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Standards

BULLETIN



INSIDE: **QUALITY AND SUCCESS STORY
IN THE EXPORT MARKET**

content

COVER STORY >> PG 5



Status of export markets and how Ugandan companies can navigate the various export requirements

EDITOR'S PICK >>

- 4 >> **Editor's note.** Standards comprehension, internalization and implementation is critical for any businesses and more so for the businesses with an export orientation
- 3 >> **Director's message.** Raising awareness and helping Ugandan manufacturers to implement international standards would allow them to play a part in global value chains. When it comes to trade, speed and predictability are of the essence, especially for Uganda integrating with global markets. When goods and inputs are time-sensitive, international standards on moving goods from country to country can help to eliminate costly delays.
- 9 >> **NEGONJA ORGANICS, exporter of dried fruits** This is because our current market, the United States of America, is specifically interested in organic healthy snacks and we are trying to tap into that market.
- 15 >> **Frequently Asked Questions on exporting from Uganda.** It confirms that the processing systems and facility are in conformity and compliance with internationally acceptable sanitary and hygienic conditions, and hence products are safe for consumption.

STORY >> PG 15



Frequently Asked Questions on exporting from Uganda

STORY >> PG 9



NEGONJA ORGANICS, exporter of dried fruits

Executive Director's foreword

FOR CENTURIES, trade has taken place between human beings exchanging commodities for goods or money. In those by gone eras, traders and camels plied an east-west network of trade routes that came to be known as the Silk Road, the best-known network of trade routes. Traders carried spices and precious metals, porcelain, perfumes, ivory and silk, among other things.

The benefits to the people that lived close to the Silk Road were numerous. Civilizations and societies flourished and, along with the exchange of goods and commodities, there was also a rich exchange of culture, ideas, art, medicine and science. The Silk Road enriched all our lives. Fast forward to today's rapidly moving, complex and interconnected world. New technologies of the so-called Fourth Industrial Revolution are reshaping our lives and yet the flow of goods and services between countries is still one of the most important drivers of job creation and prosperity. International trade brings greater access to higher-quality, lower-priced goods, it drives competitiveness, it fuels economic growth and job creation, and it raises the standard of living for many people around the world. A growing body of evidence shows that countries more open to trade grow faster over the long run and have higher incomes per person than those that remain closed.



*David Livingstone Ebiru
Ag. Executive Director*



Raising awareness and helping Ugandan manufacturers to implement international standards would allow them to play a part in global value chains. When it comes to trade, speed and predictability are of the essence, especially for Uganda integrating with global markets. When goods and inputs are time-sensitive, international standards on moving goods from country to country can help to eliminate costly delays.

It is clear that there has never been a greater or more pressing need for international standards. Transparency, accountability, harmonization and trust are just some of the benefits — for society and business alike. Take supply chains, which extend around the world and have become increasingly complex. And this complexity is being further impacted by technology.

Transparency and accountability, for producers and consumers alike, have become significant issues. Provenance, quality, and health & safety are also coming under the spotlight like never before. International standards are critical to ensure that processes, products and services are fit for purpose, interchangeable and compatible, and create better communication across borders. Uganda National Bureau of Standards is working to ensure that international standards are more accessible to enterprises, especially the small and medium-sized enterprises that account for the vast majority of jobs in Uganda.

Raising awareness and helping Ugandan manufacturers to implement international standards would allow them to play a part in global value chains. When it comes to trade, speed and predictability are of the essence, especially for Uganda integrating with global markets. When goods and inputs are time-sensitive, international standards on moving goods from country to country can help to eliminate costly delays.

The lack of harmonization of technical regulations is another brake on growth an area where international standards can play a significant role. International standards facilitate the adoption of good regulatory practices by governments and

UNBS has adopted several international standards that are consistent with the commitments of countries under the World Trade Organization (WTO) to reduce technical barriers to trade.

Every country develops at its own pace; international standards help to achieve a more level playing field, giving Uganda a better chance of participating in, and benefitting from, global trade. There is a direct link between international standards and enabling Uganda's participation in international trade. They help the compatibility of products and services and open doors to new markets. In fact, standards enhance competitive advantages. According to the WTO, the outlook remains uncertain. World trade will continue to face "strong headwinds" this year and next. However, UNBS stresses the need to focus on charting a positive path forward for global trade by offering Certification and conformity assessment for products amidst the global challenge of COVID-19. We are committed to working with local manufacturers to ensure that they penetrate the global market and we commit to supporting them. Our Training Division offers short courses in areas such as Quality management systems, Food safety management systems among others for those companies that are looking at expanding their businesses beyond Uganda's borders.

I hope that you can take advantage of these opportunities to make your businesses grow and thrive. I hope you enjoy reading this enriching issue as much as I have.

Merry Christmas and a fruitful 2021.

For God and my country

**David Livingstone Ebiru
Ag. Executive Director**



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ABOUT UNBS

1. A member of International Standardisation Organisation(ISO)
2. Associate member of the International Electrotechnical Commission
3. National Enquiry Point for Technical Barriers to Trade(TBT) and Sanitary and Phytosanitary (SPS) measures.Agreements of World Trade Organisation(WTO) and secretariat to the National TBT/SPS Committee
4. Codex Alimentarius Commission Contact Point and Secretariate to the National Codex Committee
5. International Accredited laboratories by South African National Accreditation System. to offer ISO 90019(Quality Management System) and ISO 22000(Food Safety Management System)
6. A member of African Organisation for Standardisation(ARSO)
7. A member of International Organization of Legal Metrology (OIML)
8. A member of The International Bureau of Weights and Measures
9. coordinator for the East African Community(EAC) SQMT activities

Editor's note



STANDARDS.

Standards comprehension and implementation is critical for every business and can boost export prospects for Uganda.

Our esteemed Readers, Happy New Year to you all!

As we enter into the New Year, it is good to look ahead and think about what the year 2021 may bring us. We have been through many developments in 2020.

With the emergence of COVID- 19 pandemic and the adopted coping mechanisms, Buy Uganda Build Uganda (BUBU) has invigorated imports substitution.

More goods need to be on the market to cope with the type of the lock-down environment experienced in the recent past. This era has also ushered in the digital economy which allows us to rethink how to explore new markets without physically moving to them and at this point, standards are key in bringing some clarity.

In this issue of the Standards Bulletin, we explore the numerous opportunities for the business sector in the Export Market and highlight the need to invest

in standards and quality systems of our locally manufactured products to compete favorably on the global market.

Standards comprehension and implementation is critical for every business and can boost export prospects for Uganda. The export market can only be obtained and sustained when our locally produced products are internationally competitive not only in prices but also in terms of quality.

As a standards watchdog, UNBS assists exporters by Providing information on standards and quality requirements of the export markets, undertake Conformity assessment of the export products through laboratory testing and inspection, issues Certificates of analysis and/or certificates of conformity whenever required by the export markets, Provides training and technical advisory services to (both existing and potential) export-oriented industries and businesses on standardization and quality assurance of products and processes to enable them improve on the quality of the exports to improve their capability of producing products that conform to the export market standards and quality requirements.

UNBS also doubles as the Uganda's enquiry point under the WTO Agreement on Technical Barriers to trade with the UNBS information Resource Center as the focal area to provide information on products information and requirements in importing countries.

Export procedures generally depend on the commodity that one is interested in exporting and the country to which the exports are destined.

Get to know how to access the international markets with most of your questions answered in this publication.

Enjoy the read!

For feedback and inquiries; email us on: info@unbs.go.ug

Sylvia Kirabo, Head, Public Relations and Marketing

Status of export markets and how Ugandan companies can navigate the various export requirements

EXPORT PROMOTION, coupled with import substitution, are at the core of the National Development Plan III (NDPIII). It is one of the key development strategies government is adopting to spur economic growth over the next 5-year term (FY2020/21 to FY2024/25).

As indicated, an export-oriented strategy is important as a means of increasing Uganda's foreign exchange earnings, which play a vital role in financing development projects and repaying external debt. Government's projections are that successful implementation of the NDPIII, other factors withstanding, will result in an increase in the ratio of merchandise exports to GDP which will increase from 12.7 percent to 16.5 percent. According to Bank of Uganda data, Uganda's top export earnings stood at USD 5.582 billion in FY2019/20, 68 percent of which are merchandise export earnings.



Dr. Elly Twineyo Kamugisha, Executive Director – Uganda Export Promotions Board

To achieve this growth government will focus on increasing and sustaining its share in four strategic markets. The regional markets of the EAC, COMESA and AfCTA, Middle East, China and EU. Products of interest include manufactured products such as building materials (cement, steel, tiles and plastics), fast moving consumer goods (such as sugar, dairy products and edible fats), grains, livestock products, fruits and vegetables in addition to the traditional key forex earners of coffee, tea, fish, cotton and cocoa. Manufactured and agro-processed products will be of special interest in view of the drive for industrialization, job creation and boosting household incomes. Government's efforts in line with this include boosting production and productivity (for example access to quality seedlings such as through NAADS/OWC, water for production, cooperative development etc.); negotiating for better market access (preferential trade arrangements); strengthening commercial diplomacy; and enhancing promotion and marketing in target markets. Pivotal to all this however, are efforts to build public and private sector capacity to comply with target market and buyer requirements, particularly standards.

International trade (export and imports) hinges significantly upon effective standards and regulations that protect consumers and the environment, including plant and animal life. A business can only succeed in exporting to a

different country if it knows and understands those requirements. However, standards, and particularly technical regulations (where the standards are incorporated into law), can also act as a barrier to trade.

Standards and regulations are also essential to enhancing the efficacy of value chains. They determine whether inputs are compatible with the next stage in the value chain, final products are safe for consumption and international trade is socially and environmentally sustainable. Therefore, standards and regulations are here to stay because of their positive impact on sustainability, compatibility and consumer protection. Standards and regulations have become part of our daily life. They determine whether a plug fits into a socket, whether one mobile phone can connect with another, whether a container fits on a ship, or whether we understand traffic signs when driving in another country. They also determine whether food is considered fit for consumption by humans, whether a medicine can be brought to market or whether a financial institution is allowed to accept deposits and provide credit.

In addition to public standards and regulations such as the national, regional and international standards, the 21st century trade landscape is also marked by a proliferation of voluntary standards (VS) which must be considered by the business community more especially exporters. These Voluntary Standards include Global gap, Fairtrade certification among others. They are at the heart of international value chains, supporting better traceability, transparency and efficiency.

Any company wanting to export is likely to have to meet at least one standard or regulation, be it a governmental regulation affecting imports, a voluntary sustainability standard or a services

regulation. For instance, exporters of agricultural products must comply with the Sanitary and Phytosanitary (SPS) measures and other technical regulations to ensure plant and animal health, food safety as well as protection of the environment. Exporters' compliance to regulations and standards is key in market access and competitiveness. It is important that the MSME managers increase their diligence in dealing with standards and regulations.

To fully understand such market requirements, government has put in place trade facilitation agencies such as Uganda National Bureau of Standards (UNBS) and Uganda Export Promotion Board, (UEPB). UEPB in particular, was established by Act of Parliament, with the responsibility to coordinate the development and promotion of Uganda's exports (goods and services).

Ideally, UEPB should always be available to 'help you export'. 'The institution offers a number of programs and services geared towards promoting and enabling exporters comply with these requirements. For example, through the Export Readiness Assessment Program UEPB trains, prepares and supports potential exporters to understand and comply with market requirements. Uganda Export Promotion Board also publishes regular market information briefs and bulletins to update the Exporter Community on changes in market requirements. UEPB also supports exporters in works with competent agencies in partners to ensure expeditious clearance of export consignments.

For further information and assistance please contact the UEPB Trade Information Office on 2nd Floor, UEDCL Towers, Plot 37 Nakasero Road – Kampala, P. O. Box 5045 Kampala Uganda, telephone +256(0)414 257001/230250, email info@ugandaexports.go.ug and web www.ugandaexports.go.ug

Standards and regulations have become part of our daily life. They determine whether a plug fits into a socket, whether one mobile phone can connect with another, whether a container fits on a ship, or whether we understand traffic signs when driving in another country.

UNBS in international trade: The role of standards

INTERVIEW: An interview with Ms. Patricia Bageine Ejalu, Deputy Executive Director- Standards.



Ms. Patricia Bageine Ejalu (right), speaking to Joselyn Biira on the role of UNBS in international trade

Q What do you see as the role of standards in international trade?

Ms. Patricia Bageine Ejalu: The main role is to create access in local, regional and international markets, provided the products or services meet the requirements of a specific market. If Ugandan manufacturers want their products to go beyond the local market, then they have to consider what is provided for in standards UNBS harmonises standards at the regional and international level so that what is being implemented in Uganda applies to the EAC and beyond. That of course plays to the efforts of the government to increase our export potential. We want our locally manufactured products to meet the requirements, that is, the health and safety of the people is protected, the products are performing as required so that they build them to a certain level where they have excess and that can go to the export market. In essence, the role of standards is to facilitate export trade.

Q How do you rate UNBS performance in supporting local manufacturers to become more competitive on the foreign market?

Ms. Patricia Bageine Ejalu: UNBS' performance has obviously grown since we

started implementing the Distinctive Mark Regulation which required all those products covered by mandatory standards to have the Quality Mark on their products. In this way, we got a number of products certified to be able to compete fairly with others who were already certified. The baseline of quality products has grown and they are able to access the foreign markets. Remember, development of standards also involves adoption meaning that if you are meeting the Uganda standard, you are meeting the regional standards and therefore access to the EAC. We do a lot of work to ensure that our National standards are East African adopted standards as well as International Standards. We are members of International Organization for Standardization (ISO), CODEX Alimentarius International Food Standards and International Electrotechnical Commission at the International level and therefore Ugandan products do not have to go through a repeat performance of conformity assessments because we have already established that you are meeting standards.

Q There is a common misconception that when Ugandan manufacturers try to export their products, they are told that they do not meet standards and yet they are certified by UNBS. What would you say about that?

Ms. Patricia Bageine Ejalu: It would be nice to know what exactly that means because it is a fact that products that have been rejected have never been verified by UNBS. People just take their products without any record of certification or testing so obviously it is going to fail to enter that market because the exporter does not even know the quality of the product they are exporting. And this implies that one is leaving the full assessment to the country of export. Products that met requirements and have been certified by UNBS have entered regional and international markets. For example, we have it on record that locally manufactured sanitisers certified by UNBS have reached the European markets during this COVID-19 period. UNBS does not do things alien

to what is going on internationally, so when you get certified by UNBS you are meeting nothing less than standards that we have adopted that are recognised internationally. Being certified by UNBS gives you the negotiation power because you have evidence of your product meeting standards even before they left the country. We have accredited laboratories and a certification process that can be used to defend the quality of a product. So in essence, that is a myth but it happens with products that have not been certified or tested by UNBS.

What do you feel are the biggest challenges facing Ugandan manufacturers on the international trade scene?

Ms. Patricia Bageine Ejalu: As I mentioned, a lot of them go to export without knowing the status of their products. Historically we have been sending products that do not have value addition or are mainly raw. That takes them into issues of sanitary and phytosanitary requirements. If you export a product before verification, you are leaving the decision to the country of destination.

If you take a whole consignment of pineapples and it is rejected then it will be destroyed hence leading to loss of all the capital invested in making a product. The biggest problem now is that some manufacturers do not know the need for standards until at the time they have to export their products and the products get rejected when they reach their intended destination.

We are having a situation where people have not understood the value of standards in improving their business. We want people to take ownership and move away from forcing people to conform. You shouldn't be in business if you have no idea of the impact of your product.

How do tariffs, in your opinion, impact international trade?

Ms. Patricia Bageine Ejalu: Tariffs come in because of competition among countries and as much as we are trying to allow for free trade, countries become protective of their own local manufacturers by imposing tariffs. Of course tariffs make international trade very expensive and affects our local manufacturers especially if they have not been discussed and harmonized.

The World Trade Organization Agreement on Technical Barriers to Trade (TBT) reached a 25-year milestone this year.

What do you feel has been the impact of the agreement and what is its future?

Ms. Patricia Bageine Ejalu: The WTO has brought order in international trade at the highest level. I can tell you bringing order in the EAC has not been an easy task and we are talking of 5 or 6 countries. Now bringing order in the whole world is a challenge and the truth is there are variations in that order because countries are not at the same level of development. But the WTO agreements are meant to apply for all and achieve a certain level regardless of which part of the world you come from, you cannot have somebody refuse our goods when you are meeting the requirements. The order and fairness that WTO has attained over the last 25 years is commendable. Through the WTO, countries have established bureaux of standards that implement the TBT agreement as well as notification and harmonisation so that we are transparent about trade related issues which brings about fairness in trade across borders.

How do you think the digital economy has changed international trade and how can Ugandan manufacturers adapt?

Ms. Patricia Bageine Ejalu: The digital economy has allowed for trade to continue without physical movement. As we all know, the whole world has been shut down due to COVID-19 but cargo has been moving without people moving. The digital economy has allowed us to rethink how to explore new markets without physically moving to them and standards bring some clarity. Provided you are meeting the requirements then assessment can be done in one country and goods sent to another country and there is verification that they meet the requirements then they get access without an individual leaving their home.

It has allowed us to provide services much better in country. We have been able to serve clients without them having to step here and that's a big plus. So manufacturers have been assisted to avoid the inconvenience of having to travel from across the country to Bweyogerere to get certification or submit samples.

Ugandan manufacturers will have to rethink the way they do business. We are still very consumed with physical movement and we are going to have to take up the new way of shopping online, finding suppliers and markets, clearing cargo and delivery without physical movement to ensure continuity of business.

Success story

NEGONJA ORGANICS, exporter of dried fruits

STEPHEN BARASA, CEO Negonja Organics- This Company has been in production for barely two years. We make dried fruit snacks from jack fruit and plantain that are strictly for export. Our products are 100% organic with no preservatives added. We only add spices such as ginger, chili, olive oil, cinnamon, salt etc. We also have demonstration farms for our suppliers where we show them how to grow raw materials for us without using any chemicals. This is because our current market, the United States of America, is specifically interested in organic healthy snacks and we are trying to tap into that market. We chose these products because they do not present with allergens and also the USA is a country that does not grow jack fruit and yet it is a healthy alternative snack compared to potato chips.



Mr. Stephen Barasa, CEO Negonja Organics

Qn: How did you identify the US as a potential market?

Through our networks, we found a dedicated client who wanted these products. She is American and is conversant with the tastes and recipes for the American people and she encouraged us to get it right and assured us that if we did then we would make a profit.

Qn: Do you feel that you have been successful so far?

We do not feel like we have been successful yet because we have had so many challenges working against us, chief of which is COVID-19. This company is barely two years old and the factory is about one year old and so we have exported about three consignments to the USA so far. When we made our first shipment, COVID hit and orders plummeted. It was a very big hit on our production, we were forced to close for two and a half months and then somehow we got an order and we recalled our workers to resume production. Since then, it has been an on and off situation. When we have an order we produce, when we do not have we are closed. So to a large extent, we have not been terribly lucky yet.

These snacks we produce are not essential eating and during a crisis consumers can only spend on essentials so this hit our orders tremendously but we are also grateful that we still have a foot in the US door.

Qn: How are you making your business adapt to COVID-19?

We are watching our costs and only spending when we must. We are not going to unnecessarily expand and also watch our labor force. We had hoped to double our labor force in the first year of operation but that is likely not going to happen. We are cutting down on foreign travel, technology is on our side and we are able to hold meetings virtually and we are

taking advantage of those opportunities. If we can survive then we believe the future is good.

Qn: With all these forces working against you, what is keeping you in the business?

With all these forces working against us, hope keeps us in the business. Uganda is a predominantly agricultural country and the potential is huge. One must find a way to tap into that potential. We have a great opportunity right now that we have an assured client which is not every day that you find such an opportunity. Our model is to empower the youth and vulnerable women. We decided not to become farmers so that we can empower farmers to supply to us. As a result, we set up model farms to show our suppliers how we want it done and it is a fulfilling position that we find ourselves in and we shall be patient.

Qn: When did you get certified by UNBS?

Our products were certified ten months ago and I have actually been getting notifications for renewal of our permits which we are going to do.

Qn: Why did you choose to get certified?

It is the way to go. How can you sell something that is not certified? It is really about quality and the Baganda say “Atanayitayita yaatenda nyinna okufumba” meaning somebody who has not moved around only boasts that his mother is the best cook. So we could have had that mind-set that we were doing a job but we needed someone who is competent and mandated to affirm that the quality we were claiming was actually true. Besides, I do not think it is legal to export products without a Q mark.

We were subjected to the rigorous regime of conformities that we needed to adhere to and we ensured to work with the UNBS officers allocated to us to close all the non-conformances and we got the certification.

I like it when UNBS keeps us on our toes; the impromptu visits with no announcement, or email to inform us that they are coming is great for us because then we cannot relax. The market is so competitive; these products we are making are also done by Latin American countries who are even nearer to US. So having managed to get in there, we must maintain the highest quality and for UNBS to keep us in check is an advantage for us to help me make my product competitive

Qn: For purposes of feedback, what challenges did you face during the Certification process?

We were new into the industry and our attitude was positive in the sense that we felt what UNBS demanded that we do we needed to do it because we knew that is what would lead us to the Promised Land. So because of that, I hardly remember any inconveniences during that process. There is the usual delay in the turnaround time but on the whole, I remember I got a lot of support from that Manager Certification and his team and it is something I will always be proud of. Even when I am told to prepare for renewal I do it happily because I know I will get a lot of support from UNBS.

I like it when UNBS keeps us on our toes; the impromptu visits with no announcement, or email to inform us that they are coming is great for us because then we cannot relax. The market is so competitive; these products we are making are also done by Latin American countries who are even nearer to US. So having managed to get in there, we must maintain the highest quality and for UNBS to keep us in check is an advantage for us to help me make my product competitive.

Qn: Besides COVID, what other challenges are you faced with in this trade, for example, tariffs etc.?

One of the challenges that is certainly not a permanent one is that this whole experience has been a learning curve for us. The clearing processes, putting together all the documentation necessary, getting the product right have all been lessons for us.

The other challenge that is common to all manufacturing is the cost of running the facilities. The electricity bill is extremely high, salaries, raw materials, water bills are prohibitive but we are learning as we go and hopeful that we shall be successful.

Qn: Why are you not selling on the local market?

The cost of the product would be high for the local market, I would



Some of the products exported by Nagonja Organics

probably price one packed of plantain chips at the same price as a chicken which would not get as much demand as it would on the international market. But secondly, our equipment was imported primarily to produce for export and URA exempted the equipment on that basis. Now if we are to start manufacturing locally then we would have to pay the taxes from which we were exempted but we would also be disadvantaging a local manufacturer who paid their taxes to produce locally.

Q: For those manufacturers who would want to export, what other requirements would they need besides the UNBS Q mark?

The more international certifications one has the better for an exporter. We have FDA approval and we are working on getting ISO 22000 certification from UNBS. It is important to invest in personnel, the facility and aim at constantly improving your processes through systems certification. I have also discovered that our local mind-set must change towards systems. We have attended about three training courses at UNBS to teach us about documentation and quality

management. We must learn to observe systems and document every step of the process.

Q: What message do you have for MSMEs who would like to explore international trade?

UNBS has made me relevant to my market because the institution helps me keep my products at the highest quality to remain competitive. I urge fellow manufacturers to make UNBS their ally because without them, you will not go far.

I encourage other potential exporters to hit the ground running. It will certainly not be easy but the potential is enormous. Everywhere I turn I see potential; in coffee, food. Our young people should get up and find ways to export food to countries who do not have the kind of food we have. We are sitting on our wealth if we only look at selling to Kalerwe or Nakasero markets. There is potential in foreign markets and the young people need to get up and disrupt the system and begin to look outwards. The world has become totally unified and Uganda is a food basket; we should use what we have to make our country successful.

Frequently Asked Questions on exporting from Uganda

QUALITY is a prerequisite for successful market access and for improving the competitiveness of exporters. However, meeting technical requirements is a challenge for many exporters, especially in view of the proliferation of standards.

Countries have continued to impose a growing number of standards to protect the health and safety of their citizens and to meet demands of buyers for their specific needs. The International Trade Centre (ITC), has noted that most problems faced by exporters are a result of non-tariff measures due to technical regulations, conformity assessment procedures, and sanitary and phytosanitary measures. Enterprises intending to export their products need up-to-date information about the applicable technical requirements, both voluntary and mandatory, in their target markets. After obtaining this information, they have to adapt their products and processes to satisfy export market requirements and demonstrate compliance with them.



By Maurice Musuga
Senior Information Officer

Q I am preparing an export plan, what should I know about foreign import regulations?

When mapping your export strategy, be aware most countries have certain import

regulations to ensure safety, quality, and conformity. Also, will you need to adapt your product for the foreign market?

It confirms that the processing systems and facility are in conformity and compliance with internationally acceptable sanitary and hygienic conditions, and hence products are safe for consumption.

Q What export procedures should one follow?

For one to export, they may need the following; the product must be tested and passed by UNBS before it can be ready for export. This is done by submitting a sample for testing to obtain a quality certificate, and applying for Certification on cims.unbs.go.ug. Once the product passes all the relevant tests then UNBS will issue the

product a Quality Mark or Distinctive Mark.

- Obtain export License from UEPB, Registration of the export facility with the sector regulator and/or Ministry.

- For products of animal origin, fresh or dry produce) the exporter must obtain a phytosanitary certificate from Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

- Obtain user access on E-Single Window from URA. Obtain letter of registration of sales contract from the sector regulator, and Certificate of origin from URA.

- Export procedures generally depend on the commodity that one is interested in exporting and the country to which the exports are destined.

How can I get information on the requirements by countries to which I intend to export?

Product quality requirements can be accessed from the World Trade Organization Technical Barriers to Trade National Enquiry Point (WTO-TBT/NEP) which is housed at the UNBS Information Resource Centre.

How do I identify export markets for my goods or commodities?

Once an interest in exporting is established, potential export markets must be identified. Adequate market research is used to filter out countries and markets that are unlikely to be profitable export destinations.

The Uganda Export Promotions Board has profiled several export destinations for goods and commodities originating from Uganda, and therefore this would be a good place to start with in establishing market for your exports.

What is a Certificate of Origin?

A certificate of origin is a document declaring in which country a commodity or good was manufactured/processed or produced. It contains information regarding the product, its destination, and the country of export. For example, a good may be marked “Made in Uganda” or “Produce of Uganda”.

A Certificate of Origin is a MANDATORY international requirement, issued on a consignment basis, to confirm origin of the products being exported.

Required by many treaty agreements for cross-border trade, the certificate of origin is an important form because it can help determine whether certain goods are eligible for import, or whether goods are subject to any duties.

What quality assurance bodies should I consult before exporting?

UNBS will provide you with the required information, testing, certification and inspection services in order to ascertain the quality of your commodities or services before you export to your preferred destination.

Do I have to register my business before exporting?

Business Name Registration & Incorporation Business registration is a STATUTORY requirement for any business entity operating in Uganda. This can be done at the Uganda Registration Services Bureau.

Why do I need a Phytosanitary Certificate?

A Phytosanitary Certificate is a MANDATORY international requirement for trade in plant and plant products such as coffee, tea, fruits, vegetables, spices and grains.

It certifies that the product does not contain anything injurious to plants, animals and human health. This can be obtained from the Ministry of Agriculture, Animal Industry and Fisheries (Crop Inspection and Certification Department).

Why do I need a health Certificate?

A Health Certificate Mandatory requirement, issued for facilities processing fish or animal products.

It confirms that the processing systems and facility are in conformity and compliance with internationally acceptable sanitary and hygienic conditions, and hence products are safe for consumption. Where the exporter is not the processor, a copy of the health certificate of the processor must accompany the consignment. This can be obtained from the Ministry of Agriculture, Animal Industry and Fisheries-Directorate of Animal Resources (MAAIF) and Directorate of Fisheries Resources (MAAIF) for animal and fish products processing facilities, respectively.

Q What factors within my business should I consider before exporting?

Substantial time and resource commitments by the firm are required for successful exporting. The decision to export must be considered as part of the firm's overall mission, its objectives, and the market strategies it uses to meet these objectives. Along the export market conditions – availability of adequate production/processing capacity and trained personnel, lender attitudes and management styles – will impact your exporting decision.

Q How do I remain competitive in this export market?

The International Organization for Standardization (ISO) and the International Trade Center (ITC) have indicated that to become and remain competitive in a foreign market is more of the same as in a local market. One must focus on the following;

- **Product development.** Emphasis should be placed on faster, more systematic quality processes to develop new products that meet rapidly changing global market requirements and customer preferences.
- **Supply and purchasing.** Export organizations should establish productive partnerships with suppliers, including outsourcing partnerships in other countries, to take advantage of the globalization of the supply chain.
- **Training and human resources development.** Employees must be given quality tools, processes and support to enable them to continuously improve the business and its products.
- **Economics of quality.** The costs of achieving customer satisfaction while absorbing the economic pressures of

Several other sector specific exporters' associations, Trade associations, chambers of commerce and industry exist to promote exports in their sectors, e.g. Horticultural Exporters Association of Uganda, Uganda Fish Processors and Exporters Association (UFPEA), Uganda Meat Producers Cooperative Union (UMPCU), Uganda National Chamber of Commerce and Industry, etc.

globalization must be systematically measured and managed.

- Managers must take a strong, strategic and hands-on approach to continuous management of innovation based on quality.
- Seek for comprehensive and up-to-date information on mandatory or "voluntary" technical requirements, either clearly specified in standards, or demanded by the market
- Seek for capacity building and advisory opportunities to assist in product design and development, international purchasing and supply chain management, quality management including costs, and innovation
- Institute prompt and cost-effective conformity assessment services to provide evidence that products conform to requirements, whether mandatory or "voluntary".

Q Are there any support organizations in Uganda that can help me export?

A number of Trade support institutions exist in Uganda to help businesses develop, promote and sell their goods and services abroad. The Uganda Export Promotions Board is the flagship Government agency tasked with facilitating the development, diversification, promotion and coordination of all export related activities that lead to growth on a sustainable basis.

Several other sector specific exporters' associations, Trade associations, chambers of commerce and industry exist to promote exports in their sectors, e.g. Horticultural Exporters Association of Uganda, Uganda Fish Processors and Exporters Association (UFPEA), Uganda Meat Producers Cooperative Union (UMPCU), Uganda National Chamber of Commerce and Industry, etc.

Q What are the possible areas for collaboration to support exports?

UNBS has collaborated

extensively with the Uganda Export Promotions Board and several exporters' associations, Trade associations, chambers of commerce and industry in the following areas;

- Identification of export requirements
- Ascertaining the Quality of export goods/commodities from internationally accredited laboratories
- Capacity development of exporters and export groups
- Provision of consultancy services
- Provision of certification services to various Standards e.g. Hazard Analysis and Critical Control Point (HACCP), Management systems conforming to ISO 9001 Quality Management Systems; ISO 14001 Environmental Management Systems, ISO 22000 Food Safety Management Systems, etc.

What are the benefits of exporting my product to foreign markets?

- **Increased economic growth for the exporting country.** Exporting is basically an economic transfer. The sale of the products or resources of one country (exporter) to another (importer) increase the exporter's national gross output, regardless of whether the sale is for cash or in exchange for other products, services or resources.
- **Increased domestic economic activity.** As the country engages more actively in exporting, it taps into its local manufacturers and suppliers for the products or resources that will be sold on the global market. This means more business for local entrepreneurs and businessmen.
- **Increased profitability.** Of course, as a business, you want to grow and so you want to earn more profits. By selling internationally, you may have higher costs, but you will also have higher sales since you are now selling to a bigger market.
- **Stronger diplomacy and foreign policy between and among**

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nations. Governments will benefit from relationships established through exporting, since they will be coming into closer contact with other countries or economies. In short, what started out as a relationship involving purely trade can result to other, deeper and more meaningful relationships that will be beneficial to everyone involved.

- **More opportunities for businesses of all sizes.** Exporting is not limited to large corporations and multinational companies. Even medium-sized and small business can also export their goods and services.

- **New markets mean more options for companies.** You are no longer going to rely solely on a single market because you can venture out of your own shores for equally green, or even greener pastures. This is particularly tempting for businesses that are facing high competition domestically, or those that are simply not doing too well in their own markets. They can instead bring their products or services to other markets or countries where they are more likely to be accepted and bought. Similarly, businesses that are in countries with volatile economies, faced with inconsistent rises and drops and irregular fluctuations, can tap into other markets.

- **Prolonged sales life of products and services.** Existing products and services will have a longer sales life since there are other, newer, markets for them to be sold in. Products that are no longer in season in one country, for example, may still be "in season" in another.

- **Increase quality of products and services.** As businesses enter other markets even outside of their own countries, competition becomes tougher and tighter. Domestic businesses will be forced to keep their guards up and improve their own offerings if they hope to be able to compete with other businesses entering their territory. Exporters will also make sure to keep the quality of their products high in order to penetrate a new market and be able to compete with domestic businesses.

How the AfCFTA will open regional markets for Ugandan products

THE AFRICAN CONTINENTAL FREE TRADE AREA (AfCFTA) Agreement provides a unique opportunity for countries in the region, particularly Uganda to competitively integrate into the global economy, reduce poverty, and promote inclusion. Although Uganda has made substantial progress in recent decades in raising living standards and reducing poverty, increasing trade can provide the impetus for reforms that boost productivity and job creation, and thereby further reduce poverty. The AfCFTA can provide this spark.



By Joselyn Biira Mwine
Public Relations Officer

Uganda deposited her instruments of ratification of the African Continental Free Trade Area Agreement to the African Union Commission in November 2018. At the time, Uganda was the 9th country to ratify this initiative to bolster trade opportunities for Ugandans.

By 2035, the World Bank estimates that implementing the agreement would contribute to lifting an additional 30 million people from extreme poverty and 68 million people from moderate poverty in Africa. Real income gains from full implementation of the agreement could increase by 7 percent, or nearly US\$450 billion. As the Ugandan economy struggles to manage the consequences of COVID-19, AfCFTA can provide an anchor for long-term reform and integration. AfCFTA would significantly boost African trade, particularly intra-regional trade in manufacturing. By 2035, the volume of total exports would increase by almost 29 percent relative to business as usual. Intra-continental exports would increase by more than 81 percent, while exports to non-African countries would rise by 19 percent. This would create

new opportunities for Ugandan manufacturers and workers. These gains would come, in part, from decreased tariffs, which remain stubbornly high in many countries in the region. Even greater gains would come from lowering trade costs by reducing non-tariff barriers and improving hard and soft infrastructure at the borders. These measures would reduce red tape, lower compliance costs for traders, and ultimately make it easier for Ugandan businesses to integrate into global supply chains. These reforms would be difficult, but the rewards would be substantial.

Free intra-African trade would help women by lowering the gender wage gap, as well as help all workers by increasing decent employment opportunities. A growing manufacturing sector would provide new job opportunities, especially for women. Compared with a business-as-usual scenario, implementing AfCFTA would lead to an almost 10 percent increase in wages, with larger gains for unskilled workers and women.

Creating a continent-wide market will require a determined effort to reduce all trade costs. This will require legislation to enable goods, capital, and information to flow freely and easily across all African borders. Competitive business environments will boost productivity and investment. Increased foreign competition will put pressure on Ugandan firms to increase productivity or risk losing market share. For most Ugandan firms, the best way to raise productivity and increase market share will be to invest in technological capabilities that enable them to develop domestic and regional value chains while taking advantage of the opportunities offered by global value chains. In the few sectors where AfCFTA's implementation results in job losses, government will need to be ready to support workers with adequate safety nets and policies to retrain them. Policy makers will also have to prepare for AfCFTA's distributional impacts—across sectors and countries, on skilled and unskilled workers, and on female and male workers. Doing so will enable

them to design policies to increase the readiness of the Ugandan workforce to take advantage of new opportunities.

AfCFTA is a major opportunity for Uganda, but implementation will be a significant challenge. Lowering tariffs is only the first step. Reforming non-tariff and trade facilitation measures will require substantial policy reforms at the national level. These reforms may require politically difficult decisions in some cases. However, the agreement's opportunities can be used to help policy makers overcome these challenges and implement the substantive reforms that are needed to make Africa as competitive as any other region in the world.

The African Continental Free Trade Area (AfCFTA) agreement will create the largest free trade area in the world measured by the number of countries participating. The pact connects 1.3 billion people across 55 countries with a combined gross domestic product (GDP) valued at US\$3.4 trillion. It has the potential to lift 30 million people out of extreme poverty, but achieving its full potential will depend on putting in place significant policy reforms and trade facilitation measures. As the global economy is in turmoil due to the COVID-19 pandemic, creation of the vast AfCFTA regional market is a major opportunity to help Uganda diversify its exports, accelerate growth, and attract foreign direct investment.

The scope of the AfCFTA is large. The agreement will reduce tariffs among member countries and cover policy areas such as trade facilitation and services, as well as regulatory measures such as sanitary standards and technical barriers to trade.

The African Continental Free Trade Area (AfCFTA) benefits member countries by lowering costs for consumers and producers, reducing administrative red tape, and reducing compliance costs. The reduction in tariffs will lower the prices of imported goods for consumers, as well as for producers using intermediate inputs. Non-tariff barriers (NTBs) take the form of burdensome administrative procedures and various technical requirements. Sanitary and phytosanitary standards or technical standards are in place

The trade cost reductions also apply to trade with non-AfCFTA countries, leading to somewhat faster growth in trade with those countries as well. Better market access to regional markets allows countries to benefit from faster growth of exports, whereas reduction of a country's own barriers coupled with a reduction of barriers in regional markets leads to lower prices of imports.

to protect consumer welfare and safety, but differences in regulations and standards across countries lead to compliance costs, and they are sometimes used as barriers to trade. The deep commitments under AfCFTA are expected to reduce these costs. Similar to tariffs, the reductions in NTBs benefit consumers of final (household) and intermediate goods (firms). Reductions in trade costs brought about by trade facilitation measures are captured as iceberg trade costs. With the implementation of trade facilitation reforms, such as improving border infrastructure and reducing the cost of administrative procedures, the price of exports and imports declines and transporting a unit of exports or imports requires fewer trade and transportation services. Overall, with lower trade costs, the price of a unit of imports is less expensive, thereby increasing the competitiveness of local production (using imported inputs) either sold on the domestic market or exported. As a result, production shifts to the most competitive sectors, leading to productivity gains and expansion of trade and faster economic growth in the AfCFTA region.

The trade cost reductions also apply to trade with non-AfCFTA countries, leading to somewhat faster growth in trade with those countries as well. Better market access to regional markets allows countries to benefit from faster growth of exports, whereas reduction of a country's own barriers coupled with a reduction of barriers in regional markets leads to lower prices of imports. The differences in gains across countries are linked to the initial level of tariffs, NTBs, and border costs and their reductions under AfCFTA, as well as to the initial level of intra-Africa trade. The overall welfare implications are also linked to the sectors of comparative advantage. If sectors benefiting under AfCFTA have higher productivity than those that would be expanding in the baseline scenario, the reallocation of production leads to faster economy wide productivity gains and income growth.

Role of WTO/TBT national enquiry point in facilitating exports

THE UGANDA NATIONAL BUREAU OF STANDARDS (UNBS) is responsible for the overall management and coordination of standardization activities in Uganda; it is also Uganda's enquiry point under the WTO Agreement on Technical Barriers to Trade.

International trade is regulated by World Trade Organization (WTO). The WTO is an international intergovernmental organization founded in 1995 with a total membership of 164 countries to date. Uganda is a founder Member of WTO.



By George Opiyo
Senior Information Officer

More than seventy percent of global trade in goods is subject to requirements found in regulations and product standards. Trade related regulations and product standards could have a negative impact on trade in goods in addition to having the potential of creating

unnecessary obstacles to international trade. To mitigate the negative impact of trade related regulations and product standards on trade in goods, WTO Members concluded the Agreement on Technical Barriers to Trade (TBT) in 1995.

The TBT Agreement is an international multilateral legal instrument used to regulate trade in goods. It covers all products including industrial and agricultural products. In relation to measures that WTO Members can take to regulate trade in industrial and agricultural products, the TBT Agreement covers regulations, standards and procedures that are used to determine compliance to requirements in regulations and standards such as certification, inspection and laboratory test procedures.

Procedures that are used to determine compliance to requirements in regulations and standards applicable to industrial and agricultural products are collectively referred to as conformity assessment procedures. The purpose of the TBT Agreement therefore is to ensure that regulations, standards and conformity assessment procedures do not create unnecessary obstacles to trade between WTO Members.

The TBT Agreement does not prevent WTO Members from taking measures necessary to ensure the quality of their exports, or for the protection of human, animal or plant life or health, of the environment, of essential national security interest or for the prevention of deceptive trade practices. However, the measures must not be applied in a manner which would constitute a means of arbitrary or unjustifiable discrimination between WTO Members where the same conditions prevail or as a disguised restriction on international trade.

Enterprises that are involved in export trade must obtain information on regulations and standards in importing countries that their products are required to comply with before the products are accepted by the importing countries. They must also obtain information on conformity assessment procedures that products are subject to in the importing countries. Failure to comply with requirements in regulations and standards can lead to products rejection thereby leading to loss of market access.

Each WTO Member has obligations relating to transparency during the development and implementation of regulations, standards and conformity assessment procedures. In the context of

the TBT Agreement, the aim of transparency is to achieve a greater degree of clarity, predictability and information about trade regulations, product standards and conformity assessment procedures of WTO Members. Implementation of the transparency requirements of the TBT Agreement creates stability in the global trading environment because it enable exporters to access products requirements in destination markets before initiating export.

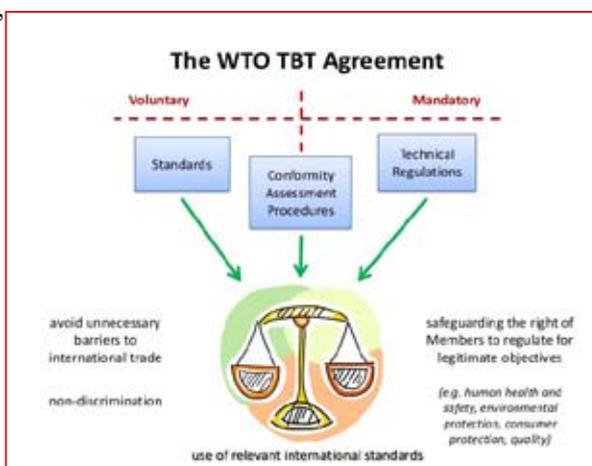
As a result of the transparency requirements of the TBT Agreement, exporters in WTO Members benefit from an assured access to information on importing Members' regulations, standards and conformity assessment procedures applicable to their products. The predictability and transparency of regulations, product standards and conformity assessment procedures that arises from the transparency provisions of the TBT Agreement is invaluable to industry and enterprises engaged in international trade.

Article 10.1 of the TBT Agreement requires each WTO Member to establish a National Enquiry Point (NEP). A NEP is an office established in WTO Members to provide

information on products requirements in importing countries. In Uganda, Uganda National Bureau of Standards (UNBS) is the WTO TBT National Enquiry Point. The NEP is located within UNBS Information Resource Centre.

Roles of UNBS

- Answering enquiries from exporters on regulations, standards and conformity assessment procedures applicable to their products in current and potential export markets;
- Obtaining copies of regulations, standards and conformity assessment procedures applicable to products in current and potential export markets;



Obtaining proposed regulations, standards and conformity assessment procedures applicable to products in current and potential export markets for exporters to enable them to review and establish the impact of the proposals on their products and

- submit comments where necessary;
- Advising government to raise trade concerns in WTO in cases when exporters have established that a proposed or revised regulation, or standard or conformity assessment procedure will lead to loss of market access;
- Advising government to raise trade concerns in WTO in cases where exporters have established that a regulation, or standard or conformity assessment procedure in force has become a barrier to trade and has led to denial of market access.

Enterprises involved in export are encouraged to visit the TBT NEP located at UNBS Headquarters, Standards House, to obtain information on products requirements in export markets before initiating export procedures.

Standards for public comment

CALL FOR COMMENTS ON FUEL OILS – SPECIFICATION	Public Review Period: Nov. 5, 2020 to Jan. 4, 2021
CALL FOR COMMENTS ON KEROSENE (BIK) – SPECIFICATION	Public Review Period: Nov. 5, 2020 to Jan. 4, 2021
CALL FOR COMMENTS ON RABBIT MEAT – (CARCASSES AND CUTS) – SPECIFICATION	Public Review Period: Nov. 6, 2020 to Jan. 5, 2021
CALL FOR COMMENTS ON HAM – SPECIFICATION	Public Review Period: Nov. 6, 2020 to Jan. 5, 2021
CALL FOR COMMENTS ON BACON – SPECIFICATION	Public Review Period: Nov. 6, 2020 to Jan. 5, 2021
CALL FOR COMMENTS ON MINCED MEAT – SPECIFICATION	Public Review Period: Nov. 6, 2020 to Jan. 5, 2021
CALL FOR COMMENTS ON ISO 9910:1991, OIL OF SWEET ORANGE – DETERMINATION OF THE TOTAL CAROTENOIDS CONTENT	Public Review Period: Nov. 10, 2020 to Jan. 9, 2021
CALL FOR COMMENTS ON ISO 1272:2000, ESSENTIAL OILS – DETERMINATION OF CONTENT OF PHENOLS	Public Review Period: Nov. 10, 2020 to Jan. 9, 2021
CALL FOR COMMENTS ON ISO 4718:2004, OIL OF LEMONGRASS [CYMBOPOGON FLEXUOSUS (NEES EX STEUDEL) J.F. WATSON]	Public Review Period: Nov. 10, 2020 to Jan. 9, 2021
CALL FOR COMMENTS ON ISO 855:2003, OIL OF LEMON [CITRUS LIMON (L.) BURM. F.], OBTAINED BY EXPRESSION	Public Review Period: Nov. 10, 2020 to Jan. 9, 2021
CALL FOR COMMENTS ON CHOCOLATE AND CHOCOLATE PRODUCTS – SPECIFICATION	Public Review Period: Nov. 18, 2020 to Jan. 17, 2021
CALL FOR COMMENTS ON COCOA BUTTER – SPECIFICATION	Public Review Period: Nov. 18, 2020 to Jan. 17, 2021
CALL FOR COMMENTS ON COCOA POWDER AND COCOA POWDER MIXTURE WITH SUGAR – SPECIFICATION	Public Review Period: Nov. 18, 2020 to Jan. 17, 2021
CALL FOR COMMENTS ON COCOA BEANS – SPECIFICATION	Public Review Period: Nov. 18, 2020 to Jan. 17, 2021
CALL FOR COMMENTS ON ANTIBACTERIAL TOILET SOAP – SPECIFICATION – PART 2: LIQUID	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON TOILET SOAP – SPECIFICATION	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON SCOURING POWDER – SPECIFICATION	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON SODIUM HYPOCHLORITE SOLUTIONS FOR DOMESTIC USE – SPECIFICATION	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON SYNTHETIC ORGANIC LIQUID DETERGENT FOR HOUSEHOLD USE – SPECIFICATION	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON SYNTHETIC INDUSTRIAL DETERGENT POWDER – SPECIFICATION	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON LAUNDRY SOAP – SPECIFICATIONS	Public Review Period: Nov. 27, 2020 to Jan. 26, 2021
CALL FOR COMMENTS ON INCENSE STICKS – SPECIFICATION	Public Review Period: Dec. 1, 2020 to Jan. 30, 2021
CALL FOR COMMENTS ON PLASTICS – FILM AND SHEETING – DETERMINATION OF THICKNESS BY MECHANICAL SCANNING	Public Review Period: Dec. 7, 2020 to Feb. 5, 2021
CALL FOR COMMENTS ON PLASTICS – POLYPROPYLENE (PP) MOULDING AND EXTRUSION MATERIALS – PART 2: PREPARATION OF TEST SPECIMENS AND DETERMINATION OF PROPERTIES	Public Review Period: Dec. 7, 2020 to Feb. 5, 2021
CALL FOR COMMENTS ON PLASTICS – POLYPROPYLENE (PP) MOULDING AND EXTRUSION MATERIALS – PART 1: DESIGNATION SYSTEM AND BASIS FOR SPECIFICATIONS	Public Review Period: Dec. 7, 2020 to Feb. 5, 2021
CALL FOR COMMENTS ON PLASTICS – STANDARD ATMOSPHERES FOR CONDITIONING AND TESTING	Public Review Period: Dec. 7, 2020 to Feb. 5, 2021
CALL FOR COMMENTS ON TOILET BRUSH – SPECIFICATION	Public Review Period: Dec. 7, 2020 to Feb. 5, 2021

Farewell message from the outgoing Executive Director, Dr. Ben Manyindo

DEAR UNBS STAFF AND STAKEHOLDERS,

Allow me to share some thoughts at the end of my tour of duty at UNBS. The 22 years journey has been worth the travel and traveling the journey together made us reach thus far in 2020. Ebenezer (thus far the gracious God Almighty has brought us). Many successes registered and milestones reached, a number of lessons learnt but there were also some disappointments. We persevered, worked hard and remained focused on the vision.



Eng. Dr. Ben Manyindo, former Executive Director of Uganda National Bureau of Standards

UNBS being a unique institution has a wide mandate that touches the quality of life of all people. It is the only government institution that administers two acts of Parliament, namely the Standards Act and the Weights & Measures Act. Ideally, it is two institutions in one. Further to this, the work done at UNBS is not learnt from any academic training institution, it is an on job training and that excites and challenges many staff that want to develop a career in Standardization and Metrology (science of measurement). I hope with time (resources permitting), the academic institutions will develop interest and train our young people in the fields of standardization.

The UNBS vision and mission underpinned by its core values must not be lost in UNBS' quest for growth, influence and relevance to the people of Uganda. There is no one who is not affected or impacted by UNBS work that is undertaken through integrated standardization (standards, metrology, and conformity assessment). Indeed, standardization is key to our safety and health, socio-economic development and the protection of the environment.

While this is so, standardization and its benefits are not fully understood and appreciated by many and over the years the Bureau has been challenged to get consumers, business

community, legislators, media and the policy makers to fully appreciate the work of the Bureau. This has in a way slowed down the investments, growth and response actions by UNBS. The advocacy, engagement and investments must therefore continue clearly identifying strategic partners and influencers to support the Bureau, invest in human capital and infrastructure so as to support the private sector growth.

Internally within UNBS, a lot of innovations leveraging on staff competences and talent, digital platforms and technology need to be deepened and fast tracked to ensure that service delivery processes and procedures continue to be simplified, and made faster and better. The restructuring of the organization to align it with the National Development Plan III, private sector demands and consumer protection is an exercise that needs to be prioritized and concluded. The embedding of Risk management and compliance in all the Bureau processes as well as international accreditation of all its services must be prioritized and resourced to keep the institution among the top ten agencies of government.

At the 2020 milestone, and after 31 years of existence, the vision and standardization road are clear. Team UNBS has acquired the requisite skills and expertise to offer the desired services within its mandate. The foundation has been well laid for the next phase. The institutional strategic and operational goals should be monitored and constantly reviewed for improvement so as not to lose focus of the visions and mission of UNBS. The next team leader should consider and continue to position UNBS as a key and relevant player in the socioeconomic development of Uganda more specifically in implementing government policies such as BUBU, imports substitution and the industrialization agenda in the next five years.

The achievements and challenges of UNBS have been articulated and laid out in many documents and reports including the UNBS annual reports. The demand for UNBS services has grown exponentially in the last five years and continues to grow putting a lot of pressure on existing resources that need further improvement by government.

Permit me therefore, to say farewell and thank you to all staff and stakeholders who supported the Bureau in general and myself in particular during my earlier technical service and later as team leader of UNBS. Let us be reminded that the COVID19 pandemic is yet to be contained and therefore the need for appropriate responses and staying safe. I wish all of us God's blessing wherever and whenever we are called to serve. Merry Xmas and Happy New year.

For God & My Country.

Eng. Dr. Ben M. Manyindo



Dr. Ben Manyindo's official send-off



CORE VALUES



Professionalism Innovation Integrity Customer focus

Mission:

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

Vision:

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



UGANDA NATIONAL BUREAU OF STANDARDS

UNBS has moved closer to you! Visit our regional offices for inquiries.

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