



# STRATEGIC PLAN 2015 - 2020



UGANDA NATIONAL BUREAU OF STANDARDS



MINISTRY OF TRADE AND COOPERATION

MINISTER OF TRADE, INDUSTRY AND COOPERATION  
MINISTER OF STATE TRADE  
MINISTER OF STATE INDUSTRY  
PERMANENT SECRETARY  
UNDER SECRETARY  
COMMISSIONER GENERAL  
ASSISTANT COMMISSIONER  
ASSISTANT COMMISSIONER  
LICENSING OFFICER  
ADJUTANT GENERAL  
GENERAL TRADE OFFICER

AMDC COOPERATION



RIP

OBJECTIVES  
Facilitate integration  
with the COMESA FTA,  
SADC, EAC and other  
Regional Markets.  
"doing business"

EXPECTED OUTCOME  
Facilitate access for  
products and services  
to and from  
regional and international  
markets.

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markets.



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



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



Professionalism, Integrity, Customer Focus, Innovation and Team work

## MANDATE

- **Promotional:** Promoting and facilitating the adoption and use of standardization services to enhance the quality and competitiveness of locally manufactured products.
- **Regulatory:** Enforcing standards to protect consumers and ensure fairness in trade.

## Foreword

Quality enhanced by Standards is a tool for continuous socio-economic development. In this era of enormous domestic and international trade opportunities and globalization, the Uganda National Bureau of Standards (UNBS) is committed to advancing the standardization and quality agenda through spreading the knowledge and application of quality standards to all producers and consumers of goods and services in all sectors of the economy. Trade is crucial for economic growth in developing countries, Uganda inclusive. However, to expand regional and international trade; there is need to adopt and implement internationally recognized and accepted Standards.

The vision of Uganda National Bureau of Standards is to be a leading institution of international repute in the provision of sustainable standardization services. It is in this context that the five-year Strategic Plan for the period 2015/16 - 2019/20 has been developed. The Plan outlines the organization's Vision, Mission and Strategic objectives that are in place to demonstrate leadership in quality of systems, processes, and goods and services.

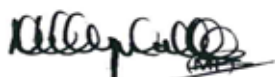
The implementation of the plan will further enhance the competitiveness of Uganda's products and services both in the local and international markets, ensure a vibrant diversified domestic trade in goods and services through the promotion of the consumption of locally produced goods and services. It also identifies and explains core values which will inform all our decisions and actions as will be evident in our services and products. The Strategic Plan has been aligned with the Second National Development Plan (NDPII) 2015/16-2019/20, Vision 2040, Sustainable Development Goals (SDGs), the Strategic Plan for Buy Uganda Build Uganda 2016/16-2019/20, and NRM Manifesto 2016.

UNBS will work in collaboration with other Government Ministries, Departments and Agencies (MDAs), the producers of goods, and services, including the MSME Sector and consumers to realize a favorable policy environment and an effective infrastructure. The National Standards and Quality Policy, 2012 is the Centre piece from which all efforts in Standardization, Metrology and Conformity Assessment and Accreditation (SMCA) Systems in Uganda emanate.

My office will work very closely with the National Standards Council (NSC) and Management of UNBS to ensure the availability of resources to meet these obligations. We shall cultivate beneficial partnerships with other organizations to deliver on the UNBS mission towards the fulfillment of its vision.

The National Standards Council will facilitate and support UNBS Management to successfully implement this Strategic Plan. We appreciate all those persons and institutions that support us in our endeavors to make Uganda a safe place with quality products.

I wish to express my appreciation to all those who worked tirelessly and contributed towards producing this strategic plan.



**Hon. Amelia Kyambadde**  
Minister of Trade, Industry and Cooperatives

## Our Commitment

The vision for Uganda, as expressed in Vision 2040 and elaborated in the Second National Development Plan (NDPII), is to transform the Ugandan Society from a peasant to a modern and prosperous country within 30 years. For the realization of this Vision in the long term, Government and the people aspire to enhance the competitiveness of Uganda's Private Sector in the face of globalization and foster the realization of export-led Private sector growth. Therefore, the major production sectors such as agriculture, manufacturing, oil and gas; social services sectors such as housing, health and education, and the service industry such as transport, finance and communication all need to grow. Standards and allied services such as legislature, justice, order and national defense are key enablers in this framework. These enabling services are essential for increased production, competitiveness of products and services, and the wellbeing of society.

Standards are relevant in every aspect of society and they provide the engine for economic growth and development. Therefore, for economic transformation to occur, an enabling Quality and standards infrastructure is a pre-requisite. Standards not only help to measure but also guarantee the quality of products and services. Uganda must build capacity for competitive production through the application of Standards, Metrology and Conformity Assessment with a focus on not only Domestic markets but also, Regional and International markets.

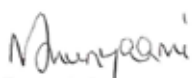
In this respect, the Ministry of Trade, Industry and Cooperatives through UNBS will endeavor to lay the foundation for a sustainable quality and standards infrastructure. This is essential in the promotion and regulation of products and services to enhance competitiveness and consumer protection. The overall sustainable performance of the economy will depend to a large extent on the application of standards, metrology and conformity assessment systems.

The realization of the overall national strategic objective in 30 years will be determined by the new understanding of Public Private Partnership (PPP), centered on sector-based assessment that links to the country's sustainable development agenda. UNBS is a strategic development partner for the competitiveness of Uganda's products and services.

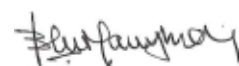
This strategic plan is therefore expected to direct and drive the momentum for quality innovation, production and marketing of standardized products and services for economic transformation.

UNBS is committed to building a responsive management system to partner with complementary institutions in creating impact and value addition for the long-term development of the country.

As a policy, we shall endeavor to satisfy the public by ensuring that standards and quality assurance services are made available and delivered in the right quality to those that need them. We shall focus on professionalism, innovation and value creation as each of our employees offers his or her utmost quality of service.



**Eng. Masitula Munyaami Male**  
Chairperson, National Standards Council



**Dr. Ben Manyindo, PhD.**  
Executive Director

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## List of Acronyms

ARSO	African Regional Organization for Standardization
CAC/CODEX	Codex Alimentarius Commission
COMESA	Common Market for Eastern and Southern Africa
CSIR	Council of Scientific and Industrial Research
CSO	Civil Society Organisations
DDA	Dairy Development Authority
EABC	East African Business Council
EAC	East African Community
FAO	Food and Agricultural Organization
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis Critical Control Points
ICT	Information and Communication Technology
IEC	International Electro technical Commission
ISO	International Organization for Standardization
KACITA	Kampala City Traders Association
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium-sized Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NDA	National Drug Authority
NDP	National Development Plan
NEMA	National Environmental Management Authority
NEP	National Enquiry Point
NITA-U	National Information Technology Authority-Uganda
NML	National Metrology Laboratory
NPA	National Planning Authority
NTR	Non-Tax Revenue
NSC	National Standards council
NSSF	National Social Security Fund
OIML	International Organization of Legal Metrology

PPP	Public Private Partnerships
PSFU	Private Sector Foundation Uganda
PTB	Physikalisch-Technische Bundesanstalt (National Metrology Institute-Germany)
SADC	South African Development Community
SDG	Sustainable Development Goals
SMCA	Standards, Metrology, Conformity assessment and Accreditation
SPS	Sanitary and Phyto-sanitary measures
SQMT	Standards, Quality Assurance, Metrology and Testing
SQMT Act	Standards, Quality Assurance, Metrology and Testing Act
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBT	Technical Barriers to Trade
UCC	Uganda Communication Commission
UIRI	Uganda Industrial Research Institute
UMA	Uganda Manufacturers Association
UNBS	Uganda National Bureau of Standards
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
URA	Uganda Revenue Authority
WAITRO	World Association of Industrial and Technological Research Organizations
WHO	World Health Organization
WTO	World Trade Organization

## Executive Summary

The UNBS Strategic Plan (2015/16 – 2019/2020) builds on the second plan that ended in June 2015. It takes into consideration the achievements and lessons learnt from the previous planning period and seeks to expand UNBS's obligations arising from the national, regional and international developments in standardization. It is anchored on synchronized departmental/ divisional plans. The plan is consistent with the Vision and Mission of UNBS and thus envisioned to enable the institution achieve its strategic objectives leading to improved competitiveness of Uganda's products and services.

The Plan's formulation has been informed by Uganda Vision 2040, NDPII and Trade, Industry and Co-operatives Sector Development plan 2015/16-2019/20 and the Strategic Plan for Buy Uganda Build Uganda 2016/16-2019/20. It outlines the institution's medium priorities for the next 5 years and focuses on the six under mentioned strategic objectives;

- a) Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.
- b) Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.
- c) Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy.
- d) Strengthen human resource and improve infrastructure capacity for improved service delivery.
- e) Develop and maintain partnerships and collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate.
- f) Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS.

This strategic plan outlines the medium term plan for the next 5 years. It was formulated through a consultative process involving stakeholders from the Public Sector, Private Sector, Academia and Research, Media and Civil Society Organisations. It sets out the targets and strategic objectives to be achieved.

The implementation of the plan is estimated to cost UGX 207bn of which UGX 98.3bn will be from government, UGX 83.4bn from NTR and UGX 25.5bn from development partners MDAs inclusive and private sector. Partnerships and collaborative arrangements will form part of the core strategy for resource mobilization and service delivery in standardization.

For successful implementation of the plan, UNBS targets; construction of Food safety and engineering laboratories (5) at an estimated cost of UGX 12bn, increase in the staffing levels from the current 252 to 500, automation of UNBS core processes, accreditation of key UNBS services to ensure international recognition (currently 2 out of 6 laboratories are accredited), increasing Non-Tax Revenue (NTR) from the current UGX 8.2bn to UGX 19bn, decentralization of UNBS services, increasing public awareness, increasing participation of MSMEs, women, youth and people with disabilities in production of quality products and services, equitability in provision of services and increased stakeholder involvement.

The plan has been prepared, taking into account the development at national, regional and global levels and its implementation will be guided by UNBS's Vision, Mission and Core Values.

An M&E strategy has been developed to enable tracking of progress. It details the key outputs and targets to be achieved and the measurement indicators. The plan also provides for a mid-term review scheduled for FY 2018/19 to assess progress and implementation challenges.

# Section One: Introduction

## 1.1 Background

This Strategic Plan outlines UNBS's corporate strategy for the period 2015/16-2019/20 and it is aligned with NDPII and Trade Sector Development Plan whose aim is to enhance the competitiveness of Uganda's products and services. It details the organization's medium plan, its strategic focus and the implementation mechanisms. The Government of Uganda is premised on the establishment of institutions to deliver policy, regulatory and public services. UNBS was established particularly to enhance policy regulation and public services in the areas of standardization and consumer protection.

The Vision of the Government is to transform the Ugandan Society from a peasant to a modern and prosperous country within 30 years. The National Development Plan (NDPII) has identified key constraints to national development to include weak public sector management and administration, inadequate financing and access to financial services, inadequate quantity and quality of human resources, inadequate physical infrastructure, attitude and perception challenges, and low application of science, technology and innovation.

The NDPII further highlights that public sector management and administration is characterized by weak policy, legal and regulatory frameworks, weak institutional structures and systems; weak civil society and civic participation, inadequate data and information, inadequate standards and weak quality infrastructure, limited social protection and support systems and weak management of the environment and climate change. UNBS as part of the public sector management and being at the Centre of the national standards and quality infrastructure is not an exception to these constraints.

The Government of Uganda is undertaking a series of reforms aimed at addressing the identified constraints and enhancing quality, efficiency and transparency in service delivery by public sector institutions. Addressing these constraints is expected to lead to increased agricultural and industrial investments, production and productivity, improved quantity and quality of services and ultimately better health status of the population that include literacy levels, life expectancy at birth, infant mortality rate, maternal mortality rate, safe water coverage, sanitation levels and incidence of disease and sustainable management of environmental resources. The latter outcomes are linked to the Sustainable Development Goals (SDGs).

Actions are now required to improve performance in the public sector and stimulate growth and productivity in the private sector. Strategic planning is a cornerstone for improved performance in a dynamic environment; therefore UNBS has laid down this plan to realize its strategic objectives.

This Strategic plan will enable UNBS to:

- Provide services that meet the evolving needs of the public sector, the private sector and consumers.
- Understand the pertinent strategic issues and commitment required to attain the set objectives.
- Fine tune resources and management systems for maximum effectiveness and efficiency.
- Sustain the Bureau's ability to adapt to rapidly changing environments while continuing to carry out its core functions.
- Provide services in tandem with global best practices.

This Strategic Plan (2015/16-2019/20) was formulated through a consultative and collaborative process of a diverse group of stakeholders in government, industry, consumer groups, and academia to give it a shared Vision. The National Standards Council and Management played a coordination role and ensured openness, balanced and transparent participation.

This Strategic Plan is presented in five sections:

- 1) Introduction
- 2) Situation analysis
- 3) Strategic direction
- 4) Institutional arrangements for implementing the plan and Financing strategy
- 5) Monitoring and Evaluation arrangements

## **1.2 The Role of Standardization in an Economy**

Standards, Metrology and Conformity assessment are important to an economy in a number of interdependent ways which support economic development through the production of competitive products and also enhance the quality of life through the promotion of safety, quality, health and environmental protection. Thus standardization acts as a software to the success of all economic activities. Standards are a tried and tested way to work more efficiently and effectively. They help organizations to improve their performance, reduce their risk and help them be more sustainable, enhance the competitive industry and contributes to a liberalized global trading system.

Standards enhance the production, distribution and management of all goods and services. Standards and quality infrastructure are important to everyone. It is therefore important that everyone understands and works towards designing, building and improving the system.

The development and use of standards in an economy makes positive contribution to a nation by ensuring vital features such as compatibility, ecology (natural balance), effectiveness, efficiency, inter-changeability, inter-operability, quality, reliability, safety, sustainability and traceability. This also facilitates knowledge sharing, innovation, technology transfer, production, good management practices and trade (the distribution and exchange of goods and services for value).

More specifically, Standards, Metrology and Conformity assessment are important to an economy in a number of interdependent ways:

- a) Metrology, a process through which measurements of ever-increasing accuracy, range and diversity are developed and maintained. This provides a secure technical basis on which to anchor international agreements relating to trade and regulatory affairs. Everything needs to be measured from food to medicine, football pitch size, accuracy of a missile launcher, quantity of nutrients in packaged food and quantity of toxic contaminants in food. Metrology infrastructure in a country helps to remove technical barriers to trade and it also inculcates greater confidence in the measurement capabilities of individual countries. These contributions lead to increased fair trade.
- b) Standardization in products, processes and management systems leads to sustainable development and trade facilitation through the promotion of safety, quality, health and environmental protection. International standards also enable markets to operate effectively, increase competitiveness and provide opportunities for technology transfer and trade.

- c) Conformity assessment, which is concerned with determining that relevant requirements are fulfilled, plays a critical role in building confidence for sustainable development and trade by offering the assurance that a given product, process or management system meets the requirements that are specified in regulations and standards. This assurance helps in overcoming technical barriers to trade.

Standards provide the common platform that keeps domestic and international trade flowing. At international level, the World Trade Organization (WTO) agreement on Technical Barriers to Trade (TBT) recognizes that standards and conformity assessment systems improve efficiency of production and facilitate the conduct of international trade and therefore encourages the development of such systems nationally.

A nation's ability to compete and lead in a rapidly changing global economy is closely related to its ability to participate in such international standardization fora and to establish a matching infrastructure at home. The development of quality systems is therefore imperative for any country wishing to participate effectively in the increasingly globalized and liberalized international trade.

Given the growing interest and concerns with standardization in health, the environment, as well as the promotion of international trade, countries have to continually enhance the capacity and capabilities of their quality infrastructure.

All in all, standardization has a huge influence on our everyday life especially when you look at it as specifications for various requirements for products, materials, processes, services and systems. Ultimately, standardization helps to enhance customer satisfaction and compliance to legal requirements in the areas of human, animal and plant safety, health and life; and environmental sustainability.

### **1.3 Standardization in Uganda**

Uganda's national standards and quality infrastructure is not yet developed to its full potential. In order to attain international standards and socio-economic development, a national standards and quality infrastructure acts as an impetus for the success of all the economic activities.

Standards and Quality Infrastructure are categorized among enabling sectors like the legislature, justice, law and order and national defense.

The standards and quality infrastructure in Uganda comprises, standards, metrology (science of measurement), conformity assessment (inspection, certification, laboratory testing) and accreditation.

This enables the enhancement of the competitiveness of local industries, promotion of fair trade, protection of the health and safety of the consumers, including prevention of trade in sub-standard goods and the coordination of the provision of Standards, Metrology, Conformity Assessment and Accreditation (SMCA) services in Uganda

In line with the NDPII, the National Standards and Quality Policy (NSQP) has pointed out five objectives which are specifically relevant to the standards and quality infrastructure as follows;

- Rationalize, harmonize and strengthen the standards regulatory framework
- Establish a framework to enhance coordination and collaboration among standards agencies

- Develop and improve standardization and quality infrastructure; strengthen human resource capacity in standardization
- Enhance standards and quality awareness and dialogue to improve compliance
- Improve conformity to national standards; and support both the public and private sector entities to comply with set standards

The Mission of the NSQP is “to improve Uganda’s competitiveness in the domestic, regional and international markets through production, trade and consumption of quality goods and services as a means to achieve the overall vision of “Economic and social transformation through sustainable standardization”.

Apart from the NSQP, Government has put into place other policies such as the National Trade Policy, the National Industrial Policy and the Ministry of Agriculture, Animal Industry and Fisheries - Development Strategy and Investment Plan (DSIP). The Ministry of Trade Industry and cooperatives has equally developed a Sector Development Plan which is aligned with the NDPII and the SDGs.

In addition, Government has regional and international commitments to organizations such as the African Union (AU), the East African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA). All these policies and strategies and commitments are intended to address challenges in the economy and improve Uganda’s competitiveness and accelerate social-economic transformation.

In this regard, UNBS was established by the UNBS Act (CAP 327) in 1983 (Amended in 2013) and became operational in 1989. UNBS also implements the Weights and Measures Act (Cap 103). Under the East African Community, UNBS is the national coordinator for the implementation of the East African Standards, Quality Assurance, Metrology and Testing Act (EAC SQMT Act). Compared to the size and growth of the economy, the standardization system in Uganda has made very modest achievements.

Currently, the standardization and quality infrastructure can be characterized as weak and unable to enhance the value of standards in public management, industry and trade. This poses a challenge to the achievement of industrial competitiveness, economic performance and social welfare which retards the process of transforming Uganda into a middle income country.

The impact of standards and regulations on trade, in the past few years, has risen drastically, especially in Uganda’s agricultural sector where food safety concerns have precipitated regulatory actions hindering trade flows in food and animal products from Uganda to other countries. Liberalization of trade in the domestic market also means that Ugandan firms have to compete with imported products in terms of price, quality, safety, and packaging and consumer acceptability. As developed and developing economies continuously seek better ways to manage their standardization efforts in order to remain competitive, Uganda must do likewise to remain attractive to these markets.

The NDPII perceived the National Standards and Quality Infrastructure as being in its infancy. The NSQP (2012) recognized the standardization shortfalls and laid out interventions to address the situation. UNBS and other responsible agencies have to implement this Policy. There are a lot of on-going activities within UNBS and the country at large that seek to promote standards, regulations and conformity assessment procedures to facilitate trade, promote industrial development and protect public health and safety.



This Plan is appropriate to explore a collaborative and coordinated approach towards standardization in line with the long term vision of UNBS and the socio-economic interests of Uganda.

## 1.4 Corporate Review

### 1.4.1 The Mandate of UNBS

The mandate of UNBS is to formulate, promote and enforce national standards to enhance the competitiveness of Ugandan products, promote fair trade and protect consumers.

This mandate is two-fold;

- a) Promotional: Promoting and facilitating the adoption and use of standardization services to enhance the quality and competitiveness of locally manufactured products.
- b) Regulatory: Enforcing standards to protect consumers and ensure fairness in trade.

In fulfilling its mandate UNBS collaborates with various partners and subscribes to regional and International standardization organizations. UNBS is a member of the International organization for Standardization (ISO); the African Regional Organization for Standardization (ARSO) and the East African Standards Committee (EASC). UNBS is also the National Contact point for the FAO/WHO Codex Alimentarius Commission on international Food Standards and the National Enquiry Point for the WTO TBT agreement.

### 1.4.2 Functions of UNBS

In fulfilling its functions as stated in the UNBS Act (Cap 327), UNBS is obliged to promote harmonization of standards with trading countries, assist Government, industry, or other persons in adopting and practical application of standards, carry out conformity assessment activities such as testing, inspection and certification, encourage and undertake educational work on standardization, seek membership to international standardization organizations, and develop and seek recognition of the Bureau by any other country.

### 1.4.3 Existing Organization Structure

The reporting hierarchy of UNBS is as follows; The National Standards Council (NSC), Office of the Executive Director, Directorates, Departments, Divisions/Units. (Annex 2)

The National Standards Council is the policy making body and is also responsible for supervising and controlling the administration and financial management of UNBS. The Executive Director, who is the Chief Executive and Secretary of the NSC, is responsible for the day-to-day administration of UNBS.

Operationally, UNBS is divided into three Directorates, namely, Standards, Compliance, Financial and Management Services. However, there are divisions/units which do not follow step by step reporting hierarchy by virtue of their functions, for example the internal audit unit which reports directly to the National Standards Council while Procurement Unit reports to the Executive Director. The detailed organizational structure is attached in Annex 2.

### 1.4.4 Current Capacity

The current number of staff is 252 short of the required number estimated at over 500 staff. This staffing gap continues to limit the organization in executing its mandate. For example, out of 100 entry business points, only 18 are currently being manned by UNBS.

UNBS has five laboratories in the areas of food microbiology, chemistry, electrical, petroleum and materials. UNBS also has the National Metrology Laboratory (NML), the only one in the country. In addition, there are small weights and measures laboratories situated in the regional offices in Mbale, Jinja, Lira, Mbarara and Katwe in Kampala.

These laboratories have limited scope due to inadequate space, equipment and staff. Apart from the Microbiology, Chemistry and Mass laboratories that are internationally accredited, the rest are not operating at the level of internationally accredited Laboratories.

#### **1.4.5 Past Performance Analysis for the past 3 years (2012/13 - 2014/15)**

Over the 25 years of UNBS's existence, the Bureau has issued about 2581 national standards. More than 350 companies with over 1200 products amongst them have been certified to national standards. UNBS has also certified over 52 companies to international standards including ISO 9001- for Quality Management Systems, ISO 14001 for Environmental Management Systems, ISO 22000- for Food Safety Management Systems and Hazard Analysis Critical Control Point (HACCP).

Over the last three years, performance of UNBS has been steadily improving. The number of standards developed, samples analyzed, equipment calibrated, weighing instruments verified, product certification, permits issued, imported consignments inspected and marketing outlet inspected shows modest improvement.

**Table 1: Table showing past performance for the financial years 2012/13-2014/15**

Activity	2012/13	2013/14	2014/15
<b>Standards Development</b>			
Total Number of Standards Developed	145	668	466
Food and Agriculture	19	152	133
Engineering	21	326	143
Chemical and Consumer	24	113	128
Management services	3	77	62
EAC Harmonised	59	128	53
<b>Laboratory Testing</b>			
Total Number of samples tested	9,585	7,888	9,526
Chemicals	4,116	4,166	4,889
Electrical	417	285	320
Materials	1,290	1,341	1,847
Microbiology	2,007	2,059	2,470
Petroleum	1,428	-	-
<b>Legal Metrology</b>			
Total Number of equipment verified	526,239	661,986	720,764
Weighing equipment	100,644	122,675	130,501
Weights	443,754	521,127	571,349
Fuel dispensers	13,164	13,516	13,526
Pressure gauges	220	244	350
Bulk Measures	195	268	260
Static tanks	431	448	330
Road tankers	431	443	624
Pre-package goods	3,400	3,265	3,824
<b>National Metrology Laboratory</b>			
Number of equipment calibrated	1,446	877	1,359
<b>Import Inspection</b>			
Number of consignments inspected	57,405	52,649	76,618
<b>Certification</b>			
Number of product permits issued	407	502	542
Number of system permits issued	12	20	20
<b>Market Surveillance</b>			
Number of shops, supermarkets, warehouses and factories inspected	968	863	1153
<b>Financial Performance</b>			
GOU	9.826bn	11.366bn	12.382bn
NTR	3.731bn	5.979bn	8.012bn
Totals	13,557bn	17,345bn	20,394bn

## Section Two: Situational Analysis

### 2.1 Planning Framework

As articulated in the Uganda Vision 2040, the vision of the Government is to transform Ugandan Society from a peasant to a modern and prosperous country within 30 years. The Second National Development Plan (NDPII) has identified that inadequate standards and weak quality infrastructure framework are one of the constraints of national development. The National Standards and Quality Infrastructure are at infancy. Actions are now required to improve performance in the Public Sector and stimulate growth and productivity in the Private Sector. This thrust falls well within the theme of the NDP II which is “Strengthening Uganda’s Competitiveness for Wealth Creation, Inclusive Growth and Employment”.

The National Standards and Quality Policy (NSQP) (2012) recognizes the shortfalls within standardization and lays out interventions for redress. At international level, the Government of Uganda has obligations under the WTO TBT/SPS agreements to establish and comply with measures relevant for the protection of health and life of animals and plants, the environment and to ensure such measures are scientifically derived and do not create barriers to trade.

The Bureau seeks to contribute directly to the attainment of third strategic objective for Industrial Development within the Trade, Industry and Cooperatives Sector Development Plan (2015/16-2019/20) that is “Enhancement application of Standards and Quality Infrastructure”.

This will subsequently support the attainment of the other strategic objectives within the Sector such as; Increase the share of manufactured goods and services in total exports, Improve Private Sector competitiveness, Increase market access for Uganda’s products and services in regional and international market, Promote the development of value added industries in agriculture and minerals, Increase the productive capacities and capabilities required to produce goods and services, Promote and accelerate the use of Research, innovation and applied technology and Enhance the capacity of cooperatives to compete in domestic, regional and international markets. This strategic plan shall pursue the attainment of these objectives.

The Bureau was established by the UNBS Act (CAP 327) and also implements the Weights and Measures Act (Cap 103). Under the East African Community, UNBS is the national coordinator for the implementation of the EAC SQMT Act.

The mandate of UNBS is to formulate, promote and enforce national standards to enhance the competitiveness of Ugandan products and to promote fair trade and protect consumers. In fulfilling its mandate, UNBS collaborates with various partners and subscribes to regional and International standardization organizations.

### 2.2 Environmental scan and SWOT analysis

UNBS is responsible for provision of SQMT services to the public in accordance with the relevant legal policy and legislative framework. An analysis of the internal and external environments shows a number of strengths and opportunities that need to be leveraged for success; weaknesses and threats that must be addressed.

### 2.2.1 Our Strengths and Opportunities

UNBS has a legal mandate under the Laws of Uganda (Cap 327 and Cap 103). These laws position UNBS as the apex agency in the provision of standardization and consumer protection services. UNBS has established testing laboratories, standards development systems, quality assurance and conformity assessment systems, and inspection systems which have been enabling the organization to fulfil its mandate.

The Bureau currently boasts of highly qualified and competent staff, predictable core funding from Government, there are opportunities for generating Non-Tax Revenue and international linkages. UNBS has deployed ICT tools which position it as a choice of destination for the variety of services. This among other managerial and administrative measures is also helping restore the Public goodwill and confidence in the integrity of the Bureau's services despite certain operational limitations.

The recognition under the NDPII, goodwill from Development Partners, Private Sector support, growing awareness and demand for quality goods and services coupled with the opening of the wider East Africa Community Common Market and implementation of Buy Uganda Build Uganda Policy (BUBU) drive the need for standardization services.

### 2.2.2 Weaknesses and Threats

The legislative framework under which UNBS operates is still weak with outdated laws and regulations such as the Weights and Measures Act 1969. This is further exacerbated by the lack of an Anti-counterfeit goods law leading to a rise in counterfeit products.

Furthermore, the Organization Structure and the management systems of the Bureau, including policies and procedures need further review for improvement to target industry and market requirements and enhance efficiency in service delivery. UNBS continuously suffers with inadequate equipment and low staff levels which are exacerbated by perpetual inadequacy of funds, rendering service delivery a fire fighting tradition.

Whereas UNBS is the apex Government Agency for standardization, several other Government Agencies such as MAAIF, NDA, UCC, DDA, NEMA, PPDA, NITA-U, and MoH among others, have specific mandates on standardization leading to certain overlaps in delivery of services.

Poverty has a tendency to drive consumers to focus on price of products and services at the expense of quality, which affects demand for standardization services. This further affects MSMEs (manufacturers and traders) who are unable to afford the Bureau's services. These are without access to affordable credit for standardization or direct and deliberate Government assistance towards this process. These in addition to rapid technological changes, coupled with limited resources for the Bureau to acquire new technology to keep up with the pace of technology change, translates into ineffective and inefficient service delivery which constitute threats to UNBS.

### 2.2.3 Stakeholder Analysis

UNBS's mandate is regulatory and promotional; therefore this strategy will work to rationalize the Bureau's systems and processes by aligning them with the national and international development goals so as to be more responsive and effective. UNBS will initiate actions in collaboration with other stakeholders, including regional and international partners, to overcome the inhibiting effects of the legislations under which we operate.

UNBS has a wide array of stakeholders ranging from public to private sector; national and regional to international partners that have legitimate interest in UNBS's products and services and how these are delivered. Consideration of the interests of stakeholders creates a favorable environment for optimal operations. The NSC, management and staff are internal stakeholders, whereas the external stakeholders include those elements or groups that directly affect UNBS operations or are affected by it. These are Government Ministries and Departments, local communities, suppliers and trade associations, academia, research organizations and consumer groups.

UNBS functions directly under the Ministry of Trade, Industry and Cooperatives; and the Ministry of Finance Planning and Economic Development, who provide policy guidance and funding respectively. A number of regulators such as NEMA, DDA, URA, NDA, MoH, MAAIF, NITA-U, NPA, NSSF and Local Governments implement technical regulations, while private sector trade organizations such as UMA, PSFU and KACITA implement standards in businesses. In addition, private sector providers of standardization services, academia and research organizations contribute to the promotion of standardization services. Regional and international agencies such as EAC, ARSO, ISO, IEC, CAC, COMESA, OIML, SADC and development partners such as PTB, UNIDO, UNDP, WITRO are all interested in the way UNBS operates. Such partners will not only be interested in the mechanisms for the formulation of standards, but also on the impact of such services on the economy and welfare of Ugandans.

UNBS will as part of this strategy take the identified stakeholder concerns and interests into consideration. In addition UNBS will continue to work with the various stakeholders and explore opportunities for Public Private Partnership (PPP). To fulfill the implementation requirements of this Plan, UNBS will have to leverage existing competencies and develop capacity to optimally perform in key critical areas for success.

## **2.3 Key Success Factors**

### **2.3.1 Visibility and Corporate Image**

UNBS has constructed its own home in Bweyogerere Industrial area and it's looking forward to start construction of Food Safety and Engineering Laboratories. The total completion of constructing UNBS Home will increase visibility, enhance the corporate image and lead to increased efficiency in service delivery. Adequate laboratory infrastructure is essential to set up testing and measurement capabilities for all sectors of the economy, as well as research in the fields of product safety, quality and environmental sustainability, which are essential in standards formulation and implementation.

Key parameters for testing such as the strength properties of steel, pesticide residue analysis and microbial pathogens such as clostridium species, among others are important for health and safety; and are demanded by the public and private sector. In addition to physical infrastructure, there is need for adequate and technologically effective equipment for the standardization infrastructure

### **2.3.2 Management and Enforcement of Standards**

UNBS has adopted mechanisms to develop, promote and enforce standards in an effort to enhance competitiveness of Uganda's products and services, and to protect the consuming public. In light of changes in the business environment, including privatization, liberalization and globalization, the need to adopt and improve UNBS's management structures and systems to support the production, marketing and consumption of quality goods and services in the country is urgently needed.

Adoption of science and technology innovation, including Information Communication Technologies (ICT), will enable the Bureau to communicate more effectively and efficiently; and provide better services to both the internal and external clients.

### **2.3.3 Human Resource Development**

Staffing level at UNBS is inadequate at current total staff strength of 252. However, the existing staff are highly competent and exposed in the areas of standardization. For the successful implementation of this plan, UNBS needs to recruit at least 248 extra staff and ensure that there is continuous and appropriate training and development of its staff to match the economic growth and development. There should also be a clear retention and succession planning policy.

### **2.3.4 Funding**

The funding of UNBS activities has over time slightly improved from 13bn in 2010/11 to over 20bn in 2015/16. However, this only covers about 50% of total resources required by the Bureau to effectively cover its operations. It is therefore very important for UNBS to continue lobbying the Central Government to provide adequate funding as well as enhance the generation of Non-Taxable Revenue (NTR) to supplement its operations, if the strategic objectives of the plan are to be achieved.

### **2.3.5 Awareness and Sensitization**

Standardization has over time failed to become a household name in Uganda. Stakeholders do not appreciate the critical role of standardization services and the importance of UNBS in the economic development of Uganda. Therefore, there is need for continuous and aggressive interventions to bring all stakeholders on board. For UNBS to create impact, collaboration under Public Private Partnerships (PPP) at all levels (local, regional and international) is a must.

### **2.3.6 Institutional Infrastructure for Quality Assurance**

The Bureau for the past years has been a tenant at the Uganda Industrial Research Institute premises, sharing both offices and laboratories until recently that it acquired its own home. The Bureau constructed a 5 storey office building (Standards House) in Bweyogerere that was officially opened by H.E. the President on 7th October 2014. The Bureau also rents 5 lock-ups as its regional office premises in Kampala, Mbarara, Mbale, Lira and Jinja. The following architectural design is of the ongoing construction of the UNBS Headquarters at Plot 2-12 By-pass link, Bweyogerere, Wakiso District.



**Planned layout of UNBS Headquarters: A – Administration Block; B – Warehouse; C – Sample Reception Block; D - Metrology Lab; E – Chemistry & Materials Testing Labs; F- Civil Materials Testing Lab; G – Conference Hall; H – Gymnasium; I – Care Taker’s House; J – Gate House; K – Sports Grounds**

In addition to the above, the Bureau has received support from the Development Community (SIDA, TMEA, USAID) towards equipping its laboratories with specialised equipment. The Bureau has also over time acquired various transport equipment and tools to assist in field inspections and other mandated responsibilities. These have contributed towards the growth and spread out of its critical services across the country.

### **2.3.7 Partnerships and Collaborative Arrangements**

Partnerships and collaborative arrangements are essential elements for resource mobilization and service delivery in standardization. UNBS will require multi-stakeholder partnerships at national, regional and international levels to enhance their service delivery. Involvement in the standards development processes by the various categories of stakeholders, at national, regional and international levels is required. Partnerships and liaison with international and regional stakeholders needs to be strengthened. The expansion of the scope of the Bureau’s services into emerging sectors like the services sector, environment and sustainability issues requires stakeholder involvement.

Formal collaborations will be required with regulators, development partners and the private sector to enhance output delivery.

### **2.4 Key Achievements of the Financial Year 2015/16.**

The alignment of the strategic plan and NDPII requires the time line to be 2015/16 – 2019/20. In this respect the achievements of financial year 2015/16 are captured as part of this strategic plan as outlined below;



**Objective One:** Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.

- i. 451 standards were developed against the set target of 120; 706 product certification Q-marks were issued against a set target of 500 thus enabling MSME access regional and international markets. Others included 90,884 consignments of imported products inspected against the set target of 50,000; while 9,883 samples were tested in the laboratories against a target of 8,400. Continued accreditation of the microbiology and chemistry laboratories was maintained ensuring that results in the test reports are internationally recognized. In calibration of equipment 1,709 instruments were calibrated against a target of 1,200 thus ensuring accuracy of measurement equipment in industry and laboratories thus providing confidence in measurement traceability and recognition at international level.
- ii. MSME development;
  - 660 MSMEs were reached
  - 600 samples obtained for product development
  - 560 MSMEs were trained
  - 60 MSMEs had their products certified.
- iii. Implementation of a Quality Management System aligned to ISO 17020 wherein all the documentation on procedures and the departmental manual were finalized and are in use.
- iv. The Chemistry and Microbiology Laboratories which are internationally accredited underwent a SANAS assessment in January 2016 and maintained International Accreditation.
- v. Standards department completed drafting operational procedures in line with UNBS objective to implement ISO 9001.
- vi. Developed an Oilseeds Quality Assurance Manual and Training Material (March – July 2016).
- vii. Reviewed 4 production QA/QC Manuals for industry (wheat flour, vegetable oil and maize flour) and regulatory monitoring taking into consideration the new harmonized East African Standards published in 2013.
- viii. Reviewed the training curriculum and manuals for industry and regulatory institutions.
- ix. Quality Assurance department finalized the development and embarked on implementation of its procedures aligned with the requirements for ISO 19065 & 19021 international standards for certification bodies.
- x. Digitizing standards. Creation of the web store to sell standards online and Coding the online standards database.
- xi. Chemistry Laboratory embarked on analysis of Veterinary Drug Residues in animal products

**Objective Two:** Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.

Under legal metrology, 793,636 weights and measures instruments were verified country wide against the set target of 540,000.

- i. 90% roll out of the departmental electronic portal (E-Portal) that provides for automation of the imports clearance application and clearance of goods processes.
- ii. The Uganda National Bureau of Standards (Enforcement of Compulsory Standards) Regulation was reviewed and presented to Council for approval.

Weights & Measures (Testing & Stamping) Rules, 2016 was reviewed.

- iii. Destination inspection scheme – for all other imports not covered by PVoC - such as those from within the East African Community (EAC) was established.

**Objective Three:** Increase the visibility and revamp the corporate image of UNBS to meet the current and emerging demands of the economy.

- i. UNBS received the best government agency award at the 6<sup>th</sup> Private Sector development award that was held at Royal Suits in Bugolobi. The awards were organized by Private Sector Foundation Uganda (PSFU) to recognize the best performing business associations, corporate companies, and government agencies that are playing a critical role in the development of private sector development in Uganda. Under the government agency category of the year, UNBS emerged the winner beating 45 other government agencies
- ii. UNBS became active on the social media under Facebook and Twitter.
- iii. UNBS appears frequently in the Electronic media.
- iv. UNBS website is constantly updated which easily communicates with all the stakeholders
- v. Implemented serialized programmes for upcountry radio stations covering Eastern, Western and Northern region which included radio spots and jingles.
- vi. Regularly used the publicity van to disseminate information to the public.
- vii. Covered the standards day and Metrology celebrations.
- viii. Held stakeholder workshops.
- ix. Conducted TV documentaries.
- x. Circulated Newspaper pull outs.
- xi. Circulated monthly standards journals
- xii. Conducted press releases and participated in print media.
- xiii. Conducted exhibitions for MSMEs.
- xiv. Sensitized Business communities.
- xv. Sensitized masses during festive season.

**Objective Four:** Strengthen human resource and improve infrastructure capacity for improved service delivery.

- i. UNBS completed the construction of office block estimated at UGX 16Bn
- ii. 17 staff were recruited, 5 staff were confirmed after their probation period, and a new medical insurance service provider was brought on board.
- iii. A staff training committee was constituted in accordance with section 4.2.1 of Human Resource Policies and Procedures Manual. A total of 20 staff were trained internally, nationally and internationally.
- iv. Mr. Joseph Iberet- Analyst Chemistry Laboratory was recognized for repairing and setting up of the Induction Coupled Spectrophotometer in UNBS Chemistry Laboratory for the benefit of UNBS.
- v. Mr. Aziz Kimera Mukota was recognized for developing 2 projects which attracted funding from the International Atomic Energy Agency and will further build capacity for the Chemistry laboratory to make it a center of excellence.
- vi. Development and operationalization of the HRMIS.
- vii. Training and updating the Laboratory Information Management Systems (LIMS)
- viii. Creation of a web store to sell standards online.
- ix. Development of the UNBS mobile app
- x. Redesigning of the UNBS website

**Objective Five:** Develop and maintain partnerships and collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate.

- i. Trade Mark East Africa (TMEA) donated lab equipment which included ; AC/DC Power Clamp, One meter cable clamp, Digital Micrometer, Digital Mega-Ohmmeter, High Voltage test equipment, Solar Panel I-V Curve Analyzer(with solar irradiance meter),Infrared thermometer, Laboratory Fridges with refrigeration and freezer functions, Autoclaves, Temperature data Loggers, Induction coupled Plasma optical Emission Spectrometer(ICP-OES), Head space auto sampler HT280T head space, Liquid and SPME Auto sampler compatible with 3800 and GC –MS QP 2012S,Centrifuge, Rapid Multiassay Analsers-GM8 Micro –Stat, Soxhlet Extractors, Un Interrupted power supply(UPS) Cement Testing Equipment, Metrology moisture meter calibration ovens and accessories, Oil/gas separators, Torque Wrench tester and calibration equipment, Mobile master meters for bulk measures(oil products) , Testing system for single phase and 3-phase Electricity meters and a film van for sensitization activities.
- ii. Reviewed and signed Memorandum of Understanding with 9 and 3 organizations respectively
- iii. Drafted and signed an MOU with National Water and Sewerage Corporation (NWSC) to provide a framework for cooperation in the regular periodic quality monitoring of water supplied by NWSC in its areas of operation in Uganda.
- iv. Reviewed an MOU with Gulu University for the cooperation in the areas of Standardization and Quality Management and Education.
- v. Drafted and reviewed an MOU with Kampala Capital City Authority for the cooperation and coordination and collaboration in the protection of public health and safety and environment through enforcement of standards and other regulatory requirements.

- vi. Drafted & reviewed an MOU with Mauritius Standards Bureau (MSB) for cooperation in the areas of Standardization, Quality Assurance, Metrology, Conformity Assessment and Training.
- vii. Drafted an MOU with the Uganda Free zones Authority for the cooperation in the programmes in fields of mutual interest within the scope of programs of the parties.
- viii. Drafted an MOU with the Uganda Police Force which is pending finalisation.
- ix. Signed an MOU with Uganda Revenue Authority on 18/04/2016 and Kampala Capital City Authority on 15/04/2016
- x. Reviewed and signed an MOU with Korean Agency for Technology & Standards on 29/05/16
- xi. Reviewed MOUs with the Turkish Standards Institute, MEMD FMP, Sudanese Standards and Metrology Organisation, Data Care for support of the UNBS e-portal system and Uganda Free Zones Authority.

**Objective Six:** Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS.

- i. Enhanced NTR collections and surpassed the annual target.
- ii. Attracted extra funding of UGX 1.5Bn which was distributed across Development, wage and Non-Wage.
- iii. Attracted funding from Development Partners like TMEA, MTIC-QUISP, MEMD

## Section Three: The Strategic Direction

### 3.1 UNBS's Strategic Direction.

This Strategic Plan has been informed by the Second National Development Plan (2015/16-2019/20), Trade, Industry and Cooperatives Sector Development Plan (2015/16-2019/20), Uganda National standards Act Cap 327, EAC SQMT Act, BUBU Policy, Uganda Export Promotion Strategy, National Standards and Quality Policy (2012), review of the UNBS Strategic Plan 2012/13-2016/17 and the Ruling Party (NRM) Manifesto.

The strategic direction for UNBS has been influenced by its understanding of what stakeholders' value most about the organization and its services. The strategic direction is cognizant of the current opportunities and challenges for offering quality standards, measurements and conformity assessment services.

The five-year period of this strategic plan will be a time of deepening UNBS's approaches in its implementation of the various programs and activities. Concurrently, UNBS will take more of a leadership role in working with a broader array of implementers in standardization by engaging more private and public sector organizations.

The vision and mission encompass the changing global trends with a better understanding of what UNBS does well and the environment in which it operates.

The following Strategic objectives have been derived to catapult UNBS into leadership in the provision of standards and quality services, to enhance industrial competitiveness, economic performance and social welfare;

- a) Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.
- b) Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.
- c) Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy.
- d) Strengthen human resource and improve infrastructure capacity for improved service delivery.
- e) Develop and maintain partnerships and collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate.
- f) Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS.

### 3.2 Specific Interventions for implementing Strategic Objectives

For each of the five strategic objectives, appropriate specific interventions for implementation have been identified as listed in below:

STRATEGIC OBJECTIVE	SPECIFIC INTERVENTION
<p><b>Objective One</b> Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.</p>	<ul style="list-style-type: none"> <li>a) Develop, review and implement legislations, policies and procedures</li> <li>b) Develop, harmonize and implement standards</li> <li>c) Undertake research and development in application of standards</li> <li>d) Develop and establish a Market-specific Quality Assurance System for Domestic, Regional and International Markets targeting both Production and Export Departure Points</li> </ul>
<p><b>Objective Two</b> Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.</p>	<ul style="list-style-type: none"> <li>a) Develop, review and implement legislations, policies and procedures</li> <li>b) Develop, harmonize and implement standards</li> <li>c) Enhance collaboration with Regulatory agencies and private sector associations in enforcement of standards and consumer protection</li> <li>d) Establish and maintain innovative compliance programs</li> </ul>

STRATEGIC OBJECTIVE	SPECIFIC INTERVENTION
<p><b>Objective Three</b> Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy</p>	<ul style="list-style-type: none"> <li>a) Open more border points/offices; regional offices as well as presence at first point of clearance as provided for by the Single Customs Territory (SCT) implementation (Mombasa and Dar es Salaam).</li> <li>b) Add more UNBS services at regional offices</li> <li>c) Subscribe to International Standards organizations</li> <li>d) Offer MSME tailored services</li> <li>e) Establish/review and strictly enforce UNBS Ethics and Code of Conduct</li> <li>f) Ensure customer focused services and adhere to set procedures</li> <li>g) Maintain corporate culture and values</li> <li>h) Ensure corporate social responsibility</li> <li>i) Develop and implement awareness programmes for government, private sector and consumers</li> <li>j) Disseminate widely all approved national standards, technical regulations and conformity assessment requirements</li> <li>k) Integrate standards awareness into educational curriculum at all levels</li> <li>l) Develop and implement recognition and reward schemes</li> </ul>
<p><b>Objective Four</b> Strengthen human resource and improve infrastructure capacity for improved service delivery</p>	<ul style="list-style-type: none"> <li>a) Attract, develop, utilise, retain and motivate mission critical talent to support UNBS to achieve its mandate.</li> <li>b) Evolve a learning [dynamic] organization and management structure</li> <li>c) Establish a conducive working environment (UNBS Home)</li> <li>d) Improve laboratory infrastructure</li> <li>e) Implement quality and risk management systems</li> <li>f) Embrace use of Information and Communication Technology</li> <li>g) Progressively improve Performance Management Systems to enhance productivity of UNBS staff.</li> </ul>

STRATEGIC OBJECTIVE	SPECIFIC INTERVENTION
<p><b>Objective Five</b> Develop and maintain partnerships and collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate</p>	<ul style="list-style-type: none"> <li>a) Create strategic relationships with Government Agencies, Development Partners, Private Sector and Civil Society Organizations</li> <li>b) Participate in regional and international standardization activities</li> <li>c) Enhance stakeholder participation in standards formulation and implementation.</li> <li>d) Support revenue enhancement programmes (NTR)</li> <li>e) Leverage UNBS activities on key Government and Development Partners programmes</li> <li>f) Advocate for increased government funding</li> <li>g) Enhance financial transparency and accountability</li> <li>h) Embrace regional and international development agenda</li> <li>i) Adhere to financial and procurement laws</li> </ul>
<p><b>Objective Six</b> Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS</p>	<ul style="list-style-type: none"> <li>a) Support revenue enhancement programs (NTR)</li> <li>b) Leverage UNBS activities on key Government and Development Partners programs</li> <li>c) Advocate for increased government funding</li> <li>d) Enhance financial transparency and accountability</li> <li>e) Embrace regional and international development agenda</li> <li>f) Adhere to financial and procurement laws</li> </ul>

Note: For specific targets, refer to Annex 1: Implementation Matrix



## Section Four: Legal and Institutional Arrangement for Implementing the Plan.

### 4.1 Organizational Structure

The analysis of the current structure reveals the following;

- Some functional areas in the staff structure are not filled to the required levels.
- There is marked work overload/ under-loads for some positions. It is top heavy with many staff reporting to one supervisor.
- The number of staff has increased from 140 in 2006 to 252 in 2015 which requires proper placement in the structure. In some areas, there is overlap of functions and duplication of functions.
- The current structure doesn't adequately cover all functional areas such as the implementation of the EAC protocols. Understaffing with projections indicating that the number of staff will double in the next five years
- There have been changes in the economy arising from economic growth which calls for repositioning in order to meet emerging demands e.g. Oil and Mineral sectors.

For successful implementation of this Strategic Plan, it is necessary to implement the current organizational structure to address the above mentioned realities and realign them with the strategies of this Plan.

### 4.2 Human Resource Management

Effective human resource management is one of the key factors that are critical for the realization of any organization's vision, mission and strategic objectives. The ability of the Bureau to develop the necessary technical and human resource capacity to address its weaknesses as well as its threats and to meet the growing demands for standardization and quality assurance services in the face of rapid technological changes will be greatly dependent on a sound organization structure and required staffing. In this regard, the management of UNBS will over the planned period seek to achieve the following:

- a) To build the capacity of the human resource throughout the organization, as a basis for efficiently and effectively attaining set objectives.
- b) Ensure UNBS has the capacity to optimally utilize the growing local, regional and international relations and participation in SQMT fora.
- c) Increased productivity by implementing performance management systems

### 4.3 Financial Requirements and Resource Mobilization

UNBS activities are funded by Government of Uganda under Wage, Non-wage and Domestic Development. Also UNBS collects Non Taxable Revenue and spends it at its discretion under close supervision by MoFPED. During implementation of activities UNBS also attracts funding from Development Partners. However, the funding from the Partners is unpredictable and therefore cannot be projected. UNBS's financial requirements to execute the Strategic plan (2015 – 2020) are as shown in Table 2

**TABLE 2: FINANCIAL REQUIREMENTS OVER THE PLANNED PERIOD**

**STRATEGIC OBJECTIVE 1:**

STRENGTHEN THE DEVELOPMENT, MANAGEMENT, PROMOTION AND HARMONIZATION OF STANDARDS AND MEASUREMENT SYSTEMS TO SUPPORT PRODUCTION, MARKETING AND CONSUMPTION OF QUALITY GOODS AND SERVICES.

SPECIFIC INTERVENTION	SPECIFIC OBJECTIVES	BUDGET (MILLIONS-UGX)
a) Develop, review and implement policies and procedures	To operationalize and implement all Departmental policies and procedures during the planning period 2012 to 2017	5
	To develop and review regulations to support the amended UNBS Act	99
	To have a law for measurement Units and measurement Standards and establishing a National Metrology Institute by 2020	130
b) Develop, harmonize and implement standards	To increase Standards development (output) from 150 to 300 in all Divisions of the Department by 2017	2,966
	To increase the number of samples tested by 1200 annually for the next 5 years	2,574
	To assist MSMEs in implementation of Standards	4,106
	To increase the scope of Calibration and measurement capabilities	30
	To ensure continued traceability of National Standards and National measurement system	2,486
c) Undertake research in development and application of standards	To integrate IT and research in the development and implementation of standards by 2020	64

SPECIFIC INTERVENTION	SPECIFIC OBJECTIVES	BUDGET (MILLIONS-UGX)
d) Develop and establish a Market-specific Quality Assurance System for Domestic, Regional and International Markets targeting both Production and Export Departure Points	To Liaise with UEPB in ensuring Quality Certifications for Products in the Export Clusters and Associations	15
	To Liaise with DCOs as focal points in Local Governments for handling and reporting of substandard products in domestic market	60
	To Support MSMEs to acquire Quality Marks for their Products to access the domestic and regional markets through available direct Treasury budgetary allocations or specific funds within the Innovation and Industrialization Fund using an agreed selection criteria	680
	To develop and popularize Self-Assessment Guidelines among MSMEs across the country for existing and potential Products to access target Export markets	15
	To promote development of Total Quality Management systems in all major manufacturing firms with a Quality Assurance Officer or designated functional Focal Point for liaison and handling of complaints	87
	To integrate Product Quality Mark database with the MSMEs Registry/Online Database to promote application of standards	10
<b>SUBTOTAL</b>		<b>13,327.0</b>

## STRATEGIC OBJECTIVE 2:

STRENGTHEN THE IMPLEMENTATION AND ENFORCEMENT OF COMPULSORY STANDARDS AND TECHNICAL REGULATIONS FOR ENHANCED PROTECTION OF CONSUMERS AND THE ENVIRONMENT AND PROMOTION OF FAIR TRADE.

SPECIFIC INTERVENTION	SPECIFIC OBJECTIVES	BUDGET (MILLIONS-UGX)
a) Collaboration with Regulatory Agencies and Private Sector Associations in enforcement of standards and consumer protection	Strengthen formal cooperation with national and International Measurement and Standards/Regulatory Agencies and Partners	20
	Involvement of Local Government in enforcement of Standards and Consumer Protection	350
	To establish collaboration framework/mechanism with UMA and PFSU	60
b) Establish and maintain innovative compliance programs	To develop at least 5 self-compliance programs in the next 5 years	50
c) Develop, review and implement regulations, policies and procedures	To have the Weights and Measures Act repealed by 2017 and develop regulations e.g. The Weights and Measures Electricity Meters Rules, and the Weights and Measures Water Meters Rules	240
d) Develop, harmonize and implement standards	To increase the number of inspected products under compulsory standards	1,120
	To increase the level of compliance of goods and services on the market	1,932
	Increase conformance of prepackaged products by 30% of the current 2230 samples inspected annually by 2020	390
	To effectively monitor and control Weighing and measuring instruments in trade or about to be put in trade on a day to day basis during the planning period 2015 to 2020	7,898.6
<b>SUBTOTAL</b>		<b>12,060.6</b>

**STRATEGIC OBJECTIVE 3:**

INCREASE THE VISIBILITY AND ENHANCE THE CORPORATE IMAGE OF UNBS TO MEET THE CURRENT AND EMERGING DEMANDS OF THE ECONOMY

AREAS OF FOCUS	SPECIFIC OBJECTIVES	BUDGET (MILLIONS-UGX)
a) Open more border points/offices and regional offices	To increase the number of manned and customs container depots/bonds from the current 22 to 100 by 2020	320
	To increase regional offices from the current 5 to 9 by 2020	320
b) Increase the number of UNBS services at regional offices	Decentralize UNBS Services to all Regional Offices by 2020	390
c) Subscribe to international standards, measurements and conformity assessment related organizations	To subscribe to at least one international standards, measurements and conformity assessment related organizations by 2020	647.5
d) Offer MSME's tailored services	To improve and build capacity of at least 1000 MSMEs in implementation of relevant standards	5,500
	To support 500 MSME to attain relevant certification by 2020	1,520
e) Establish compliance with UNBS internal procedures with a view of reviewing for continued improvement of UNBS ethics and code of conduct	To review the UNBS procedures including the ethics and code of conduct once in every three years	20
f) Ensure customer satisfaction on UNBS services and adherence to set procedures	To carry out a survey on compliance with standards or Regulatory Impact Assessment (RIA)	80
	To carry out a customer satisfaction survey on UNBS services annually with a view of maintaining a customer centric culture among UNBS staff	10
	To make UNBS Information Centre as a one stop centre for information on standardization in Uganda by 2020	175
g) Ensure corporate social responsibility	To Implement quarterly Social Responsibility activities in accordance with ISO 26000	200

h) Develop and implement awareness programmes for government, private sector and consumers	To promote and publicize UNBS activities through all available channels and media.	814
i) Disseminate widely all approved national standards technical regulations and conformity assessment requirements	To market UNBS services	320
	To increase awareness about UNBS from baseline up to 40% by 2019	85
	To facilitate the increase and penetration of UNBS services from baseline up to 10% annually throughout the plan period	77.5
	To develop and implement a market strategy by 2018	137
	To develop and enhance brand identity that streamlines UNBS's feel and look by 2017	30
	To provide marketing communications support to all departments, projects and activities that build partnerships and collaborations	42
j) Integrate standards awareness into educational curriculum at all levels	To engage into partnerships with all Higher institutions of learning	10
k) Develop and implement reward schemes	To recognize companies and institutions which excel in promotion of quality	500
<b>SUBTOTAL</b>		<b>11,335.5</b>

**STRATEGIC OBJECTIVE 4:****STRENGTHEN HUMAN RESOURCE AND IMPROVE INFRASTRUCTURE CAPACITY FOR IMPROVED SERVICE DELIVERY**

<b>SPECIFIC INTERVENTION</b>	<b>SPECIFIC OBJECTIVES</b>	<b>BUDGET (MILLIONS-UGX)</b>
a) Attract, recruit, develop and retain adequate, competent and motivated human resource to enable UNBS achieve its objective	To implement all HR Audit recommendations by 2020	225
	To evaluate and improve all terms of employee engagement by 2018	5,670
	To develop, promote and Implement Human Resource systems, policies and procedures aimed at continuous quality improvement by 2017	14
	To provide welfare activities at all times throughout the planned period	8,331
	To increase level of staffing from 252 to 600 by 2020	145
	To maintain a competitive reward and pay structure	78,522
b) Evolve a learning (dynamic) organization and management structure	To improve the level of Competence by Increasing needs Based training and career progression through the period of 2016 – 2020	2,184
c) Establish a conducive working environment	To establish and implement a work environment policy by 2020	57,652
d) Improve laboratory infrastructure	Increase the scope of calibration and measurements capabilities	3,169
	To widen the scope by increasing capacity to test 50 new parameters/products by 2017	10
	Requisition and maintenance of equipment infrastructure	3,843
	Timely maintenance & servicing of laboratory equipment	64

e) Implement quality and risk management systems	To improve documentation management system (an effective document and records management system) by June 2020	40
	To develop and implement risk and control management systems to meet stakeholders requirements	188
	To put in place a management system for UNBS assets by June 2018	48
	To ensure high quality reliable and accurate test/calibration results and to have 2 more labs accredited by 2018	1,315
	To develop, implement and maintain internationally recognized management system for all functions of UNBS by 2018	407
	Automation of IRCD operations by June 2017	100
f) Embrace use of information and communication	To ensure the availability of ICT hardware and software to all staff and ensure optimum performance of ICT systems by 2017	4,759
<b>SUBTOTAL</b>		<b>166,686.0</b>



**STRATEGIC OBJECTIVE 5:**

DEVELOP AND MAINTAIN PARTNERSHIPS AND COLLABORATIVE ARRANGEMENTS AT BOTH NATIONAL AND INTERNATIONAL LEVELS THAT SUPPORT EFFECTIVE IMPLEMENTATION OF UNBS MANDATE

<b>SPECIFIC INTERVENTIONS</b>	<b>SPECIFIC OBJECTIVES</b>	<b>BUDGET (MILLIONS-UGX)</b>
a) Create strategic relationships with Government Agencies, Development Partners, Private Sector and Civil Society Organizations	To Benchmark with other Measurement and Standards Agencies	200
	To Increase formal cooperation with National and International Partners	55
b) Participate in regional and international activities	To Increase formal cooperation with national, foreign National standards Bodies and International Trade Partners by 2018	125
	To attain recognition of UNBS T&C services	940
c) Enhance stakeholder participation in standards formulation	To increase the participation of the Public and Private Sector in standards development by 100%	170
	To ensure international recognition of the UNBS NML	100
<b>SUBTOTAL</b>		<b>1,590</b>

## STRATEGIC OBJECTIVE 6:

DEVELOP INNOVATIVE FUNDING MECHANISMS AND EFFECTIVELY MANAGE FINANCIAL RESOURCES TO ENSURE SUSTAINABILITY OF UNBS

SPECIFIC INTERVENTIONS	SPECIFIC OBJECTIVES	BUDGET (MILLIONS-UGX)
a) Support revenue enhancement programmes	To Develop NTR Revenue enhancement plans	40
	To mobilize and grow UNBS financial resources from UGX 30bn to UGX 50bn by 2020.	15
b) Leverage UNBS activities on key Government and development partners programmes	To support Government programmes and leverage on Development Partners	1,768
c) Advocate for increased government funding	To solicit for extra funding for UNBS operations	70
d) Enhance financial transparency and accountability	To ensure that the various departments and units under the Directorate are effectively run to contribute to the UNBS vision and mission	27.5
	To ensure adherence to approved budgets throughout the plan period	14
	To put in place a budgeting framework that supports departmental strategic objectives by June 2017	2
	To produce yearly strategic plan implementation reports	5
	To effectively co-ordinate and direct management support services on daily basis	-
	To monitor effective implementation of the Strategic plan	12
	To establish a Monitoring & Evaluation system in the first year of implementation	20
To conduct a terminal review of Strategic plan implementation	20	
e) Embrace regional and international development agenda	Increase Membership in international standards bodies from 4 to 12 by 2020	150

f) Adhere to financial and procurement regulations	To ensure efficient delivery and usage of procured items (both consumables and assets)	5
	To ensure compliance with statutory, operational and financial regulations throughout the plan period	28
	To acquire goods, services and works for departments in a timely manner throughout the plan period	5
	To formulate a comprehensive annual procurement plan at the beginning of every financial year	5
<b>SUBTOTAL</b>		<b>2,186.5</b>
<b>GRAND TOTAL</b>		<b>207,186</b>

#### 4.4 Sources of Funding

The implementation of this Strategic Plan will be funded through the existing and new financing mechanisms available to the Bureau. These shall be managed through the Budgeting System and Cycle of Government.

The UNBS budget is largely funded by the Central Government Budget Appropriations against the Consolidated Fund which contributes more than 60% and this is complemented by internally generated Non-Tax Revenue (NTR) that contributes less than 40% of the Bureau's total budget. The sources of NTR include: sale of standards, testing fees, calibration and verification services, product certification, training and consultancy services.

There is a significant contrast between the budget required and the Government allocated budget through the Medium Term Expenditure Framework (MTEF) Ceilings let alone what is actually released by the MoFPED. That notwithstanding, the Bureau rarely receives 100% of the budgeted Central Government transfers, which culminates into failure to meet the set targets in the work plans. In light of these challenges, UNBS will progressively diversify its sources of revenue to implement this Strategic Plan.

Whereas UNBS started operations in 1989, it only started receiving development grants in 2008/9, implying that there has been no infrastructure development for the Bureau since then to facilitate effective service delivery. The UNBS laboratories have largely been funded through Development Partners. There is need for increased Government funding and support from other Development Partners for infrastructure development not only to sustain but enhance and spread out this critical service delivery across the country. The revenue mobilization plans are being implemented to increase efficiency in the collection and utilization of Non-Tax Revenue to supplement the Central Government Treasury funding.

In order to widen the revenue base and increase the budgetary allocations available in the Medium Term, the Bureau shall adopt the following approaches:

- a) Developing and expanding our customer base for all revenue generating services.
- b) Undertaking annual revisions of prices to ensure that UNBS's revenues match the cost increases taking into consideration the consumer demand elasticity.
- c) Upgrade the capacity of laboratories to test an increased number of testing parameters in tandem with client demands.
- d) Increase the scope of calibration and verification of weighing and measuring equipment.
- e) Establish formal collaborations with MDAs and Development Partners.

Over the planned period, UNBS will seek additional funding from relevant development partners as well as from countries with which Uganda has bilateral trade and cooperation agreements that have technical assistance component.

TABLE 3: Funding Sources for Strategic Plan indicating the projected funding base, Government and NTR Consolidated for FY 2015/16 -2019/20

	2015/16	2016/17	2017/18	2018/19	2019/20	Total (UGX-Billions)
Govt (UGX)	12,528	14,028	21,573	24,122	26,087	98,338
NTR(UGX)	8,200	14,300	18,396	20,236	22,260	83,392
Sub-total	20,728	28,328	39,969	44,358	48,347	181,730
Funding Gap	2,077.80	4,004.30	291.80	5,059.70	14,022.00	25,456
<b>GRAND TOTAL</b>	<b>22,805.80</b>	<b>32,332.30</b>	<b>40,260.80</b>	<b>49,417.70</b>	<b>62,369.00</b>	<b>207,186</b>

The funding gap is expected to be covered by the Standardization Fraternity in MDAs and other Development Partners both locally, regionally and internationally.

## Section Five: Monitoring and Evaluation (M&E) Arrangements

### 5.1 Purpose of monitoring and evaluation

The Monitoring and Evaluation system is necessary to ensure that the Bureau at corporate and operational level has timely, focused and evidence based information on the performance and achievement of its objectives.

An effective monitoring and review mechanism will produce data and information relating to the Bureau's activities and the extent to which targets are being met.

### 5.2 M&E Structure and Framework

In order to enhance the implementation of the plan and to create responsibility and accountability, the plan has been aligned to the different departments/divisions of UNBS. Each department/division will implement activities in line with the objectives of the Plan. Consequently each department has developed an implementation matrix (See Annex 1) which shows the various activities and budgets for the implementation.

The Bureau will provide an institutionalized Monitoring & Evaluation framework to track the implementation progress and evaluate the impact of this plan. This function will be established in the Planning department.

It will involve observation, measurement, feedback and guidance. In this regard, UNBS will as a matter of priority, establish an effective monitoring and evaluation system consisting of:

- a) Appropriate performance indicators
- b) Data collection and reporting system
- c) An evaluation and review mechanism.

A mid-term review and a terminal review are scheduled for Financial Year 2018/19 and 2020/21 respectively.

The proposed M&E system will include rewards and sanctions for excellent performance and non-compliance respectively in order to ensure effective monitoring and evaluation of performance.

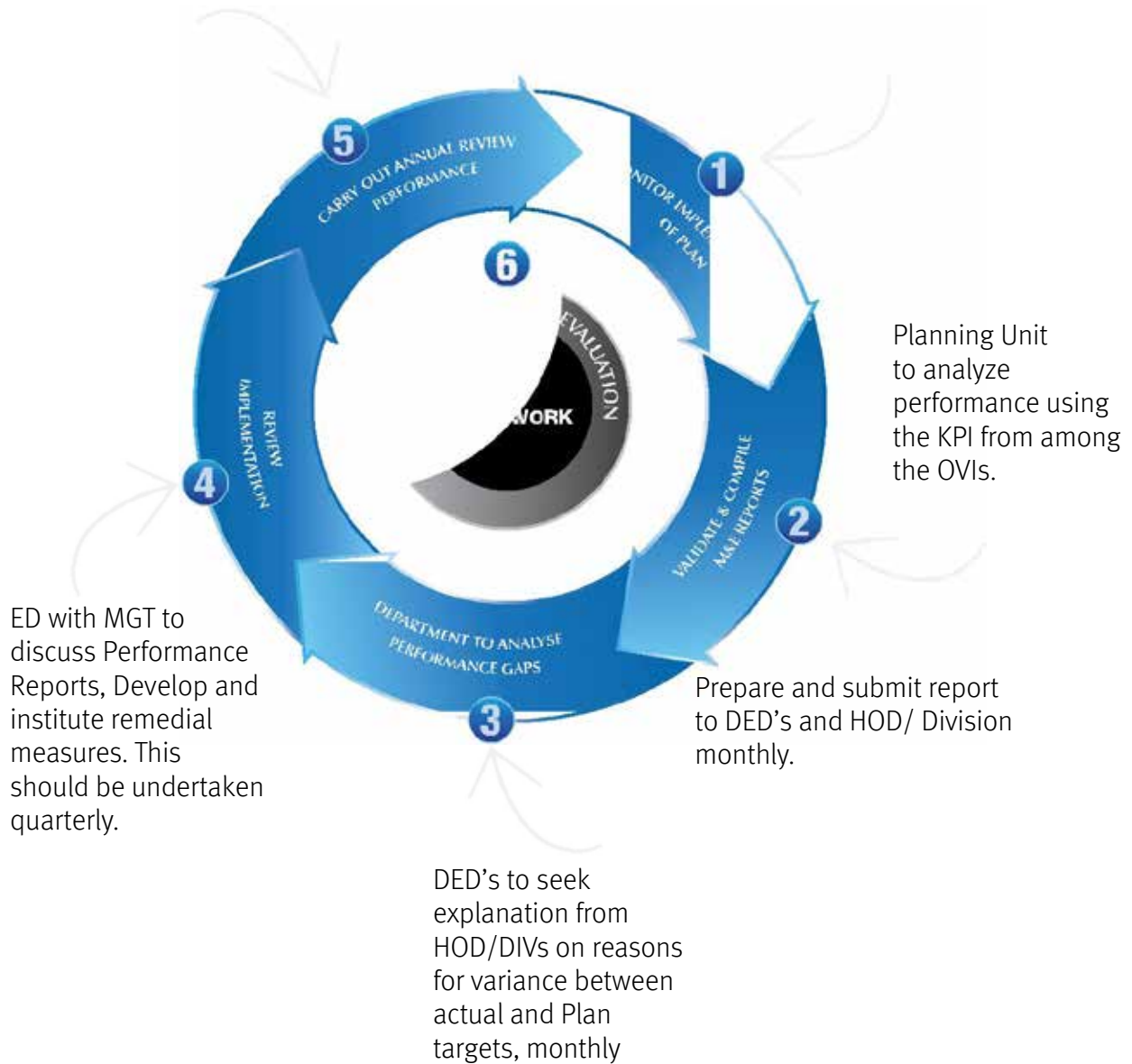
Where a variance is registered between planned and actual performance, appropriate remedial action will be taken by management or the National Standards Council with a view of ensuring that the set strategic objectives and specific objectives are achieved.

### 5.3 UNBS M&E Framework

Figure 2 shows the UNBS monitoring and evaluation framework for the planned period.

If necessary review plan, including the implementation arrangements.

Each reporting unit to prepare and submit performance report to HOD/Division, monthly.



## 5.4 Evaluation Mechanisms

### 5.4.1 Evaluation Framework

The UNBS evaluation system will provide for annual assessments of the results arising from the implementation of the plan, with the aim of establishing organizational objectives being met according to the plan. In this regard, the evaluation will be based on the variance between the planned targets and actual performance as revealed by the monitoring activities. Accordingly, necessary strategic interventions will be undertaken for implementation of the Plan in the subsequent periods.

In addition to the internal evaluation, a mid-term review of the Plan will be undertaken by preferably external consultants between the second and third year of implementation and at the end of the planned period. The purpose of the mid-term review is to improve the overall implementation of the Plan, while the terminal evaluation will facilitate improvement of the next planning period through lessons learned during the implementation of the current Plan.

### 5.4.2 Assumptions and Risks

The following are the assumptions and risks for implementation of UNBS activities over the planned period;

#### a) Key assumptions

It is assumed that:

- (i) All resources required for the implementation of this Strategic Plan will be available.
- (ii) The staffing levels in the institution will be optimal.
- (iii) Adequate standards will be available for conformity assessment.
- (iv) The ICT function will be strengthened to respond to the growing needs of the organizations functional areas
- (v) The Planning function will be strengthened to ensure effective implementation of the plan
- (vi) There will be continuous capacity building of staff.
- (vii) UNBS shall continuously review its terms of service to attract and retain competent staff.

#### b) Main risks

Risk is a measure of future uncertainties that are likely to face UNBS in achieving its performance goals within the available resources and time frame. They include the following:

- (i) Inadequate financial allocation by the Ministry of Finance Planning and Economic Development
- (ii) Inability to secure alternative funding.
- (iii) Unprecedented changes in technology that UNBS may not cope with.



## Annex1: Cost implementation Matrix

Specific objectives	Activities	KPI	Targets per year					Actors	Total Target	Budget by year					Total Budget (UGX)
			1	2	3	4	5			1	2	3	4	5	
<b>STRATEGIC OBJECTIVE 1:</b>															
<b>STRENGTHEN THE DEVELOPMENT, MANAGEMENT, PROMOTION AND HARMONIZATION OF STANDARDS AND MEASUREMENT SYSTEMS TO SUPPORT PRODUCTION, MARKETING AND CONSUMPTION OF QUALITY GOODS AND SERVICES.</b>															
<b>a. Develop review and implement regulations, policies and procedures</b>															
To operationalize and implement all departmental policies and procedures during the planning period 2015 to 2020	Develop policies, procedures and specific work instructions	Documented policies, procedures and specific work instructions	8	8	8	8	8	OM & HRM	40	1	1	1	1	1	5
			20	30	40	90	10		15	25	25	75			
To develop or review regulations to support the amended UNBS Act	Implement new law and define system reviews	Draft regulations (Enforcement of compulsory standards and Regulation 2017)		2	2	2	6		2	8	8	6	24		



b. Develop harmonize, review and implement standards.														
Draft, develop, review and approve standards	Number of standards developed, approved and implemented	385	385	385	385	385	385	385	385	1925	SD	Catered for in the subsequent activities		
												18	15	12
Procure equipment	Successful procurement	6	4	3	2	20								
Procure vehicles	Successful procurement		1		1	2						160	310	
Convene TC meetings	Number of TC meetings	200	165	180	895							108		
Training of staff	Number of trainings and skills acquired	6	8	8	38							44	50	
Participation in international/ regional standards activities	Number of meeting/ workshops attended	36	44	50	225							330	360	
Receive and test samples against set specifications	No of samples tested	8400	11,883	12,883	58,132	MTD						44	50	223
Provide quarterly information to the marketing division	Minutes of meetings conducted	4	4	4	20	MTD						2	2	10
Source and procure equipment and consumables through frame work contracts	No of framework contracts	98%	80%	90%	100%	MTD						384	464	2,131
Equipment Servicing and maintenance	Maintenance records	100%	100%	100%	100%	MTD						72	36	210

To offer Consultancy to MSMEs in implementation of Standards	Developing and implementing consultancy proposals for MSMEs	MSMEs assisted	150	250	275	303	333	1311	MC	600	775	825	908	998	4,106
To increase the scope of Calibration and measurement capabilities by 20% annually.	Annually establish the national measurement needs	Report on the identified Measurement standards, Equipment and training needs to support the National Measurement System				1		1	NML				30		30
To ensure continued Traceability of National Measurement system and standards.	Calibration of customer equipment	Number of customer equipment calibrated	2200	1,879	2,067	2,274		10,922	NML	150	500	555	610	671	2486
<b>c. Undertake research and development in application of standards</b>															
To integrate IT & research in the development and implementation of standards by 2020	Conduct needs assessment	Needs assessment report			1			1	MICT			1			1
	Develop research tools	Research tools in place	1	5	3	2	2	13	SD	2	15	9	6	6	38
	Generate knowledge through research	Research reports	4	4	4	4	4	20	T&C	5	5	5	5	5	25

d, Develop and establish a Market-specific Quality Assurance System for Domestic, Regional and International Markets targeting both Production and Export Departure Points															
To liaise with UEPB in ensuring Quality Certifications for Products in the Export Clusters and Associations	Drafting and signing an MoU with UEPB	MoU signed	1	1	1	3	ED	5	5	5	5	15	20	260	680
To support MSMEs to acquire Quality Marks for their Products to access the domestic and regional markets through available direct Treasury budgetary allocations or specific funds within the Innovation and Industrialization Fund using an agreed selection criteria	Certification of MSNE product	Number of MSNE product certified	100	110	330	CM	200	220	260	680					



<b>STRATEGIC OBJECTIVE 2:</b>																		
<b>STRENGTHEN THE IMPLEMENTATION AND ENFORCEMENT OF COMPULSORY STANDARDS AND TECHNICAL REGULATIONS FOR ENHANCED PROTECTION OF CONSUMERS AND THE ENVIRONMENT AND PROMOTION OF FAIR TRADE.</b>																		
<b>a. Collaboration with Regulatory Agencies and private sector associations in enforcement of standards and consumer protection</b>																		
To strengthen all formal cooperations with national and International Measurement and Standards/Regulatory Agencies and Partners	Establish and compile the potential institutions for collaboration.	Memorandum	5	5	5	5	5	5	5	5	5	5	5	20	5	5	5	20
To involve local government in enforcement of standards and consumer protection	Conduct awareness and training workshops	Number of local Govt trainings held	10	10	10	10	10	10	10	10	10	10	10	50	50	50	50	350
To establish collaboration framework with UMA and PFSU	Collaboration meetings	No of meetings	4	4	4	4	4	4	4	4	4	4	4	20	12	12	12	60
<b>b. Establish and maintain innovative compliance programs</b>																		
To develop at least 5 self-compliance programs in the next 5 yrs.	Develop project proposals	No of proposals approved and implemented	1	1	1	1	1	1	1	1	1	1	1	5	10	10	10	50
<b>c. Develop, review and implement regulations, policies and procedures</b>																		







To effectively monitor and control weighing and measuring instruments in trade or about to be put in trade on a day to day basis during the period 2015-2020	Demand and examine pattern/type approval documentation for all imported instruments Carry out initial verification on all new types of instruments in accordance with the pattern specifications	10	10	12	15	20	67	MLM	20	46	61.4	70.2	197.6	
		800	1,000	10,400	10,920		34,586	MLM	100	120	100	80		
		130,000	138,143	145,049	152,300		725,407							
		600,000	638,102	670,007	703,507		3,350,298							
		14,000	15,000	15,300	15,606		75,824							
		300	350	357	364		1,742							
		250	314	320	326		1,543							
		300	350	357	364		1,742							
		1,000	1,600	1,920	2,304		9,589							
		4,000	6,000	7,200	8,640		36,208	MLM	800	1,200	1,440	1,728		
		<b>SUBTOTAL</b>												

**STRATEGIC OBJECTIVE 3:**

**INCREASE THE VISIBILITY AND ENHANCE THE CORPORATE IMAGE OF UNBS TO MEET THE CURRENT AND EMERGING DEMANDS OF THE ECONOMY**

<b>a. Open more border points/offices and regional offices</b>														
To increase the number of manned and customs contain-er depots/bonds from the current 22 to 100 by 2020	Expansion of border coverage	New inspection stations opened	4	4	4	4	4	20	Mill	40	100	60	60	320
			1	1	1	1	1	FAM	20	120	90	60	320	
<b>b. Increase the number of UNBS services at regional offices</b>														
To decentralize UNBS services to all regional offices by 2020	Establish other ser-vices like certifica-tion, surveillance to the regional offices	Number of ser-vices offered	6					6	DEDs		150	80	80	390
<b>c. Subscribe to international standards, measurements and conformity assessment related organisations</b>														
To subscribe to at least one international standards, measurements and conformity assessment relat-ed organisations annually	Undertake online monitoring of standardization activities	Number of Standards, measurements and conformity assessments related infor-mation made available to stakeholders	0	0	0	0	0	0		1	1	1	1	5
			6	3	6	6	6	DEDs	120	100	80			
	Pay annual subscrip-tions	5	5	5	5	25	DEDs	20	80	20	10			
	Conduct seminars/workshops	1	1	1	1	5	DEDs	0.5	0.5	0.5	0.5			
Establish a profile of National Institu-tions to participate in development of international standards														

d. Offer MSME's tailored services																			
To improve and build capacity of at least 1 000 MSMEs in implementation of relevant standards	Registration, training and technical Advisory	Number of MSME's supported	100	250	250	250	250	250	250	250	250	1,100	CM	500	1,500	1,000	1,250	1,250	5,500
To support 500 MSME to attain relevant certification by 2020	conformity assessment of MSMEs products for issuance of the Q-Mark contracts	No. of SMEs Granted and renewed for use of the Q-Mark	40	60	100	120	120	120	720	400	200	100	CM	720	400	200	100	100	1,520
e. Establish compliance with UNBS internal procedures with a view of reviewing for continued improvement of UNBS ethics and code of conduct																			
To review the UNBS procedures including the ethics and code of conduct once in every three years	Review workshops/ meetings	Review reports			1							2	HRM			10		10	20
f. Ensure customer satisfaction on UNBS services and adherence to set procedures																			
To carry out a survey on compliance with standards on a regular basis	Plan, collect, analyse data and generate periodical compliance reports	Agreed period reports	4	4	4	4	4	4				20	DED-C	10	40	10	10	10	80
To carry out a customer satisfaction on UNBS services annually with a view of maintaining a customer centric culture among UNBS staff	Induct technical officers into marketing	Number of sessions	2	2	2	2	2	2				10	Mktg	2	2	2	2	2	10
To make UNBS information centre as a one stop centre for information on standardisation in Uganda by 2020	Establishing policies and procedures for collaboration with other bodies	MOUs signed	1	1	1	1	1	1				5	IRCD	10	10	10	10	10	50
	Establish a system for obtaining and disseminating the requirements for market access to regional and international markets	No. of standards and technical regulation of major Uganda export destinations acquired and disseminated	200	250	300	350						1,500	IRCD	25	25	25	25	25	

<b>g. Ensure corporate responsibility</b>																	
To implement quarterly social Responsibility activities in accordance with ISO 26000	Organizing corporate responsibility activities	Number of CR activities accomplished	4	4	4	4	4	4	4	4	20	PR	40	40	40	40	200
<b>h. Develop and implement awareness programmes for government , private sector and consumers</b>																	
To promote and publicize UNBS activities	TV talk shows	Recordings	25	25	25	25	25	25	25	25	125	Mktg	20	35	30	35	165
	Radio talk shows	Recordings	30	30	30	30	30	30	30	150		18	15	18	18		
	Press conferences	Name registers & newspaper cuttings	24	24	24	24	24	24	24	120		12	12	12	12	12	
	Designing of adverts Press releases and announcements	Adverts published Newspaper cutting	40	40	40	40	40	40	40	200		100	100	100	100	100	
<b>i. Disseminate widely all approved national standards technical regulations and conformity assessment requirements</b>																	
To market UNBS Services	Re-design training and consultancy web page	Web page redesigned									1	ICT				10	10
	Organise regional standardization awareness workshops	Workshops conducted	2	2	2	2	2	2	2	10		MTIC	30	50	55	60	
	Presentation of programs in trade fairs and galas	Trade fairs and galas attended	5	5	5	5	5	5	5	25		Mktg	10	10	10	10	
	Public & school outreach programmes	Reports	10	10	10	10	10	10	10	50			5	5	5	5	25
To increase awareness about UNBS from baseline up to 4.0% by 2020	Stakeholder consultation and sensitization	Reports	1	1	1	1	1	1	1	5			10	10	10	10	
	Awareness survey	Report								1							









To develop, promote and implement Human Resource systems, policies and procedures aimed at continuous quality improvement by 2020	Review of the existing policies and procedures	Review report								1	2							2			4
	Develop new policies and procedures	Policies and procedures in places								1	2							5			
To provide welfare activities at all times throughout the planned period	Medical Insurance activities	Medical Insurance reports	800	1,000	1,200	1,500	2,100	6,600										700	900	1,200	3,770
	Group personal accident activities	Group personal accident report	150	296	410	524		2,020										209	230		
	Refreshments	Refreshments in place	150	296	410	524		2,020										240	264		
	Burials	Burials expense report	10	10	15	20		80										30	40		
	Health fitness and other welfare activities	Activity reports	200	296	410	524		2,070										450	484		
To increase level of staffing from 252 to 500 by 2020	Recruitment of new staff	Recruitment report	20	43	101	100	100	364										30	30	35	145
	Implementation of approved salary structure	Report on implementation of approved salary structure in place	1	1	1	1	1	5										1	1	1	5
b. Evolve a learning (dynamic) organisation and management structure	Payroll	1	1	1		5												18,581			
																		14,452	10,736	9,973	

To improve the level of Competence by Increasing needs Based training and career progression through the period of 2015 - 2020	Review training guidelines	Revised guidelines in place	1	1	1	1	1	1	2	5	5	10	20
	Carry out TNA	TNA report	1	1	1	1	1	5	1	1	1	1	5
	Develop annual training plan	Training plan in place	1	1	1	1	5	HRM	1	1	1	1	5
	Staff training	Number of training programs	10	10	20	25	95	350	380	418	460	506	2,114
M&E of training	M&E report	1	1	1	1	5	8	8	8	8	8	40	
<b>c. Establish a conducive working environment</b>													
To establish and implement a work environment policy by 2020	Review the work environment policy	Work environment policy in place	1	1	1	1	2	HRM	1	1	1	1	2
	Construction of laboratories	Level of construction	2	2	1	1	7	DED-MFS	6,000	10,000	15,000		
	Procurement of vehicles	Vehicles procured	2	4	6	8	30	FAM	160	965	1,170		
<b>d. Improve laboratory infrastructure.</b>													
Increase the scope of calibration and measurement's capacities	Establish national measurement needs through surveys/ continual monitoring by NML	Measurement needs report	1	1	1	1	5	NML	30	40	44	55	219
	Procurement of measurement standards and equipment	Number of new measurement fields/scope	1	1	1	1	5	500	600	600	650		
To widen the scope by increasing capacity to test 50 new parameters/ products by 2018	Source and procure new equipment	No of new products tested	5	5	5	5	25	MTD	2	2	2	2	10
	Routine maintenance of equipment infrastructure	Maintenance reports	1	1	1	1	5	FAM 250	80	100	110	132	543
Procurement and maintenance of equipment infrastructure	Procurement of specialized equipment	Number of equipment procured	2	2	6	10	33		350	700	900		
	Develop an equipment register & maintenance schedule	No of equipment maintained	50	60	66	70	75	NML	10	12	15	17	64







	50	55	100	30	40	275	ICT	100	220	400	120	160	1,000
PC procured	10	10	30	5		65		25	50	90	15		
Laptops procured	2	4	2	0		8		10	20	40	0		
Projectors procured	0	0	10	0		10		0	0	50	0		
I pads procured	2	3	0	0		5		50	54	0	0		
Servers procured	2	4	4	4		18		80	140	140	140		
Printers procured	0	0	80	0		80		0	0	34	0		
VOIDP phones and smart-phones	1	2	1	0		4		10	20	40	0		
Procure digital noticeboards	10	0	0	10				37	0	0			
Procure hard disks	5							2					
Procure USB drives	2							5					
Keyboard video mouse	10							5					
Computer power supplies								5					
Network accessories								25					
Bandwidth monitoring tools								25					
Visual aid tools		5							25				
Fire suppression system in place		1						50	50				
UPS procured	1	0	0	1				150	0	0			
HRM, LIMS, LMIMS, CIMIS, etc software	1							30					
Databases and software	2							40					
Network access storage	1							50					
<p>Procurement of ICT related hardware</p>													
<p>Procurement and implementation of software</p>													
<p>To ensure availability of ICT hardware and software to all staff and ensure optimum performance of ICT systems by 2020</p>													

To ensure availability of ICT hardware and software to all staff and ensure optimum performance of ICT systems by 2020	Video conferencing	1					1				100									
	Telecommunication									40										
	Procurement and implementation of software	Networking UNBS sites	10					10			30	65								
		Dedicated cloud services	3					6				30	30							
		Fleet management system	1					1				60								
		Internet bandwidth	1					1			100	200								
		Electronic doc management	1					1			100	100								
		Software licensing	0	1	1			2			150	150	80							
		SSL Certificate										10	10	10						
		CISCO Licenses										20	20	20						
		Email/server upgrade	1							1		60	20	20						
		Install Antivirus in all PCs										30	30	30						
	Operationalize the call centre											45	10	10						
	Develop an ICT strategic documents	ICT strategy for UNBS in place								1			10							
		Review of ICT policy								2			5							
	Train UNBS staff on the latest trends in ICT applications	TNA conducted & training calendar drawn	1	1	1					5		1	1	1						
		Corporate website re-developed	1	1	1					5		1	1	1						
	Provide sufficient support services to assure reliability of information technology equipment and software	Repair & upgrade of ICT related systems								2			20							
		Ensure domain name, web and mail hosting services are available all through	1	1	1					5		1	1	1						

To ensure availability of ICT hardware and software to all staff and ensure optimum performance of ICT systems by 2020	Constitute an ICT advisory Committee within Management	5	5	5	5	5	25	2	2	2	2	2			
	Carry out off site backup of UNBS critical data		1	License renewal			1		72	8	8				
	Supervise preventive maintenance of all ICT equipment								14	14	14				
	Carry out technical visits to regional offices	4	4	4	4	4	20	12	12	12	12				
Benchmarking tours to sister Bureau of Standards		1			1	2			10	10					
<b>SUBTOTAL</b>															<b>166,686.0</b>

**STRATEGIC OBJECTIVE 5: DEVELOP AND MAINTAIN PARTNERSHIPS AND COLLABORATIVE ARRANGEMENTS AT BOTH NATIONAL AND INTERNATIONAL LEVELS THAT SUPPORT EFFECTIVE IMPLEMENTATION OF UNBS MANDATE**

<b>a. Create strategic relationships with Government Agencies, Development Partners, Private Sector and Civil Society Organizations</b>															
To Benchmark with other measurement and Standards agencies	Originate requests for attachments	4	4	4	4	4	20	40	40	40	40	40	40	40	200
	Attachment reports														
To increase formal cooperation with national and international partners	Establish the most reliable communication channels	2	2	2	2	2	10	Mkting	1	1	1	1	1	5	
	Draft and Sign Memorandum of understanding	10	10	10	10	10	50	DED-MFS	10	10	10	10	10		
<b>b. Participate in regional and International activities.</b>															
To increase formal cooperations with national, Foreign Standards Bodies and International trade Partners by 2020	Number of TBT notification obtained and disseminated to stakeholders	25	25	25	25	25	125	IRCD	5	5	5	5	5	25	
	Number of WTO, TBT meetings and training attended	4	4	4	4	4	20		15	15	15	15	15	75	
	Number of the National TBT/SPS coordinat- ing meetings held	4	4	4	4	4	20		5	5	5	5	5	25	



To attain recognition of UNBS Training and Consultancy services	Hold the AISC	Conference held	1	1	1	1	1	1	5	MC	200	120	125	130	135	710	
	Establishing collaboration with other bodies	MOUs signed	8	8	8	8	8	40	MC	4	4	4	4	4	4	20	
	Participate in regional and international activities	Number of activities	3	3	3	3	15	DEDS	90	30	30	30	30	30	30	210	
c. Enhance stakeholder participation in standards formulation																	
To increase the participation of the public and private sector in standards development by 20% per year	Carry out a baseline analysis	Baseline analysis report	1					1	2	SD	60					60	
	Develop sensitization programmes	Documented programmes (public/private)	2	2	2	10	SD, Mirktg	1	1	1	1	1	1	1	1	5	
	Organize meeting & workshops	No of meetings and workshops	4	4	4	20		20	5	5	5	5	5	5	5	40	
	Lobby for inclusion of SQMT in tertiary institution curriculum	MOUs and signed	8	8	8	40		2	2	2	2	2	2	2	2	10	
	Prepare promotional materials	Promotional packages developed	4	4	4	20		8	8	8	8	8	8	8	8	40	
	Sign MOUs with key institutions	MOUs signed	5	5	5	25		3	3	3	3	3	3	3	3	15	
	Participate in measurement inter-comparison	Number	4	4	4	4		NML/AF-RIMETS	10	10	10	10	10	10	10	10	50
	Membership application and payments	MOU, memberships, participation in international, regional metrology and BIPM activities	1			1		UNBS, MOFA, BIPM				25					
	Applications, peer reviews	CIPM MRA, Membership		1				1						25			25
	<b>SUBTOTAL</b>																
<b>1,590.0</b>																	
<b>STRATEGIC OBJECTIVE 6:</b>																	
<b>DEVELOP INNOVATIVE FUNDING MECHANISMS AND EFFECTIVELY MANAGE FINANCIAL RESOURCES TO ENSURE SUSTAINABILITY OF UNBS</b>																	
<b>a) Support revenue enhancement programme</b>																	
To Develop NTR Revenue enhancement plans	Review revenue projection proposals	Projects implemented	4	4	4	4	20	FAM	8	8	8	8	8	8	8	40	





e) Embrace regional and international development agenda.																
Increase Membership to international standards bodies from 4 to 8	Pay subscriptions	Receipts	1	1	1	1	1	1	1	5	DED-MFS	30	30	30	30	150
f) Adhere to financial and procurement regulations.																
To ensure efficient delivery and usage of procured items (both Consumables and assets)	Establish a stores policy and procedures manual	Delivery and usage report	4	4	4	4	4	4	4	20	FAM	1	1	1	1	5
	Set up appropriate job descriptions and reporting structures	Periodic reports	4	4	4	4	4	4	4	20		1	1	1	1	5
To ensure compliance with statutory, operational and financial regulations throughout the plan period	Operational and statutory compliance reports	Compliance reports (NSSF, PAYEE, URA)	12	12	12	12	12	12	12	60		0.1	0.1	0.1	0.1	
	Prepare and present audited accounts by 30th of June	Audited accounts	1	1	1	1	1	1	1	5		0.5	0.5	0.5	0.5	
	Quarterly checks on assets throughout the year	Quarterly list of nonfunctional and obsolete items	4	4	4	4	4	4	4	20	PDU	1	1	1	1	
	Disposal of obsolete stock	No. of items disposed of per year	30	30	40	40	50	50	50	190	Managers	2	2	2	2	
To acquire goods, services and works for departments in a timely manner throughout the plan period	Establish alternative use of obsolete items	No. of obsolete items put to alternative use each year	10	15	20	20	25	25	90	90	Managers	1	1	1	1	
	Requisition of goods and services	No. of compliant procurement requisitions	100%	100%	100%	100%	100%	100%	100%	100%	Heads	1	1	1	1	5
To develop a comprehensive annual procurement plan at the beginning of every financial year	Aligning the work plans to ensure they are within the approved departmental budget	Aligned procurement work plans	1	1	1	1	1	1	5	5	Head PDU	1	1	1	1	5
<b>SUBTOTAL</b>												<b>22,805.8</b>	<b>32,332.3</b>	<b>40,260.8</b>		<b>2,186.5</b>
<b>GRAND TOTAL</b>																<b>207,186</b>

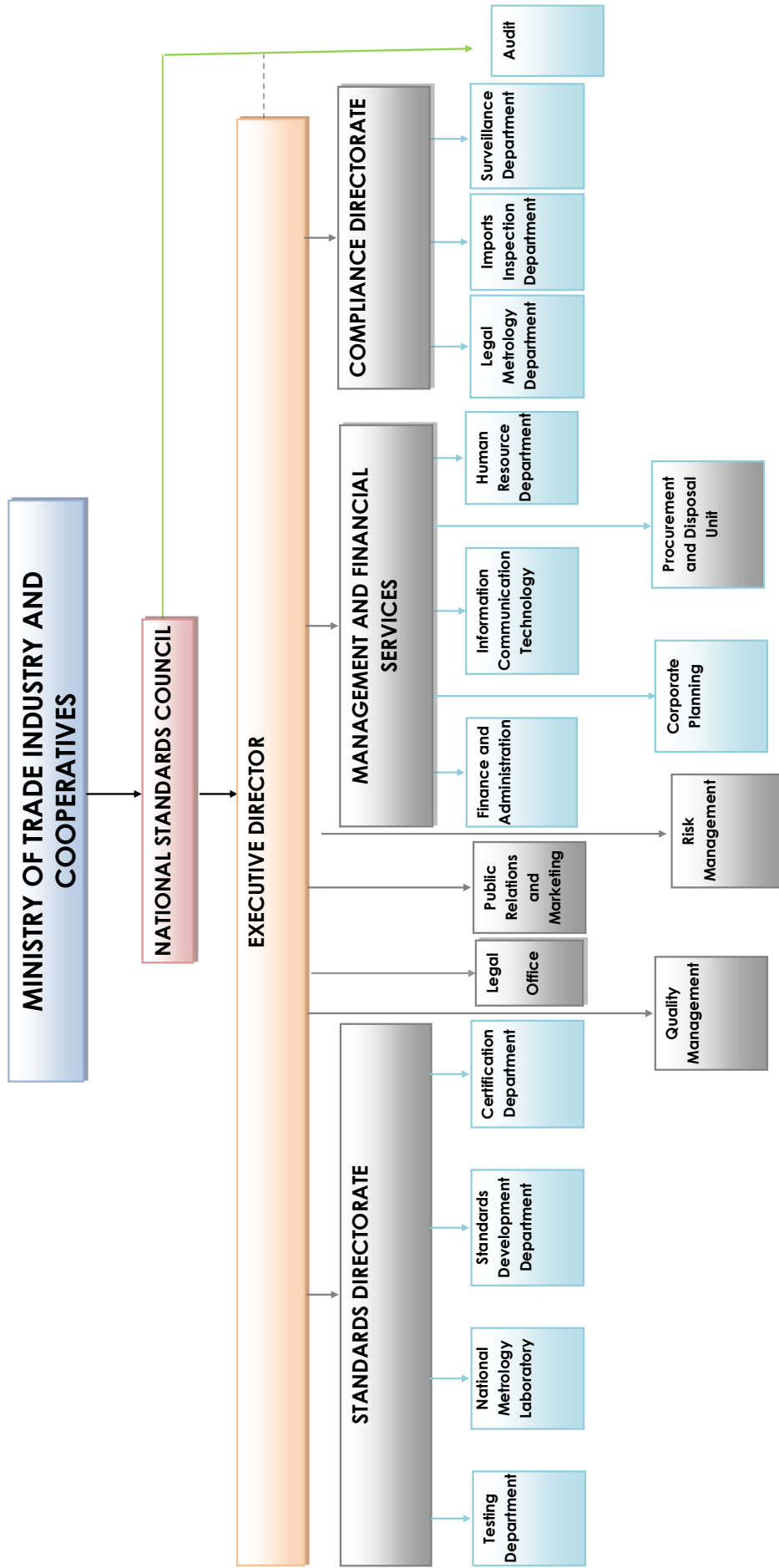
## INTERNAL AUDIT

<p><b>Strategic Objective 1</b> Strengthen the development, management, promotion and harmonization of standards and measurement systems to support production, marketing and consumption of quality goods and services.</p>	<p>Appraise the soundness and application of the accounting, functional and operational controls</p>	<p>To establish that control processes actually exist, are adequate and function as intended.</p>	<ul style="list-style-type: none"> <li>• Develop and apply internal audit procedures designed to probe the adequacy of control processes of management to mitigate risks.</li> <li>• Identify and recommend areas for improvement.</li> <li>• Monitor and Follow up status of implementation of audit recommendations.</li> </ul>
<p><b>Strategic Objective 2</b> Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.</p> <p><b>Strategic Objective 3</b> Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy</p> <p><b>Strategic Objective 4</b> Strengthen human resource and improve infrastructure capacity for improved service delivery.</p>	<p>Evaluate the effectiveness and contribute to the improvement of risk management and governance processes.</p>	<p>To assess existence and adherence to core principles of risk management and governance</p> <p>To establish existence and application of the risk management and governance frameworks</p> <p>To establish that risk management and governance processes actually exist, are adequate and function as intended.</p>	<ul style="list-style-type: none"> <li>• Develop and apply internal audit procedures designed to probe the effectiveness of risk management and governance processes of management.</li> <li>• Identify and recommend areas for improvement.</li> <li>• Monitor and Follow up status of implementation of audit recommendations</li> </ul>
<p><b>Strategic Objective 5</b> Develop and maintain partnerships and collaborative arrangements at both national and international levels that support effective implementation of UNBS mandate</p> <p><b>Strategic Objective 6</b> Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS</p>	<p>Provide assurance on the efficiency, and effectiveness of the economy in the programmes and operations</p>	<p>To increase management's confidence and trust in information provided for decision making</p>	<ul style="list-style-type: none"> <li>• Develop and apply internal audit procedures designed to probe the credibility of information and reports on the results submitted to management and NSC.</li> <li>• Identify and recommend areas for improvement.</li> <li>• Monitor and Follow up status of implementation of audit recommendations</li> </ul>

**Table 4: Table showing summary of costings per strategic objective**

Strategic Objective	2015/16	2016/17	2017/18	2018/19	2019/20	Total(UGX)
1. Strengthen the development, management, enforcement of and compliance with standards to support production, marketing and consumption of quality goods and services	1,835	2,284	2,795	2,967	3,446	13,327.0
2. Strengthen the implementation and enforcement of compulsory standards and technical regulations for enhanced protection of consumers and the environment and promotion of fair trade.	1,684	2,202	2,418	2,656.4	3,100.2	12,060.6
3. Increase the visibility and enhance the corporate image of UNBS to meet the current and emerging demands of the economy	1,888.5	3,005.5	2,082.5	2,178.5	2,180.5	11,335.5
4. Strengthen human resource and improve infrastructure capacity for improved service delivery	16,633	24,114.5	32,214.5	40,882.5	52,841.5	166,686.0
5. Develop and maintain partnerships and collaborative arrangements at both National and International levels that support effective implementation of UNBS mandate	0.414	0.319	0.314	0.269	0.274	1,590
6. Develop innovative funding mechanisms and effectively manage financial resources to ensure sustainability of UNBS	0.351	0.407	0.436	0.464	0.526	2,186.5
<b>Total(UGX)</b>	<b>22,805.8</b>	<b>32,332.3</b>	<b>40,260.8</b>	<b>49,417.7</b>	<b>62,369</b>	<b>207,186</b>

# ANNEX 2: UNBS ORGANISATIONAL STRUCTURE



## ANNEX 3:

## NTR PROJECTED SOURCES

REVENUE SOURCE	FINANCIAL YEARS				
	2015/16	2016/17	2017/18	2018/19	2019/20
Verification fees	2.900	3.600	4.373	4.810	5.291
Testing fees	0.900	1.500	1.500	1.650	1.815
Calibration fees	0.250	0.500	0.500	550	605
Certification fees	1.000	1.500	1.700	1.870	2.057
Professional fees	0.100	0.130	0.100	110	121
Inspection fees	3.000	7.000	10.123	11.136	12.249
Sale of standards	0.040	0.050	0.050	55	61
Miscellaneous income	0.010	0.020	0.050	55	61
<b>Totals</b>	<b>8.200</b>	<b>14.300</b>	<b>18.396</b>	<b>20.236</b>	<b>22.260</b>



## Annex 4: Strategic Plan Participants

S/N	NAME	DESIGNATION	DIRECTORATE/DEPARTMENT/ DIVISION
1.	Dr. Ben Manyindo	Executive Director	E.D's Office
2.	Bageine Patricia	Deputy Executive Director	Standards Directorate
3.	Ebiru L. David	Deputy Executive Director	Management and Financial Services
4.	John Paul Musimami	Deputy Executive Director	Compliance Directorate
5.	Ampwera Davis	Manager	Finance and Administration
6.	Akantunga Susan	Manager	Human Resource
7.	Kayongo Mark	Principal Accountant	Finance and Administration
8.	Sekandi Timothy	Principal Internal Auditor	Internal Audit
9.	Wenene Hellen	Legal Counsel	Legal Unit
10.	Imalingat Martin	Manager	Certification
11.	Mubangizi Jackson	Manager	Surveillance
12.	Eboku David	Manager	Standards
13.	Dr. Ndifuna Abdul	Staff Representative	Certification
14.	Othieno Andrew	Manager	Imports Inspection
15.	Mubangizi Deus	Manager	Testing
16.	Lemeriga Yasin	Manager	National Metrology Laboratory
17.	Watts Alfred	Principal ICT officer	Information Communications and Technology
18.	Kamusiime Barbra	Senior Public Relations Officer	Public Relations
19.	Nahamya Moses	Principal Corporate Planner	Corporate Planning
20.	Luswata Ebrahim	Procurement officer	Procurement and Disposal Unit
21.	Maurice Musuga	Senior Information Officer	Standards







## **UGANDA NATIONAL BUREAU OF STANDARDS**

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