THE REPUBLIC OF UGANDA

MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES

UGANDA NATIONAL ACCREDITATION SERVICE (UGANAS)

STRATEGIC IMPLEMENTATION PLAN

FY 2023/24 - FY 2027/28
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List of Abbreviations

AfCFTA	Africa Continental Free Trade Area
AFRAC	African Accreditation Cooperation
AGOA	African Growth and Opportunity Act
BELAC	Belgium Accreditation Agency
CAB	Conformity Assessment Body
CDC	Centre for Disease Control
COMESA	Common Market for East and Southern Africa
EAAB	East African Accreditation Board
EAC	East African Community
EGAC	Egyptian Accreditation Council
FDI	Foreign Direct Investments
IAF	International Accreditation Forum
ICT	Information antd Communication Technology
IEC	International Electrotechnical Commission
ILAC	International Laboratory Accreditation Cooperation
ISO	International Standards Organization
JCRC	Joint Clinical Research Centre
KENAS	Kenya National Accreditation Service
KPA	Key Priority Area
KPI	Key Performance Indicator
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MLA	Multi-lateral Agreement
MoH	Ministry of Health
MTIC	Ministry of Trade Industry and Cooperatives
MoU	Memorandum of Understanding
MRA	Mutual Recognition Agreement
NAFP	National Accreditation Focal Point
NDP	National Development Plan
NQI	National Quality Infrastructure
NRM	National Resistance Movement
NTB	Non-Tariff Barriers
SANAS	South African National Accreditation System
SPS	Sanitary and Phyto Sanitary
UGANAS	Uganda National Accreditation Service
WADA	World Anti-Doping Agency
WTO	World Trade Organization

Definition of key terms

Glossary term	Meaning
Accreditation	This is an independent third-party assessment of an organization's ability to meet specific standards
Conformity assessment	Processes that are used to demonstrate that a product, service or management system, or body meets specified requirements set out in standards or legislation
Conformity Assessment Body (CAB)	Entities that perform testing, calibration, verification, certification or inspection services
National Quality Infrastructure (NQI)	A network of public and private organizations, together with the policies, relevant legal and regulatory framework, and practices needed to support and enhance the quality, safety, and environmental soundness of goods, services, and processes
Multilateral Agreement (MLA)	A signed agreement between the AFRAC/ ILAC/IAC Members whereby the signatories recognize and accept the equivalence of the accreditation systems operated by the signing members, and also the reliability of the conformity assessment results provided by CABs accredited by the signing members.
Mutual Recognition Arrangement	This is an arrangement whereby more than two parties recognize or accept one another's conformity assessment results

Foreword

The increased participation of developing country like Uganda in the global value chains and trade have a huge impact on national development. Global trade involves the exchange of capital, goods and services across international borders or territories. International trade represents a large share of the gross domestic product of most countries. Supporting the continued movement of capital, goods and services between countries is therefore of huge importance not only to the health and wellbeing of individuals but also to the economic health of entire nations around the globe.

Accreditation plays a crucial role in facilitating world trade by ensuring that products and services meet international standards and regulations. It provides confidence and trust; to consumers, businesses, and governments that the goods they are purchasing or trading comply with quality, safety, and environmental requirements.

In today's globalized economy, where goods are produced and traded across borders, accreditation acts as a common language that enables countries to trust each other's products. In addition, accreditation of conformity assessment services establishes a framework for mutual recognition of conformity assessment results, reducing trade barriers and promoting fair competition. This is because accreditation ensures the competence of the CABs, hence international recognition of the test reports and certificates that accompany the products. All or most developed countries currently enjoy the trade benefits which flow from national accreditation systems and the greater market access which they allow.

The lack of such national accreditation services in Uganda is clearly a key factor which is preventing the nation's full integration into the established global trading system value chains and thereby impacting negatively on the overall national economic development.

The absence of an accreditation, which is key pillar of national quality infrastructure has thus been recognized by many developing countries including Uganda as a key development priority to be addressed. In order to effectively participate in this global trade and for regional integration in East Africa and Africa through facilitating acceptance of test, calibration, inspection and certification results issued by conformity assessment bodies. Therefore, Uganda has to ensure that the flow of capital, goods and services for export are of the required quality by the market so that they are competitive for ease of market access.

The key benefits of accreditation are realized by government, industry, consumers and academia. Accreditation facilitates the government in seeking competent and professional bodies to pursue our policy and regulatory objective and promotes trade, gives the consumer confidence in the quality of the products and services they buy and increases efficiency, innovation, and safety within industry.

To this regard, it is essential to have international recognition of Uganda's national quality infrastructure (NQI) which encompasses metrology, standards, accreditation and conformity assessment. Therefore, it is important to have a strategy, a plan and a perspective and a position clearly stating the roadmap of how this will be achieved. The Strategy for Accreditation will be delivered through specific and detailed actions aimed at highlighting the wide-ranging benefits of accreditation through its key performance priorities of provision of national accreditation services in accordance international best practice which will enhance competitiveness, and underpin the basis for Uganda's economic growth, hence the purpose of this is strategic plan.

The development of this strategic implementation plan was undertaken in a wide consultative process with various stakeholders in government ministries and departments, private sector consumer associations and academia. All their views and proposals informed the strategic interventions and this is the first strategic implement plan for Uganda National Accreditation Service. The operationalization of this plan is stated in the implementation plan and the monitoring and evaluation framework. I therefore urge all stakeholders to embrace its implementation to enable UGANAS achieve its objectives

Francis Mwebesa (Hon.)
Minister of Trade, Industry
and Co-operatives

Acknowledgement

UGANAS would like to acknowledge the tremendous commitment and enthusiasm of the consultancy team that was charged with the development of the strategic implementation plan for UGANAS for the next 5 years, UGANAS 2023/24 – 2027/28 Strategic plan including all UGANAS technical management staff who contributed in technical working groups, workshops and review of this document.

A special mention is given to Baru Scientific Testing Consult (BSTC) who took charge in drafting and development of the Strategic Plan, including leading the directions of the discussions at the working groups and workshops.

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Richard Musafiri
Head/Director of Accreditation Unit (UGANAS)

Executive Summary

The road map to establish and implement a national accreditation system commenced with the National Accreditation Focal Point (NAFP) which has now transformed into the Uganda National Accreditation Service (UGANAS) in 2022 under the Ministry of Trade, Industry and Cooperatives.

The Uganda National Accreditation Service (UGANAS) is established by the mandate of the Accreditation Services Act No.20 of 2021, as a sole government agency to provide accreditation service in Uganda. The vision and mission of UGANAS is; "to be an internationally recognized accreditation system that enhances national development" and "to run a sustainable and internationally recognized accreditation system that will facilitate industry, trade, and good life through the provision of internationally recognized conformity assessment services" respectively. Its core values include; integrity, impartiality, teamwork engagement, customer focus and innovation and creativity.

Globally, accreditation services is major pf technical quality infrastructure necessary in delivering trust and confidence in goods and services, thus enhancing trade, ensuring good life and industry both in developed and developing economies. The purpose of this strategic plan is to provide the required direction and guidance to achieve the goals and objectives of UGANAS business operations for the next 5 years starting from 2023/24-2028/29. This strategic plan contains in addition to the vision, mission and core values , the salient information on UGANAS approaches to develop the document, the strategic thrust, strategies and the actionable plans to achieve the intended output and outcome

This strategic implementation plan was developed through a participatory approach which ensured that views of the key stakeholders and informant personnel were incorporated. The participation was through engagements in discussions, consultations and workshops. The identified strategies was carried out through a situation analysis to evaluate the benefits of accreditation as a key pillar of technical quality infrastructure in enhancing performance of national economy by identifying the strengths, weaknesses, opportunities and threats which accrue to it, and hence isolate the key strategic themes that require intervention in the plan's period.

The identified strategic issues formed the basis for the setting of the objectives of UGANAS for the next five years and strategies that would enable the achievement of the objectives.

There are 5 Key Priority Areas (KPA) identified which include;

i. KPA 1: Accreditation of Conformity Assessment services

Strategic objectives in KPA 1 are:

- Provide an effective and efficient accreditation service Increase the number accredited conformity assessment services to promote trade and ensure quality of life
- Promote private sector involvement in providing quality services
- Protect the integrity and credibility of the accreditation system

ii. KPA2: Human Capital Development to facilitate UGANAS capacity in the implementation of accreditation service;-

Strategic objectives under KPA2 are:

- Enhance competence of Assessors,
- Strengthen administrative and management capacity of UGANAS,
- Build technical capacity of the private sector in providing quality services, and
- strengthen accreditation assessment resource capabilities

iii. KPA3; Marketing and awareness to promote accreditation

Strategic objectives under KPA3 are:

- Enhance sustainability of provision of accreditation services,
- Enhance acceptance and access of goods and services in regional and international markets and
- Promote protection of good quality of life in the population

iv. KPA4: External corporation and international recognition

Strategic objectives under KPA4 are; -

- Facilitate trade in exports of goods and services and
- Strengthen international recognition of UGANAS activities

v. KPA5: Resource mobilization, sustainability and risk management

Strategic objectives under KPA 5 are; -

- Increase efficiency of operation performance and
- Enhance the Service's financial ability to sustainably meet its mandate

To enhance the achievement of these objectives, strategies and the appropriate activities for each strategy were identified. In addition, the implementing actors, the time frame, the expected output and output indicators were determined indicated in the action plan including the key performance indicators that would facilitate track the progress towards the achievement of the set objectives. A monitoring and evaluation framework as well as reporting which will help ensure successful implementation of the strategic action plan has also been provided.

1.0. INTRODUCTION AND CONTEXT

1.1 Background

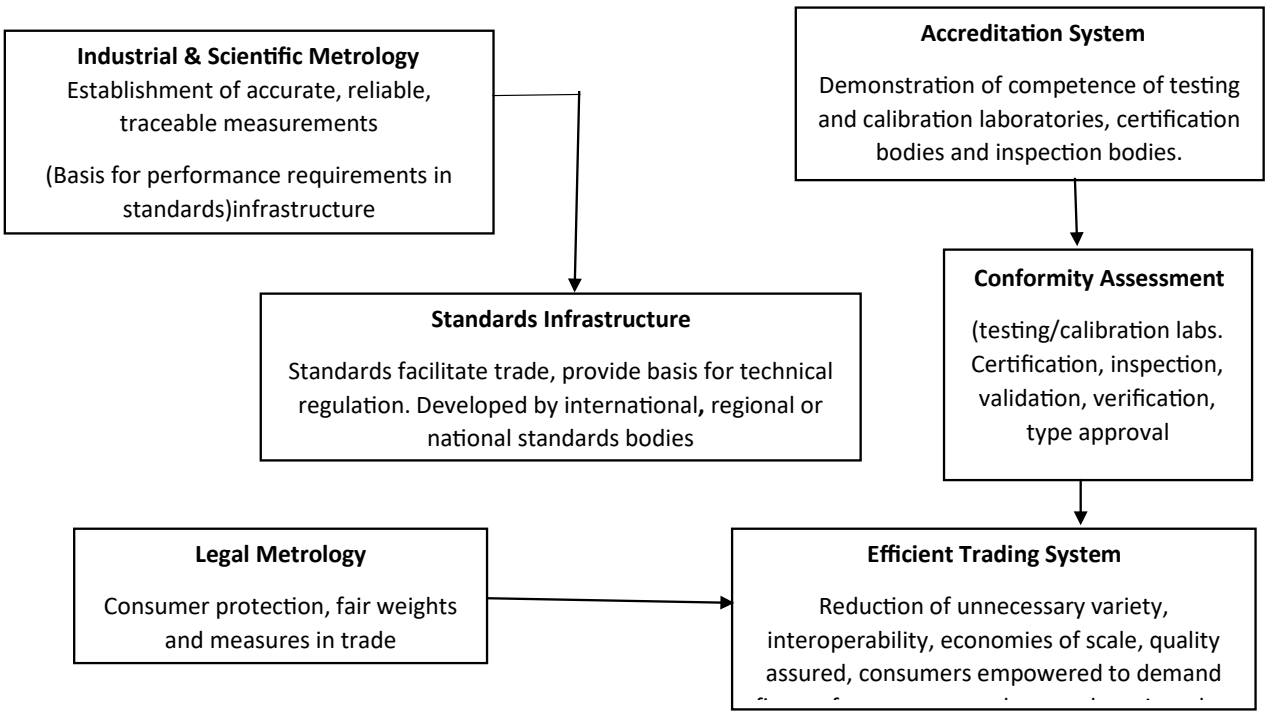
Uganda, is a landlocked country in East-Central Africa whose economy is made up of the agriculture 24.1% Industry 26.8% and Services 41.8% sectors (UBOS 2022) contribution to the GDP Interms of employment, the Agricultural sector continue to provide the highest employment (61.4%), Industry (6.9&) and services (32%) according NLFS 2021.

Government's strategic plan to grow the economy and create more employment is through industrialization for export push and import substitution as well as ensure the good health of the people. Currently Uganda has a negative trade balance where imports are much greater than imports and it is envisaged that increasing exports is very key.

This plan well outlined in NDPII and will go a long way to achieve the United Nations Sustainable Development Goals, especially, SDG -9; Industry, Innovation & Infrastructure, SDG 8: Decent work and Economic Growth, SDG 6: Water and Sanitation and SDG 3: Good health and well-being.

1.2. The Technical Quality Infrastructure framework to support competitiveness

The technical quality infrastructure which is required to promote industry and trade facilitation is the application of standardization, metrology (science of measurement), testing, certification, inspection and accreditation working together as one system. These integrated and interrelated disciplines benefits trade and industry in particular and society generally because organisations or business who are more competitive not only maintain their market share but have real potential to expand domestically and internationally. This creates a positive impact on employment levels and overall quality of life, while increased measures of health and safety along with consumer and environmental protection brought about through better products and services are advantageous for all citizens. The technical quality infrastructure for an efficient trading system is as indicated in Figure 1 below.



In today's globalized economy, where goods are produced and traded across borders, accreditation acts as a common language that enables countries to trust each other's products. In addition, accreditation of conformity assessment services establishes a framework for mutual recognition of conformity assessment results, reducing trade barriers and promoting fair competition. This is because accreditation ensures the competence of the CABs, hence international recognition of the test reports and certificates that accompany the products. All or most developed countries currently enjoy the trade benefits which flow from national accreditation systems and the greater market access which they allow

1.3. The context for accreditation services

Products, services and systems are examined to ensure that they, initially and continually, meet specified requirements set out in legislation or standards. These examinations, known as conformity assessment, are tests, inspections, calibrations, verifications, and certifications. The organizations that perform conformity assessment are known as conformity assessment bodies (CABs) and are an important component of a national quality infrastructure underpinning trade, quality and high standards.

Accreditation is the independent assessment of CABs to ensure their independence, impartiality and competence to carry out conformity assessment tasks. Accreditation is awarded to recognized standards by a national accreditation body. In Uganda, this is the function of Uganda National Accreditation Service (UGANAS). Accreditation covers all economic and social market sectors and its independent nature builds trust and confidence in the quality and integrity of products and services.

Accreditation is an impartial and objective process that provides the least duplicative, the most transparent and the most widely accepted route for providing trustworthy conformity assessment results. Accreditation is therefore;

i. the formal demonstration of Conformity Assessment Bodies' competence to carry out specific conformity assessment tasks (ISO/IEC 17000 series);
ii. the independent and authoritative attestation of the competence, impartiality and integrity of Conformity Assessment Bodies;
iii. the "passport" for international trade based on multilateral agreements;
iv. supports harmonization of conformity assessment procedures at worldwide level;
v. a requirement to operate in regulated areas, on the national and international level

Receiving accreditation hence enables the acceptance of products and services globally, as they are "tested or certified once, accepted everywhere". The ability to move products and services into different markets without secondary testing or verification contributes to the efficiency of international trading for customers and suppliers. UGANAS is the sole national accreditation body for Uganda appointed by the government to provide accreditation of CABs to harmonized international standards through a series of peer assessments, confirming their competence, integrity and independence to perform testing, inspection, certification, verification, and calibration services.

UGANAS will actively contribute towards enhancing implementation of government policies and bringing forward interests for trade, good health, industrialization, research and development among others in efficient and sustainable manner.

International recognition of accreditation is maintained through a process of multilateral agreements. UGANAS will provide accreditation in the country across a wide economic, regulatory and public policy landscape. In the regulated area, accreditation is mandated where products such as toy, electrical equipment and machinery among other products must meet specific requirements in order to be placed on the market. Accreditation of service providers can be preferred mechanism to demonstrate competence in award criteria for national contracts such as car testing, medical diagnostic screening, quality ago-chemicals and other service providers supporting National Policy.

Accreditation is voluntary in nature and organizations that voluntarily choose to become accredited do so in order to distinguish their business in the marketplace and obtain independent confirmation of their competence to provide their services. Accreditation is administered through a comprehensive on-site annual assessment program with highly specialized assessors and technical experts.

1.4. Benefits of Accreditation For Businesses

Accreditation offers assurance in the integrity of conformity assessment reports and certificates of your products or services, thereby instilling confidence in stakeholders and promoting differentiated products and services to your customers. Accreditation enhances their through increasing their efficiency of performance by reducing risk of operation with higher level quality assurance. The business also have reduced cost of operations as they save cost from the removal or reduction of, Product failure, downtime and re-testing. In addition, organization have a greater opportunity to participate in global values regardless of their geographical local as operations are use harmonized standards recognized globally.

i. Facilitates global trade:

Overseas markets will be more ready to accept the reports of an accredited CAB, hence minimizing technical barriers to trade, thus increased market access.

The use of accreditation systems provides an opportunity for developing countries to participate in multilateral arrangements. MRAs (Mutual Recognition Agreements) are legally binding, negotiated agreements between governments for specific regulated products. An MRA allows products such as telecommunications equipment, for example to be tested and certified in the country of manufacture to the export market requirements before the product is shipped.

ii. For Regulators and Policy makers

Increasing confidence: As a demonstration of competency, accreditation increases confidence in data that is crucial in decision-making, thus increasing public confidence and reinforcing its commitment to ensuring public safety, health and environment protection.
Reducing overheads: Costs are lowered due to the elimination of re-testing, re-sampling and lost time (both locally and globally), improved efficiency of the assessment process, as well as removing the need for regulators to employ and manage its own audit personnel, thus avoiding duplicate audits.

Allowing flexibility: Regulators are able to set the overall policy and regulation, while relying on the accredited conformity assessment bodies to evaluate compliance.

Procurement decision: As the major procurers of goods and services, the government may rely on accredited services to inform their buying decisions, as it provides confidence that suppliers have the appropriate systems in place to deliver the requirements.

Health Care Industry: Accreditation helps departments of health care service providers to among others; Stimulates quality improvement, Improves accountability and transparency, Improves the capacity of the department to provide high quality programs and services, Strengthens the health department's relationship with key partners in other sectors (e.g., healthcare, social services, education), Increase the extent to which the health department uses evidence-based practices and strengthen the utilization of resources. More so, the positive impact of general accreditation programs on different specific clinical outcomes, including the management of Acute Myocardial Infarction (AMI), trauma, ambulatory surgical care, infection control and pain management cannot be undermined. Several studies have shown a significant positive impact of subspecialty accreditation programs in improving clinical outcomes in different subspecialties, including sleep medicine, chest pain management and trauma management. Therefore, accreditation programs of health organizations and accreditation of subspecialties are

encouraged and should be supported in order to improve the quality of healthcare services.

iii. For Conformity Assessment Bodies

Increase confidence in the integrity of your certifications and reports with accreditation. You can be assured that the results of your conformity assessments meet prevailing industry standards and best practices. Besides enhanced transparency, fair competition and service quality, the accreditation process also reveals any gaps in non-conformity to help you improve your operational performance

iv. For consumers

Consumers purchase quality products, safe to consumer and also have an opportunity of a wider choice of quality products in the market because they have trust and confidence in the products.

1.5. Justification for Establishing UGANAS

Currently, conformity assessment bodies, which include testing laboratories, certification, inspection, and verification service providers seek accreditation services from foreign accreditations bodies such as South African National Accreditation Service (SANAS) and Kenya National Accreditation Services (KENAS). The accreditation cost from foreign bodies is too high and unsustainable since Uganda does not have a national accreditation system that could provide the services at a much cheaper cost and affordable to many more CABs. This has translated into the country's products failing to access global markets with increased rejections of the products due to failure to meet the market requirements and standards and failure of health care services to gain confidence from consumers/end users. To operate in the public interest across all sectors, accreditation determines the technical competence, reliability, and integrity of conformity assessment services that are recognized internationally. Accreditation bodies determine the conformity and compliance with standards and regulations through testing, certification, verification, inspection, and calibration.

1.6. Legal Mandate and functions of UGANAS

The Accreditation Services Act No.20 of 2021 provides for mandate for UGANAS to provide accreditation for conformity assessment services; as the sole national accreditation body. UGANAS is a government agency under the Ministry of Trade, Industry and Cooperatives.

2.0. Development of the strategy

The functions of UGANAS are-: -

a. **to carry out accreditation of-**
   i. Calibration bodies;
   ii. Testing bodies;
   iii. Verification laboratories;
   iv. Certification bodies;
   v. Inspection bodies;
   vi. Environmental health bodies;
   vii. Management system certification bodies;
   viii. Seed testing bodies;
   ix. Management system certification bodies'
   x. Personnel certification bodies; and
   xi. Any other body that the Minister may, by statutory instrument, designate

b. To promote accreditation in Uganda

c. To assess conformity assessment bodies for competence and compliance with the provision of this Act;

d. To compel an accredited body to take appropriate action related to their conformity assessments'

e. To establish and maintain a register for all accredited bodies and persons;

f. To design and issue accreditation certificates to accredited bodies and persons;

g. To act as a national arbitrator in case of contradicting results;

h. To accredit conformity assessment bodies and persons;

i. To encourage and promote accreditation od certification bodies, inspection bodies, and any other bodies designated by the Minister by regulations;

j. To promote its activities among accredited persons and conformity assessment bodies in Uganda and outside Uganda;

k. To promote the use of accredited persons and conformity assessment bodies to facilitate trade;

l. To promote and protect regional and international arrangements logos including the logos of International Laboratory Cooperation and International Accreditation Forum;

m. To initiate, negotiate, conclude and maintain mutual recognition arrangements;

n. To advise national, regional and international organisations on conditions for accreditation and on other issues related to accreditation;

o. To formulate and implement national guidelines and standards to facilitate the accreditation process;

p. To protect the recognition of Uganda National Accreditation Service's logo nationally and internationally;

q. To promote the recognition of accredited persons and conformity assessment bodies by users of conformity assessment systems; and

r. To advise the Minister on accreditation matters.

2.1 Policy Mandate

The implementation of UGANAS as a government agency is aligned to achieve the strategic objectives of National Accreditation policy 2014, National Development Plan III, NRM Manifesto, National Industrial Policy 2020, National Quality and Standards Policy 2012, and National Health Policy 2010, National Trade Policy, National Health Laboratory Policy 2016, Second National Strategy for Private Sector Development 2022.

UGANAS' policy mandate is to enable and promote the mutual acceptance of conformity assessment data produced by accredited conformity assessment bodies as a basis confirming compliance to the relevant standards, technical regulations and the importing country's specific requirements.

3.0. Stakeholders of UGANAS

UGANAS accreditation will benefit both direct and indirect customers. Our immediate customers will mainly be Conformity Assessment Bodies such as laboratories (calibration, testing and medical laboratories), inspection bodies, certification bodies, verification agencies, and government and regulatory entities. Indirect customers will include users of conformity assessment results such as industry, government, and the general public. To indirect customers, UGANAS accreditation will provide the necessary trust in the goods and services tested, inspected, or certified by a UGANAS-accredited CAB. Although UGANAS' direct consumer base is national and regional, its reach is global.

Key Ministries, Departments and Agencies, like, MTIC, MAAIF, MoH, UNBS JCRC, CDC, among others, will be instrumental in the strategic partners in the strengthening the delivery of UGANAS services. On the global front, organizations such as the World Trade Organization (WTO), the World Anti-Doping Agency (WADA), EAAB, ISO, ILAC, IAF, AFRAC, the International Electro-Technical Commission (IEC), and private schemes such as GLOBALGAP will be of value to UGANAS.

4.0. SITUATIONAL ANALYSIS

Uganda's economy post-COVID remains vulnerable to the effects of global economic challenges. The country continues to face challenges of increasing negative trade imbalance because export growth is very low compared with import growth, high cost of social services high unemployment, negative impacts due to climate change and low level of industrialization.

In the East Africa Region, there is increasing practices of rejection of exports such as sugar, maize, milk among others from Uganda citing poor quality which are not safe to consume. To address some of the challenges that hamper economic and social transformation of the Ugandans, Government's strategy in NDP and other development strategies has priorities export promotion by producing products that meet various market requirements, income substitution and human capital development. This strategy is envisaged to growth exports of high quality, good quality of life, increased employment and reduced negative impacts of climate change. An export-oriented strategy is important as a means to increase Uganda's foreign exchange earnings which will play a significant role in socio-economic transformation.

Currently at the EAC and COMESA member countries, harmonization of standards and conformity assessment procedures are in progress to facilitate intra-region trade. In addition, strategies are also in place to provide Proficiency testing and accreditation services to enhance the competence of CABs in the region. This strategy is envisaged to facilitate trade through free movement of goods and services, and people

To increase exports, Uganda can take opportunity to produce goods and services taking advantage of the Africa Continental Free Trade Area agreement. It is a prime market for: building materials (cement, steel, tiles and plastics); fast moving consumer goods (sugar, dairy products, cooking oil, soap, and kitchen ware); as well as cereals and grains. In addition, it provides preferential access to Uganda's products through targeted negotiated trade agreements. The other markets to access are USA, Europe, China, India and Middle East among others.

The competitiveness of Uganda's s goods and services hinges on the quality of these products and services, confirmed by laboratories and certification and inspection bodies collectively referred to as conformity assessment bodies (CABs). Non-acceptance of conformity assessment results usually leads to the rejection or costly retesting, inspection or recertification of such exported goods and services, making such goods uncompetitive in the global market. Non-acceptance of conformity assessment results is mainly due to a lack of confidence in the competence of the CABs producing results.

Further, the World Trade Organization (WTO) TBT/SPS Agreement provided that trading partners should not use standards and conformity assessment procedures as non-tariff Barriers as a protective mechanism. Article 5 and 6 provides that, the products placed on the markets globally must be accepted when they are accompanied by accredited test report and certificates,

Accreditation therefore provides confidence and trust in the competence and integrity of conformity assessment activities. It goes a long way towards reducing technical barriers to trade both locally and internationally and allowing companies to prove their competitive edge. Exports and the linking them to the regional and global value chains are key to Uganda's economic development and UGANAS will provide accreditation services in endeavor to achieve NDPII objectives and SDG's

4.1. External Environment

UGANAS, being a governmental organization and an internationally recognized Accreditation Body for conformity assessment, will be subject to a variety of external constraints imposed by national, regional, and international commitments. The competence, consistent operation and impartiality of UGANAS accreditation is measured against the international standard ISO/IEC 17011, which was established

by a joint committee of the International Organization for Standardization (ISO) and International Electrotechnical Commission. This competence is established through peer-assessment by committees of the International Laboratory Accreditation Cooperation (ILAC), the International Accreditation Forum (IAF), and the African Accreditation Cooperation (AFRAC). Successful implementation of ISO/IEC 17011 by UGANAS will propel it to attain international recognition and to become a signatory to the ILAC/IAF and/or AFRAC Mutual Recognition Arrangements (MRAs), verifying the accreditation body's equivalence across national borders. As a result, UGANAS shall fulfill its purpose of delivering a globally effective National Accreditation System.

The East African Accreditation Board (EAAB) is another Statutory that will have an influence on the mandate of UGANAS. EAAB committee was established under the SQMT Act 2006 with a mandate to; facilitate cooperation and coordinate accreditation activities to avoid duplication of functions of the national accreditation bodies and national focal points in member states; facilitate accreditation of conformity assessment service providers within the Partner States; and promote the acceptability of test, certification and inspection results from accredited organizations within the Community. UGANAS will also create a strong twinning program with already established national accreditation bodies. This will in turn boost the implement its mandate.

The promise of technology is that it will increase service delivery and efficiency. The onset of the fourth industrial revolution, which is causing a shift in the world of work, the ease of access and popularity of digital devices, and the pace with which ICT advances are occurring need investment in technology to increase the efficiency of service delivery. UGANAS will need to begin automating its accreditation process, which will involve online registration, administrative tasks such as assessment administration, decision-making, certificate compilation, and onsite assessment processes. UGANAS is currently in the final stages of implementation and will consider additional expenditures in automating some of its supporting services.

4.2. Internal Environment

Based on the review of the country's performance during the past ten years of implementing the National Development Plans 1,2 and now 3, there has been an increasing investment in the 'real economy' to optimize the use of the increased infrastructure capacity to support various sectors of the economy to growth. The strategic objectives of NDPIII targets investments in productive economic sectors in; - Agriculture, Industry, ICT, Services, Shelter, Clothing, Health, Education and Security in order to ably increase livelihoods, generate employment and produce goods for import substitution. Thus, strengthening the role of government in increasing access to market opportunities in global and regional markets is a strategy which accreditation will position to achieve. However, Accreditation should be supported by the other pillars of the national quality infrastructure namely standards, metrology (science of measurement) and conformity assessment. The challenge is the institutional capacity of the of services of metrology especially in calibration and testing laboratories bodies is limited, which greatly has affected their competence. This testing service supports the objectives of reducing substandard goods on the market and facilitating the competitiveness of industries and exports testing for value addition including protecting health of the consumers. There is high cost of accreditation of conformity assessment services because this accreditation is sought from foreign accreditation bodies. This cost of accreditation is very high and not sustainable. As a result, very few CABs in the country have got accreditation, mainly from the public sector being supported by development partners.

To support exports in trade, industrial growth by private sector and also to ensure quality health services, there is need for UGANAS to provide accreditation services in the country. There is existence of abundant trained and professional human resources in the country which can be recruited and contracted as Assessors. This will the cost of accreditation to CABs because the cost of bringing in assessors from outside the country is greatly reduced. UGANAS will contribute towards the strengthening of Public Investment Management in order to increase the return on public investment and this will go a long way in attracting Foreign Direct Investments (FDI) because of effective and internationally recognized national

quality infrastructure.

The scarcity of technical expertise in some specialized areas (trade, enterprise, and medical services) demands higher compensation and privileges which exerts pressure on the desire to have UGANAS provide cost-effective accreditation infrastructure. UGANAS will focus on growing its assessor and technical expert pool in order to maintain the technical integrity of the accreditation process. Other priorities will include investment in ICT

5.0. SWOT (Enablers and Challenges)

Enablers	Challenges
Strength	**Weaknesses**
» Conducive Political Support	» Limited funding to operationalize UGANAS
» There is ample office space	» Inadequate number and competency of assessors to undertake assessment of CABs
» Monopoly powers to issue mandate to accredit	» Inadequate hard and software for managing accreditation process
» Existing Organizational Structure	» Lack of awareness of the public on the benefits of accreditation
» Trained Human Resource in Universities and Tertiary Colleges	» The organization structure is not fully filled
	» Lack of effective framework for coordination and collaboration with MDAs to create synergy.
	» Absence of regulations to support the implementation of the UGANAS Act.
	» Lack of awareness about UGANAS and its functions among the CABs and general public
Opportunities	**Threats**
▪ Increased market for trade through existence of regional corporation agreements such as AfCFTA, COMESA, EAC etc.	» Constantly changing standards due to new products placed on market, which require new accreditation schemes
▪ Increased demand for quality goods and services globally	» Unpredictable economic factors
▪ Increasing regional and international demand for accreditation services	» Unpredictable technological changes
▪ Collaborations with regional and international accreditation bodies	» Cyber-attacks to systems affecting data protection
▪ Existence of accredited CABs and over 1,000 potential CABs to be accredited	

6.0. Rational for the Strategy

UGANAS's core mandate is to provide accreditation of conformity assessment services in order to ensure that our conformity assessment test reports and certificates are recognized internationally aimed at promoting trade and ensure good quality of life and environment. However, due to the enormous challenges caused by globalization, operations for production, services, coordination, monitoring and evaluation of process have become complex. This calls for UGANAS to develop SMART strategy to achieve its goals through an effective and sustainable manner. It is therefore imperative for UGANAS to develop and adopt a Strategic Plan that is aligned with regional and global accreditation developments, while cross-referencing Uganda Vision 2040, Constitution, National Development Plan III and United Nations Sustainable Development Goals (SDGs) among others.

7.0. Critical success factors for accreditation service

1. First; there should be availability of critical mass of CABs to be accredited. Typically, many accreditation bodies start accrediting laboratories (testing, calibration, Medical and Diagnostic laboratories). There must be a large enough pool of laboratories whether public or private, to make operating the accreditation body feasible. Without a large enough network of laboratories in an economy, it will be unlikely that the accreditation body will have access to sufficient local technical expertise needed to assess the competence of those laboratories.

2. Second, the candidate CABs must be ready for accreditation. If an accreditation body is to be successful, the pool of candidate CABs must also be capable of meeting the international requirements for accreditation. For example for an accreditation body accrediting laboratories, this means the laboratories have developed and implemented management systems which address the criteria in the ISO/IEC 17025 standard; those laboratories are participating in some form of proficiency testing scheme or inter-laboratory comparisons for competency determination; their equipment is calibrated by competent calibration providers, and the standards used for calibration are traceable to the SI International System of Units (Système International d'Unités).

3. 3. Third, the accreditation body needs resources and a suitable infrastructure. There are two main resources needed for an accreditation body to function: people and money. Accreditation services are highly technical. For a body to assess the competence of an organization, it must have access to that same expertise at an equivalent if not a higher level. Accreditation bodies that accredit a wide range of bodies in different sectors cannot practically retain all the required technical expertise on hand as permanent staff assessors. An economy should have the required technical expertise and infrastructure available for the accreditation body to access.

   Money is the other resource required. Operating costs such as personnel and office infrastructure costs are the first expense outlays. Larger outlays of funds will be incurred at start-up especially in areas such as training, marketing and communications to raise awareness of the accreditation system. A well thought out marketing plan will be needed to reach the CABs that are the target for accreditation, as well as to make the industrial and government users of CAB services aware of the system and the benefits that accrue from its use. Budgets will have to be set aside to develop and implement the body's own management system and to train assessors on relevant standards and the application of accreditation procedures.

4. The fourth consideration is the legal status that the accreditation body will hold. To receive international recognition, it must be a legal entity

5. The fifth critical consideration is the policy support that a government may provide to ensure the on-going robustness of the Accreditation system. This support can come in the form of a National Quality Policy and supporting technical regulations, which can promote or mandate the use of the accreditation system. Institutions such as national accreditation bodies and institutes of metrology that form part of a national quality infrastructure can rarely exist without a supporting national quality policy. Regulations to support or mandate the use of the services provided by these institutions will better assure the successful application of the quality infrastructure to achieve national goals. For the policy maker that is considering the development of an accreditation system, policy may be established that fosters accreditation in specific scopes. Scopes can be chosen to support industry or economic sectors that will benefit the economy in the form of exports, or where health and safety concerns exist

6. A sixth consideration is that an accreditation body must be independent in that it is impartial and free from conflict of interest. Accreditation services should not be mixed with activities such as standards writing, standards of measurement and legal metrology. For international recognition such arrangements are fraught with difficulties because where there are co-locations of these functions there is potential for conflict of interest. An obvious example of such a conflict is where there is common ownership of the accreditation body and testing laboratories or certification body or other types of CABs. For this reason, organizations such as laboratories having responsibility for maintaining national measurement standards and those providing test results for product certification services should be very carefully separated from the accreditation body.t

The international standard for accreditation allows flexibility in how a body may be structured. However, under the standard it must be structured so that it fosters and ensures certain principles of governance already mentioned including: impartiality; objectivity; non-discriminatory policies and practices; and avoidance of conflicts of interests.

8.0. Approach to develop the strategy

The development of the Strategy for implementing Accreditation services commenced in August 2023 and was governed by a consultant who worked together with technical taskforce selected from Ministries, Departments and Agencies, and; the Private sector who worked together with representatives from the UGANAS technical management staff. The methodology for the development of the strategic implementation plan followed the subsequent steps;

a) Document Review phase

The strategic development process commenced with the review of documents including the current government policies and regulations, UGANAS documents for accreditation implementation, guidelines from International Laboratory Accreditation Corporation (ILAC) and International Accreditation Forum (IAF) among others. The Technical Task Force guided by the consultant reviewed and this process provided relevant inputs and feedback on the shared vision of the accreditation strategy including review of Uganda Vision 2040, NDP III, National Industrial Policy 2020, National Quality and Standards Policy 2012, and National Health Policy, National Trade Policy, National Health Laboratory Policy and the strategic Plan, Second National Strategy for Private Sector Development.

b) Stakeholder engagement phase

Following the document review stage, extensive stakeholder engagement was conducted through various formats such as one on one interview, on line surveys and questionnaires through email. Feedback was gained through interactions with over 250 stakeholders across multiple groups This included current government officials from various MDAs, conformity assessment players, private business sector, professional bodies like Engineers Registration Board, Association of Medical Operatives, Academia and international accreditation bodies in East Africa and Africa at large.

Further the public consultation process was also conducted in stakeholder stage gaining input from the public. The information collated from stakeholder engagements and the public consultation played an important role in the direction of the development process for this Strategy. Stakeholders recognized the confidence instilled from having their services accredited, and they acknowledged the professionalism and competency of technical taskforce with guidance by the Consultant.

c) Preliminary research

In addition, during the document review stage of the development of this strategy, preliminary research was undertaken to understand a cross section of issues including, what are the key drivers of accreditations of conformity assessment services, the potential economic, societal and environmental benefits of accreditation. This preliminary research provided a commendable support to the process of development of this Strategy for the implementation of Accreditation services, the first of the kind of service Uganda is providing.

9.0. Performance structure for the strategic plan

The strategic plan is presented in table format for easy of understanding and reference. The components of the plan are as follows:

i. Key Priority Areas; - high-level initiatives arising from the vision and mission which serve to guide the strategies and action plans towards over-arching goals

ii. Strategies; – Broad plans of action to attain the desired goals aligned to the strategic thrust

iii. Key Performance Indicator (KPI); - quantifiable measure of performance over time to ensure the specific objectives in the strategies are met

iv. Strategic Action Plan; - detailed plan outlining actions needed to reach one or more goals for strategic priorities, goals and objectives to be achieved

10.0. STRATEGIC FOCUS

10.1 Vision Statement

To be an internationally recognized accreditation system that enhances national development"

10.2 Mission Statement

To run a sustainable and internationally recognized accreditation system that will facilitate industry, trade, and good life through the provision of internationally recognized conformity assessment services.

10.3 Core Values

At UGANAS, six values guide everything we do. They are critical to our function as an accreditation body that instills global trust and confidence in Ugandan goods and services.

Table 1: Core Values of UGANAS

Core value	Definition
Integrity	UGNAS system performs its intended functions with the use of a moral code of practice, transparently and without pressure from the internal or external environment
Impartiality	We protect UGANAS impartiality based on objective criteria which guarantees no predisposition or bias in our work or in our dealings with business and public alike.
Accountability	We are accountable to our stake holders, exercise absolute care in managing our resources, and always acknowledge the responsibility for our actions and act in a transparent manner.
Engaging	Proactively and continuously engage our stakeholders and users for relevance and value proposition
Teamwork	We ensure a consistent team spirit in our work through the collaboration and synergy for timely and excellent delivery of service.
Innovation and Creativity	Continuously improve our operations and add value to our stakeholders by embracing and pursuing innovative and creative solutions.
Customer Focus	We prioritize our customers and their needs as a business philosophy that keeps customer requirements above all business decisions

11.0. Accreditation services

a) Accreditation scheme for testing and calibration laboratories under ISO/IEC 17025
Testing laboratories play an important role in economies by providing objective evidence that a product or service offering conforms to certain customer requirements or specifications

b) Accreditation scheme for Medical Testing, Diagnostic imaging Laboratories and Point of care testing under ISO 15189

c) UGANAS accreditation shall establish the delivery of a baseline level of safe healthcare followed by incremental quality improvement through evolving standards.

d) Accreditation scheme for Certification for:
- Bodies Management System Certification Bodies (MSCBs) in line with ISO/IEC 17021;
- Product Certification Bodies (PCB) in line with ISO/IEC 17065
- Bodies Operating Certification of Persons (PCB) in line with ISO/IEC 17024.

e) Accreditation scheme for inspection bodies in line with ISO/IEC 17020

f) Accreditation scheme for Proficiency Testing Providers under ISO/IEC 17043

g) Proficiency testing allows an individual laboratory to evaluate if its performance is satisfactory for the intended purpose to ensure its competence in testing

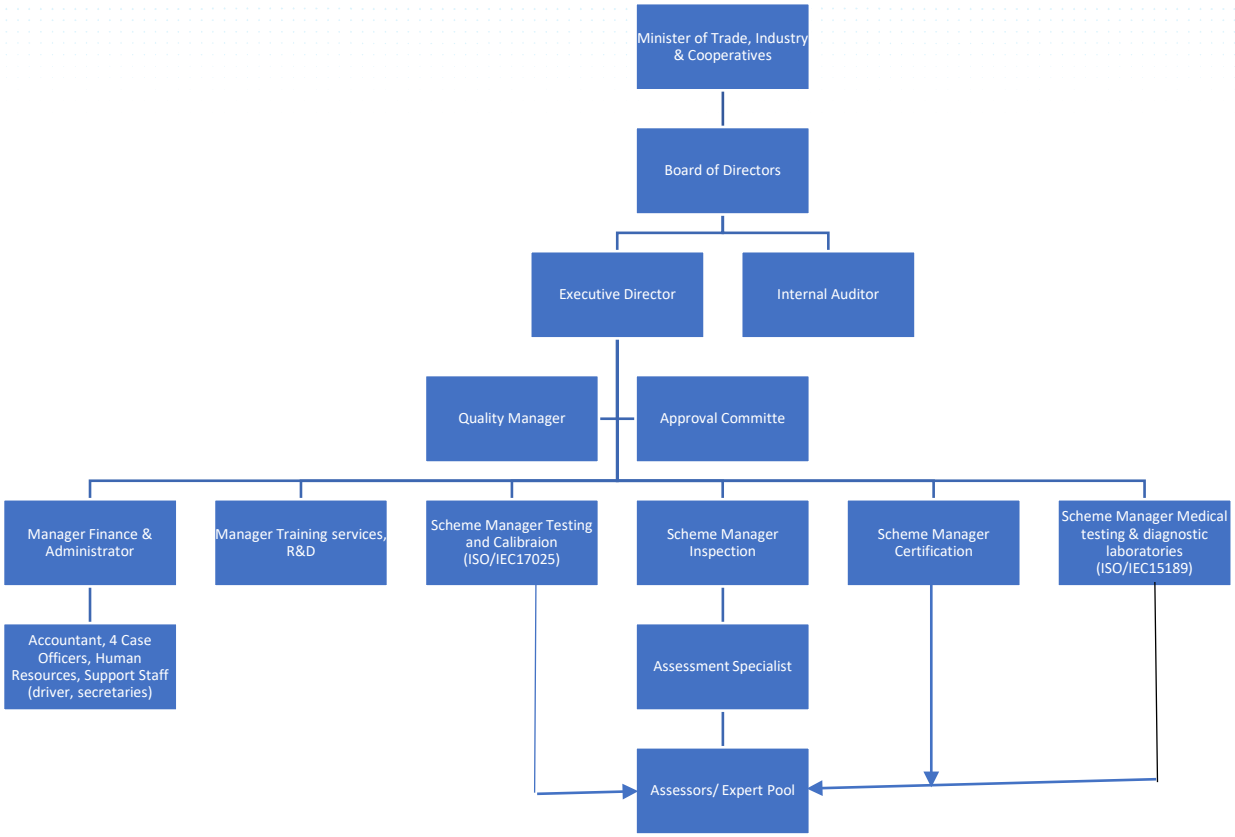
h) Accreditation scheme for Calibration laboratories under ISO/ IEC 17025 Accreditation of calibration laboratories underpins the national measurement system by ensuring the competence of these providers.

i) Training and Capacity building

j) The UGANAS training and build capacity of programs are meant to equip clients with knowledge about the standards, documentation, internal auditing, and assessment/auditing techniques

12.0. Organogram for UGANAS

Annex 1: Organisational Structure



13.0. Strategic priorities and Objectives

13.1. Key Priority Areas (KPA)

In the next 5 years, UGANAS performance will be measured by the following 5 Key Priority Areas; -

KPA 1: Accreditation of Conformity Assessment services

The accreditation of conformity assessment services is a key priority area as it is one of UGANAS core mandate of the Service under the Accreditation Service Act 2021. Under this key priority area, the UGANAS plans to deliver an accreditation system in an impartial, independent and transparent manner, in accordance ISO/IEC 17011 so that it is internationally recognized. This priority area entails development of accreditation regulations and required quality management system documentations, implementation of accreditation quality management systems, establishment of accreditation schemes, training, evaluation and contracting of assessors. UGANAS will establish, implement and maintain an institutional framework to ensure the objectivity of its accreditation services. The outcome for this KP

KPA 2: Human Capital Development to facilitate UGANAS capacity in the implementation of accreditation service

To facilitate the provision of accreditation service that is of high integrity and trusted, can be delivered by a highly trained human resource expertise, that have hands on experience and exhibits professional conduct can deliver. UGANAS will undertake the strategy to continuously develop and build capacity of the staff. This will involve class room lectures, workshops, attachment to acquire hands on experience and twinning with internationally recognized accreditation bodies. UGANAS will invest in human capital development by supporting its permanent staff, assessors and other contracted external staff to enhance organization performance for efficient service delivery. UGANAS will advocate for the accreditation of registrars of education and training providers to support its Training and knowledge transfer section.

KPA 3: Marketing and awareness to promote accreditation

The final component under accreditation and assessments entails the promotion the value of accreditation to regulators and private businesses, and the acceptance of accredited results. It also includes protecting the integrity of accreditation and the use of accreditation symbols through surveillance assessments. UGANAS undertake a vital role in promoting the accreditation activities, accreditation and training services, creating a consistent brand image, visibility, and improving communication with stakeholders. This also involves disseminating information on accreditation and accredited bodies to the public.

KPA 4: External corporation and international recognition

To increase the capacity of UGANAS in external relations and international networking, participation in meetings of international accreditation bodies like ILAC and IAF is high required. UGANAS will implement a corporate communication and collaboration strategy to realize its objectives in external corporations and mutual recognition in Africa and internationally.

KPA 5: Resource mobilization, sustainability and risk management

The future sustainability of UGANAS will depend on availability of resource to support its accreditation services and customer care. This entirely relies on strategies for resource mobilization namely; finance and human resources and risk mitigation management arrangements in order to ensure good operation performance and financial sustainability. UGANAS will establish and maintain its ability to ensure succession of positions, qualifying peer evaluators and professionalizing the Secretariat. Succession and qualifying of peer evaluators will be given priority in the development plan of UGANAS during the five years.

13.2. Strategic interventions and strategies

The strategic objectives and strategies are as indicated in Table 2 below;

Table 2: Strategic Objectives and Strategies of UGANAS

	Strategic interventions	Strategies
KPA/Strategic Objective 1: Accreditation of Conformity Assessment services		
1.1	Provide an effective and efficient accreditation service	• Develop and implement policies and regulations for the accreditation system • Establish accreditation structure to govern and manage UGANAS activities with clear roles and authorities • Develop accreditation quality management documents to implement the accreditation services in an efficient and credible manner • Recruit and contract sufficient number of Assessors • Establish various accreditation schemes
1.2	Promote private sector involvement in providing quality services	• Train CABs staff in the various accreditation standards to enable them implement the standards • Provide awareness about benefits of accreditation to CABs business and community • Introduce accreditation charges that is affordable to CABs
1.3	Protect the integrity and credibility of the accreditation system	• Develop compliance mechanisms for claims of accreditation and the use of accreditation symbols • Provide technical leadership to operationalize accreditation services
KPA/Strategic Objective 2: Human Capital Development to facilitate UGANAS capacity in the implementation of accreditation service		
2.1	Enhance competence of Assessors and strengthen administrative and management capacity of UGANAS	• Develop procedures to select, recruit and train assessors • Train assessors and administration staff in various international standards and ILAC/IAF guidelines • Attach assessors and staff to acquire experience with another ABs that is internationally recognized • Facilitate a twinning arrangement with a recognized accreditation Body (AB) to acquire experience and skills of management of accreditation services
2.2	Build technical capacity of the private sector in providing quality services	• Undertake training of Private sector CABs in various international standards
2.3	Strengthen accreditation assessment resource capabilities	• Expand and diversify the pool of qualified assessment personnel • Promote and recognize assessment personnel competence and contribution
KPA KPA/Strategic Objective 3: Marketing and awareness to promote accreditation services		
3.1	Enhance sustainability of provision of accreditation services	• Conduct continuous promotion activities on importance and benefits of accreditation • Mobilize resources through advocacy to Government, development partners and public to support the service • Develop bankable proposals to finance accreditation services • Promote research on the value and impact of accreditation

3.2	Enhance acceptance and access of goods and services in regional and international markets	• Attain internal recognition status with ILAC/IAF
3.3	Promote protection of quality of life in the population	• Promote research on the value and impact of accreditation • Enter into partnerships to co-operate and collaborate in ensuring public health • Enhance the quality of diagnostic laboratories • Enhance the quality of environmental testing facilities
KAP KPA/Strategic Objective 4: External corporation and international recognition		
4.1	Facilitate export of goods and services	• Ensure our CABs test reports and certificates for products are internationally recognized • Enter into corporation and partnership agreements in ILAC/ IAC and AFRAC for MRA/MLA
4.2	Strengthen international recognition of UGANAS activities	• Become a member to regional, continental and international accreditation corporations (AFRAC, ILAC, IAF) • Participate in relevant regional and international accreditation fora
KAP KPA/Strategic Objective 5: Resource mobilization, sustainability and risk management		
5.1	Ensure financial stability	• Lobby for funding from government and development partners • Establish good relationships and collaborations with development partners • Market UGANAS services
5.2	Increase efficiency of operation performance	• Minimize on the turnaround time for services offered • Establish systems and procedures to ensure effective internal process operations
5.3	Enhance the UGANAS' financial ability to meet its mandate	• Develop proposals and undertake extensive advocacy for resource mobilization • implement a comprehensive pricing model to cover all services

14.0. Institutional Performance Information

Over the next five years, UGANAS will be influenced by a number of major activities. These include the following;

a) **The need to facilitate the competitiveness of Ugandan enterprises competing in the global economy**

In order to fulfill UGANAS' mandate of providing an effective accreditation system, key issues concerning service delivery excellence in accrediting conformity assessment bodies, monitoring good laboratory practices compliance, knowledge transfer, and developing new fields of accreditation in support of industry and government ought to be addressed.

b) **The need to support the Government in achieving its policy objectives**

Acceptance of conformity assessment results becomes critical in the context of the growing emphasis on intra-Africa trade to prevent future trade disputes and mistrust. To satisfy the needs of government, businesses, and consumers, international recognition of accreditation scopes is critical, as it serves as the foundation for global trust in and acceptance of Ugandan-produced goods and services. Trading partners' rejection of conformity assessment results has evolved into one of the biggest technical impediments to trade.

Conformity assessment results give the necessary assurance that goods and services meet the appropriate norms and laws. As a result, UGANAS must establish mutual recognition agreements, promote the benefits of accreditation, support government-to-government trade discussions, and promote the growth of regional accreditation integration.

15.0. UGANAS Operational And Financial Sustainability

The goal of operational and financial sustainability is to ensure that UGANAS can carry out its mandate without compromising its independence and that UGANAS can continue to exist in the future. UGANAS will be primarily supported by revenue produced from services delivered and government funding through appropriations from Parliament. UGANAS will continue to invest in extending its pool of contracted assessors and will look into measures to keep its rare skills. However, in order for UGANAS to remain sustainable in the current hard economic environment, a new strategy for maintaining and developing both human and financial resources is required.

16.0. Anticipated Risks and Mitigation Measures

S/N	Key Risk	Safeguards and Procedures to Mitigate Risk
1	Inadequate visibility, limited marketing initiatives & low public awareness and poor marketing of accreditation services	• Development of marketing & communication strategy • Increase scopes/schemes of accreditation • Increase marketing activities within UGANAS and Africa in order to Increase clientele
2	Limited Financial resources	• Advocacy to government and development for funding commitment • Document resource mobilization strategies and develop proposals to seek for funds
3	Loss of business due to low compliance in regard to turn around time.	• Improve on accreditation procedures to reduce delays in the accreditation processes and do away with unnecessary processes • Development of Process Maps for key processes
4	Insufficient collaboration cooperation and strategic partnerships with relevant stakeholders	• Enhancing partnerships with various, MDAs, private sector stakeholders and development partners.
5	Inadequate human resources	• Identifying, developing and retaining the requisite human resources to support the strategic plan
6	Rapid technological advancement	• Integrating information and communication technologies in the processes of accreditation services provision
7	Resistance to change	• Employee engagement in initiating change and encouraging new initiatives on accreditation service among the public.
8	Cyber attacks (that affect the confidentiality, integrity and availability of information assets of the organization)	Initial and periodic staff training on cybersecurity • Maintain Policies and procedures addressing staff use of computers and passwords (remote access) • Ensure Software protection of information • Updating computers and backup/recovery procedures

17.0. Monitoring and Evaluation

Monitoring, evaluation and reporting is meant to examine the link between the set priorities, corresponding budgetary provisions and the resultant over the planning period. It will provide the necessary feedback and enable management to make evidence-based decisions and will be based on a framework, which consists of various components, which include setting out responsibilities, key performance indicators and monitoring mechanisms. UGANAS compiles management reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board once a year and Secretariate and an annual report developed

16.1 Monitoring

UGANAS monitors organizational performance through various systems and processes that include the following:

- Internal and external audits that ensure UGANAS compliance with systems, processes, policies and procedures;
- Compliance with ISO/IEC 17011, as well as identifying business improvement processes;
- Regular program audits that ensure compliance with applicable programme standards, ISO/IEC 17011 and management review processes that involve monitoring the implementation of strategic objectives; UGANAS policies and procedures; and
- Sample audits that maintain the technical integrity of the programme and ensure consistency and impartiality in the assessment process. They also ensure that clients are provided with a satisfactory technical service

16.2 Reporting

UGANAS compiles management reports on a quarterly basis. All quarterly reports to the Board are consolidated into an annual report. UGANAS monitors its business through the performance reporting framework on the set indicators and annual targets to ensure that all commitments made in strategic plan which are translated into service delivery to the customers through performance contracting, annual work planning at the Departmental, Directorate and Individual level.

LOGICAL FRAMEWORK HIGHLIGHTING THE MONITORING AND EVALUATION PROCESS OF UGANAS STRATEGIC INTERVENTIONS

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
KPA/Strategic Objective 1:Accreditation of CABS											
Provide an effective and efficient accreditation service	Develop and implement policies and regulations for the accreditation system	No. of regulatory documents developed and implemented	Percentage increase in the No of new regulatory documents developed compared to previous year	10%	60%	Annual	Executive Committee	Board	66	247,500	1-2
	Establish accreditation structure to govern and manage UGANAS activities with clear roles and authorities	Accreditation structure established	Existence of an operating Accreditation Structure	30%	90%	Semi-Annual	ED	Board	53	198,750	1-2
	Develop accreditation quality management documents to implement the accreditation services in an efficient and credible manner	Quality Manual developed	Amendments in the existing Quality Manuals to meet current ISO and general requirements	40%	95%	Annual	Quality Manager	ED	38	142,500	1-2
	Recruit and contract sufficient number of Assessors	▪ No. of assessors recruited and contracted	Assessors' Register	10%	80%	Semi-Annual	HR Dept	ED	37	138,750	1-2

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Establish various accreditation schemes	No. of accreditation schemes established	Accreditation schemes published on the website and in the general public domain Availability of scheme managers	50%	95%	Annual	HR Dept	ED	44	165,000	1-2
Promote private sector involvement in providing quality services	Train CABs staff in the various accreditation standards to enable them implement the standards	▪ Training reports ▪ Training materials developed ▪ No. trainings conducted ▪ No. of CABs staff trained ▪ Workshop reports	Increase in the uptake of the Private Sector towards providing quality services to their communities	5%	70%	Annual	Manager Training Services, R&D	ED	46	172,500	1-3
	Create awareness about benefits of accreditation to CABs business and community	▪ No. of awareness campaigns run ▪ No. of awareness materials developed and disseminated ▪ Awareness campaign reports	Percentage increase in the awareness campaigns compared to previous year	10%	60%	Semi-Annual	Manager Training Services, R&D	ED	35	131,250	1-3

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Introduce accreditation charges that is affordable to CABs	▪ Accreditation fee's structure	Publication of Accreditation fees structure in generally accessible media	20%	60%	Semi-Annual	Quality Manager	ED	26	97,500	1-3
Protect the integrity and credibility of the accreditation system	Develop compliance mechanisms for claims of accreditation and the use of accreditation symbols	▪ No. of CABs claims handled ▪ No. of accreditation symbols authenticated	No. of symbols published and put in the gazette	20%	50%	Annual	Quality Manager	ED	48	180,000	1-3
	Provide technical leadership to operationalize accreditation services	▪ Functional technical leadership structure ▪ No. of technical staff recruited	Previous increase in the recruited technical staff compared to previous period	30%	80%	Annual	HR Dept	ED	27	101,250	1-3
KPA/Strategic Objective2: Human Capital Development to facilitate UGANAS											
Enhance competence of Assessors and strengthen administrative and management capacity of UGANAS	Develop procedures to select, recruit and train assessors	▪ Documented criteria for selecting, recruiting and training assessors	HR Procedures developed	30%	98%	Annual	HR Dept	ED	33	123,750	1-3

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Train assessors and administrative staff in various international standards and ILAC/IAF guidelines	▪ Training reports ▪ Developed training materials ▪ No. trainings conducted	Number of Assessors trained and well equipped with the knowledge and skills	10%	80%	Semi-Annual	Manager Training Services, R&D	ED	29	108,750	1-3
	Attach assessors to acquire experience with another ABs that is internationally recognized	▪ No. of assessors attached ▪ Attachment reports	MoUs signed and twinning arrangements accepted by internationally recognized ABs to take up assessors	5%	40%	Annual	ED	Board	26	97,500	1-3
	Facilitate a twinning arrangement with a recognized accreditation Body (AB) to acquire experience and skills of management of accreditation services	▪ No. of MoUs signed with internationally recognized ABs ▪ Twinning reports	MoUs signed and twinning arrangements accepted by internationally recognized ABs to take up assessors	5%	40%	Annual	ED	Board	19	71,250	1-3
Strengthen accreditation assessment resource capabilities	Expand and diversify the pool of qualified assessment personnel	▪ No. of new qualified assessment personnel recruited	New areas of competence developed	5%	70%	Annual	Quality Manager	ED	32	120,000	3-5

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Promote and recognize assessment personnel competence and contribution	▪ No. of assessment personnel recognized ▪ No. of awards and recognitions issued	Recognition occasions and ceremonies conducted	1	5	Annual	HR Dept	ED	18	67,500	2-5
KPA/Strategic Objective 3: Marketing and awareness to promote accreditation services											
Enhance sustainability of provision of accreditation services	Conduct continuous promotion activities on importance and benefits of accreditation	▪ No. of promotional materials reviewed and published ▪ No. of promotional campaigns ran	Annual participation in Accreditation Day (9th June)	1	5	Annual	Manager Training Services, R&D	ED	25	93,750	1-5
	Mobilize resources through advocacy to Government, development partners and public to support the service	▪ No. and value of resources mobilized ▪ No. of development partners collaborated with	Collaborative partnerships and MoUs signed with relevant stakeholders	1	5	Annual	ED	Board	31	116,250	1-5
	Develop bankable proposals to finance accreditation services	▪ No. of bankable proposals developed and approved ▪ No. of bankable proposals funded	No. of successful projects implemented	3	15	Annual	Manager Finance and Administration	ED	33	123,750	1-5

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Promote research on the value and impact of accreditation	▪ No. of research proposals written and approved ▪ No. of research proposals funded ▪ No. of research papers published	Areas of research ventured into	0	5	Annual	Manager Training Services R&D	ED	21	78,750	1-5
Enhance acceptance and access of goods and services in regional and international markets	Attain international recognition status with ILAC/IAF	MRAs and MLAs signed with AFRAC/ILAC/IAF	No, of MRAs and MLAs signed	0	3	Annual	Quality Manager	ED	19	71,250	3-5
KPA/Strategic Objective 4: External co-operation and international recognition											
Facilitate export of goods and services	Ensure our CABs test reports and certificates for products are internationally recognized	▪ Volume of goods and services accepted at the international markets	Percentage of exported goods and services accompanied by certificates from accredited CABs	5	40	Annual	Manager Training Services, R&D	ED	23	86,250	2-5

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
Strengthen international recognition of UGANAS activities	Become a member to regional, continental and international accreditation cooperations (AFRAC, ILAC, IAF)	▪ No. of applications made ▪ Peer assessment report ▪ MRAs/MoUs signed	Functions/ ceremonies held to recognize regional and international peering	0	2	5 years	ED	Board	21	78,750	3-5
	Participate in relevant regional and international accreditation fora	▪ No. of meetings attended at international fora ▪ Workshops/ seminar reports									
KPA/Strategic Objective 5: Resource mobilization, sustainability and risk management											
Ensure financial stability	Lobby for funding from government and development partners	▪ Budget allocated to UGANAS ▪ Signed MoUs	Successful funding from Government and Development Partners	20%	90%	Annual	Manager Finance & Administration	ED	23	86,250	1-5
Increase efficiency of operation performance	Minimize on the turnaround time for services offered	▪ Continuous referrals ▪ Client retention	Satisfied clients	50%	90%	Annual	Quality Manager	ED	21	78,750	2-5

Strategic Interventions	Activities	Key Performance Indicators	Definition (How is it measured)	Baseline (Current Achievement)	Target Value	Frequency (How often is it measured)	Responsible Authority	Reporting Line	Annual Cost USD 000	Annual Cost UGX 000,000	Time-frame (Years)
	Continuous review of systems and procedures to ensure effective internal process operations	▪ Reduced demand for services from foreign accreditation bodies ▪ Reduced complaints from clients	Increased number of Accredited CABs by UGANAS	100	400	Annual	Quality Manager	ED	25	93,750	2-5
							GRAND TOTAL		**819**	**3,071,250**	**5 YRS**

LOGICAL FRAMEWORK HIGLIGHTING THE MONITORING AND EVALUATION PROCESS OF UGANAS STRATEGIC INTERVENTIONS

Budget summary

Key Performance	2023/2024 USD 000	2024/2025 USD 000	2025/2026 USD 000	2026/2027 USD 000	2027/2028 USD 000
Accreditation of Conformity Assessment services	420	462	508	559	615
Human Capital Development to facilitate UGANAS	154	169	186	205	225
Marketing and awareness to promote accreditation services	129	142	156	172	189
External co-operation and international recognition	0	44	48	53	59
Resource mobilization, sustainability, monitoring and risk management	69	76	83	92	101

ANNEX1 Workplan Showing the activities to functionalize Uganda National Accreditation Service (UGANAS)

		Timeframe																					
		2023						2024												2025		2026	2027
	Activities	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
1	Launch UGANAS (Office and management team)																						
2	Support the development of the institutional and regulatory framework to implement the UGANAS accreditation act 2021																						
3	Carry out awareness programs, campaigns and outreaches to stakeholders to promote the uptake of accreditation services in the country																						
4	Development of policies and procedures for the UGANAS																						
5	Develop an electronic information management system for managing UGANAS activities (accreditation process, application, databases, resources for applicants)																						
	Trainings:																						
6	Training UGANAS secretariat, board, approvals committee on ISO 17011																						
7	Training lead and technical assessors for:																						
	- ISO 15189 (Medical laboratories),																						
	- ISO 17020 (Inspection),																						
	- ISO17021 (Certification body) &																						
	- ISO 17025 (Testing and calibration)																						
8	Benchmark visits to at least two accrediting bodies																						
9	Twining program with an international accrediting body (attachment and mentorship)																						
10	Carry out assessments of conformity assessment bodies (CABs)																						
11	Convene Board meetings, sub-committee meetings, TWG Taskforce meetings, approvals committee meetings																						
12	Application to regional African Accreditation Cooperation (AFRAC) for associate membership and International Laboratory Accreditation Cooperation (ILAC) for full membership																						
13	Peer-evaluation assessment by AFRAC																						
14	Full evaluation assessment or Mutual Recognition Arrangement (MRA) Assessment by ILAC/IAF																						