approximately 71.14% was accounted for by staff costs; non-wage accounted for 21.78% and development accounted for 7.08% (annex5)
- The Bureau also received almost all funds budgeted under programmes except under Private Sector Development (PSD) where UGX1.409 was withheld. PSD, however, accounted for 88.18% of the total funding for the Bureau.

5.1.5 Transfers to GoU Consolidated fund

During the period under review, a total of UGX47.770billion was transferred to UCF in BOU as compared to UGX60.783billion transferred in FY2021/22. This decline in performance is explained by the following factors;

- The gross budgetary cut from UGX65.044Billion to UGX46.619Billion that affected service delivery.
- The UGX11.336Billion utilized at source that would have boosted the transfers. The difference of UGX1.568 billion (i.e. between UGX60.696 and UGX59.128) is the transit figure between URA platform and UCF in BOU by end of the FY.
- As usual Imports Inspection fees generated the bulk of revenue i.e. 69.26% of the total revenue collected.



5.1.6 Analysis of NTR per source for Financial Year 2022/23

Department	Categories	Annual Projections	Actual collections	%ge Performance
Legal Metrology (LM)	Verification fees	9,500,000,000	8,075,371,118	85.004
Testing Department	Testing fees	4,000,000,000	4,183,411,503	104.585
National Metrology Lab (NML)	Calibration fees	800,000,000	698,070,096	87.259
Certification	Certification fees	3,000,000,000	5,375,696,500	179.190
Training and Advisory	Standardization Training fees	150,000,000	155,650,000	103.767
Imports Inspection	Inspection fees	26,000,000,000	42,041,901,744	161.700
Sale of Standards	Sale of standards fees	350,000,000	166,897,430	47.685
TOTAL		43,800,000,000	60,696,998,391	138.578

Notes about Table NTR Performance:

- I. The Bureau collected UGX60.696 billion compared to a target of UGX43.800 billion in FY2022/23
- II. Apart from LM, NML, and Sales of Standards, all other revenue centres surpassed their targets
- III. The Bureau transferred UGX47.770 billion to the UCF and utilized UGX11.336 billion as sources to meet critical operational challenges caused by the big budgetary cut of over UGX15.854 billion (annex 1).
- IV. LM could not realize its target mainly due to lack of verification stickers that were beset with procurement issues
- V. The big increment in imports Inspection fees was mainly due to the new fee structure
- VI. NTR generation/ collected has exhibited an upward trend over the last ten years (annex 3)
- VII. Annexes 3 © and (d) show that Imports Inspection has remained the single biggest contributor to the Bureau NTR generation of the FYs. It accounted for 69.26% of NTR collected in FY2022/23.



ANNEXES

Annex 1: Statement of Financial Performance

Annex 2: Statement of Financial Position

Annex 3 (a) – (d): NTR Performance over the last Ten FYs

Annex 4 (a-b): Cash flow statement for the Financial Year ended

Annex 5: Statement of Appropriation Account (expenses by nature)

Annex 6: Statement of Appropriation (expenses by programmes)

Annex 6: Statement of Appropriation (expenses by services)

Annex 1:

Statement of Financial Performance for the Financial Year Ended 30 June 2023

Item	Notes	Actual 30 June 2023 (Shs)	Actual 30 June 2022 (Shs)
REVENUE			
Revenue from Non-Exchange transactions			
Taxes	2		
External Assistance	3		
Transfers received from Treasury- UCF	4	45,185,293,652	64,039,658,529
Transfers received from the Contingencies Fund	5		
Transfers received from other Government Units	6		
Non-Tax revenue- Non-Exchange	7	59,128,897,199	60,564,607,756
Revenue from Exchange Transactions			
Non-Tax Revenue- Exchange	8		218,804,960
Total Revenue		104,314,190,851	124,823,071,245
EXPENSES			
Compensation of employees	9	36,090,062,423	39,295,685,229



Item	Notes	Actual 30 June 2023 (Shs)	Actual 30 June 2022 (Shs)
Goods and services consumed	10	16,648,699,724	18,783,771,023
Depreciation expense	11	502,920,594	6,751,415,228
Impairment of property, plant, and equipment	12	0	0
Subsidies	13	0	0
Grants and other transfers	14	0	238,824,698
Social benefits	15	0	0
Finance costs	16	0	0
Bad debts expense	17	0	0
Other expenses	18	52,389,744	0
Total Expenses		53,294,072,485	65,069,696,178
Foreign Exchange gains/loss	19	1,471,630	
Transfers to Treasury	20	-47,770,647,199	-60,783,412,716
Gain/ loss on asset revaluation	31		
Surplus/ Deficit for the year		3,250,942,797	-1,030,037,649



Annex 2:

Statement of Financial Position as at 30 June 2023

Item	Notes	30 June 2023 (Shs)	30 June 2022 (Shs)
ASSETS			
Current Assets			
Cash and Cash equivalents	21		
Receivables	22(c)	272,482	
Inventories	23		
Non-current Assets			
Receivables	22(d)		
Investments	24		
Property, Plant and Equipment	25	3,483,608,661	
Non-Produced Assets	26		
Investment property	25		
Intangible assets	25		
Total Assets		3,483,881,143	-
LIABILITIES			
Current Liabilities			
Payables	27(a)	2,467,727,334	2,255,249,759
Deposits	28		
Short-term borrowings	29(a)		
Pensions	30(a)		
Non-current liabilities			
Payables	27(b)		
Long-term borrowings	29(b)		
Pensions	30(b)		
Total liabilities		2,467,727,334	2,255,249,759
Net Assets		1,016,153,809	(2,255,249,759)
REPRESENTED BY			
Reserves		1,016,153,809	(2,255,249,759)



Annex 3 (a)

NTR Performance over the last Ten FYs

Revenue Center	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
Other Income	29,603,417	94,703,749	40,090,200	259,803,173	265,332,626	39,927,516	17,540,000	145,165,865	20,513,381	19,244,176
Imports Inspection*	1,608,465,379	3,377,199,955	4,728,461,330	9,902,127,168	15,750,785,020	18,640,365,968	22,902,463,700	20,574,716,739	38,432,367,336	42,041,901,744
Legal Metrology:	2,421,663,134	2,662,226,654	3,018,102,806	3,562,714,368	5,771,847,226	7,137,951,540	7,331,374,144	8,668,625,949	9,199,414,103	8,075,371,118
National Metrology	185,415,090	252,438,896	351,379,243	417,785,200	481,812,357	666,248,101	550,339,300	586,544,500	705,346,894	698,070,096
Certification	797,127,319	645,294,548	1,031,215,782	1,132,292,173	1,274,745,500	1,723,234,800	3,009,786,000	3,856,246,523	6,409,909,001	5,375,696,500
Standards	29,603,417	54,209,000	57,547,500	211,502,220	88,787,418	113,472,716	120,121,117	173,583,436	192,859,579	147,653,254
Testing	840,665,231	829,436,328	959,194,500	1,107,503,130	1,664,746,358	4,166,733,866	4,096,081,504	4,436,621,285	5,656,090,560	4,183,411,503
Training & Advisory	66,314,600	61,342,200	129,690,000	160,795,000	104,500,000	134,452,300	141,250,000	104,497,000	157,950,000	155,650,000
Total NTR	5,978,857,587	7,976,851,330	10,315,681,361	16,754,522,432	25,402,556,505	32,622,386,807	38,168,955,765	38,546,001,297	60,774,450,854	60,696,998,391

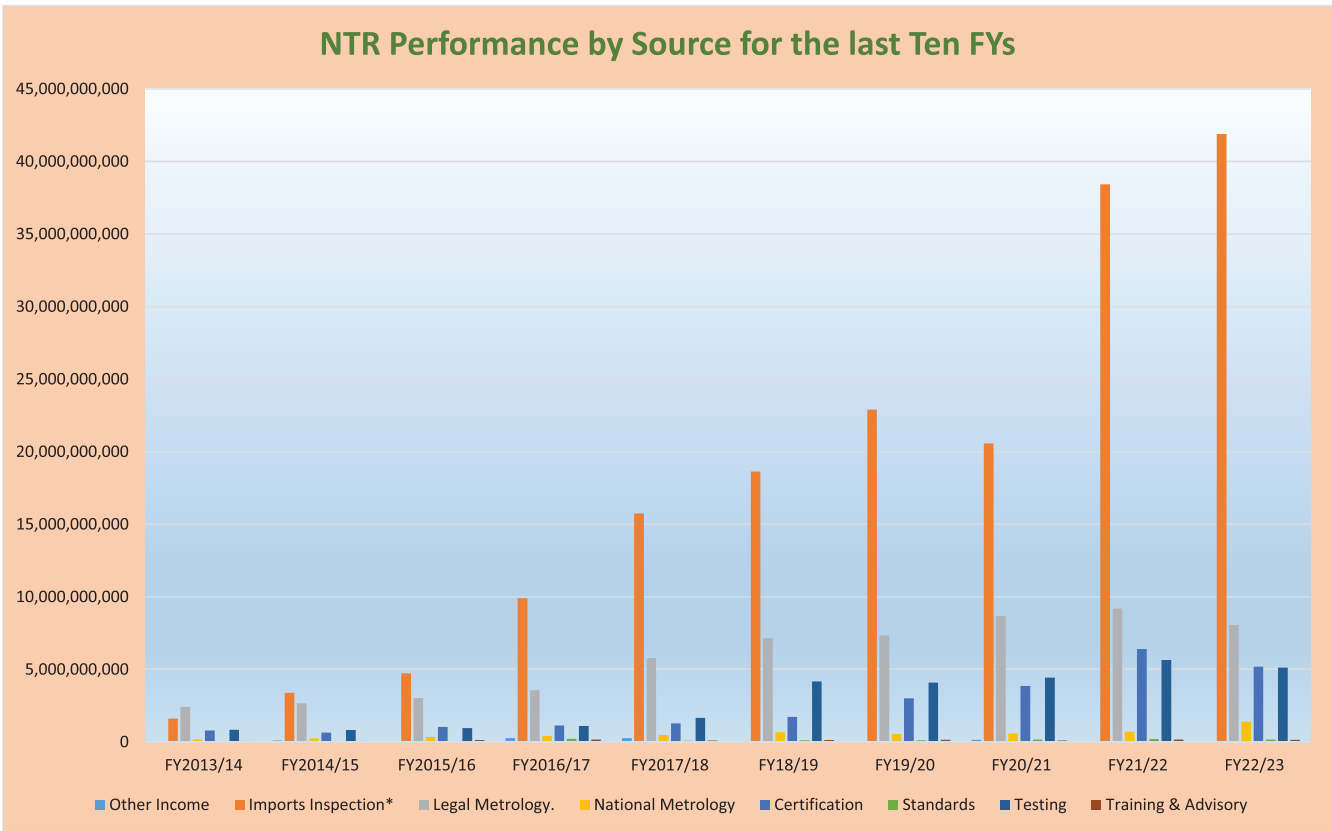
* Including shs11,358,250,000 that was spent at Source in FY2022/23

Note:

A slight dip in revenue performance in FY2021 for Imports Inspection due to Covid-19 Lockdown that affected level of Imports

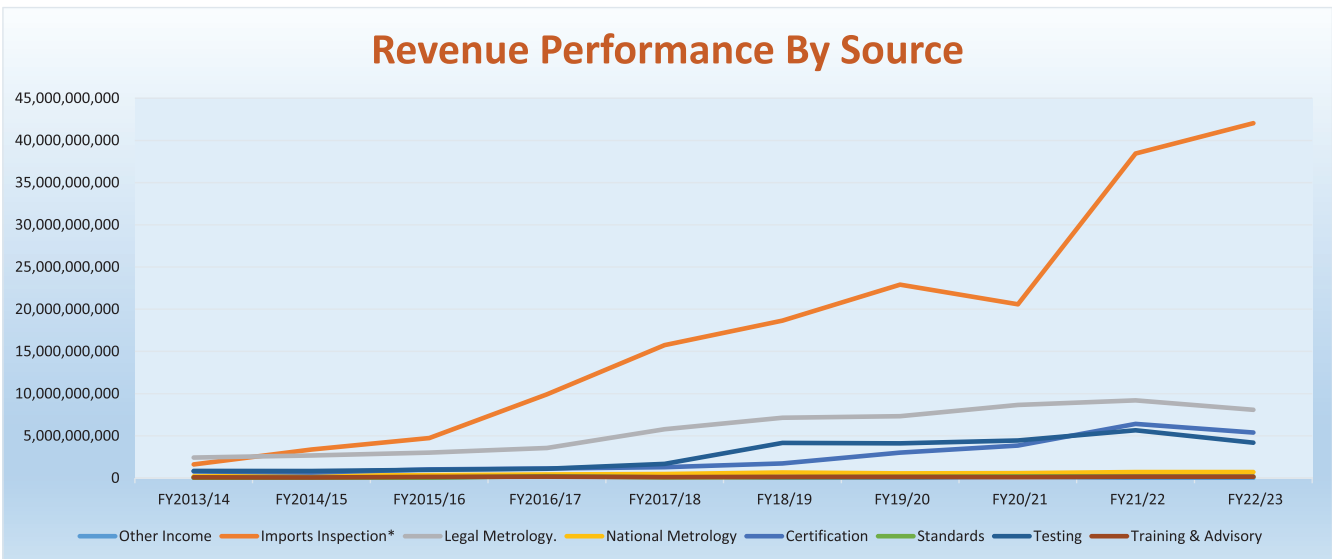
Annex 3 (b)

Bar Graph of NTR Performance over the last Ten FYs



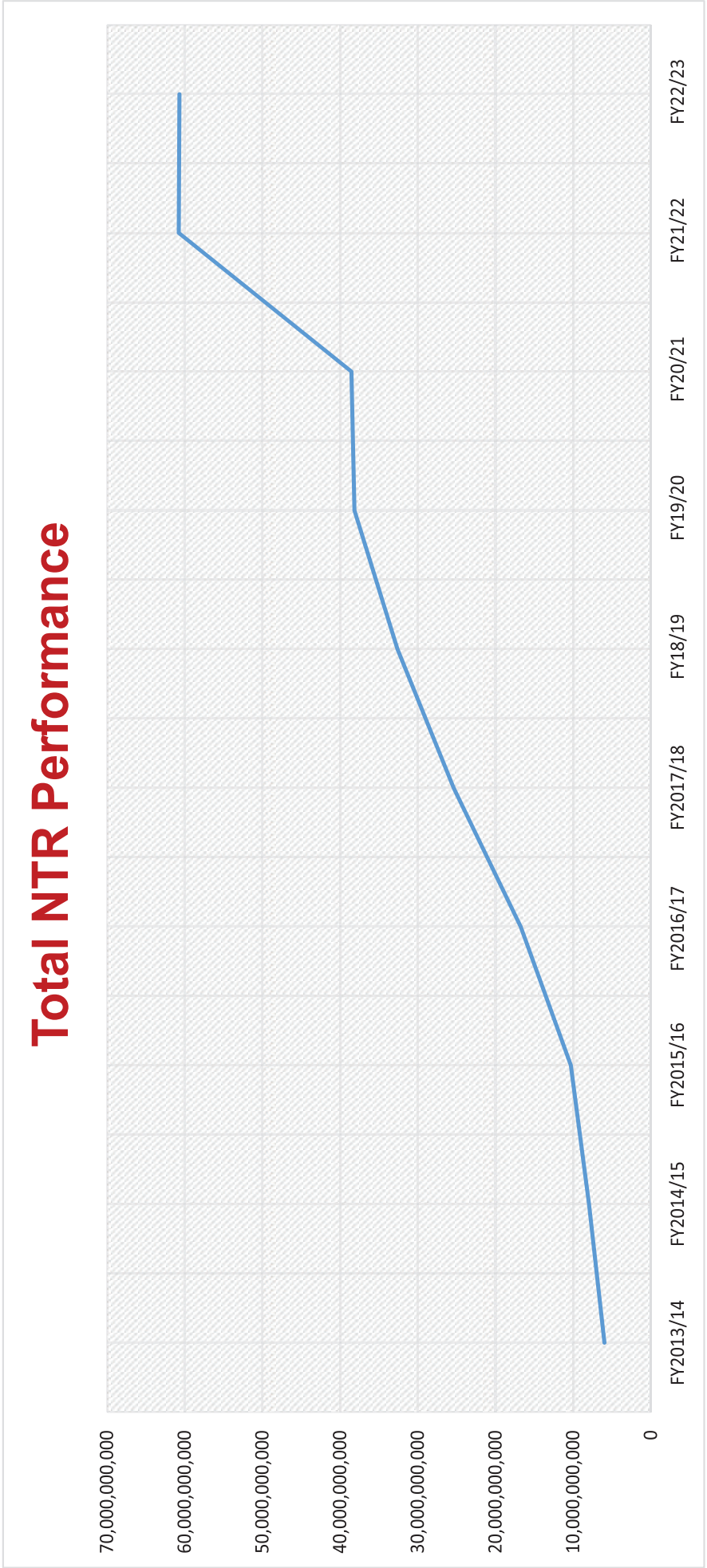
Annex 3 (c)

Line Graphs of NTR Performance over the last Ten FYs



Annex 3 (d)

Like Graph of NTR Performance over the last Ten FYs



Annex 4(a):

Cash flow Statement for the Financial Year ended 30 June 2023

Item	Notes	30 June 2023 (Shs)	30 June 2022 (Shs)
CASH FLOWS FROM OPERATING ACTIVITIES			
Revenue from operating activities (see below)		56,543,543,652	64,039,797,088
Payments			
Compensation of employees		36,090,062,423	39,295,685,229
Goods and services consumed		14,912,164,201	17,781,272,552
Grants and Other Transfers			211,424,079
Social benefits			
Other expenses		52,389,744	
Foreign Exchange loss/gain		-1,471,630	
Advances paid		272,482	
Domestic arrears paid out during the year		1,524,057,948	
Deposits paid out during the year			
Pension arrears paid during the year			
Losses of cash			
Letters of credit receivable			
Net cash inflows/(outflows) from operating activities		3,966,068,484	6,751,415,228
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		3,986,529,255	6,751,415,228
Purchase of Non- Produced Assets			
Purchase of investments			
Proceeds from sale of property, plant and equipment			
Proceeds from the sale of Non-Produced Assets			
Proceeds from sale of investments			
Net cash inflows/(outflows) from investing activities		3,986,529,255	6,751,415,228
CASH FLOWS FROM FINANCING ACTIVITIES			



Annex 4(b):

Cash flow Statement For cash flow purposes- Receipts from Revenue FY2022/23

Item	Notes	30 th June 2023 Shs.	30 th June 2022 Shs.
Total Revenue as per Statement of Financial Performance		104,314,190,851	124,823,071,245
Add : Advances recovered during the year			138,559
: Revenue receivable collected during the period			
: Deposits received			
Total Revenue		104,314,190,851	124,823,209,804
Less: Grants received in Kind			
Revenue in Kind (Tax waivers)			
Transfers to Treasury	30	-47,770,647,199	-60,783,412,716
Revenue Receivable for the reporting period			
Total revenue received for Cash flow statement purposes		56,543,543,652	64,039,797,088

Annex 5:

Statement of Appropriation Account (expenses by nature)

Item	Initial Budget (Shs) (a)	Adjustments (Shs) (b)	Revised Budget (Shs) (c)=(a)+(b)	Actual Performance (Shs) (d)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Revenue						
External Assistance						
Transfers received from Treasury- UCF	41,280,169,326	5,338,924,750	46,619,094,076	45,185,293,652	1,433,800,424	3.1
Transfers received from the Contingencies Fund						
Transfers received from other Government Units						
NTR from non-exchange transactions	44,108,000,000		44,108,000,000	59,128,897,199	-15,020,897,199	-34.1
NTR from exchange transactions						
Total Revenue	85,388,169,326	5,338,924,750	90,727,094,076	104,314,190,851	13,587,096,775	-15.0
Expenditure by Nature						
Compensation of employees	26,829,308,900	5,338,924,750	32,168,233,650	32,161,564,303	6,669,347	0.0
Goods and services consumed	9,859,111,290		9,859,111,290	9,847,219,840	11,891,450	0.1
Grants and other transfers	4,591,749,136		4,591,749,136	3,198,169,428	1,393,579,708	30.3
Total expenditure	41,280,169,326	5,338,924,750	46,619,094,076	45,206,953,571	1,412,140,505	3.0
Transfers to Treasury	44,108,000,000		44,108,000,000	47,770,647,199	(3,662,647,199)	
Net Expenditure				11,336,590,081	(11,336,590,081)	



Annex 6:

Statement of Appropriation Account (expenses by programme)

	Initial Budget (a) (Shs)	Adjustments (b) (Shs)	Revised Budget (c)=(a)+(b) (Shs)	Actual Performance (d) (Shs)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Revenue						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	41,280,169,326	5,338,924,750	46,619,094,076	45,185,293,652	1,433,800,424	3.1
Transfers received from the Contingencies Fund						
Transfers received from other Government Units						
NTR from non-exchange transactions	44,108,000,000		44,108,000,000	59,128,897,199	(15,020,897,199)	-34.1
NTR from exchange transactions						
Total Revenue	85,388,169,326	5,338,924,750	90,727,094,076	104,314,190,851	(13,587,096,775)	-15.0
Expenditure by Programmes						
AGRO-INDUSTRIALIZATION	1,110,000,000		1,110,000,000	1,110,000,000	0	0.0
MANUFACTURING	4,234,000,000		4,234,000,000	4,231,597,088	2,402,912	0.1
PRIVATE SECTOR DEVELOPMENT	35,936,169,326	5,338,924,750	41,275,094,076	39,865,356,483	1,409,737,593	3.4
Total expenditure	41,280,169,326	5,338,924,750	46,619,094,076	45,206,953,571	1,412,140,505	3.0
Transfers to Treasury	44,108,000,000		44,108,000,000	47,770,647,199	(3,662,647,199)	-8.3
Net Expenditure				11,336,590,081	(11,336,590,081)	

Annex 7:

Statement of Appropriation Account (expenses by services)

	Initial Budget (Shs) (a)	Adjustments (Shs) (b)	Revised Budget (Shs) (c)=(a)+(b)	Actual Performance (Shs) (d)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
REVENUE						
Taxes						
Transfers received from Treasury- UCF	41,280,169,326	5,338,924,750	46,619,094,076	45,185,293,652	1,433,800,424	3.1
Transfers received from other Government Units			-		-	
NTR from non-exchange transactions	44,108,000,000		44,108,000,000	59,128,897,199	(15,020,897,199)	-34.1
NTR from exchange transactions						
Total Revenue	85,388,169,326	5,338,924,750	90,727,094,076	104,314,190,851	(13,587,096,775)	-15.0
Expenditure by Services Voted						
Finance and Administration	670,000,000		670,000,000	669,905,292	94,708	0.0
Human resource	26,378,420,190	5,338,924,750	31,717,344,940	31,710,838,057	6,506,883	0.0
Legal Metrology	2,326,000,000		2,326,000,000	2,317,680,078	8,319,922	0.4
Imports inspection	1,190,000,000		1,190,000,000	1,184,636,081	5,363,919	0.5
Market surveillance	1,296,960,000		1,296,960,000	1,295,393,364	1,566,636	0.1
Standards	706,040,000		706,040,000	701,445,251	4,594,749	0.7
Certification	1,110,000,000		1,110,000,000	1,110,000,000	0	0.0
Public relations and marketing	718,000,000		718,000,000	708,820,158	9,179,842	1.3
Finance and Administration	4,591,749,136		4,591,749,136	3,218,630,199	1,373,118,937	29.9
National Metrology Laboratory	533,000,000		533,000,000	529,605,091	3,394,909	0.6
Testing	1,760,000,000		1,760,000,000	1,760,000,000	0	0.0
Total expenditure	41,280,169,326	5,338,924,750	46,619,094,076	45,206,953,571	1,412,140,505	3.0
Transfers to Treasury	44,108,000,000		44,108,000,000	47,770,647,199	(3,662,647,199)	
Net Expenditure				11,336,590,081	(11,336,590,081)	





UNBS Executive Director and Head of Ugandan Delegation, attending the 25th East African Standards Committee (EASC) Meeting in Arusha.



Different stakeholders attending ARSO meeting.



Electricity Supply Industry (ESI) Local Content Forum 2022.



Commissioning of the Eastern Region Food safety laboratories at the UNBS Eastern Region Office in Mbale District.



Oil and Gas stakeholder engagement at the UNBS head office in Bwengerere.



Metrology Day 2023 under the theme Measurements supporting the global food system.



Ministry of Agriculture Animal Industry and Fisheries team visited UNBS



Inauguration of the new National Standards Council.



The permanent secretary of the Ministry of Trade Industry & Cooperatives with some of the members of the National Standards Council.



Uganda re-appointed as CCAFRICA coordinator during Codex Meeting in November 2022



UNBS staff participating in Corporate League Games



Electricity Supply Industry (ESI) Local Content Forum 2022



Stakeholder engagement for events promoters at UNBS head office.



Stakeholders at the testing capacity boosted with Equipment for decentralizing UNBS services.



UNBS Trains Micro, Small and Medium Enterprises on Standards



Ministry of Agriculture Animal Industry and Fisheries visits UNBS.



Calibration truck for carrying out calibration services.



Commissioning of the Eastern Region Food safety laboratories at the UNBS Eastern Region Office in Mbale District.



The launch of UNBS laboratories at the Mbarara regional offices.



UNBS engaging importers and traders of medical devices and health care products to ensure good quality of products on the market.



The National Standards Council (NSC) is having a three days Governance training.



A group photo of different SMES displaying their certificates.



UNBS has organised a Stakeholder validation meeting on the Draft of the second National Standardization Strategy 2023 – 2025.



Uganda Airlines Top Management, led by the Chief Executive Officer, Ms. Jenifer Bamuturaki meeting with the UNBS Officials, to discuss strategies to promote Ugandan made products in the spirit of Buy Uganda Build Uganda.



UNBS engaging the media on Standardisation and its importance in society, businesses and the economy.



UNBS sensitizing traders in Masaka District about the quality of consumer products on the market.



UNBS engaging Clearing Agents on importation of products that meet the quality standards, to rid the market of substandard products



UNBS sensitising stakeholders in Hoima District about quality standards and certification of their products.



UNBS engaging Manufacturers of Electricals & electronic products about Digital Conformity Marking of products.



UNBS meets Tanzania Bureau of Standards (TBS) for a two-day benchmarking exercise on the UNBS testing laboratories.



UNBS sensitising traders and processors of rice, sorghum and maize in Bulambuli District.



UNBS sensitizes spare parts dealers.



Review of Draft 3-year National Standardisation Strategy (NSS).



UNBS engagement with stakeholders in the engine oil sector.



Stakeholder engagement for events promoters at UNBS head office.



UNBS staff demonstrating the use of specialised equipment in sample analysis in the Laboratory.



Stakeholders at the testing capacity boosted with equipment for decentralizing UNBS services.



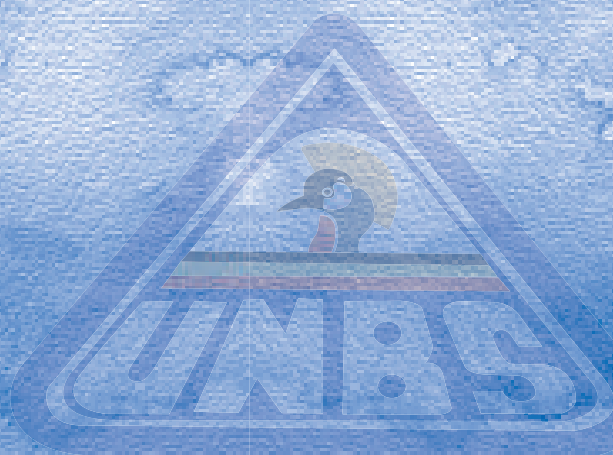
Inauguration of the new National Standards Council.



UNBS staff demonstrating the use of specialised equipment in sample analysis in the Laboratory.



Ministry of Agriculture Animal Industry and Fisheries team visited UNBS



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