

# **UGANDA NATIONAL BUREAU OF STANDARDS**



## **ANNUAL PERFORMANCE REPORT**

**FY 2023/2024**

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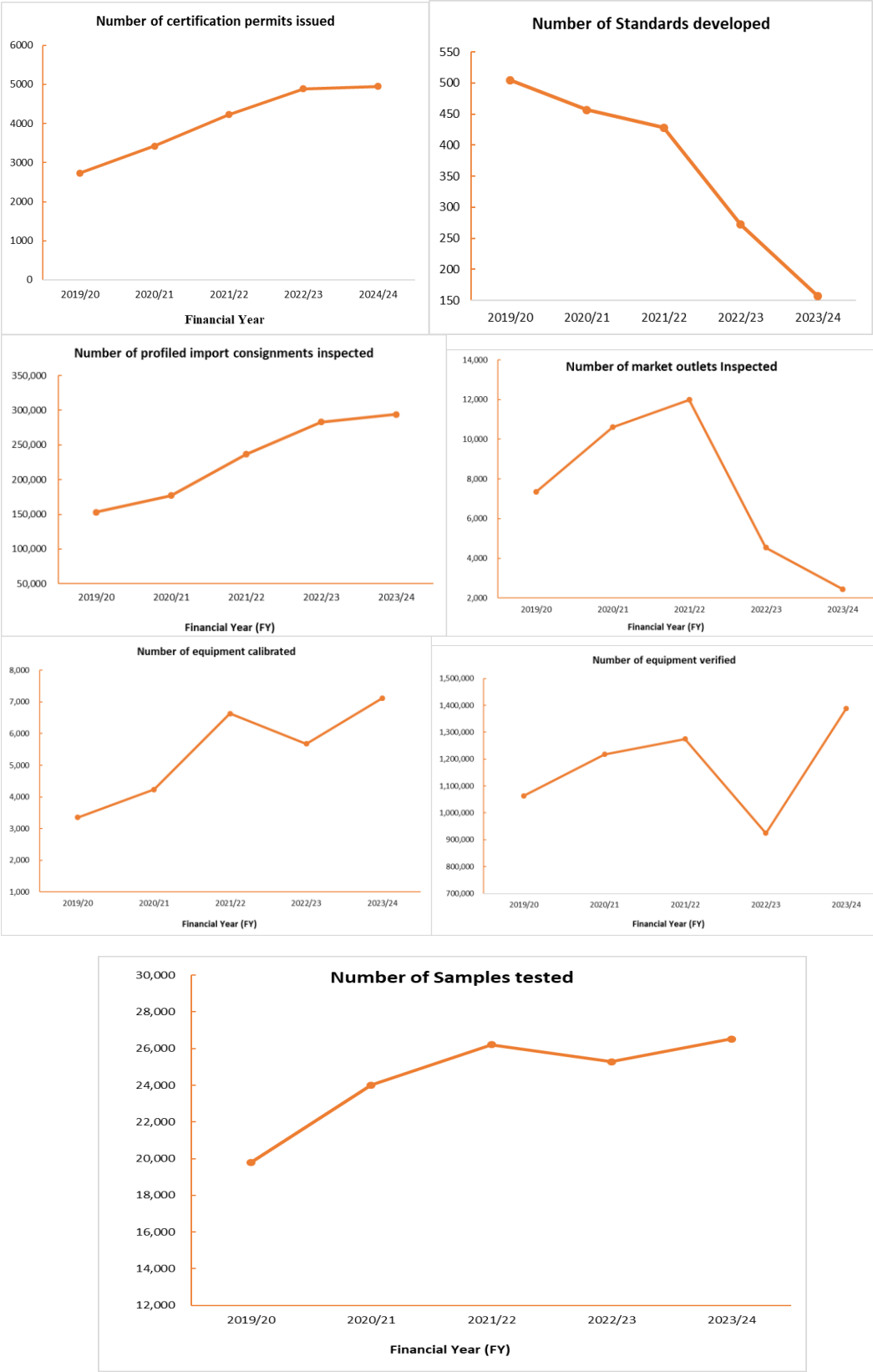
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## **LIST OF ABBREVIATIONS**

ARSO	African Organization for Standardization
ASTM	American Society for Testing and Materials
BCP	Business Continuity Plan
COC	Certificate of Conformity
CIMS	Certification Information Management System
EAS	East African Standard
FDUS	Final Draft Uganda Standard
HRMIS	Human Resource Information Management System
IEC	International Electrotechnical Commission
ILC	Inter Laboratory Comparison
ISO	International Organization for Standardization
LIMS	Laboratory Information Management System
MEMD	Ministry of Energy and Mineral Development
MET-LIMS	Metrology-Laboratory Information Management System
MSME	Micro Small and Medium Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NMISA	National Metrology Institute of South Africa
NSC	National Standards Council
NSS	National Standardization Strategy
OHS	Occupational Health and Safety
OIML	International Organization of Legal Metrology
PT	Proficiency Testing
PVoC	Pre-Export Verification of Conformity
QMS	Quality Management Systems
SANAS	South African National Accreditation System
SIMo	Standards Information Management System
SQMT	Standards, Quality Assurance, Metrology and Testing
TC	Technical Committee
TMEA	TradeMark East Africa
UIA	Uganda Investment Authority
US	Uganda Standard
WTO	World Trade Organization

# GRAPHIC REPRESENTATION OF UNBS PERFORMANCE



## **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 210, I hereby submit to you the annual report for the Uganda National Bureau of standards for FY 2023/24. 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



**Eng. James N. Kasigwa**

**Executive Director**

**Uganda National Bureau of Standards**



## **STATEMENT FROM THE EXECUTIVE DIRECTOR**

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

The Bureau continued to participate and take leadership in the Regional and International Standards arena and UNBS is the Board Member of the African Regional Standards Organization (ARSO) and member of CODEX Coordinating Committee of Africa (CC Africa). The focus of ARSO is to increase the volume of Intra-Africa trade on the basis of having common standards for application in the common market of the African Continental Free Trade Area (AfCFTA).

The Bureau currently has stock of over 4,812 standards majority of which are international standards adopted to facilitate trade. These standards cover all sectors of the economy, including Food and Agriculture, Chemicals and Consumer Products, Engineering, Services and Business Management Standards.

In order to support the Buy Uganda, Build Uganda (BUBU) Policy, Import Substitution and Export Promotion Strategy, the Bureau has certified 4,886 local products from over 2,500 enterprises across various sectors of the economy. We continued to undertake Sector Based engagements with manufacturers and other private sector associations to promote voluntary compliance in implementation of quality standards in their businesses. The Bureau has continued to facilitate access of Ugandan made products to EAC Market by ensuring mutual recognition of products bearing UNBS Q-Mark without subjecting them to additional conformity assessment by member standards bodies.

In terms of the human resources, the Bureau current has 550 staff out of required 1200 staff (46%). This shows that the Bureau has not yet attained the optimum numbers required to effectively deliver the Bureau's mandate, especially manpower required to support decentralization of UNBS services to regional offices and to man the many gazetted entry points where UNBS is absent.

UNBS continued to face funding challenges and most of the planned activities were effectively implemented and the Bureau was able to collect and remit UGX

80 Billion of Non-Tax Revenue (NTR) to the consolidated fund, which is the highest contribution NTR in recent times. However, UNBS realized only UGX 56.717 Bn.

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

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

We look forward to better performance in the coming FY2024/25 and beyond.



**Eng. James N. Kasigwa**

**Executive Director**

**Uganda National Bureau of Standards**

## **STATEMENT FROM THE DEPUTY EXECUTIVE DIRECTOR MANAGEMENT AND FINANCIAL SERVICES**

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

From a strategic and performance perspective, the bureau ensured proper alignment of its strategy to the national development agenda. The FY 2023/24 happens to be the year proceeding the terminal year for both the existing UNBS Strategic plan and NDPIII. The bureau continued to actively participate in the five (5) NDP III programs which included: Private Sector Development, Agro-Industrialization, Manufacturing, Sustainable Energy Development and Sustainable Petroleum Development. The planning, budgeting and reporting activities were well coordinated at both Technical Working Groups and Program Working Groups. Like in the previous years, the bureau sustained a positive outlook in the management of public finances and accountability and it received an unqualified audit opinion on its audited accounts by the Office of the Auditor General. Similarly the bureau enjoyed constructive opinions by the National Planning Authority on alignment of the current strategic plan to the NDPIII and the Equal opportunities Commission for fulfilling the gender and equity requirements in the national planning and budgeting documents.

The GoU continued to be major player in the bureau's fiscal space together with support from development partners such as TMA, PSFU, and AfDB. In the financial year 2023/2024, the Bureau was allocated UGX 60.042 billion up from UGX 46 billion allocated for previous year and less than the anticipated amount of UGX 103B as indicated in the strategic plan FY 2020/21-FY2024/25. Of this, UGX 56.651 billion was disbursed, representing 94% of the total budget. The overall funding shortfall was estimated at UGX 28 billion. Despite the funding challenges, the bureau strived to deliver on its mandate and was able to put up an impressive out turn on NTR collection showcasing commitment to service excellence in safeguarding lives of Ugandans and trade facilitation. UNBS generated Non-Tax Revenue (NTR/AIA) of UGX 80 billion. However, UGX 5.43billion was remitted to consolidated fund but bounced and will be captured in the FY 2024/25. Also, UGX 1.67billion was lost through exchange rate variances, hence reported figure of UGX 73.901billion. The bureau met its revenue targets and exceeded last year's performance (UGX 60 billion) as well as planned figures in the strategic plan (UGX 43.8 billion).

With a strategic focus of supporting business success across the bureau, the directorate continued throughout the year to provide a well aligned infrastructure and operating environment. The modern National Metrology Laboratories at Bweyogerere acquired with help of AfDB and MAAIF, destined to be centre of excellence in metrology reached its completion stage and significant milestones were registered in the delivery of some of its specialised furniture and equipment. Equally, the bureau maintained an effective and productive presence and facilities at the standards complex as well as in the regional offices and laboratories. The automation agenda continued to enhance internal processes as well as advancing the ease and reduction of cost of doing business for the UNBS clientele. During the financial year, UNBS increased its strength by hiring sixty (60) new staff recruitments and five (5) replacements to boast its capacity in the various operational areas.

On 13th May 2024 the UNBS community received Eng. James Kasigwa as its 5th Executive Director.

In a bid to improve staff welfare, UNBS leadership together with the Union (USRAWU) made engagements to various stakeholders including parliament, MoFPED among others to address pertinent staff concerns and issues. Although this effort did bring immediate monetary gains, it has laid a foundation for future engagements and strategies aimed at enhancing staff welfare and productivity.

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

## **STATEMENT FROM THE DEPUTY EXECUTIVE DIRECTOR - STANDARDS**

To improve the competitiveness of locally manufactured products and services the Standards Directorate has continued to provide trade facilitation services that protect the health and safety of consumers.

There was a minimal increment in the services offered in comparison to previous FYs. A number of requests were not honored and the time taken to offer services increased due to the unavailability of funds required to respond to the demand for our services. Only 78% of all applications for certification were issued with permits. Similarly, the turnaround time for testing increased in the chemistry and microbiology laboratories by 37% and 15% respectively.

Despite the above challenge, the Directorate continued to monitor the implementation of the mutual recognition agreements within the East African Community (EAC) under the East African Standards Committee (EASC). The most tradable goods within the region are covered by harmonized standards that have been adopted at the national level. However, the overall stock of Uganda Standards increased by only 1% in the FY 2023/24.

The percentage increase in samples and equipment received for testing and calibration reduced in comparison to previous financial years. This implied that fewer numbers of local products and equipment used in their production were assessed for compliance against standard specifications to ensure their compliance to domestic and regional market requirements.

We however continued steps to improve relations with the private sector and encourage self-regulation by increasing the number of recognized laboratories, management system certified companies and development of the personnel scheme – which should be concluded at the end of FY 24/25.

The Directorate looks forward to re-engineering procedures and processes and improving stakeholder engagement as we embark on the development of the next UNBS strategic direction. We hope to cater for the increased demand for services offered and reduce the cost of doing business as we facilitate trade in local products and services.

**Patricia Bageine Ejalu**

**Deputy Executive Director - Standards**

## **STATEMENT FROM DEPUTY EXECUTIVE DIRECTOR - COMPLIANCE**

The Compliance Directorate contributes to the UNBS strategic objectives through: Standards enforcement; ensuring fairness in trade through verification of measurement systems; increasing the visibility and enhancing the corporate image of UNBS and providing legal support services to UNBS.

The enforcement activities support the economy through fair competition and ensuring value for money to the public. The local manufacturers were facilitated through annual exemptions for the critical inputs that are required in their processes such as raw materials, machinery and their spare parts and related inputs. Through the Pre-Export Verification of Conformity (PVoC) program, UNBS provides a platform of reduced turnaround time in the clearance of consignments by the importers who undertake PVoC. The PVoC mechanism supports the notion of inspection before tax clearance. There has been an upward trend in the clearance volumes for the past five years. More can be realized upon improvement of the current e-portal electronic imports clearance system.

The market surveillance arm monitors the market to ensure the removal of substandard products that originate from both locally manufactured and imported products. In both cases, the final consumers is affected in the following ways: reduced product performance; risk to consumer health; can lead to death; low value for money and consumer dissatisfaction.

The legal metrology department ensures fair trade in the market place. The activities were constrained due to limited financial resources. The electricity meters unit was very productive in that all the meters were verified before installation of the same on the consumers premises and this helps in the reduction of transaction costs occasioned by over or under billing.

The Public Relations arm of UNBS was very instrumental in ensuring the visibility of UNBS and at the same time managed negative publicity.

The legal team dealt with criminal and civil cases where the offenders had substandard products and also the illegal use of the quality mark.

The Compliance Directorate will be more vigilant in the market place especially with increased funding from government. The enforcement of the DTS-DCS will be mainstreamed during inspection of both the locally produced and imported products that are under the compulsory Standards regime.

The metrology Bill will also be concluded in the coming year among other things.

**Eng. John Paul Musimami**

**Deputy Executive Director - Compliance**

# **CORPORATE GOVERNANCE**

## **Legal Mandate**

Uganda National Bureau of Standards (UNBS) is a Government agency established under Cap. 210 of the laws of Uganda and implements the Weights and Measures Act Cap. 84.

The Mandate of UNBS is:

- Formulation and promotion of the use of standards;
- Enforcing standards in protection of public health and safety and the environment against dangerous and sub-standard products;
- Ensuring fairness in trade and precision in industry through reliable measurement systems; and

Strengthening the economy of Uganda by assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets. **National Standards Council**

The National Standards Council is a governing body comprised of 10 members who are appointed by the Minister responsible for Trade. The Executive Director is the Secretary to the NSC.

The NSC is responsible for the overall policy making, declaration of 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; Standards and Technical Committee, Human Resource and Administration Committee, Audit and Risk Committee, and Finance and Planning Committee.

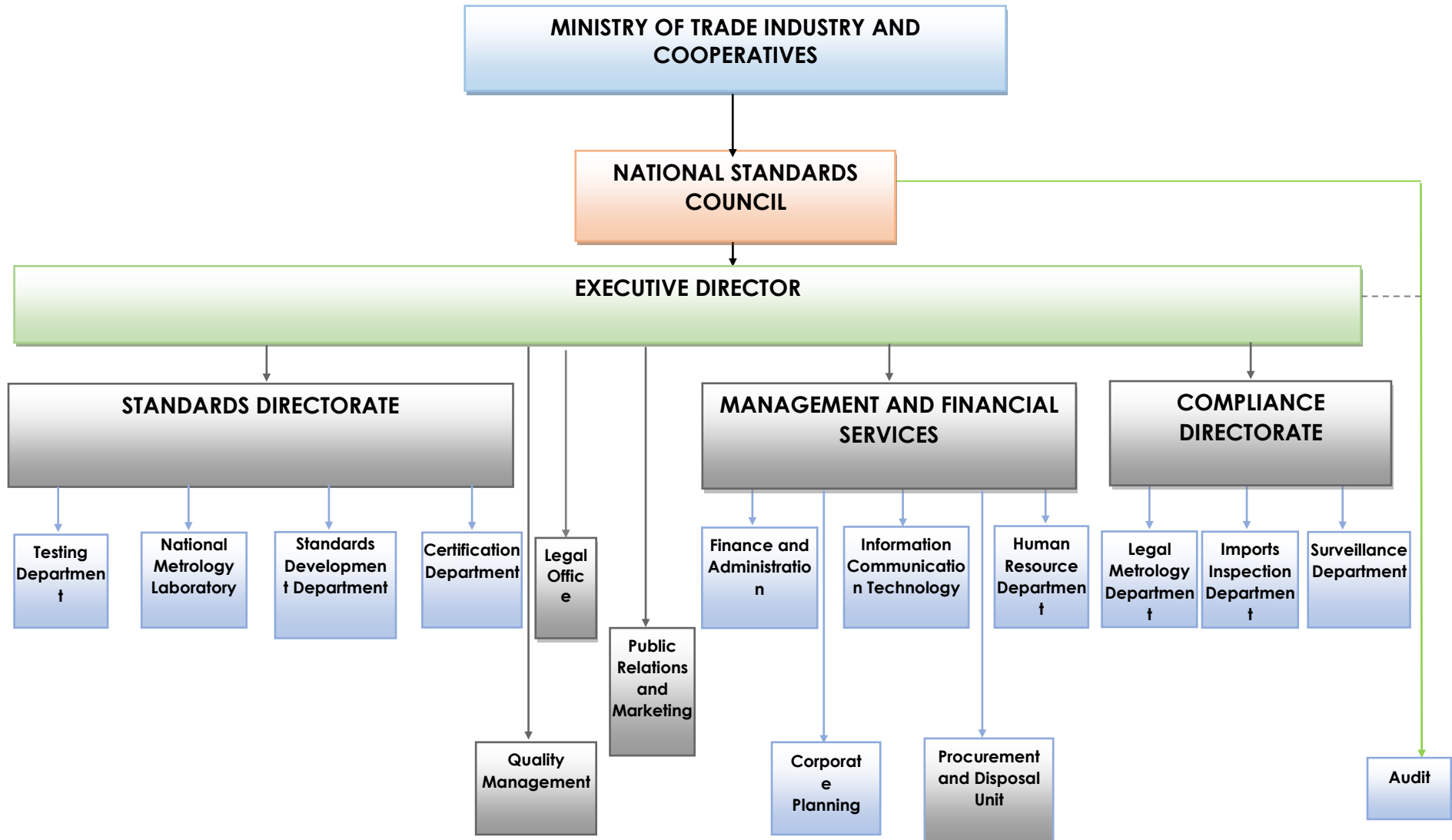
## **Management and Staff.**

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 554 staff at the end of the year with the male to female ratio of 3:1 (397males to 141 females).



# ORGANISATION STRUCTURE



# **CHAPTER ONE**

## **IMPLEMENTATION OF UNBS STRATEGIC OBJECTIVES**

### **IMPROVE THE COMPETITIVENESS OF LOCAL GOODS AND SERVICES AT NATIONAL REGIONAL AND INTERNATIONAL LEVELS.**

#### **1.1 Standards Development**

The UNBS Standards Department is committed to providing quality standards development and promotion services to meet the needs and expectations of its customers through the implementation of;

- Standards development process consistent with the ISO/ IEC Directives part 1 and 2
- Quality Management System in line with US ISO 9001 and
- Applicable legislation

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 practice 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 above to guarantee effectiveness and relevance.
- c. Endorsement, adoption of any regional, international or other country's specification with or without any modification as suitable for use in Uganda.
- d. Assisting Government, Local Administration, statutory bodies, companies, Non-Governmental Organisations 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, health and safety and social welfare aspect.

### 1.1.1 Categories of standards developed in the FY 2023/24

In the period under review 93 Final Draft Uganda Standards (FDUS) and 1 Amendment were developed and were awaiting approval by the National Standards Council.

. 39 Uganda Standards and 2 Amendments were approved by the National Standards Council compared to 389 approved in FY 2022/23.

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;

**Table 1: Categories of standards developed in the FY 2023/24**

<b>SN</b>	<b>Category of Standards</b>	<b>No of Standards</b>
i	East African Standards	19
ii	Codex Alimentarius commission (CODEX) Standards	0
iii	International Organization for standardization (ISO) Standards	17
iv	African Organisation for Standardization (ARSO) Standards	0
v	Indigenous Standards	3
vi	<b>Amendments<sup>1</sup></b>	<b>2</b>
	<b>TOTAL</b>	<b>41</b>

- 
- <sup>1</sup> Includes 2 Amendments; US 249-4: 2019/Amd. 1: 2023, Engine oil — Performance classification;
  - US 2296-6: 2022/Amd. 1: 2023, Skin applied mosquito repellents — Specification — Part 6: Petroleum jelly — Amendment 1

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

SN	Standards Development Categories	2019/20	2020/21	2021/22	2022/23	2023/24
i	Engineering	62	88	57	66	0
ii	Food and Agriculture	96	85	52	68	7
iii	Chemicals & Consumer products	212	175	185	131	24 <sup>2</sup>
iv	Services and Business Management	34	92	122	124	10
	<b>Total</b>	<b>404</b>	<b>440</b>	<b>416</b>	<b>389</b>	<b>41</b>

### 1.1.2 Current stock of standards

The current stock of standards indicating origin stands at 4812 up from 4,730 the previous year as summarized in Table 3 below;

**Table 3: Current stock of standards**

SN	Summary	2019/20	2020/21	2021/22	2022/23	2023/24
i	Total Indigenous Uganda Standards		765	773	774	767
ii	Total adopted International standards		3205	3334	3381	3393
iii	Total adopted Regional Standards		579	623	642	652
iv	<b>Overall Total of Uganda's standards</b>	<b>4052</b>	<b>4549</b>	<b>4730</b>	<b>4797</b>	<b>4812</b>

- 
- <sup>2</sup> Includes 2 Amendments; US 249-4: 2019/Amd. 1: 2023, Engine oil — Performance classification;
  - US 2296-6: 2022/Amd. 1: 2023, Skin applied mosquito repellents — Specification — Part 6: Petroleum jelly — Amendment 1

**Table 4: Details of standards per standard category**

<b>TOTALS PER STANDARD CATEGORY</b>	
<b>CATEGORY</b>	<b>TOTAL</b>
INDIGNOUS UGANDA STANDARDS	767
ADOPTED EAST AFRICAN STANDARDS	641
ADOPTED ISO STANDARDS	2660
ADOPTED IEC STANDARDS	282
ADOPTED CODEX STANDARDS	130
ADOPTED AFRICAN REGIONAL STANDARDS	11
ADOPTED ASTM STANDARDS	270
ADOPTED OIML STANDARDS	37
ADOPTED EN STANDARDS	2
ADOPTED OIC/SMIIC	12
<b>TOTAL</b>	<b>4812</b>

**1.1.3 Stock of standards by category**

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

**Table 5: Details of stock of standards by category**

<b>SUMMARY OF UGANDA STANDARDS</b>	
<b>FOOD, AGRICULTURE AND FORESTRY STANDARDS</b>	
<b>CATEGORY</b>	<b>TOTAL</b>
INDIGNOUS UGANDA STANDARDS	187
ADOPTED EAST AFRICAN STANDARDS	281
ADOPTED ISO STANDARDS	518
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
<b>TOTAL</b>	<b>1125</b>
<b>ENGINEERING AND CONSTRUCTION STANDARDS</b>	
<b>CATEGORY</b>	<b>TOTAL</b>
INDIGNOUS UGANDA STANDARDS	252
ADOPTED EAST AFRICAN STANDARDS	133
ADOPTED ISO STANDARDS	736
ADOPTED IEC STANDARDS	280
ADOPTED CODEX STANDARDS	0
ADOPTED AFRICAN REGIONAL STANDARDS	0

ADOPTED ASTM STANDARDS	20
ADOPTED OIML STANDARDS	37
ADOPTED EN STANDARDS	0
ADOPTED OIC/SMIIC	0
<b>TOTAL</b>	<b>1458</b>
<b>CHEMICALS AND CONSUMER PRODUCTS STANDARDS</b>	
<b>CATEGORY</b>	<b>TOTAL</b>
INDIGNOUS UGANDA STANDARDS	254
ADOPTED EAST AFRICAN STANDARDS	227
ADOPTED ISO STANDARDS	760
ADOPTED IEC STANDARDS	0
ADOPTED CODEX STANDARDS	0
ADOPTED AFRICAN REGIONAL STANDARDS	0
ADOPTED ASTM STANDARDS	230
ADOPTED OIML STANDARDS	0
ADOPTED EN STANDARDS	2
ADOPTED OIC/SMIIC	0
<b>TOTAL</b>	<b>1473</b>
<b>SERVICES AND BUSINESS MANAGEMENT STANDARDS</b>	
<b>CATEGORY</b>	<b>TOTAL</b>
INDIGNOUS UGANDA STANDARDS	74
ADOPTED EAST AFRICAN STANDARDS	0
ADOPTED ISO STANDARDS	646
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	12
<b>TOTAL</b>	<b>756</b>
<b>OVERALL TOTAL NUMBER OF STANDARDS</b>	<b>4812</b>

## **1.2 Product and system certification**

### **1.2.1 Number of Certification permits issued**

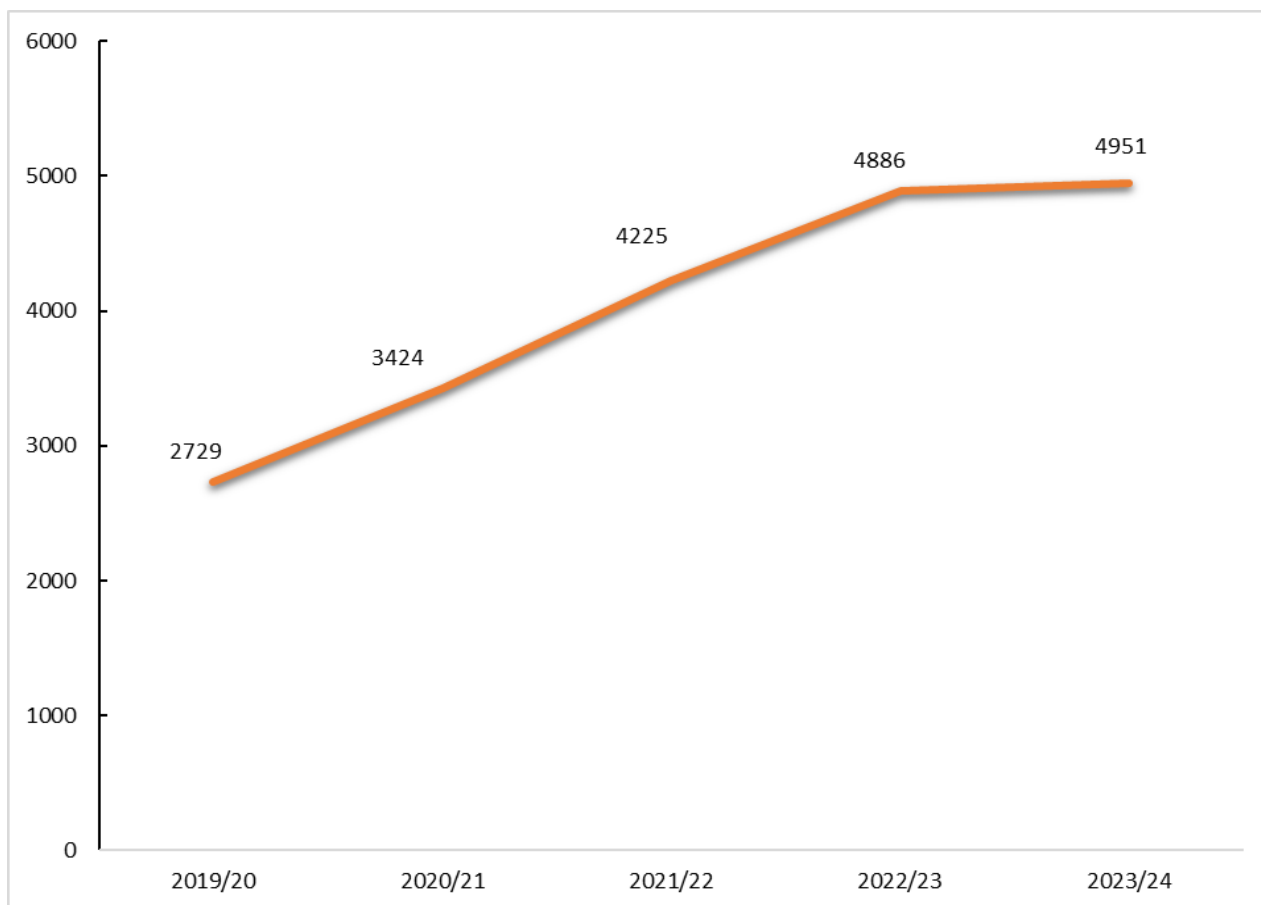
The certification function is the custodian of the principle seal of Quality in Uganda, the Q Mark (Distinctive Mark). The Q-Mark provides consumers with assurance that products meet standard requirements and are safe and fit for purpose. UNBS is making a significant positive contribution to the growth of the Ugandan economy through increased application of standards in industry and increasing exports within the region coupled with increase in import substitution. The product certification scheme continued to register a steady growth in applications received (6,914 applications received in FY 2023/24 compared to 6,301 applications received in FY 2022/23, representing 9.7% increase).

8,512 product certification audits were conducted in FY 2023/24 as compared to 8,222 product certification audits conducted in FY 2022/23 representing 3.5% increase. 4,968 products were sampled from the industry and market for independent testing as part of product evaluation representing increase from 56% decrease 7,758 products sampled in FY 2022/23.

The performance for FY 2023/24 showed improvement in performance of the certification function with the number of product certification permits issued were 4,951 compared to 4,886 permits issued in FY 2022/23 representing a percentage increase of 1.3%.

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 product is illustrated below;



**Figure 1: Number of Certification permits issues in last five years**

### 1.2.2 Common certified products by product category FY 2023/24

The top ten certified products in the FY 2023/24 included; Maize Flour, Bread, Kombucha, Non-Carbonated soft Drink, Roasted Ground Coffee, Laundry soap, Food Grain snack, Alcoholic fermented beverage, Yoghurt and Gin.

**Table 6: Common products (top 10) by category FY 2023/24**

SN	Product Name	Product Category	Total Applications	Percentage
1	Maize	Food and Agriculture	378	8.6
2	Bread	Food and Agriculture	253	5.8
3	Kombucha	Food and Agriculture	104	2.38
4	Non-Carbonated Soft Drink	Food and Agriculture	102	2.34
5	Roasted Ground Coffee	Food and Agriculture	101	2.32
6	Laundry soap	Chemical and	88	2.02



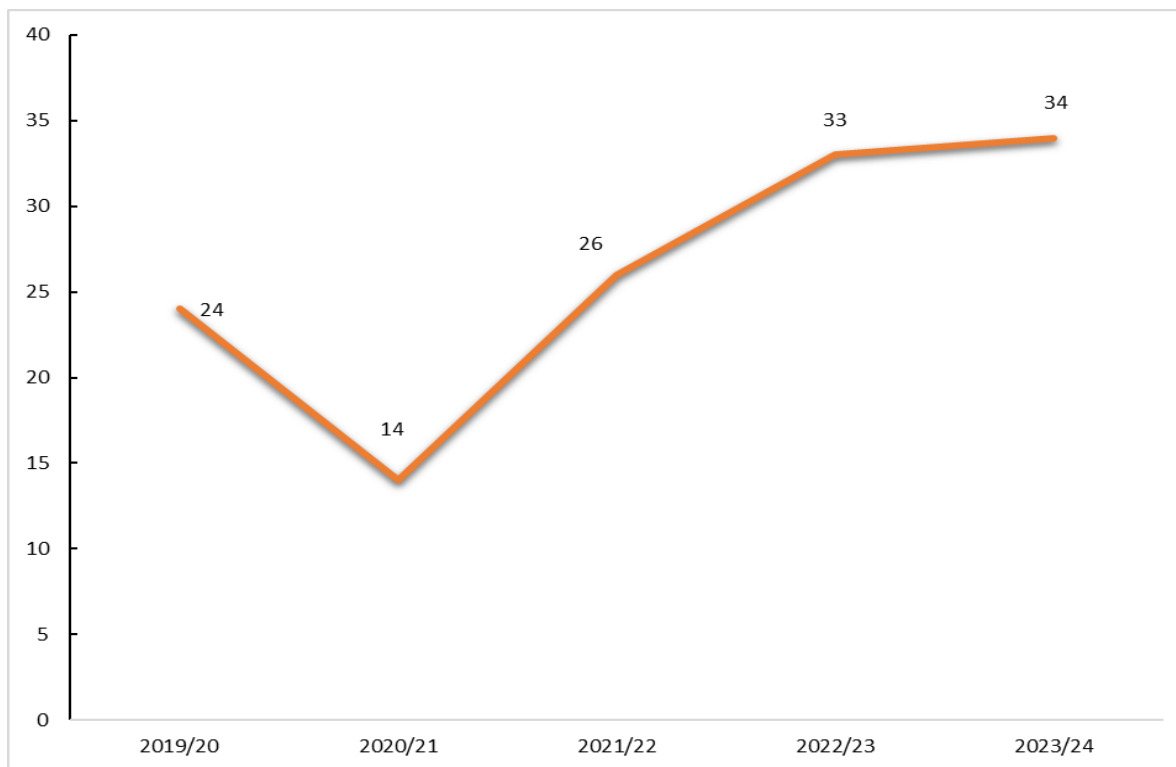
		consumer		
7	Food Grain Snack	Food and Agriculture	87	1.99
8	Alcoholic fermented beverage	Food and Agriculture	78	1.79
9	Yoghurt	Food and Agriculture	77	1.77
10	Gin	Chemical and consumer products	75	1.72

### 1.2.3 System Certification

UNBS offers management systems certification to organizations seeking to demonstrate the commitment to quality, security, occupational health and safety, environment and Food safety Management. During the FY 2023/24, thirty-four (34) systems certificate were issued to organizations as compared to 33 issued in FY 2022/23.

93 systems audits were conducted for organizations in the FY 2023/24 as compared to 129 system audits conducted in FY 2022/23.

The trends in the systems certification scheme over the past 5 years is illustrated below;



**Figure 2: Trend in the systems certification scheme over the past 5 years**

#### **1.2.4 Micro Small and Medium-Sized Enterprises (MSMEs) Support services**

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

The certification function has continued to provide support for to 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 the Uganda National Bureau of Standards (Certification) Regulations, 2021 & the Uganda National Bureau of Standards (Certification) (Amendment) Regulations, 2022.

148 MSMEs were registered in the FY 2023/24 as compared to 113 MSMEs registered in FY 2022/23.

434 MSMEs were visited for onsite technical assistance and gap analysis (compared to 281 MSMEs in FY 2022/23) while 224 MSMEs visited UNBS and were provided with technical advisory services (compared to 281 MSMEs in FY 2022/23). During the FY 2023/24 UNBS issued certification permits to 1251 products manufactured by MSMEs as compared to 1114 permits issued in FY 2022/23 indicating 12.3% increase.

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

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

As at 30<sup>th</sup> June 2024, only 27 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 products, and bituminous substances), soil and aggregates and electrical products etc.

**Table 7: Equity in certification**

<b>Male</b>	<b>Female</b>	<b>Age below 25</b>	<b>Age 25-35</b>	<b>Age above 35</b>	<b>Disabled</b>	<b>Not Disabled</b>
5615	1238	47	1367	5439	71	6782
81/9%	18.1%	0.7%	19.9%	79.4%	1%	99%

### **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 ascertain their compliance in accordance with the UNBS Act Cap. 210. 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 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.

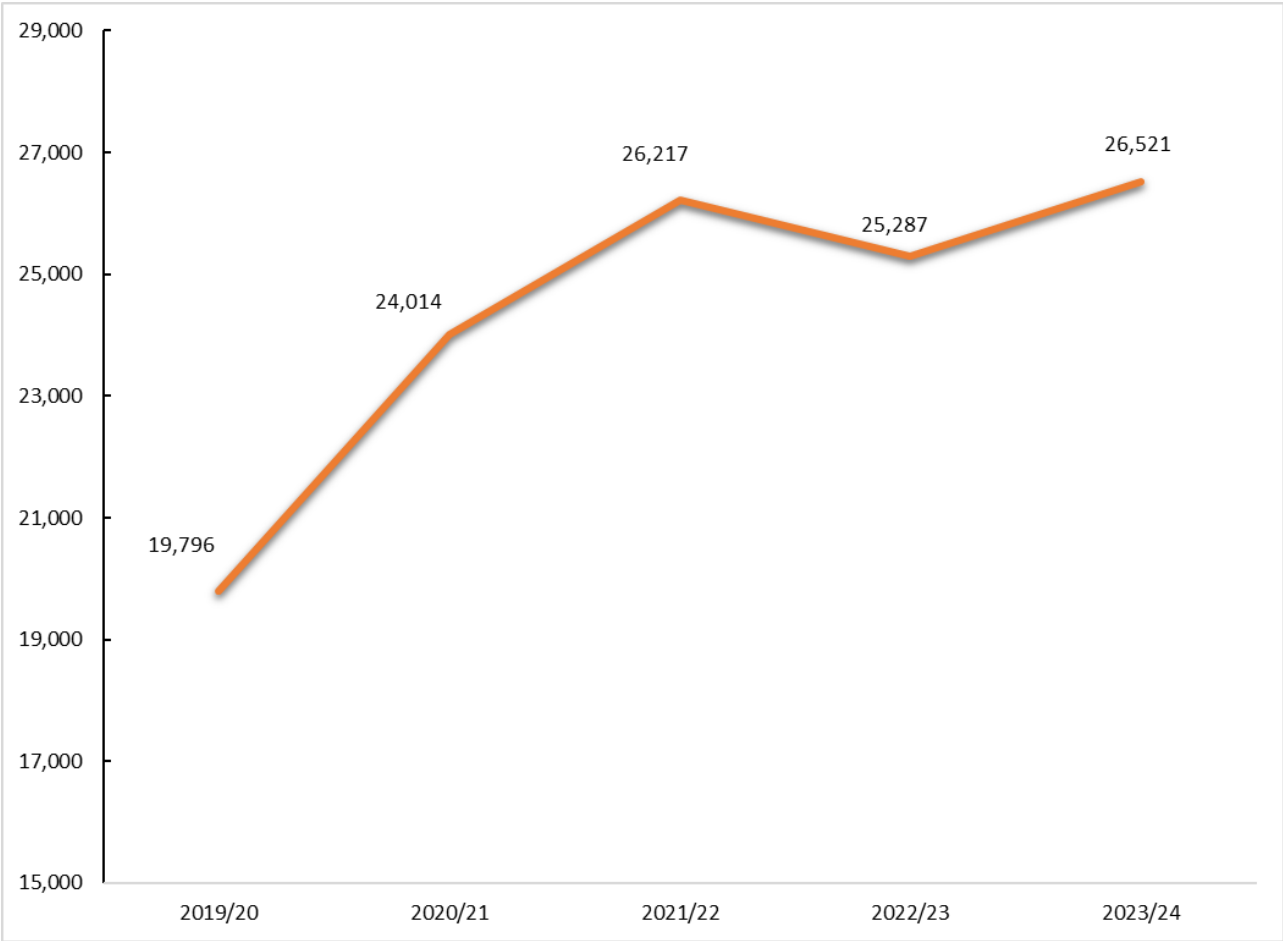
Materials Engineering Laboratory was assessed by SANAS in March 2023 and was in the process of closing the identified non-conformances.

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 FY2023/24**

During the financial year 2023/24, the laboratories received and tested 26,521 samples which was 92.1% of the total projected of 28,880 samples



**Figure 3: Samples received and analyzed in past five years**

The samples tested per laboratory included 13,541 in Chemistry lab (against the target of 14280), 8,493 in Microbiology (against the target of target 9,000) 3,948 in Materials lab (against the target of 4,860) laboratories and 539 for electrical lab (against the target of 660).

**1.3.2 Accreditation**

All laboratories implement a Quality Management System based on ISO/IEC 17025:2017. Two laboratories -Chemistry and Microbiology maintained SANAS accreditation to ISO/IEC 17025:2017.

The food safety laboratories (Chemistry laboratory, Microbiology laboratory) have maintained International Accreditation based on ISO/IEC 17025:2017 with expansion of scope and addition of more technical signatories. The Engineering Materials Laboratory was accredited by SANAS for Cement, Steel bars and Textile Materials. Electrical Engineering lab submitted application to SANAS for Assessment and being prepared for Accreditation.

Chemistry expanded accreditation scope recommended by SANAS includes; Pesticides residues, Caffeine, Ochratoxin A, Aflatoxin M1, Nitrates, Antibiotics residues by LCMS/MS Additional heavy metals and elemental analysis in various commodities which include by not limited to Fruits, vegetables, beverages, milk and milk products, fish, animal tissue, and water. Microbiology added Detection of *Listeria monocytogenes*, Detection of *Salmonella spp.* and Enumeration of yeast and molds in Dairy and Dairy Products, Fresh Water Fish–Chilled and Frozen Fish Products, Cereal and Cereal Products etc.

### **1.3.3 Turnaround Time (TAT) for product testing**

During the Financial Year 2023/24, the average turnaround time was 11.3 days against the target of average TAT of 11.3 days. The average TAT for the Chemistry laboratory was 25 days against the target of 14 days, Electrical laboratory the TAT was 6 days against the target of 7 days, for Materials laboratory TAT was 16 days against the target of 10 days while for Microbiology laboratory TAT was 17 days against the target of 14 days.

### **1.4 National Metrology Laboratory (NML)**

The mandate of NML Department covers Scientific (Fundamental) Metrology and Industrial (Applied) Metrology. The functional roles of the NML are:

- i. To acquire the primary and secondary standards and National Measurement System for Uganda and maintain these standards by ensuring their accuracy and traceability to the international System of Unit (SI) at all times,
- ii. To disseminate the accuracy and traceability of the national reference standards to other measurement standards and measurement equipment or instruments through calibration of measuring equipment and standards used by industry, testing and analytical laboratories, and other users of measurements.

The NML Department operates 10 laboratories under the 3 functional divisions, namely:

Mass lab, Thermometry Lab, Small Volume Lab, Pressure Lab, Dimensions Lab, Electrical Lab, Flow and Large Volume Lab, Density and Viscosity Lab, Force and Torque Lab, Analytical Lab.

#### 1.4.1 Significance of NML Accomplishments

In the period July 2023 to June 2024, a total of 7,117 equipment were calibrated.

The calibrations have enabled;

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

**Table 8: Calibration Output per Lab**

<b>SN</b>	<b>Laboratory Name</b>	<b>Output (No. of Equipment)</b>
<b>I</b>	Mass Lab	3,063
<b>Ii</b>	Thermometry Lab	1,459
<b>Iii</b>	Small Volume Lab	684
<b>Iv</b>	Pressure Lab	422
<b>V</b>	Dimensions Lab	471
<b>Vi</b>	Electrical Lab	278
<b>vii</b>	Flow & Large Volume Lab	129
<b>viii</b>	Density & Viscosity Lab	173
<b>ix</b>	Force & Torque	146
<b>x</b>	Analytical Lab	262
	<b>Total</b>	<b>7117</b>

#### **1.4.2 TURNAROUND TIME:**

During the financial year, the NML Department registered a significant reduction in turnaround time of **29.7%** due to improvement of METLIMS. Below are the average turnaround time values for each quarter:

**Table 9: Turn-around time for calibration**

<b>Period</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Average turnaround time (Days) 2022/23	36.1	29.5	33.2	27.2
Average turnaround time (Days) 2023/24	27.5	20.5	29.0	20.5

#### **1.4.3 ACCREDITATION**

During FY 2023-24, NML continued to operate according to ISO/IEC 17025: 2017 Quality Management System and to prepare for accreditation. However, the planned NML Management Review Meeting and the quality audit that were scheduled were not held because the NML AC/Chiller broke down and the planned relocation to the new Metrology building at Headquarters, which also did not take place because the building was not yet handed over.

NML continued to plan for shifting into the new building and to prepare for applying for accreditation from Deutsche Akkreditierungsstelle (DAkkS) - The national accreditation authority of the Federal Republic of Germany once the relocation is completed. Four scopes are being prioritized for accreditation, i.e., Mass, Pressure, Temperature and Small Volume but Electrical Lab is also in readiness.

#### **1.4.4 MEASUREMENT INTERCOMPARISONS**

During the FY 2023-24, NML participated in one bilateral ILC with NMISA in the electrical field. The report is being compiled but it delayed because NML delayed to return the artefact to NMISA.

NML is continuously looking out for ILCs to participate in and discussions are ongoing for 2 SMIC ILCs that are being planned.

#### **1.4.5 IMPLEMENTATION OF MET-LIMS:**

During the financial year 2023-24, NML was able to operate under an upgraded MET-LIMS where the generation, processing and dissemination of

calibration certificates was fully automated by incorporating excel sheets and worksheets into the system.

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. NML is in the process of receiving new Metrology equipment from the AVCP Project funded by AfDB under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), and most of the equipment are digitalized and will need to be directly linked to METLIMS. This should therefore be budgeted for by the ICT Department.

#### **1.4.6 CALIBRATION OF REFERENCE STANDARDS**

Calibration of some of the reference standards was done during the financial year after the funds were availed. Among those calibrated were Electrical standards and data loggers calibrated in NMISA, South Africa.

**Table 10: Challenges and Mitigation Measures**

<b>SN</b>	<b>Challenge</b>	<b>Mitigation Measure</b>
i	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.	Deliberate deployment of auditors and hiring of interpreters to minimise the challenge
ii	Inability to provide badly needed calibration services for equipment used in law enforcement such as speed guns and breathalysers.	Plans to acquire standards and equipment to carry out these calibrations are underway.
iii	Inadequate Standards and Equipment to support required scopes of calibration such as humidity, temperature, pressure, Dimensions;	Plan for phased procurements depending on available funds. The MAAIF-AfDB project that is funding the NML building has pledged to provide some equipment. More equipment expected from COMESA.
iv	Insufficient power in Mbarara due to power fluctuations.	NML Generator to be used in Mbarara after shifting NML to the Headquarters



## CHAPTER TWO

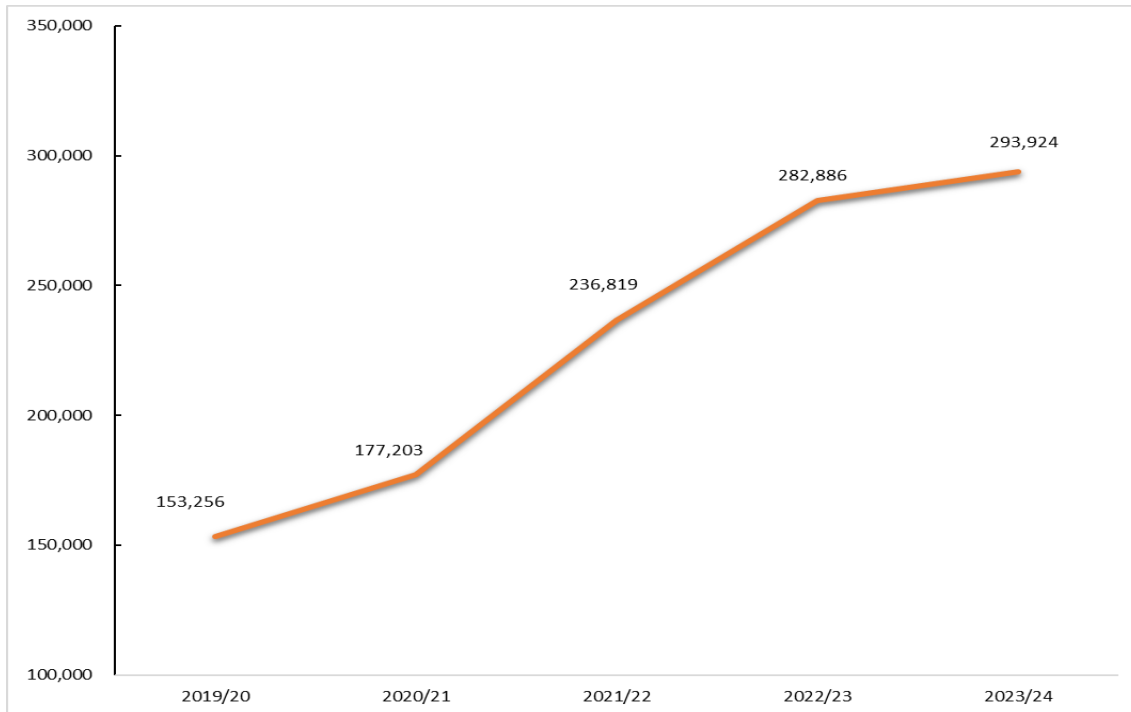
# STRENGTHEN CONSUMER PROTECTION AND STAKEHOLDER SATISFACTION

### 2.1 Imports Inspection

During the year under review, the Bureau continued to implement its mandate of enforcement of the Uganda National Bureau of Standards (Inspection And Clearance Of Imports) Regulations, 2022, 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 293,924 inspections against the target of 200,000 thus meeting over 100% of the set target for the year. Of these inspections, 235,449 were destination inspections and 58,475 were PVoC inspections



**Figure 4: Trend of import consignments inspected in past five years**

## 2.2 Market surveillance

Standards play an important part in the growth of the 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 safe guarding health and safety. Protecting the environment, promoting the growth of local factories, securing stable state revenue, and delivering other essential public goods.

### 2.2.1 Surveillance Inspections

A total of 2,453 inspections were conducted against a set target of 9,000 (achieved 27.3%) which resulted in 249 seizures and 63 facilities sealed off.

**Table 11: Summary of monthly inspections against set targets**

Month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual
Target	750	750	750	750	750	750	750	750	750	750	750	750	<b>9,000</b>
Actual	1088	27	239	177	91	26	18	13	485	152	38	99	<b>2,453</b>

The trend in the provided inspection data shows a mixed performance with both positive and negative aspects. In the month of July 2023, the department performed beyond the set target as a result of available funds in the first two weeks of July. There is an overall decrease in the number of inspections conducted from July 2023 to February 2024, indicating a decline in performance against set targets. However, there is some significant improvement in March 2024 and followed by decreasing performance in the consecutive months of April and May 2024. 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, DCM (Gizmos) trials and administrative directives.

### 2.2.2 Summary of inspections by category and region

These inspections were conducted in different outlets including supermarkets, food processing facilities, retail and wholesale shops, manufacturing facilities, hardware shops and distribution trucks as shown in table 11 below.

**Table 12: Showing inspections by region and business category**

Regions	Super markets	Shops, distribution outlets & hardware stores	Food processing facilities	Other manufacturing facilities	Distribution Trucks	Others	Total
Central	140	60	152	50	1,237	32	1,671
Eastern	12	01	20	05	180	01	219
Western	11	08	32	00	238	01	290
Northern	06	04	26	00	234	03	273
Subtotal	<b>169</b>	<b>73</b>	<b>230</b>	<b>55</b>	<b>1,889</b>	<b>37</b>	
<b>Grand Total</b>	<b>2,453</b>						

Within the financial year 2023-2024, Distribution trucks were the most inspected, followed by food processing facilities, super markets, Shops, distribution outlets & hardware stores, and other manufacturing facilities.

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

The Western, Eastern and Northern regions follow with a lower overall count but a relatively higher number of distribution trucks, indicating a focus on transportation and logistics.

Overall, the data suggests variations in the regional distribution of establishments, with each region showcasing different strengths and areas of focus.

### 2.2.3 Impact of Market surveillance activities

#### Seizures

All the 2,453 inspections done in the year 2023/2024 resulted into 249 seizures where approximately 11,177.223 metric tonnes of substandard products were seized as summarized tables 3 and 4 below. Two hundred forty-nine (249) seizures were made for this reporting period from shops, hardware stores, distribution outlets and supermarkets, manufacturing facilities and distribution trucks among others. Sixty-three (63) facilities were sealed off for producing uncertified products and/or under unhygienic conditions or possessing non-conforming products. The effect of seizing is to deny substandard products shelf space and availability to unsuspecting consumers. It 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 region, followed by the Northern region, Eastern and lastly Western region. The seizures are summarized in table 13.

**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
<b>Central</b>	41	29	31	03	79	03	<b>186</b>
<b>Eastern</b>	06	01	00	01	16	00	<b>24</b>
<b>Western</b>	05	00	05	02	01	00	<b>13</b>
<b>Northern</b>	02	02	04	00	17	01	<b>26</b>
<b>Subtotal</b>	<b>54</b>	<b>32</b>	<b>40</b>	<b>06</b>	<b>113</b>	<b>04</b>	
<b>Grand Total</b>	<b>249</b>						

**Table 14: Summary of seized products**

S/No	Item	Quantity
1	Facilities sealed off	<ul style="list-style-type: none"> <li>➤ 29 facilities and 02 supermarkets were sealed for producing or found with non-conforming products.</li> <li>➤ 27 distribution trucks with non-conforming maize flour were sealed off, the contents were offloaded to UNBS stores and some were taken back for reprocessing.</li> <li>➤ 02 bakeries were sealed off and production suspended</li> <li>➤ 03 maize mills were sealed off and production suspended.</li> </ul>
2	Foods & Beverages	<ul style="list-style-type: none"> <li>➤ Seized approximately 1,405 metric tonnes of maize flour and these were destined for South Sudan.</li> <li>➤ Seized approximately 120,282 L of flavoured drinks.</li> <li>➤ Seized approximately 1.46 MT of titanium and milk powder.</li> <li>➤ Seized approximately 243.125kg of non-conforming spices and food products.</li> <li>➤ Approximately 8,785.6L of gin were seized.</li> <li>➤ Seized approximately 6 kg of daddies</li> <li>➤ Seized approximately 3.8 kg of royco mchuzi beef flavor</li> <li>➤ Approximately 3.5 kg of Heinz tomato ketchup</li> <li>➤ Seized approximately 2.82 kg of US mustard (American garden)</li> <li>➤ Seized approximately 69 kg.</li> <li>➤ Seized approximately 1 kg of Zesta</li> <li>➤ Seized approximately 0.887 kg of Real mayonnaise</li> <li>➤ Seized approximately 2.04 kg of US Ketchup</li> <li>➤ Seized approximately 0.6 kg of Nescafe</li> <li>➤ Seized approximately 30.75 kg of pick n peel</li> <li>➤ Seized approximately 13,000 kg of rice</li> <li>➤ Heinz Tomato Ketchup: 570g x 3 pieces</li> <li>➤ Royco Mchuzi Mix Beef flavour: 200g x 4 pieces</li> <li>➤ Royco Mchuzi Mix Beef flavour: 500g x 3 pieces</li> <li>➤ Zesta Hot n Sweet Chili sauce: 400g x pieces</li> <li>➤ Zesta Tomato Sauce: 400g x 1 piece</li> <li>➤ Real Mayonnaise (American Garden): 887g x 1 jar</li> <li>➤ US ketchup: 680g x 3 pieces</li> <li>➤ Heinz Tomato Ketchup: 300g x 6 pieces</li> <li>➤ Nescafe Classic: 200g x 3 jars</li> <li>➤ Pick n Peel Tropical Mix: 1L x 6pcs</li> <li>➤ Pick n Peel Apple: 1 L x 4 pieces</li> <li>➤ Pick n Peel Mango: 1L x 5 pieces</li> <li>➤ Pick n Peel Mango: 250ml x 15 pieces</li> <li>➤ Pick n Peel Orange: 250 ml x 15pcs</li> <li>➤ Pick n Peel Apple: 250ml x 17 pieces</li> <li>➤ Pick n Peel Tropical Mix: 250ml x 16pieces</li> <li>➤ Unlabeled Powdered Milk: 25 kg x 6packets</li> <li>➤ Kibinge coffee – 250 g X 03 pcs</li> <li>➤ Sasini instant coffee – 100 g X 02 pcs, Approximately: 0.95 kg</li> </ul>

		<ul style="list-style-type: none"> <li>➤ Akabanga alcoholic Kombucha drink: 240 cartons of (12 bottles X 300ml) each approximately 864kg</li> <li>➤ 819kg of flours, approx. 61.5kg of milk powder, and approx 251.5kg of snacks.</li> <li>➤ 230 bottles x 300ml of boby alcoholic kombucha seized from the factory - 110 bundles x 200 pcs of boby alcoholic kombucha labels - 5kgs of SAWA SAWA alcoholic kombucha Labels - 3042 cartons x 12 bottles x 300ml of Bobby alcoholic Kombucha seized from the store (Busiro Foods approximately, 1096 Kg)</li> <li>➤ Super Loaf sweet white Bread, 1kg x 9 pcs</li> <li>➤ Approximately 90 kg = (186 bread loaves, 2 tins of daddies, 76 sackets for Jonisa)</li> <li>➤ Distribution truck UBK 286F truck was impounded and packed at UNBS offices in Mbale for further handling.</li> <li>➤ 6 jerrycans x 20 ltrs =110 litres of illicit alcohol</li> <li>➤ 10 x 0.75 kg of Supaloaf</li> </ul>
3	Cosmetics	<ul style="list-style-type: none"> <li>➤ 0.150kg x 4 pcs</li> <li>➤ 0.120kg x 6 pcs</li> <li>➤ 0.110kg x 8 pcs</li> <li>➤ Hip up cream: 6pcs x 200g, 6pcs x 100g</li> <li>➤ Twin towers oil: 6 tins</li> </ul>
	Paint	<ul style="list-style-type: none"> <li>➤ Budget Matt emulsion – 04 L X 43 Jerrycans</li> <li>➤ Budget undercoat white – 04 L X 28 Jerrycans</li> <li>➤ Undercoat white – 20 L X 10 Jerrycans</li> <li>➤ Budget gloss – 04 L X 13 Tins</li> <li>➤ Budget gloss – 0.5 L X 131 Tins</li> <li>➤ Budget gloss – 0.025L X 29 Tins, Approximately: 583.5 L</li> </ul>
4	Steel	<ul style="list-style-type: none"> <li>➤ Seized approximately 846.5 metric tonnes of substandard steel products.</li> </ul>
5	Others	<ul style="list-style-type: none"> <li>➤ Seized approximately 1000 kg of Non-petroleum base brake fluids for hydraulic systems and other lubricants</li> <li>➤ Seized approximately 565 kg of four stroke cycle engine oil (SAE) Axcella brand</li> <li>➤ Seized approximately 40 kg of felling axes</li> <li>➤ Seized approximately 384 kg of wax.</li> <li>➤ 85L of liquid soap</li> <li>➤ KMM and KBM woven polyethylene bags of 50kg.Four Bales of approximately 1000 pieces each Approximately 450kg</li> <li>➤ 40 pcs (Home Electrical Appliances-Kettles approximately 200 kg for Mrs. Sarah)</li> </ul>

#### 2.2.4 Cases opened

Fifty-nine (59) cases were opened in this reporting period.

#### 2.2.5 Samples

Most of the samples were picked from the Central region. The number of samples submitted are summarized in Table 15 below;

**Table 15: Summary of samples picked from regions per month**

<b>Month</b>	<b>Central</b>	<b>Eastern</b>	<b>Northern</b>	<b>Western</b>	<b>Grand Total</b>
July	100	00	31	00	<b>131</b>
Aug	41	09	00	00	<b>50</b>
Sept	155	06	72	00	<b>233</b>
Oct	95	12	56	00	<b>163</b>
Nov	49	11	30	00	<b>90</b>
Dec	57	00	00	00	<b>57</b>
Jan	43	00	00	01	<b>44</b>
Feb	47	00	00	00	<b>47</b>
March	05	00	00	00	<b>05</b>
April	42	03	00	00	<b>45</b>
May	41	08	00	00	<b>49</b>
June	11	07	00	01	<b>19</b>
<b>Total</b>	<b>686</b>	<b>56</b>	<b>189</b>	<b>02</b>	
<b>Grand Total</b>	<b>933</b>				

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, totalling 686, indicating a strong regulatory focus or a higher concentration of establishments that required follow-up inspections. The Northern region also had a fairly high number of samples recorded (189) as a result of the Maize Flour consignments rejected by South Sudan at the Elegu border point. The eastern region had a relatively small number of samples (56) and western recorded the least number of samples (02) 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 measurements 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 in 5 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 sights, aviation meters and Railway wagons. The division operates under S I31 known as the Weights and Measures (Dispensing pumps), Bulk Meters and Bulk Measures) Rules 2007.

Pre-Package control implements Statutory instrument No 103 of 2020 “The Weights and Measures (Sale and Labelling of Goods) (Amendment) Rules, 2020.”. Amon its activities, the division verifies goods for the labelling requirements and net quantities against the declared quantity on the pack. The operation involves visiting factories, ware houses, super markets and places where goods are packaged for sale. During the process, pre-packaged are sampled in accordance with the statutory requirements provided under the sale and labelling requirement of goods.

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



During the year under review, a total of 136,531 Weighing Instruments that include, Counter-machines, spring balances, Platforms Weigh-bridges and 653,982 Weights were verified. The measuring Instruments verified include, 9,526 Fuel Dispensing pumps, 251 Bulk meters, 2,053 Road tanks, 22 dip-sticks, 660 Static Tanks, 00 Railway wagons and 582,420 Electricity Meters. A total of 3,158 samples for pre-packages were analysed.

**Table 16: Equipment comparison with 2022/2023**

EQUIPMENT TYPE	No. of Equipment	No. of Equipment
	2022/2023	2023/2024
WEIGHING EQUIPMENT	134,841	136,531
WEIGHTS	628,959	653,982
RAIL WAGONS	63	0
ROAD TANKS	2,133	2,053
BULK METERS	562	233
DIP STICKS	440	22
STATIC TANKS	207	660
FUEL DISPENSERS	23,046	9,516
PREPAGED GOODS	4,587	3,158
ENERGY METERS	129,737	582,420
<b>TOTAL</b>	<b>924,692</b>	<b>1,388,575</b>

## 2.4 Legal services

The legal department serves as a crucial support function, ensuring that the Uganda National Bureau of Standards effectively carries out its mandate while minimizing legal risks and ensuring that UNBS is in compliance with the legal framework established by Ugandan law, international laws and set standards. The legal department supports in Compliance and Regulatory Guidance, Legal Advisory Services, Litigation and Dispute Resolution, Policy Development and Implementation, Risk Management, Training and Capacity Building, Intellectual Property Protection, Collaboration with Government and Regulatory Bodies and Ethical and Corporate Governance

During the year under review the in the department undertook the following activities;

- Draft legal metrology bill, 2022

Revisited and Incorporated areas proposed by the Law Reform Commission report and other new and emerging areas since the initial drafting of the Bills over two years ago.

- Amending the imports regulations  
In order to better, handle imports of goods and operationalization of the Digital Conformity Mark requirements in handling of imported goods the regulations are in review.
- We also participated in the following Bills before the Parliament of Uganda
  - a. On the Alcoholic Drinks Control Bill, 2023.
  - b. On the Anti-Counter Goods and Services Bill (ACDB)2023
  - c. The National Drug and Health Products Bill, 2024.
- We also participated in drafting the following laws at the East African Community;
  - a. Draft Regulation on e-commerce that is market on digital platform 2023.
- Court Cases/ Prosecution
  - a. 10 cases were successfully prosecuted.
  - b. Arbitrated the matter of REN Publishers Vs UNBS.
- New Police investigations Team  
We received and are now working with a new team (5 officers) of police investigators from CID department Uganda Police Force. With new team we are now with capacity to do proactive and prompt investigations to prevent commission of crimes on non-adherence to Uganda Standards.
- Others  
Various Agreements/Memorandum of understanding / Contracts were executed;
  - a. 19 drafted, reviewed and signed.
  - b. 20 Certification Agreements
  - c. 5 Memorandums of Understanding

**Table 17: Challenges and Mitigation Measures**

<b>SN</b>	<b>Challenge</b>	<b>Recommendation</b>
I	Increased number of Imposters as a result of Inspectors' absence in the field	Provide funds for reactivation of verification safaris
Ii	Slow process associated with the completion of the Legal Metrology Law has hindered progress of the Subsidiary legislations (enabling regulations) for new areas like Pattern Approval Regulation and Water Meter Regulation, hence effecting the departmental performance on the implementation of the strategic plan.	Fast track the approval Legal Metrology Law in the financial year 2024/2025
Iii	Continued use Non-trade type of weighing or measuring instruments.	Management to avail funds for sensitization of importers and the entire public of weighing and measuring about the regulatory requirements for equipment recommended for use for trade
Iv	No Marketplace monitoring for pre-packaged goods which has resulted into increased short weights of pre-packaged goods on the market	Need to enhance capacity of the regional offices to carryout inspection of goods on the market.
V	Unconducive work environment at the calibration rig and Standards House Basement in terms of occupational health and safety such as: (i) Limited space for inspectors (ii) Limited number of sanitary services (iii) Lack of waiting facility for clients (iv) Workshop space for undertaking linear verification. (v) No storage space for working standards	(i) provide more work space for inspectors at the Rig and Flow Measures, (ii) Provide a workshop facility, (iii) increasing number of sanitary facilities. (iv) Provide clients' waiting shade (v) Provide storage space for working standards
Vi	Low scope of Electricity meter tests performed	Expand capacity ( by procuring more equipment like Climatic Chamber, EMC, DC meter test equipment among others
Vii	<b>Absence of a standby force</b> Obtaining Police officers for our operations in real time continues to delay field activities. It was anticipated that a stand by security team attached to the Bureau would greatly reduce this time and increase the output of department.	Conclusion of acquiring a standby security team.

## CHAPTER THREE

### ENHANCE THE QUALITY OF SERVICE DELIVERY TO STAKEHOLDERS

#### 3.1 Information communication Technology (ICT)

The department is the ICT solutions and services enabler in the Bureau (UNBS). The solutions we offered include but not limited to software development as well as proprietary solutions, Networking, Information system security, ICT Hardware, Support and developing solutions on project basis.

During the period under review ICT managed to deliver on several activities and programs as outlined below:

##### 3.1.1 ICT Governance

Drafted, reviewed and updated the following ICT governance documents;

- a) Plans of Information Systems and Infrastructure required supporting the Bureau's strategic direction.
- b) Reviewed and updated the ICT procedures (QMS Manuals)
- c) Updated the internal ICT security processes and procedures.
- d) Provided Proper backup and recovery procedures that provided acceptable levels of service
- e) Reviewed specifications for hardware and software acquisitions
- f) Ensured contract management of all ICT supplies and services.

##### 3.1.2 Software and applications development

- a) Made various upgrades in E-Portal, E-Minzani, CIMS, LIMS
- b) Verified the accuracy of data being processed by our software applications
- c) **Completed the new E-Portal redevelopment phase 1.** Coding. Testing and Integration with URA is ongoing.
- d) Completed the phase 2 MET-LIMS upgrade & its implementation is ongoing.
- e) Integrated CIMS with DCS system, implementation phase is ongoing.
- f) User Requirements gathering for Import Inspection and DCS integration done but pending API development.
- g) 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.
- h) Implemented a Distributed Database Management System.

- i) Provided support during the System & User requirements gathering for signed off User Requirements Specification document for the redevelopments of SIMO

### **3.1.3 Infrastructure Operations and Maintenance**

- a) Ensured proper operations of ICT related equipment
- b) Carried out ICT equipment preventive maintenance
- c) Updated the ICT equipment Asset register.

### **3.1.4 Communication**

- a) Maintained dedicated internet availability in all the UNBS offices
- b) Coordinated acquisition & distribution of mobile internet data for 163 staff including the 31 E-minzani devices.
- c) Made Continuous updates, monitoring traffic and uploading files/content on the UNBS website as required.
- d) Configured & setup online (Zoom) meetings for staff & Council members.
- e) Renewed the Zoom License for online meetings

### **3.1.5 Security**

- a) Performed a vulnerability assessment scan and remediation on the critical servers, applications and network devices.
- b) Worked closely with the Auditors to incorporate information security recommendations and requirements.
- c) Performed regular updates for Anti-Virus, Anti-Spam & other systems as required
- d) Made specifications for logical security related acquisition
- e) Provided support relating to information security management plan
- f) Reviewed and updated the ICT Risk register for Q1 FY2023/24
- g) Maintained ICT departmental QMS processes
- h) Annual Firewall License renewed.
- i) Published security awareness bulletins and awareness other literature for staff.

### **3.1.6 Networking**

- a) Upgraded the UNBS IFMS network to allow access by all UNBS managers
- b) Fixed all the faulty extension phones
- c) Maintained the computer network

### **3.1.7 Systems Administration**

- a) Maintained the Information Systems
- b) Performed software and operating systems installations/updates

- c) Supported the development of applications
- d) 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.
- e) Maintained a centralized log management solution for capturing, storing, and enabling real-time analysis of systems, firewall and applications.

### **3.2 Public Relations and Marketing**

The Marketing and Public Relations Office undertook a number of activities in the year under review to raise awareness and promote positive corporate image of UNBS as detailed in this report.

#### **3.2.1 Key achievements**

##### **i. 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 food safety in schools, Fuel marking and Quality Monitoring, South Sudan ban on Uganda maize exports, quality of tyres on the market, UNBS COSASE appearances in Parliament and leadership crisis, National awareness campaigns on prevention of aflatoxins, presentation of UNBS COSASE Report in parliament, World Standards Day, PVoC for Used Motor vehicles public, the Standards Essay Competitions for students in tertiary institutions, Fuel marking and quality Monitoring sensitisations in south western, Rwenzori, eastern and west Nile sub regions, Uganda, Maize Quality standards awareness campaign, Digital Conformity Marking(DCM) programs among others.

##### **ii. Stakeholder Engagement**

For the period under review, the Office ensured regular engagement with UNBS key stakeholders conducted twenty (20) stakeholders' engagements with external stakeholders.

**Table 18: Stakeholder Engagements Conducted**

No	Category of Stakeholders	Planned participants	Actual Participants	Public Concern Addressed
1.	Policy makers, Local Government Officials, civil Society, Media, and District/city Political leaders –in Acholi Sub region-Gulu	50	56	Improving food safety for learners in schools and institutions of learning
2.	Head teachers, School Directors/owners, Members of Boards and Parents Teachers Associations(PTA), Stores masters, Procurement officers in schools, Media, in Acholi Sub region-Gulu	100	85	Food safety standards, requirements, and Roles of the different value chain players in schools and other institutions of learning
3.	Weights and Measures Licensed technicians/mechanics	200	113	Review of the weights and measures repairing procedures, operations of the UNBS licensed technicians to foster fair trade.
4.	Operators of butcheries within Kampala Metropolitan region	100	56	Sensitization on simplified Information, Education and Communication materials based on Uganda Standard for Hygienic Requirements for Butcheries (US 736:2019) to ensure quality and safe meat on the market.
5.	Maize flour and grain manufacturers, traders, exporters, Grain Council of Uganda, MAAIF and the media	300	239	To improve compliance to quality standards of maize grain and Maize flour and compete on the national, regional, and international market

<b>No</b>	<b>Category of Stakeholders</b>	<b>Planned participants</b>	<b>Actual Participants</b>	<b>Public Concern Addressed</b>
6.	Head teachers, School Directors/owners, Members of Boards and Parents Teachers Associations (PTA), Stores masters, Procurement officers in schools, Media, in Bugisu, Busoga, Teso, Sebei, and Bukedi Sub regions-Mbale	100	84	Food safety standards, requirements, and Roles of the different value chain players in schools and other institutions of learning
7.	University Students and youths in Kampala International University in Kansanga	100	45	Sensitisation on the Role of Standards and how to participate in the African Regional essay competitions on Standards
8.	University Students and youths at Uganda Christian University in Mukono	100	30	Sensitisation on the Role of Standards and how to participate in the African Regional essay competitions on Standards
9.	University Students and youths at Uganda Christian University in Mukono	50	12	Sensitisation on the Role of Standards and how to participate in the African Regional essay competitions on Standards
10.	Wholesalers, Retailers, Consumers, Media and Local Leaders in eastern regions-Mbale City	200	217	To enlighten stakeholders on fuel quality and quantity, promote standards usage, compliance and fair trade to ensure quality of petroleum products in the entire supply chain in Uganda.
11.	Importers and Dealers in Second-hand Spare Parts for Motor vehicles	50	35	To discuss challenges in the implementation of PVoC for used spare parts of motor vehicles whose standards specifications and testing modalities are not clear
12.	Executive members of Business Associations in the private sector - Trade	50	36	How UNBS can facilitate their businesses, trade and Industry and improve working relationship between UNBS and the business community.

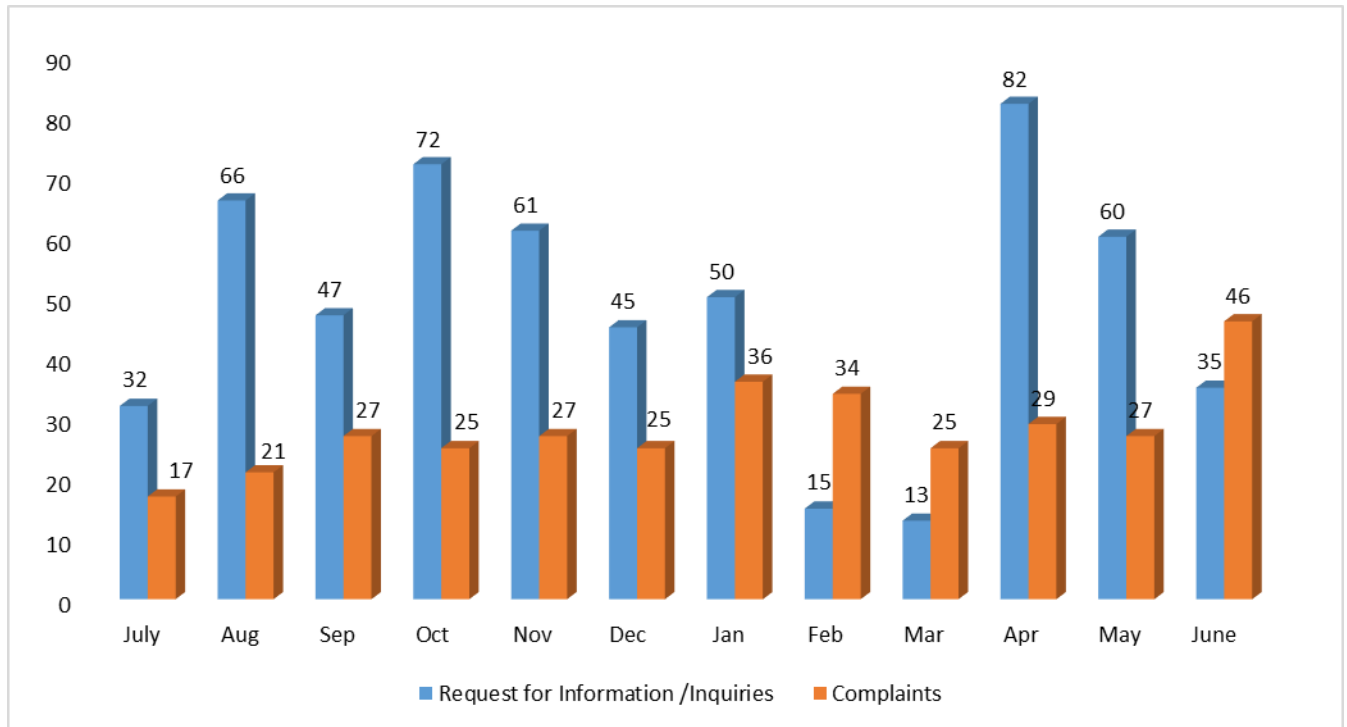


<b>No</b>	<b>Category of Stakeholders</b>	<b>Planned participants</b>	<b>Actual Participants</b>	<b>Public Concern Addressed</b>
13.	Executive members of Business Associations in the private sector-Industry	50	30	How UNBS can facilitate their businesses, trade and Industry and improve working relationship between UNBS and the business community.
14.	Consolidators of general goods	50	18	Discuss the implementation of the Pre-Export Verification of Conformity to Standards (PVoC) program among consolidators and get solutions to the challenges faced by the consolidators
15	Clearing Agents	100	135	Sensitisation on the Imports Inspection regulations and procedures
16	District Official, MDAs, and Media in Rwenzori sub region	150	200	Sensitisation on Fuel Quality and Quantity in the Rwenzori Sub region
17.	Maize stores owners, aggregators, traders and local government officials in Mubende	100	85	Sensitisation on the UNBS certification process, fees and requirements, Maize grain and maize flour standards and UNBS Mandate and procedures
18.	District officials, media, Political leaders, fuel retailers and dealers and opinion leaders in west Nile sub region	150	136	Sensitisation on Fuel Quality and Quantity requirements, UNBS mandate and consumer protection issues
19.	Super market owners and operators in Kampala, Mukono and Wakiso area	100	73	Digital Conformity Marking program, requirements and enforcement roadmap, Certification and best practices required of business owners to ensure sale of safe and certified products
20.	Dealers, traders, importers, users, regulators and manufacturers of Refrigeration appliances and heat pumps	60	54	Sensitisation and awareness workshop on the draft Uganda standards for Refrigeration appliances and heat pumps

### 3.2.2 Customer Feedback Management

Through the UNBS Toll free line, digital platforms (email and twitter), customer care and front desks, 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 5: Customer Feedback – July 2023-June 2024**

Customer satisfaction surveys on the quality of UNBS services were conducted for five technical departments and the results are summarized below;

**Table 19: Customer satisfaction**

UNBS Services	Satisfaction Rate	Overall Customer satisfaction
Testing/Laboratories	83.9%	<b>72.7%</b>
Imports Inspection	68.4%	
Market Surveillance	76.9%	
Legal Metrology	57.8%	
National Metrology Laboratories	76.5%	

## **Key Customer Feedback**

- i. Process for buying standards online
- ii. Certification process, fees, audit breakdown for MSMEs
- iii. Imports inspection procedures
- iv. Influx of expired and substandard products on the market across the country
- v. Prepackage fees, and process and underweight products on the market
- vi. How UNBS Supports local enterprises to sell and export products
- vii. Illicit alcohol products on the market
- viii. Alleged corruption at UNBS

## **CHAPTER FOUR**

### **STRENGTHENING HUMAN RESOURCE CAPACITY AND PRODUCTIVITY**

#### **4.1 Human Resource function**

##### **4.1.1 Introduction**

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

The Human Resource Functions undertook various activities during the under review;

##### **4.1.2 Recruitment**

The recruitment process followed a talent search from both internal and external sources and was based on the approved career path. The most suitable candidates were selected and placed accordingly. These included; Executive Director, 2 Principal Officers, 3 Senior Officers and 60 Officers

The staff establishment at the end of the FY was at 538 **staff**, which accounts for 45% of the approved structure of 1200 staff.

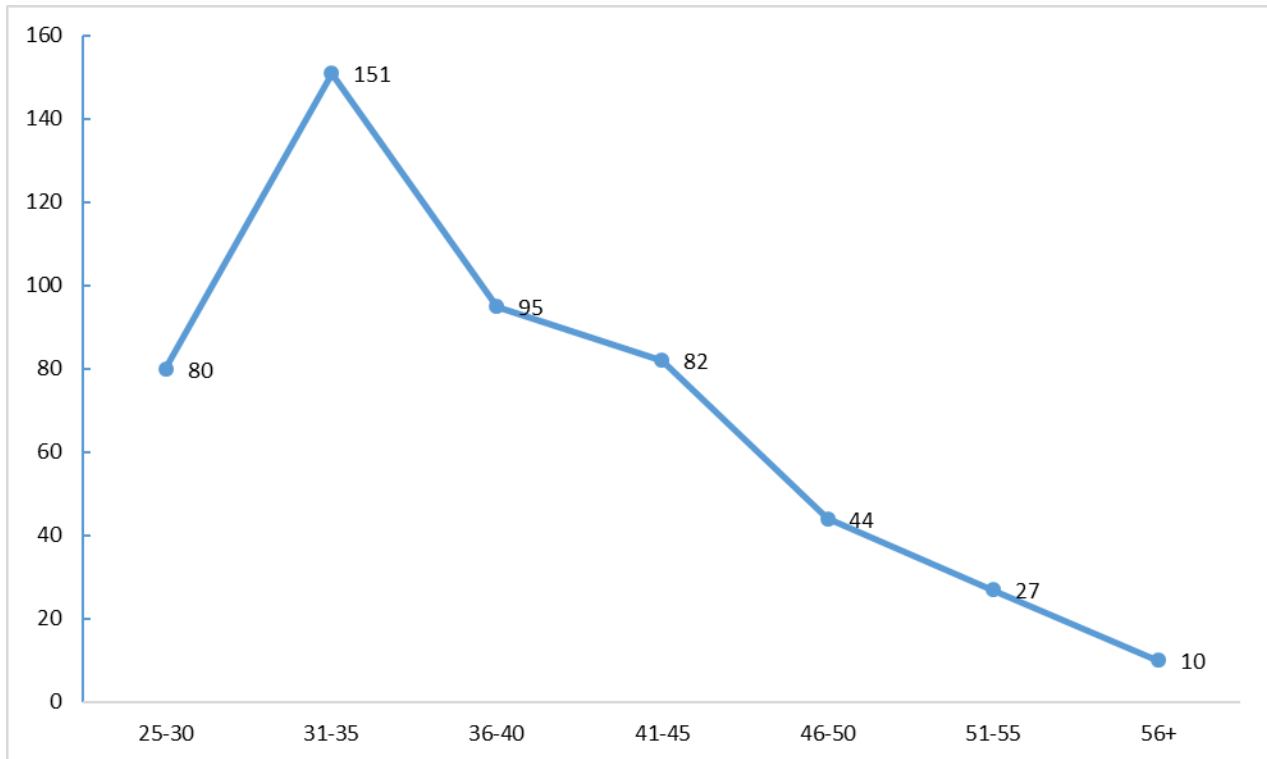
**Table 20: Current Deployment**

	<b>Department</b>	<b>Directorate/Office</b>	<b>Count of Employees</b>
I	Audit	Executive Director's Office	8
Ii	Executive Director's Office	Executive Director's Office	
Iii	Risk Management	Executive Director's Office	4
Iv	Finance and Administration	Management and Finance Services	69
V	Human Resource	Management and Finance Services	11
Vi	Information and Communication Technology	Management and Finance Services	11
Vii	Procurement & Disposal Unit	Management and Finance Services	4
Viii	Cooperate Planning	Management and Finance Services	3
Ix	Imports Inspection	Compliance Directorate	93
X	Legal	Compliance Directorate	4
Xi	Legal Metrology	Compliance Directorate	63
Xii	Market Surveillance	Compliance Directorate	40
Xiii	Marketing and Public Relations	Compliance Directorate	13
Xiv	National Metrology Laboratories	Standards Directorate	25
Xv	Standards	Standards Directorate	41
Xvi	Testing	Standards Directorate	86
Xvii	Certification	Standards Directorate	53
xviii	Quality Management	Standards Directorate	2
	<b>Total</b>		<b>538</b>

**Staff Distribution by Age**

As seen from the graph, the majority of staff are in the age group of between 31 years to 35 years, indicating that the Bureau's workforce is still relatively young.

**Transfers and Rotations across Departments.** Twenty six (26) staff members were transferred during the year under review.



**Figure 6: Staff by Age Distribution**

### **Contract management and confirmations**

- Staff have continued to be notified of their contract expiry status through the HRMIS at 6 months towards end of contract to enable staff commence their renewal requests in good time. Staff requests for contract renewal have been processed in good time, submitted to management and those approved the contract renewals are drafted accordingly.
- Staff have been responsive in terms of timeliness of submission of contract renewal requests which has enabled management decision to be taken in good time concerning contract renewals.

#### **(a) Staff Confirmations**

Confirmations for the new staff that had completed their probation period were processed following assessment by their supervisors with satisfactory performance.

## **(b) Contract Renewals**

- Contract renewals were processed for staff whose contracts were due to expire and management successfully approved all the submitted requests apart from one for Mr. John Sanyu that had been overtaken by disciplinary events.
- 5 staff nearing retirement received their notices and are being guided to prepare for their retirement as required.

## **Staff exits**

During the year under review, 18 staff exited due to; 8 resigned, 5 were dismissed, contracts of 3 staff were not renewed and 2 staff officially retired. Note that the *main reason highlighted for exiting through resignation is career growth and better pay*

**Table 21: Five-year overview summary per functional area**

<b>Functional Area</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Staffing at year end	435	438	444	492	538
Recruitments	105	28	19	67	66
Staff Separation/turnover	21	12	10	19	18
Staff Promotions	0	13	0	12	4
Staff Trainings	39	28	28	6	18
Disciplinary Cases	7	2	5	2	4

### **4.1.3 Staff Welfare**

UNBS continuously gave gifts and contributions to staff members who lost relatives, had babies and for weddings.

UNBS continuously provided break tea with bites to all staff smoothly as well as facilitation in form of meals during meetings and trainings as planned.

### **Staff Wellness Program**

UNBS encourages staff to participate in self/group initiated work out programs for instance the Ladies are continuing with the program of exercising daily after work.

The medical insurance packages provided by Jubilee and UAP companies include annual wellness check-ups that can be utilized any time throughout the policy year.

### **Medical Insurance Scheme**

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

The contract with UAP Old Mutual and Jubilee Insurance Medical Service Providers is running from 1<sup>st</sup> September 2021 to 30<sup>th</sup> August 2024. An annual performance review was carried out in Q4. The Performance review revealed an overall good performance, by the two service providers.

Health talk sessions were delivered by UAP and Jubilee Insurance focusing on Mental Health and Chronic illnesses respectively. These were online sessions with an aim to include regional office, field and head office staff.

Medical camps on 30<sup>th</sup> November and 1<sup>st</sup> December were also held at Head office in commemoration for International HIV/AIDS day in which different tests and doctor consultation services were offered.

### **Group Personal Accident Insurance**

NIC Insurance is the Group Personal Accident Insurance Company since 1<sup>st</sup> January 2022, it has covered 12 staff.

#### **4.1.4 Leave Management**

##### **Summary of leave applications processed.**

A total of 724 Leave days were processed in the year under review.

A challenge has been noted that some staff proceed and take their leave immediately they apply even before the due approval from the responsible authority. This was communicated to all staff and Management is requested to monitor leave management under their respective Departments in accordance with section 6.3.2.1 of the HR Manual and report such cases to HR for further management.

The summary of leave requests processed is shown in the table below;



## STAFF TRAINING AND DEVELOPMENT:

46 training activities were conducted during the year under review.

### 4.1.5 Staff engagement

The following staff engagement activities took place during the FY 2023/24.

- i) There was a CSR activity in the month of October which included donation of sanitary pads and refreshments to female P.7 candidates and P.6 pupils of Bweyogerere Church of Uganda Primary School.
- ii) **Departmental meetings with ED, HRM and PR.** After COSASE meetings and or Media negative stories about UNBS, HRD scheduled Departmental meetings to share information of what was going on but most importantly was to calm down the staff. In this meeting, so many questions were asked about the situation, which were ably answered in Q1
- iii) A general staff meeting was also held during the 3rd quarter where staff presented their issues to Management as chaired by the A.g Executive Director.
- iv) Union captured all issues affecting staff and were submitted during the consultative committee meetings for discussion.
- v) A staff satisfaction survey was done on all HR functions and the majority of concerns were on welfare as shown below;

**Table 22: staff satisfaction survey findings**

S/n	Issue	What has been done so far
1	Staff welfare needs improvement	Compiled all the welfare requirements for budgeting purposes
2	Morning bites: The combination of the morning bites needs to be improved.	Feedback was given to the service provider and improvement has been noticed
3	Streamline performance management feedback processes.	Have reviewed the performance tool
4	The HR dept. should come out with a clear strategy on career growth. We can also benchmark with Tanzania Bureau of Standards on how training of staff is done	An approved career path and training plans are in place
5	Have reviewed the performance tool	This is catered for in the training plan

#### 4.1.6 Performance management

Performance management is monitored through the actions of both the staff and the supervisors focusing on performance planning, management and monitoring of organizational, Departmental and individual performance in UNBS.

Below is the record of performance management progress by end of the year 2023/2024.

Performance management focused on the following parameters through the financial year;

- (i) An analysis of performance per Department was done for both cycles of the financial year and the summary performance report is included in this report
- (ii) Follow up on the Implementation of all performance management Recommendations as approved by Management was made. In this area, some staff with comments relating to poor performance were notified while others have been put on PIP for follow up purposes and have been counselled to smoothly undergo the process of performance improvement.
- (iii) In liaison with the ICT Department, configuration of the reviewed performance tool to align it with the reviewed HR policy 2021 has been concluded and is awaiting be rolled out by the 1<sup>st</sup> quarter of the new financial year
- (iv) Monitoring the implementation of the risk mitigation measures in the current risk register related to performance management as was planned was done.

**Table 23: Specific target setting by Departments**

<b>Department/Unit</b>	<b>Directorate</b>	<b>No. of staff</b>	<b>Staff with appraisals</b>	<b>Percentage performance</b>
Imports Inspection	Compliance	93	77	82.8
Legal Metrology	Compliance	63	59	93.7
Market Surveillance	Compliance	40	32	80.0
Marketing and Public Relations	Compliance	13	9	69.2
Audit	ED's Directorate	8	6	75.0
ED's Department	ED's Directorate	8	0	0.0
Legal	ED's Directorate	4	1	25.0
Risk Mgt	ED's Directorate	4	4	100.0
Quality Mgt	ED's Directorate	2	2	100.0
Finance and Administration	MFS	69	49	71.0

Human Resource	MFS	11	10	90.9
Information and Communication Technology	MFS	11	9	81.8
PDU	MFS	4	2	50.0
Corporate Planning	MFS	3	2	66.7
Certification	Standards	53	31	58.5
National Metrology Laboratories	Standards	25	11	44.0
Standards	Standards	41	31	75.6
Testing	Standards	86	71	82.6
<b>Grand Total</b>		<b>538</b>	<b>406</b>	<b>75.5</b>

The table above indicates that whereas there is an improvement in target setting across the board, most Departments/Divisions had not yet registered 100% appraisal by the closure of the cycle. This affects timeliness in assessing staff performance which trickles down to Departmental performance.

Out of the 438 staff who started their appraisals for the 1<sup>st</sup> cycle, July to December 2023, 420 staff had been evaluated of which 21 were duly closed as at end of June 2024 accounting for 95.9%. This indicates an increase in appreciation of the function of performance monitoring and evaluation of staff performance.

#### **4.1.7 Performance appraisal analysis**

##### **i) July to December 2023 Cycle analysis (1<sup>st</sup> Half of the performance year)**

For the cycle July to December 2023, a total of 438 started their performance appraisals against total number of staff totalling to 496 as at end of December 2023 representing 82.5%. The distribution of the above numbers per directorate is as per the table below;

**Table 24: July to December 2023 Cycle analysis**

<b>Directorate</b>	<b>Total no. of staff</b>	<b>No. of Appraisals</b>	<b>Percentage performance</b>
Compliance	185	179	96.8
ED's Directorate	42	18	42.9
MFS	92	84	91.3
Standards	177	157	88.7
<b>Totals</b>	<b>496</b>	<b>438</b>	<b>88.4</b>

The table above indicate that Performance management for the cycle July to December 2023 had 88.4% staff access the system for performance follow up accounting for 438 staff out of the 496 total staff by end of December. Of the 496 staff, 96.8% staff under Compliance Directorate staff started their appraisals making the Directorate the best performing for this cycle followed by the Management and Financial Services with 91.3%, then with Standard Directorate at 88.7% and lastly 42.9% for ED's Directorate. Of the 438 staff who started their appraisals, 399 were under evaluation while 21 appraisals had been closed amounting 420 appraisals at advanced stages.

The table below shows the distribution of performance by Departments/Divisions

**Table 25: Distribution of performance by Departments/Divisions**

<b>S/N</b>	<b>Dept/Unit</b>	<b>No. of staff per Dept.</b>	<b>Staff with appraisals</b>
1	Imports	91	85
2	LM	63	52
3	Surveillance	41	31
7	PR	11	11
4	Audit	7	5
5	ED's Department	6	7
6	Legal Dept	4	2
7	Risk Management	4	4
8	PDU	5	3
9	Corporate planning	3	3
10	FAD	65	57
11	HRD	10	10
12	ICT	10	9
18	Quality Management	2	2
13	Certification	49	50
14	NML	16	13
15	Standards	37	29
16	Testing	72	65
	<b>Totals</b>	<b>496</b>	<b>438</b>

**ii) January –June 2024 cycle analysis (2<sup>nd</sup> Half of the performance year)**

For the cycle January –June 2024, the following scenarios presented themselves in regards to performance target setting and follow up;

**Staff target setting status for January –June 2024 as at 30th June 2024**

A total of 406 staff started and followed up their appraisals against the total number of staff of 538 representing 75.5% of the total staff as at end of June 2024.

**Table 26: The distribution of staff appraisals per directorate from January to June 2024**

<b>Directorate</b>	<b>Total no. of staff</b>	<b>No. of Appraisals</b>	<b>Percentage performance</b>
Compliance	209	178	85.2
ED's Directorate	26	12	46.2
MFS	98	72	73.5
Standards	205	144	70.2
<b>Totals</b>	<b>538</b>	<b>406</b>	<b>75.5</b>

The table and graph above indicate the number of staff who were able to start an appraisal and the percentage performance per Directorate. The performance for all Directorates was at 75.5% which needs to be improved to be at 100% by the end of the cycle. The individual Directorate performance posted was, 85.2% for Compliance Directorate as the best performing followed by Management and Financial services Directorates at 73.5%, Standards Directorate at 70.2%, and lastly the ED’s directorate registered 46.2%.

**Table 27: The distribution of staff appraisal status from January to June 2024**

<b>Status of appraisals</b>	<b>No. of Appraisals</b>	<b>Percentage performance</b>
Drafts	50	12.3
Pending Activation	32	7.9
Active	263	64.8
Under Evaluation	61	15.0
<b>Total</b>	<b>406</b>	<b>100.0</b>

The table indicates that majority of the appraisal had followed up their performance reporting in a timely manner where 324 of the 406 i.e 79.8% of the staff had active appraisals and of these 61 staff started their evaluation at the immediate closure of the cycle which is a positive sign of performance follow up.

#### **4.1.8 Talent management FY 2023/24**

Coordination of various activities of staffing for the UNBS Departments through both external and internal recruitments were undertaken. Specifically, the following assignments were undertaken that contributed to talent management;

- i. **Job profiling for recruitment purposes;** Recruitments for both internal and external positions required profiling of the vacant positions to ensure that the person specifications tally with the job requirements. This was undertaken in liaison with the Departmental heads to ensure that the right persons fit for the job are attracted accordingly.
- ii. **Updating of job descriptions;** Job descriptions specifically for the Imports Inspection Department were reviewed to tally with the current demands of the job requirements for the Divisions of National Inspection and Regional and International, and shared with the relevant heads of Divisions.

#### **Disciplinary cases handled**

Four (4) disciplinary cases were handled during this reporting period; 3 were dismissed and one was given a warning.

#### **Quality Management Systems Implementation**

The Department was certified for ISO 9001:2015 implementation and the target is to continuously work to review the processes for improvement.

During the financial year the department undertook the following activities:

- Closure of the arears of improvement identified at stage 2 audit of the certification process
- Prepared and carried out an Internal audit which was conducted by the QMS team and no Non Compliances were found.
- Prepared and carried out a surveillance audit by Axe register for compliance of the implementation of ISO9001:2015

## **CHAPTER FIVE**

### **CONSOLIDATING FINANCIAL SUSTAINABILITY OF UNBS**

#### **5.1 Finance and Administration**

##### **5.1.1 Revenue performance during FY 2023/2024**

##### **5.5.2 Overview of draft annual financial performance**

The Uganda National Bureau of Standards (UNBS) operates under a mandate to provide standards, measurements, and conformity assessment services, including inspection, testing, and certification. These services aim to enhance the competitiveness of Ugandan products, promote fair trade, and protect consumers and the environment. In the reviewed period, UNBS executed numerous activities outlined in its annual work plan, successfully meeting most of its targets. Financially, the Bureau's approved annual budget was UGX 60.042 Bn, with actual releases totaling UGX 56.651 Bn, which is 94% of the planned budget. Additionally, UNBS generated Non-Tax Revenue (NTR/AIA) of UGX 73.901 Bn. However, UGX 5.43Bn was remitted to consolidated fund but bounced and will be captured in the FY 2024/25. Also, UGX 1.67Bn was lost through exchange rate variances.

UNBS faces significant challenges, primarily due to insufficient funding, which has led to understaffing and under-resourced field activities. Although NTR is primarily collected as pre-payments through the Uganda Revenue Authority (URA) platform and remitted to the Bank of Uganda (BOU), the operational funds released by the Ministry of Finance, Planning and Economic Development (MoFPED) are inadequate for the pre-paid field activities, resulting in a funding shortfall of approximately UGX 28 Bn. Another issue is the low level of voluntary compliance with quality standards among the public, manufacturers, and traders, attributed to inadequate sensitization activities stemming from a limited budget. Despite these challenges, UNBS continues to collaborate with other Ministries, Departments, and Agencies (MDAs), as well as regional and international standardization organizations, to fulfill its

mandate. This includes the harmonization of standards, metrology, and conformity assessment procedures. However, regional cooperation efforts are currently hampered by inadequate funding. With support from the African Development Bank (AfDB) - Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Agricultural Value Chain (AVC) Project, UNBS is nearing the completion (98%) of its modern National Metrology Laboratories.

### **5.1.2 Analysis of the draft financial statements as at 30th June 2024**

In the financial year 2023/2024, the Bureau was allocated UGX 60.042 billion. Of this, UGX 56.651 billion was disbursed, representing 94% of the total budget. The year's expenditure was UGX 56.649 billion, also 94% of the revised budget. Property acquisitions worth UGX 3.563 billion which increased the net value to UGX 83.479 billion, including field vehicles, furniture, laboratory, and ICT/office equipment. Concurrently, payables rose by UGX 1.834 billion to UGX 2.378 billion, primarily due to under-funding post-budget cuts. The Bureau received nearly all budgeted funds, except for UGX 3.325 billion in development funds not released by MoFPED.

### **5.1.3 Transfers to GOU consolidated fund.**

During the review period, the Uganda Consolidated Fund (UCF) within the Bank of Uganda (BOU) reported a substantial increase in receipts, totaling UGX 73.871 billion. This represents a significant rise from the UGX 50.649 billion recorded in the previous fiscal year (FY2022/23). The growth is largely due to an uptick in equipment submissions, exceeding the target by 517 units, and the adoption of new import clearance procedures that enhanced client engagement. Despite these gains, the potential for higher treasury transfers was hindered by various challenges. The bureau encountered funding shortages for standardization activities, leaving 215 final draft Uganda standards awaiting approval at the close of the fiscal year. A decline in sample submissions was also noted, attributed to scaled-back surveillance efforts and constrained market surveillance budgets, among other operational difficulties.



Nevertheless, Import Inspection fees remained the predominant revenue generator, accounting for 97% of the total income.

#### **5.1.4 Analysis of NTR per source for FY 2023/24**

- i. The Bureau collected UGX73,871 billion compared to a target of UGX54.460 billion in FY2023/24
- ii. Apart from LM, NML, and Sales of Standards, all other revenue centres surpassed their targets
- iii. LM could not realize its target mainly due to limited funds allocated for equipment verification activities
- iv. The big increment in imports Inspection fees was mainly due to the introduction of new procedures that eased the clearance of imports, which attracted more clients.
- v. NTR generation/ collected has exhibited an upward trend over the last 4 years (annex 3)
- vi. Annexes 3 (c) and (d) show that Imports Inspection has remained the single biggest contributor to the Bureau NTR generation of the FYs. It accounted for over 67% of NTR collected in FY2023/24.

## ANNEXES

### Annex1: Statement of Financial performance

Statement of Financial Performance for the Financial Year Ended 30 June 2024  
**[Based on classification of expenditures by nature]**

**Table 28: Statement of Financial performance**

	Notes	Actual 30 June 2024 (Shs)	Actual 30 June 2023 (Shs)
<b>REVENUE</b>			
<b>Revenue from non-Exchange transactions</b>			
Taxes	2		
External Assistance	3		
Transfers received from Treasury- UCF	4	56,650,996,198	45,185,293,652
Transfers received from the Contingencies Fund	5		
Transfers received from other Government Units	6		
Non-Tax revenue- non-Exchange	7	53,795,667,919	64,716,484,781
<b>Sub-total Revenue from Non-Exchange transactions</b>			
<b>Revenue from Exchange Transactions</b>			
Non-Tax Revenue- Exchange	8	20,081,065,264	112,399,999
<b>Sub-total Revenue from exchange transactions</b>			
<b>Total Revenue</b>		130,527,729,381	110,014,178,432
<b>EXPENSES</b>			
Compensation of employees	9	38,291,515,208	35,743,712,233
Goods and services consumed	10	15,258,674,641	17,756,772,070
Depreciation expense	11	19,801,386,751	524,481,801
Impairment of property, plant, and equipment	12		
Subsidies	13		
Grants and other transfers	14		
Social benefits	15		
Finance costs	16		
Bad debts expense	17		
Other expenses	18	53,589,744	121,993,224
<b>Total Expenses</b>		73,405,166,344	54,146,959,328
Foreign Exchange gains/loss	19	3,190,445	134,989,007
Transfers to Treasury	20	73,871,527,734	50,649,255,638
Gain/ loss on asset revaluation	32		
<b>Surplus/ Deficit for the year</b>		-16,752,155,142	5,082,974,459

## Annex 2: Statement of Financial position

**Table 29: Statement of Financial Position as at 30 June 2024**

	Notes	30 June 2024 (Shs)	30 June 2023 (Shs)
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash equivalents	21	<b>1,601,826,990</b>	1,743,204,856
Prepayments and advances	22(a)	<b>87,605,448</b>	2,039,196,215
Receivables	23(d)		
Inventories	24		
<b>Non-current Assets</b>			
Prepayments and advances	22(b)	2,039,196,215	
Receivables	23(e)		
Investments	25		
Property, Plant and Equipment	26(a)	82,405,345,574	3,392,443,974
Investment property	26(b)		
Intangible assets	26(c)		
Non-Produced Assets	27	1,074,567,051	
<b>Total Assets</b>		<b>87,208,541,278</b>	<b>7,174,845,045</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	28(a)	<b>1,248,966,603</b>	<b>2,467,454,852</b>
Deposits	29(a)		<b>601,972,984</b>
Short-term borrowings	30(a)		
Pensions	31(a)		
<b>Non-current liabilities</b>			
Payables	28(b)	<b>584,606,348</b>	
Deposits	29(b)	<b>544,041,042</b>	
Long-term borrowings	30(b)		
Pensions	31(b)		
<b>Total liabilities</b>		<b>2,377,613,993</b>	<b>3,069,427,836</b>
<b>Net Assets</b>		<b>84,830,927,285</b>	<b>4,105,417,209</b>
<b>REPRESENTED BY</b>			
Reserves		<b>84,830,927,285</b>	<b>4,105,417,209</b>

### Annex 3: NTR Performance over 5 years

**Table 30: NTR Performance over 5 years**

<b>Revenue Center</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>
Other income	17,540,000	145,165,865	20,513,381	19,244,176	201,464,242
Imports inspection	22,902,463,700	20,574,716,739	38,432,367,336	42,041,901,744	49,651,522,708
Legal Metrology	7,331,374,144	8,668,625,949	9,199,414,103	8,075,371,118	10,204,333,521
National Metrology	550,339,300	586,544,500	705,346,894	698,070,096	868,617,598
Certification	3,009,786,000	3,856,246,523	6,409,909,001	5,375,696,500	2,075,627,200
Standards	120,121,117	173,583,436	192,859,579	147,653,254	8,905,068,135
Testing	4,096,081,504	4,436,621,285	5,656,090,560	4,183,411,503	1,832,654,330
Training & Advisory	141,250,000	104,497,000	157,950,000	155,650,000	132,240,000
<b>TOTAL NTR</b>	<b>38,168,955,765</b>	<b>38,546,001,297</b>	<b>60,774,450,854</b>	<b>60,696,998,391</b>	<b>73,871,527,734</b>

## Annex 4: Cash flow statement for the financial year ended

**Table 31: Cash flow statement for the financial year ended**

	Notes	30 June 2024 (Shs)	30 June 2023 (Shs)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Revenue from operating activities (see below)</i>		56,656,474,129	58,804,770,371
<b>Payments</b>			
Compensation of employees		38,291,515,208	35,743,712,233
Goods and services consumed		14,009,708,038	16,020,236,547
Grants and Other Transfers		0	
Social benefits			
Other expenses		53,589,744	121,993,224
Foreign Exchange loss/gain		3,190,445	134,989,007
Advances and prepayments paid		87,605,448	272,482
Domestic arrears paid out during the year		731,191,811	1,524,057,948
Deposits paid out during the year		57,931,942	
Pension arrears paid during the year			
Losses of cash			
Letters of credit receivable			
<b>Net cash inflows/(outflows) from operating activities</b>		3,421,741,493	5,259,508,930
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment		3,563,119,359	3,916,925,775
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			
<b>Net cash inflows/(outflows) from investing activities</b>		-3,563,119,359	3,916,925,775
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Finance Costs			
Proceeds from external borrowings			
Repayments of external borrowings			
Proceeds from other domestic borrowings			
Repayments of other domestic borrowings			
<b>Net cash flows from financing activities</b>		0	0
<b>Net increase (decrease) in cash and cash equivalents</b>		-141,377,866	1,342,583,155

## Annex 5: Statement of Appropriation Account (Expenses by nature)

Statement of Appropriation based on Classification of Expenditure by Nature

For the Financial Year ended 30 June 2024

**Table 32: Statement of Appropriation Account (Expenses by nature)**

	Initial Budget (Shs) (a)	Revised Budget (Shs) (c)=(a)+(b)	Actual Performance (Shs) (d)	Variance: (e)=(c)-(d)	Varian ce Percen tage [(e)/(c)]
Revenue					
Taxes					
External Assistance					
Transfers received from Treasury- UCF	60,042,020,190	60,042,020,190	56,650,996,198	3,391,023,992	6
Transfers received from the Contingencies Fund					
Transfers received from other Government Units					
Non-Tax Revenue	54,460,000,000	54,460,000,000	73,901,527,734	(19,441,527,734)	(36)
Total Revenue	114,502,020,190	114,502,020,190	130,552,523,932	(16,050,503,742)	(30)
Expenditure by Nature					
Compensation of employees	38,335,193,650	38,335,193,650	38,274,156,416	61,037,234	0
Goods and services consumed	15,055,826,540	15,055,826,540	15,055,397,652	428,888	0
Grants and other transfers					
Social benefits					
Finance costs					
Other expenses					
Purchase of Property Plant and Equipment	6,651,000,000	6,651,000,000	3,319,570,092	3,331,429,908	50
Purchase of Non- Produced Assets					
Domestic arrears paid					
Pensions arrears paid					
Foreign exchange (gain)/loss					
Total expenditure	60,042,020,190	60,042,020,190	56,649,124,160	3,392,896,030	6
Transfers to Treasury	54,460,000,000	54,460,000,000	(73,871,527,734)	128,331,527,734	
Net Expenditure	-	-	147,774,927,506	(147,774,927,506)	

## Annex 6: Statement of Appropriation (Expenses by programme)

Statement of Appropriation based on the Classification of Expenses by Programmes

For the Financial Year ended 30 June 2024

**Table 33: Statement of Appropriation (Expenses by programme)**

	Initial Budget (a) (Shs)	Adjustments (b) (Shs)	Revised Budget (c)=(a)+(b) (Shs)	Actual Performance (d) (Shs)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
<b>Revenue</b>						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	60,042,020,190		60,042,020,190	56,650,996,198	3,391,023,992	5.6
Transfers received from the Contingencies Fund						
Transfers received from other Government Units						
Non-Tax Revenue	54,460,000,000		54,460,000,000	73,901,527,734	(19,441,527,734)	(35.7)
<b>Total Revenue</b>	114,502,020,190	-	114,502,020,190	130,552,523,932	(16,050,503,742)	(30)
<b>Expenditure by Programmes</b>						
Agro-Industrialization	940,000,000		940,000,000	939,996,100	3,900	0.0
Mineral Development						
Sustainable Petroleum Development	900,000,000		900,000,000	899,453,285	546,715	0.1
Manufacturing	88,000,000		88,000,000	89,001,751	(1,001,751)	(1.1)
Tourism Development						
Natural Resources, Env't, Climate Change, Land & Water Mgt						
Private Sector Development	53,164,020,190		53,164,020,190	50,877,344,114	2,286,676,076	4.3

Sustainable Energy Development	4,950,000,000		4,950,000,000	3,843,328,910	1,106,671,090	22.4
Integrated Transport Infrastructure and Services						
Sustainable Urbanization and Housing						
Digital Transformation						
Human Capital Development						
Innovation, Technology Development and Transfer						
Public Sector Transformation						
Community Mobilization and Mind-set Change						
Governance And Security						
Regional Balanced Development						
Development Plan Implementation						
Administration Of Justice						
Legislation, Oversight and Representation						
Foreign exchange (gain)/loss						
<b>Total expenditure</b>	60,042,020,190	-	60,042,020,190	56,649,124,160	3,392,896,030	26
Transfers to Treasury	54,460,000,000		54,460,000,000	(73,871,527,734)	128,331,527,734	
<b>Net Expenditure</b>				147,774,927,506	(147,774,927,506)	(56)