




UGANDA REGISTRATION
SERVICES BUREAU

ANNUAL REPORT 2021-2022

 Uganda Business Facilitation
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UGANDA REGISTRATION
SERVICES BUREAU



URSB CORPORATE PROFILE

Uganda Registration services Bureau (URSB) is a semi -autonomous body established by the URSB Act, Cap.210 to implement the relevant laws, provide registration services, collect and account for all the Non-Tax Revenue provided for under the relevant laws. The Bureau is responsible for the following functions:



BUSINESS REGISTRATION

Business registration which includes registration and regulation of companies, registration of business names, partnerships and legal documents.



CIVIL REGISTRATION

Civil registration which includes marriages (Civil, Church, Muslim, Hindu and Customary), Registration of Muslim divorces, licensing of churches to celebrate marriages and issuance of single status letters



INTELLECTUAL PROPERTY RIGHTS REGISTRATION

Intellectual Property Rights registration which includes: Trademarks, Service marks Copyright, Neighbouring rights, Patents, Industrial Designs, Geographical indications and Utility models.



HANDLING OF INSOLVENCY MATTERS

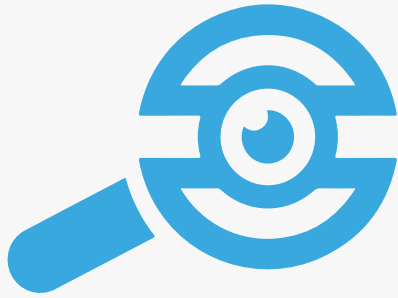
Handling of insolvency matters which includes corporate rescue and winding up of companies.



THE REGISTRATION OF SECURITY INTEREST IN MOVABLE PROPERTY.

The registration of Security Interest in Movable Property. This is a fully electronic notice-based registry system. It can be accessed online by persons authorized to register and the public for searches, available 24 hours a day. Interaction with the System can be done from anywhere in the world through an internet connected device.

Vision



Centre of Excellence
for Reliable Registra-
tion Services

Mission



To provide seamless
and reliable registration
services



CORPORATE GOVERNANCE STATEMENT

The G20/Organisation for Economic Cooperation and Development (OECD) Principles of Corporate Governance guide the Board's corporate governance approach. The Board applies the principles with necessary modifications to suit the local circumstances and the regulatory environment of the Bureau, helping the board to discharge its functions. The Board continues to update its governance approach in line with emerging trends and best practices. Currently, issues of Environmental, Social and Governance (ESG) are at the forefront of the Board's agenda and will continue to guide the Board in aligning URSB strategy to the National Development Plan (NDP III) as well the Sustainable Development Goals (SDGs).

A. Board of Directors

The Board of Directors (Board), appointed by the Minister responsible for Justice and Constitutional Affairs, is the governing body of Uganda Registration Services Bureau (URSB).

The URSB Board comprises of Nine (9) members appointed from various sectors of government to bring diverse skills and experiences, in accordance with the URSB Act Cap 210. They are individuals who have knowledge and proven experience in fields of law, commerce, economics, taxation, business management and other relevant fields.

The Board comprises of a sufficient number of independent directors to provide appropriate checks and balances to the Registrar General and management generally. The Board conducts most of its work through committees. It provides strategic guidance to management and puts in place policies necessary for the smooth running of the Bureau.

B. The Role of the Board

The Board meets every quarter to discharge its functions as stipulated under section 7 of the Uganda Registration Services Bureau Act Cap 210. These roles include;

- Formulation and review of policies;
- Monitoring and evaluation of management's performance;

- Supervision of the Bureau's management and business;
- Determination of the structure and staffing among others;
- Oversight and supervision of management;
- Determination of strategic objectives and policies of the Bureau to deliver long-term value;
- Provision of strategic direction within a framework of incentives and controls.

C. Board Committees

The Board executes its functions through committees. These are; the Finance, Audit and Human Resource Committee. The Board receives reports from these committees at its quarterly meetings and considers their recommendations.

i. The Audit Committee: The Committee is responsible for risk management and internal control systems. It assists the Board in discharging its responsibilities to develop and maintain an effective system of internal controls. It is comprised of three members, one of whom has relevant knowledge and experience in risk management and audit.

ii. The Human Resource Committee: The Board places great emphasis on the quality of human resource to deliver the Bureau's mandate. It has delegated this function to a three—person Human Resource Committee whose duty is to oversee and evaluate the institution's overall human resources and compensation structure, policies and programs. It reviews the structure, size, and composition of the staff, remuneration and other rewards and makes recommendations to the Board.

iii. The Finance Committee: Sound financial management is at the forefront of the Board's agenda. The Board delegates this function to the Finance Committee comprised of three (3) non-executive directors and one executive director. The mandate of the committee is to review financial statements and accounting policies, assess financial risk, review and advise the Board on financial strategy and reviews budgets. It also monitors budget utilization and reports its findings to the Board.

BOARD OF DIRECTORS PROFILE



Amb. Francis K. Butagira



Ms. Mercy K. Kainobwiso



Hon. Emmanuel Lumala Dombo



Rev. Amos Turyahabwe



Mr. Anyama Ben



Ms. Christine Kaahwa



Mr. Swizin Mugyema



Mr. Zziwa Moses



Mr. Kasirye Julius

TOP MANAGEMENT



Ms. Mercy K. Kainobwiso
Registrar General



Mr. Alex Anganya
Deputy Registrar General



Ms. Caroline T. Egesa
Board Secretary



Mr. Gilbert Agaba
Director Intellectual Property



Mr. Mustapher Ntale
Director Insolvency and Receivership



Mr. Mugabe Robert
Director Business Registration



Mr. Vicent Katutsi
Director Civil Registration



Mr. Arthur Kwesiga
Director ICT & Innovation



Ms. Freda Bwiizi Nayebare
Director Planning & Research



Mr. Francis Kaggwa
Director Finance and Administration



Mr. Geoffrey Byamukama
Director Human Resource

HEADS OF UNITS



Ms. Provia Nangobi
Head Public Relations & Corporate Affairs



Ms. Miriam Nabatanzi
Head Compliance & Enforcement



Ms. Adeline Kushemererwa Elem
Head Field Operations



Ms. Stella Kakwezi Olimi
Head Chattels Securities Registration



Ms. Patience K. Buhikire
Head Legal Advisory Services



Ms. Bernadette Tamale
Head Records Management

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BOARD CHAIRMAN'S STATEMENT

Amb. Francis K. Butagira

2021 2022

ANNUAL REPORT

Uganda Registration Services Bureau (URSB) is progressively realising its vision as a Centre of excellence for reliable registration services as reflected in the impressive results of the past financial year. For the financial year 2021-2022, URSB exceeded its financial performance target by UGX 11.47 billion, realizing Non-Tax Revenue (NTR) collection of UGX 57.4 billion against a target of UGX 45.51 billion.

This excellent performance was due to a number of tangible policies introduced by administration under the leadership of the Registrar General and the oversight of the Board.

These include among others, increased digitization and simplification of services to enable formalization of businesses, a zero tolerance for corruption, a sustained campaign drive for formalization

and a commitment to improving the capacity and welfare of our workforce.

In addition to financial performance, URSB excelled in many other areas. It successfully hosted the African Regional Intellectual Property Organisation (ARIPO) Diplomatic Conference in August 2021 leading to the Adoption of the Kampala Protocol on Voluntary Registration and Notification of Copyright and Related rights and coordinated the ratification of several WIPO treaties.

I commend my fellow Board members for the tireless efforts in supporting management. In a special way, I commend Ms. Christine Kaahwa for her service and contribution to the Board. On behalf of the Board and on my own behalf, I congratulate her upon her appointment as Ag. Judge of the High Court. Ms. Christine will be leaving the Board to serve the country as Judge

of the High Court. I wish her success in her new role.

I congratulate the Registrar General for winning the Africa Brand Leadership Excellence Award 2022. This award is a recognition of her exemplary leadership at URSB, her inspiration to youths and women. It is also a recognition of URSB's growing reputation and brand.

I commend the Registrar General and her team for the excellent performance in the reporting period as well as Government of Uganda (GoU) for the support and guidance through the Ministry of Justice and Constitutional Affairs. I have confidence that we shall accelerate the synergies of the past financial year to achieve greater results in all set performance indicators and I pledge the support of the Board in this effort.

For God and my Country

Ambassador Francis K. Butagira

Board Chairman



REGISTRAR GENERAL'S FOREWORD

Ms. Mercy K. Kainobwisho

2021
2022
ANNUAL REPORT

The Bureau innovatively continued to deliver on its mandate and services through; registration of companies and business names, registration of intellectual property rights, handling insolvency matters, registering marriages and propelling the use of movable property as collateral to access affordable credit through maintenance of the security interest in movable property registry system (SIMPO). Increased digitization, simplification of processes aimed at ease of doing business and zero-tolerance to corruption accelerated our efforts leading to good financial performance.

The Financial Year 2021/2022 closed on a high note. The Bureau surpassed its target by UGX 11.47 billion, thanks to improved economic recovery that is enhancing formalization away from the slowdown caused

by the COVID-19 pandemic. URSB continued to deliver on its mandate of formalizing the economy and facilitating private sector development and competitiveness by enabling individual businesses, micro, small & medium enterprises (MSMEs) to join the formal sector. In addition to financial performance, URSB excelled in many other areas.

Under the roadmap of the adopted Strategic Plan III (SPIII) aligned to the National Development Plan III (NDP III) to support services delivery, increase uptake of registration service innovation and technology development, 46,860 businesses and companies were registered. With digital solutions, the Bureau is reforming its registers to further simplify processes, making them user friendly.

Our intellectual property registers continued to expand, fulfilling our mandate to sup-

port intellectual property innovations as the National IP office by protecting, promoting and commercialising inventions through supporting groups such as artists, authors and inventors by effecting trademark, utility models and patent registrations. We have worked with other relevant Ministries and are now in the final stages of creating a regulatory framework for the protection of traditional knowledge, which will open enormous opportunities for various categories of persons and local communities to harness economic benefits of their heritage.

The Security Interest in Movable Property registry system (SIMPO), implemented in 2019, continued to grow covering 12,000 borrowers especially from small business owners including youth and women. The SIMPO registry was launched in 2019 to support the use of moveable

assets as collateral to gain financing. With the formalization and innovation drive, URSB is strategically positioned to contribute towards the Government's poverty alleviation agenda through initiatives such as the Parish Development Model, launched by the President.

In the reporting period, URSB in cooperation with government successfully hosted two diplomatic events. In August 2021, we hosted the Africa Regional Intellectual Property Organisation (ARIPO) Diplomatic Conference leading to the adoption of the Kampala Protocol on voluntary registration and notification of copyrights & related rights.

In November, we hosted the Corporate Registers Forum that brought together over 400 delegates from 60 registers across the world to discuss the Ease of doing business and the role of corporate registries.

On behalf of management, I would like to extend my appreciation to the Government of Uganda for the tireless support to URSB, the Ministry of Justice and Constitutional Affairs for the policy direction and guidance.

In a special way, I appreciate the Chairman of the Board of Directors, Ambassador Francis K. Butagira and the entire

Board for the relentless support, guidance and leadership.

Lastly, I commend all staff whose collective efforts have brought us this far. We look forward to an impactful financial year 2022/23.

For God and my Country



Registrar General

ACRONYMS

ARIPO	African Regional Intellectual Property Organisation
BRS	Business Registration System
BUBU	Buy Uganda Build Uganda
CAOs	Chief Administrative Officers
CMOs	Collective Management Organizations
CR	Civil Registration
CRF	Corporate Register's Forum
CSR	Corporate Social Responsibility
DCAOs	Deputy Chief Administrative Officers
FPC	First Parliamentary Counsel
FY	Financial Year
HEPSA	Higher Education Partnerships in Sub-Saharan Africa
IAIR	International Association of Insolvency Regulators
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
IP	Intellectual Property
ISO	International Organisation for Standardization
JLOS	Justice Law & Order Sector
MCJL	Muslim Centre for Justice and Law
MDAs	Ministries, Departments and Agencies
NDP	National Development Programme
NRMS	National Marriage Registration System
NTR	Non Tax Revenue
NWG	National Working Group
OECD	Organisation for Economic Cooperation and Development
QMS	Quality Management System
RIA	Regulatory Impact Assessment
SIMPO	Security Interest in Movable Property Registry
SMS	Short Message Service
TK	Traditional Knowledge
TREP	Taxpayer Registration Expansion Programme
UMRA	Uganda Microfinance Regulatory Authority
UNBS	Uganda National Bureau of Standards
URSB	Uganda Registration Services Bureau
VFM	Value For Money

1. INTRODUCTION

The Annual Report for financial year 2021/22 presents the URSB performance during the period July 2021 to June 2022, in line with the strategic direction. The report also presents URSB's financial performance in the financial year 2021/22 in accordance with the Public Financial Management Act 2015.

The FY 2021/22 was the second year of implementation of URSB's Strategic Plan 2020/21-2024/25. The plan is premised on the theme of "Enhancing Formalization of Uganda's Economy" and is aligned to Uganda's National Development Plan III, through seven programmes namely; Private Sector Development, Agro Industrialization, Innovation, Technology Development and Transfer, Community Mobilization and Mindset Change, Governance and Security, and Development Plan Implementation.

The annual report 2021/22 is therefore presented based on the NDP III programmes, highlighted above.

2. STRATEGIC RESULTS

The strategic results reflect the outcomes and outputs of the various initiatives and activities implemented by URSB in the financial year 2021/22, as presented in this section.

2.1 Private Sector Development

The private sector development programme under the NDP III, is anchored on the need to increase competitiveness of the private sector to drive sustainable inclusive growth.

URSB mainly contributes to the programme through strengthening the Security Interest in Movable Property Registry strengthening the corporate rescue framework and the business process and innovation function to spear head simplification of registration services. In the FY 2021/22, the following were achieved:

2.1.1 Strengthen Security Interest in Movable Property Registry (SIMPRS)

The Security Interest in Movable Property Registry (SIMPO) system envisions access to credit using movable property as security. The implementation of the system involves key players like moneylenders, savings and credit cooperatives (SACCOs), non-deposit-taking microfinance institutions, law firms among others. In the FY 2021/22, the following were achieved;

- 5,200 loans were accessed using the SIMPO system which was a positive move in driving the private sector development programme objective

of contributing to financial inclusion.

- Facilitated the creation of 31 lenders accounts, which included: commercial banks, microfinance institutions, moneylenders, SACCOs, among others. Increased registry activity with 4,530 security interest notices registered against a target of 5,376. A total of 4,984 searches were carried out on the system with 3341 official searches and 1553 unofficial searches.

- 218 clients were trained from different sectors including financial institutions, law firms and individuals. The trainings were aimed at creating awareness about the SIMPO registry. The registry was able to collect NTR worth UGX 171,970,000 against a target of UGX 161,642,667.

2.1.2 Strengthen the business process and innovation function to spearhead simplification of registration services

URSB with support from the Ministry of Information Communication Technology and National Guidance, is developing an online business registration system to support operations. The Online Business Registration System (OBRS) is an enterprise platform that will revamp business registration processes, reduce the time and effort required for new businesses to register, improve regulatory oversight by Government, provide the private sector with access to business information that assists in investment decisions, improve the competitiveness of the investment environment and drive economic growth.

URSB developed an avenue that enables clients submit applications for document certification, company resolutions for bank account opening, company and business name document searches, name reservation and business name registration online and have feedback without them walking into the bureau's offices physically thus easing the process of doing business.

URSB Commenced the process of system upgrade of the Security Interest in Movable Property Registry. The upgrade is expected to introduce new features in order to improve the user experience so the Bureau can serve its clients better.

The Bureau was able to produce audio visuals messages on the different services offered by the Security Interest in Movable Property

Registry. This has enabled clients to have remote technical assistance thereby simplifying the registration process.

Corporate Registers Forum Conference 2021

URSB hosted the annual Corporate Registers Forum Conference 2021 in Uganda which was the first virtual conference for the Forum and the fourth to be hosted in Africa after Botswana hosted in 2018 under the theme “Ease of Doing Business; The Role of Corporate Registries” from 9th to 11th November 2021.

The conference discussed the latest developments in the corporate business registers, as well as sharing experiences and information on the present and future operations of corporate business registration systems. Some of the countries that attended the 2021 CRF included Singapore, India, Australia, South Africa, United Kingdom, Labuan, North Macedonia, Namibia, Botswana, New Zealand, Malaysia, Ghana, Germany, and the Forum brought together participants.

2.1.3 Strengthen Clients’ Business continuity and sustainability

Webinar on business re-organization

URSB organized a webinar on business re-organization in the wake of COVID-19 and re-opening of the economy to create awareness about the different insolvency mechanisms available to businesses to achieve recovery and sustainability in the aftermath of COVID-19 economic lockdown.

Company Dispute Resolution function

URSB has helped companies settle a number of

company disputes which arise from misunderstandings among the shareholders/subscribers thus enabling continuity of business. In the financial year 2021/22, eighty-four (84) matters were settled.

Beneficial Ownership register

According to Regulation 11 of the Anti-Money Laundering Regulations 2015, the Registrar of Companies is one of the accountable persons charged with the responsibility of identifying, obtaining and keeping a record of beneficial owners of the different legal persons or entities.

This function is spearheaded by the Directorate of Business Registration, which recorded beneficial ownership information on 87 persons/entities in the year 2021/22.

2.1.4 Strengthen the Corporate Rescue Framework

Insolvency Conference 2022

URSB successfully held the 5th Insolvency Conference on the 23rd and 24th March, 2022, under the theme “Emerging Trends in Corporate Restructuring in Uganda: What to Expect and How to Prepare”.

The conference was attended by 1,098 participants including Judicial Officers, lawyers, Certified Public Accountants, Chartered Secretaries and Administrators who are charged with the governance and sustainability of companies. The purpose of this conference was to create awareness about Insolvency services in response to the disruptions caused to businesses by the effects of the COVID-19 pandemic which left many businesses financially distressed and unable to sustain their operations.



(Picture: L-R Registrar General Merck K Kainobwiso, Hon. Attorney General of Uganda, Mr. Kiryowa Kiwanuka and URSB Board Chairman HE Amb. Francis Butagira during the Insolvency Conference at Mestil Hotel, Kampala.)



DPP Hon. Justice Micheal Chibita (L) and Hon. Justice Geoffrey Kiryabwire at the Insolvency Conference held at Mestil hotel in Kampala



Mbale Resident Judge Hon. Justice Godfrey Namundi giving remarks at the Training on Insolvency held at Wash and Wills Hotel, Mbale).

Sensitization workshop on Insolvency.

A seminar training for participants from the legal accounting professionals was held in Mbale on 21st April, 2022 and opened by the Resident Judge, Hon. Justice Godfrey Namundi which targeted the business community, regulators, policy makers, insolvency practitioners, lawyers and accountants. Mbale Resident Judge Hon. Justice Godfrey Namundi giving remarks at the Training on Insolvency held at Wash and Wills Hotel, Mbale). The workshop was attended by 94 participants.

Spot Visits to Insolvency Practitioners

Spot Visits were conducted to insolvency practitioners to assess their compliance levels. The engagement focused on filing of annual returns, filing requisite documents with the official receiver for insolvent companies, proper management of insolvent estates among others.

Capacity Building on Insolvency Law

URSB staff participated in the INSOL Conference held from 26th -28th June, 2022 in London. The conference equipped our staff with vast insolvency knowledge, practical skills from

the international judges and exposure to different international practices.

2.2 Governance and Security

The Programme focuses on reviewing and reforming laws to promote competitiveness and regional integration, accessing justice, enhancing information management, strengthening financial and human capital development and enhancing public demand for accountability.

2.2.1: Reform and update laws to promote competitiveness and regional integration.

In the financial year 2021/22, the following laws were passed;

Laws Passed;

i. Stamp Duty Amendment Act, 2022 was passed by Parliament, the new amendment

reduced the stamp duty that

was previously imposed on loans relating to chattels from 1% to nil. This is likely to increase access to credit for MSMEs thereby leading to economic growth.

Protocol:

i. Kampala Protocol on Voluntary Registration of Copyright and Related Rights: Uganda successfully hosted the ARIPO Diplomatic conference between 26th - 28th August 2021 that led to the adoption of the Protocol on Voluntary Registration of Copyright and Related Rights by 20 ARIPO member states. The objectives of the Protocol are to establish, manage, facilitate and coordinate a system for voluntary registration and notification of copyright and related rights.



Front Row: Bemanya Twebaze (DG ARIPO), Hon Rukia Nakadema 3rd Deputy PM, Hon. Jackson Rwakafuzi (Minister of State for Justice and Constitutional Affairs and Registrar General Ms. Mercy K Kainobwiso pose for a group photo with delegates during the ARIPO Diplomatic Conference held at Speke Resort Munyonyo

Ratification of Treaties

Uganda ratified the following Copyright treaties and is bound by the obligations under the convention and treaties. The process for domesticating was commenced for effective operationalization.

i. The Berne Convention for the Protection of Literary and Artistic Works. This Convention deals with the protection of works and the rights of the authors. It provides creators of works with the means to control how their works are used, by whom, and on what terms.

ii. Beijing Treaty on Audiovisual Performances. The Treaty deals with the intellectual property rights of performers in audiovisual performances. It grants performers economic rights for their performances fixed in audiovisual fixations.

iii. WIPO Performances and Phonograms Treaty, 1996 (WPPT). This treaty is concerned with the rights of performers and producers of phonograms, particularly in the digital environment.

iv. WIPO Copyright Treaty (WCT). Uganda ratified the WIPO Copyright Treaty (WCT) on 28th April 2022. This is a special agreement under the Berne Convention which deals with the protection of works and the rights of their authors in the digital environment.

Laws under Review

Principal Legislation

i. Amendment of the Insolvency Act, 2011;

The Insolvency Bill, 2022 was presented to Cabinet and approved, and will be presented to Parliament in the next Financial Year for approval. The amendment seeks to achieve the following reforms among others; simplify the winding up process

for companies that have no assets, reduce the time for winding up of companies, provide for post-commencement financing of companies in insolvency to enable them settle claims, and prioritizing of secured creditors.

ii. Amendment of Companies Act, 2012:

The bill was presented to Cabinet and approved, and will be presented to Parliament in the next Financial Year for approval. The reforms intend to close existing gaps in the law, introduce provisions to align with international obligations for example the requirement to register beneficial ownership, promote the ease of business by encouraging use of ICT in company administration, among others.

iii. Security Interest in Movable Property Act, 2019;

Review of the Act was commenced and proposals for amendment have been prepared for discussion with stakeholders.

iv. Formulation of a Law on Traditional Knowledge to Regulate Traditional Knowledge and Folklore.

Upon approval by the Attorney General to commence drafting of the *suis generis* legislation on Traditional Knowledge, a Memorandum on the principles for the National Traditional Knowledge Protection Bill, 2022 was forwarded to First Parliamentary Counsel.

It awaits stakeholder validation and subsequent submission to Cabinet for approval. The Principles demonstrate Government's commitment to promote tradition-based creativity and innovation as ingredients of sustainable economic development.

v. Proposals to the Mar-

riage Bill:

Proposals were made to Uganda Law Reform Commission for amendment of the existing framework on marriages. Proposals include; giving powers to the Registrar General to issue marriage licenses, having a foreign marriage register for Ugandan Citizens married abroad, certificate of no impediment to marry for citizens marrying abroad, electronic notice mechanism to run the statutory notice, requirements and exceptional circumstances for cancellation of licenses for places of worship by the Minister.

Subsidiary Legislation

i. The Trademarks Amendment Regulations No.9 of 2021:

Review of the Regulations was commenced to address emerging issues.

ii. Amendment to the Copyright and Neighboring Rights Act;

Proposals for amendment to the Act aimed at ensuring maximum economic and social benefits for rights holders have been formulated.

The proposal for reform include;

- Domestication of the WIPO Copyright treaties which were ratified.
- Provision for a private copy levy in the law.
- Refining the process for registration of copyright in Uganda to make it more accessible and affordable for clients.
- Inclusion of transparency, accountability and good governance (TAG) principles for collective management organizations (CMO's).
- Anti-piracy proposals.

2.2.2: Enhance Information Management

i. Partial establishment of a fully functional Central Regis-

try was done to enhance both internal and external information and record management. Some functions like mail management, off site storage of all records were successfully implemented. To have a fully functional Central Registry, next financial year will focus on ensuring that all data conversion processes are handled by the Records Team.

ii. The Bureau maintains an offsite backup system for all records as part of its disaster recovery plan. The storage capacity of records at the off-site storage facility stands at 12,298 archival boxes secured in a well-managed location and handled using the best practices attached to records survival and maintenance.

2.2.3 Strengthen Compliance and Enforcement function

The Bureau seeks to reinforce compliance and enforcement of the relevant laws under its mandate. During the reporting period the following activities were carried out;

i. Complaints and Investigations:

A total number of 69 new complaints were registered. These complaints led to the initiation and subsequent registration of 143 casefiles. The highest number of casefiles registered were in respect of Trademark counterfeiting. This was attributed to increased enforcement operations, faster investigation of casefiles from the Unit, collaboration with other government agencies, and in-house prosecution for final disposal of the criminal matters.

As part of investigations, 31 enforcement operations were conducted to seize trademark counterfeiting and pirated items. These enforcements contributed to deterring would be offenders, and have also subsequently translated into convicts registering their own trademarks. The operations were primarily coordinated by the URSB Enforcement Officers with support of other police officers from territorial police command who are taken on to offer special duty and the arising financial implication was shouldered by the Complainants.

The Enforcement Operations included enforcement of 06 Court Orders arising from trademark counterfeiting and copyright piracy from external parties.

ii Prosecution:

The Office of the Director of Public Prosecutions renewed licenses of 6 URSB Public Prosecutors for the year 2022. The Licenses authorize the Public Prosecutors to prosecute statutory offences of a technical nature which arise out of laws administered by the Bureau 19 matters were concluded resulting into 18 convictions and 1 reconciliation. 6 matters are still ongoing in Court and others under investigation.

The convictions have contributed to raising Govern-

ment revenue through payment of fines to a tune of UGX 33,580,000/- (Thirty-Three Million Five Hundred Eighty Thousand Uganda Shillings only). Court also ordered for destruction of infringing items worth UGX 36,271,000/= (Thirty-six Million Two Hundred Seventy-One Thousand Shillings Only) The costs for destruction were borne by the convicts.

Destruction of infringing items was performed and a total of nine (9) Court Orders were duly executed by the URSB Enforcement Unit at Kampala Capital City Authority (KCCA) Directorate of Public Health and Environment Kiteezi Landfill Site.

Notably two cases were determined at the Chief Magistrates Court of Mubende where compensation of UGX 15,000,000/- (Fifteen Million Uganda Shillings) and UGX 10,000,000/- (Ten Million Uganda Shillings) respectively was awarded to the trademark owners. The judgements were applauded as the compensation is an incentive to brand protection by the rights' holders.

iii. Compliance Checks:

13 Compliance checks were conducted in accordance with the Annual Compliance Plan FY 2021/22 to ascertain levels of compliance with the established Laws, Regulations, Policies, Manuals and Standard Operating Procedures. The checks included System Audits on all on-line services to verify usability of the systems in respect to client needs.

Some of the recommendations have since been implemented which has enhanced service delivery.

iv. Risk Management:

In accordance with Section 45 (2) of the Public Finance Management Act, 2015, an Accounting Officer is required put in place effective systems of risk management, internal control and internal audit. To this end;

a) The Risk Management Manual aimed at standardizing processes for identification, assessment of the potential risks and prescribes the possible mitigation as well as continuous monitoring and management measures was approved and is in place. The Manual is aligned with the Sector Development Guidelines 2020 and ISO: 31000:2018.

b) Throughout the year, URSB continued to maintain a Risk Register in line with the URSB Risk Management Policy.

c) Five trainings for Risk Champions were conducted to deepen the risk champions' knowledge on risk and how to prepare their

respective risk registers.

2.2.4 Strengthen Legal advisory function

During the reporting period, the following legal related services;

i. Approval of Legal Chambers: URSB obtained a certificate of approval for its chambers for the year 2022 from the Law Council, after fulfilling all the legal requirements. This enabled our in-house Advocates to effectively represent the Bureau in both criminal and civil suits in courts of law and significantly reduced the costs which would otherwise have been spent on hiring external law firms.

ii. Court Representation: In the reporting period, URSB handled 40 civil court cases. Of the cases handled, 34 matters are still ongoing in the court and 6 were decided in favor of URSB.

2.2.5 Strengthening Internal Audit Function

The Internal audit function offers independent and objective assurance to the Bureau. It adds value to the Bureau's operations through a disciplined approach in conducting quarterly internal audits, fraud and risk assessments, and conducting special Audit Investigations. In the reporting period, the following activities were carried out as part of the implementation of the audit plan budget for the period 2021/22:

Prepared and distributed quarterly audit reports to the respective stakeholders including the Board, Management and the Office of the Internal Auditor General. This was done to ensure that URSB policies and procedures are designed and implemented in an effective way and assess the efficiency of operational processes.

- Review of all the documents from Contract management and Procurement procedures.
- Audit of the Asset Management process during the financial year
- Systems Reviews were carried out which provided recommendations for process re-engineering that resulted in improved workflows and efficiencies across Directorates.
- Financial Statements review of the Bureau.
- Value for Money (VFM) Reviews; assessed VFM in a number of operational units as well as projects.

2.2.6 Continually Review and Enhance Service Quality Standards

Uganda Registration Services Bureau (URSB) embarked on the journey to get ISO 9001:2015 Quality Management System (QMS), certified in August 2018.

The purpose of adopting ISO 9001:2015 at URSB is to acquire international standards of developing, improving and implementing business processes thereby demonstrating the Bureau's ability to make service delivery effective, efficient and consistent. The adoption of these standards shall ultimately ease business formalization and realization of URSB's strategic objectives in the SP III.

The Quality Management System has introduced a formalized system that has seen the development and documentation of all the Bureau processes, procedures, and responsibilities for achieving quality policies and objectives. The system has also helped coordinate and direct URSB's activities to meet client and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

Achievements;

a) URSB brought on board an ISO Consultant to assist in readying itself for ISO 9001 certification. The consultant supported in creating ISO 9001 awareness, assisting URSB develop a QMS that conforms to the ISO 9001 requirements, and training staff in implementation of the QMS and international best practices.

b) The consultant trained staff to undertake the ISO audit to assess process conformity, evaluate performance, and identify processes that require improvement as a mechanism to ensure that the ISO 9001 QMS remains fully implemented as well as in preparation for the external ISO certification audits.

c) Development of URSB Quality Policy. On the 19th April 2022, the URSB Quality Policy Statement which reiterates the Bureau's commitment to providing timely and reliable registration services was approved.

d) 16 Manuals that provide for standards and a systematic approach in business processes for different user directorates and Units were documented and approved. Two Manuals are still under review and will be approved next Financial Year.

e) Mock Internal Audits to assess conformity with the approved Manuals were carried out in September 2021 with a view of assessing performance and identifying areas for improvement, and suggesting corrective action. Additional internal audits are planned for FY 2022/2023 after

which a management review meeting shall be held to assess the findings of the internal audits.

The external ISO 9001 certification audit is the final step before receiving ISO 9001 certification and this shall be the focus in FY 2022/23.

2.2.7 Conducting Marriages and Filing Marriage Returns

The Civil Registration team was re-organized into two functional units: Registration and Licensing & Regulation and each is led by a Senior Registration Officer.

- Finalized and deployed a Civil Directorate QMS manual.
- Developed and operationalized the electronic search and certification tools and trained Regional offices on its use to enable uniform CR processes.
- URSB trained church leaders and opened accounts on the National Marriage Registration System (NMRS) making a total of 545. The accounts facilitate the filing of marriage returns across the country.
- Enhance integrity of the Marriage Register: Indexed an additional 114,006 and scanned an additional 172,657 returns to the online register OnBase.
- Engaged Busoga and Buganda Kingdoms on registration of customary marriages.
- Held 25 engagements with duty bearers including CAOs, clergy and Moslem leaders on marriages registration.
- URSB had 11 radio talk shows and 4 TV talk shows to sensitize the public on marriages conducted and 2 Luganda interviews at the Bride & Groom Expo run on New Vision media outlets. URSB as well hosted 3 Family Series webinars on

registration of marriages, customary marriage registration and civil marriages and numerous social media engagements particularly on twitter.

2.3 Agro Industrialization

The goal of the Agro Industrialization programme is to increase commercialization and competitiveness of agricultural production and agro processing. In this regard, URSB contributes through implementing the Geographical Indications (GI) System and formalization of the Agricultural sector.

URSB mainly contributes to the programme through Implementation of the Geographical Indications (GI) System, and formalization of the Agricultural sector. In the FY 2021/22, the following were achieved;

2.3.1 Implementation of the Geographical Indications (GI) System

In regards to the implementation of the Geographical Indications for coffee targeting the pilot in Mountain. Rwenzori, National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) finalized its code of practice and shared their work plan in preparation for GI submission in November 2022.

URSB conducted a field visit of Mukono vanilla spices and horticultural cooperative society in Mukono district, Kisoga village. This is in line with the establishment of Geographical Indication system. In addition, URSB engaged Ministry of Trade, Industry and Cooperatives to provide technical support to vanilla farmers in Mukono.

URSB reviewed the Geographical Indications workflows in the Industrial Proper-

ty Automation System (IPAS). This is aimed at simplification of processes to ease registration.

URSB participated in Regional Conference on Geographical Indications for ARIPO Countries from the 10th to 12th November 2021 at the ARIPO Secretariat in Harare, Zimbabwe. This was to set a strategy amongst the ARIPO Member States with regards to setting up a Geographical Indication (GI) legal framework on a regional or national level.

URSB attended a virtual inception workshop organised by FAO and MAAIF jointly on 11th November 2021. This was to launch the project on “Block chain and related digital technologies for sustainable Agro-food value chain development.” in Uganda, gather feedback and suggestions from all relevant stakeholders on project activities, outputs, implementation plan, technical issues, and various aspects of the project, to improve the knowledge and capacity of relevant stakeholders on technology and its applications in Uganda.

2.3.2 Formalization of the Agricultural Sector

2600 agriculture enterprises were formalized with support of the commercial officer.



UGANDA REGISTRATION
SERVICES BUREAU

CENTRE OF EXCELLENCE FOR REGISTRATION SERVICES

2.4 Community Mobilization and Mindset Change

The programme aims at empowering citizens, families and communities for increased responsibility and effective participation in sustainable national development. The focus under the programme is on creation of stakeholder awareness and participation in URSB services. Some of the highlights in this regard, in the FY 2021/22, were;

- Promoted strategic partnerships through external and internal engagements. Some of these included URSB Organizing and hosting the Corporate Registers Forum in November 2021 and the Insolvency Conference in March 2022, which involved judicial officers, insolvency practitioners, lawyers, accountants and secretaries.
- In addition, engagements have been held with a number of partners in Ministries, Departments and Agencies, private bodies, embassies, regional bodies among others. URSB participated in the World Intellectual Property Organisation (WIPO) - African Regional Intellectual Property Organization (ARIPO) regional virtual meeting on Technology and Innovation Support Centre (TISC) Network.
- URSB participated in the World Intellectual Property Organisation Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications in Geneva.
- The committee for establishing the Uganda Registration Services Bureau Sports Club was appointed. In addition, the happiness and positivity committee and the research club were set up. The research club will conduct re-

search activities in the organisation.

- Media campaigns were carried out on radio, television, print, and online as part of the planned activities for the year.
- 12 radios and televisions were utilized to create awareness about the range of URSB services. 400 DJ mentions and Jingles covering URSB services were advertised to create awareness on how to access URSB online services and related services in the regions and centrally
- 10 talk shows were organized on television and radios such as NBS TV, UBC TV, Smart TV, Radio One, CBS FM, Arua One, Step FM, Crooze FM, Radio West, Bukedde FM, Etop FM, etc.
- 41 newspaper articles were published covering the RGs opinion as well URSB services and compliance notices on the filing of annual returns, marriages, and renewal of trademarks
- Due to a reduction in funding for community outreach activities, URSB participated in a limited number of engagements. Some of the engagements with partners included; Buy Uganda, Build Uganda Expo, African Public Service Day, International IP day, Celebration of Valentine's Day, 5th Insolvency Conference, and several workshops organized by Directorates and regional offices
- Two surveys were carried out during the reporting period; The first survey was intended to get feedback on the utilization of online systems by clients during the COVID-19 pandemic and the level of adaptability of clients to e-services and the second focused on generating feedback

from both staff and clients that were utilized in developing the communication strategy.

- Developed the Corporate Social Responsibility Policy which was approved by the Board of Directors. In the reporting period support was provided to the Bakateyamba Home in Nalukolongo as well as Oleni Primary School. A health and sanitation facility worth 22,000,000 Uganda Shillings was built for the over 1,000 pupils of Oleni Primary School in Arua District.
- Coordinated the Registrar Generals Media Baraza in Mbale. 50 media representing online, print and television from the Eastern Uganda Region were hosted by the Registrar General in Mbale
- Invitations to major public engagement panels and speaking opportunities for the top leadership was secured
- Implemented the "Registrar General's Fireplace"- a platform for the Registrar General to interact with and motivate staff on a regular basis. Ten (10) RGs fireplace have so far been carried out
- URSB Young Leaders Programme for staff below the age of 35 was launched
- Engagements with strategic stakeholders such as the Archbishop of the Anglican Church, Vice President's Office, Prime Minister's Office, Office of the Principal Judge etc was coordinated.
- MOUs with key stakeholders such as the Stanbic Business Incubator and Office of the Director Public Prosecutions was signed.

2.5 Digital Transformation URSB focuses on the implementation of the All-Digital-All Online Strategy.

Data quality check for business names and companies for purposes of migration to the new system and Preliminary data sets have been generated. The following was also executed in the FY 2021/22

- URSB developed an Online Document Certification System which was completed and went live on 01st August 2021.
- To strengthen business process and innovation, URSB developed a new website and rolled out to the public in December, 2021. This is aimed at simplification of registration services.
- Improved the ease of doing business through improvement of the turnaround time for effective service delivery. URSB services like business registration are completed within less than a day.

2.6 Innovation, Technology Development and Transfer.

URSB focuses on strengthening the Intellectual Property (IP) value chain under the programme. This is to be achieved through developing and building institutional and human resource capacity to implement the Intellectual Property Policy. In the FY 2021/22, the following were achieved;

2.6.1 Develop and build institutional and human resource capacity to implement the IP Policy

- URSB held a training with Stanbic bank on business incubator on 28.10.2021 to realize a number of applications from the businesses under incubation.

- URSB had a meeting (Virtual) with the African Regional Patent Examiner Training for ARIPO & Member States-Phase from 08.09.2021 to 08.10.2021. Staff and other nationals were trained in the 1st Phase of the 3 phase 18-month program on patent examination for member states of ARIPO

- URSB attended a workshop on designs and utility models for the ARIPO Member States organized by ARIPO and the Intellectual Property Rights and Innovation Project in Africa (AfrIPI) on 27th and 28th April 2022 in Harare, Zimbabwe. The workshop aimed to raise awareness, provide training and promote ARIPO's regional system for registering designs and utility model trends in the ARIPO region.

- URSB held a virtual meeting with MasterCard Foundation to discuss areas of partnership with relation to the URSB Innovation Hub.

- URSB held a meeting with Minister of Science Technology and Innovation, on issues to do with Intellectual Property with focus on patents and Traditional Knowledge.

2.6.2 Domestication of international Conventions, Agreements and Treaties on STEI

- Ratification of the World Intellectual Property Organisation (WIPO) internet treaties. The objective is to update and supplement the major existing WIPO treaties on copyrights and related rights to effectively manage and enforce copyrights in the digital age.
- Established one (1) Technology and Innovation Support Center at Gulu university to bring the total number to 30. The centers help to improve

the quality of research in universities and other research institutions through providing access to up to date patent and non-patent databases.

- The Honorable Minister of Justice and Constitutional Affairs passed the Geographical Indications Act Cap. 2013 (Commencement) instrument. Implementation of the Geographical Indication system will unlock opportunities in value creation and market access especially for agriculture products in Uganda.

- URSB conducted stakeholder engagements and trainings on the National Intellectual Property Policy and the roles of the different players including Ministries, Department and Agencies, Universities, private sector, civil society among others.

2.6.3 Formulation of the legal framework for protection of traditional knowledge

- URSB under Traditional Knowledge held a Virtual training on legislative drafting attended by representatives from Cabinet Secretariat, Office of the Prime Minister, Ministry of Justice and Constitutional Affairs, Ministry of Gender Labour and Social Development, Ministry of Science Technology and Innovation on 14th July, 2021. This was to ensure understanding of the various elements on the protection of TK and TCEs.

- URSB Participated and presented in the two pathogen economy planning conferences in May 2022 where IP was deliberately included in the planned strategy for Uganda's pathogen economy spearheaded by Ministry of Science and Technology.

- URSB, held a virtual training

for 26 officials from key Government Institutions on 14th July 2021, and private sector to draft a legislation for protection of Traditional Knowledge and Traditional Cultural Expressions

- URSB under Traditional Knowledge Attended a consultative meeting on Traditional resources organised by the Ministry of Gender to review the Uganda National Culture Policy and to finalise its development.

- URSB participated in a meeting with Deputy Head of Public Service and Deputy Secretary to Cabinet Office of the President on the definition of Traditional Knowledge. From August 30th to September 3rd, 2021 URSB represented

the Government of Uganda in the WIPO 41st Session of The Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC 41).

2.7 Development Plan Implementation

- URSB prepared the Ministerial Policy Statements and detailed budget estimates for the financial year 2022/23, which were presented to the Parliament of Uganda for approval.

These were prepared based on a budget of UGX 34.37 billion. The key planned implementation outputs for 2022/23 are;

- Capacities of registrants of URSB services built on sustain-

able management of their registrations.

- MSMEs, youth and women sensitized about SIMPO
- Legal reforms strengthened
- Awareness about URSB services created
- URSB processes simplified.

- Implementation of the URSB Strategic Plan III 2020/21 to 2024/25, which is aligned to the National Development Plan is ongoing and is monitored through internal and external (statutory) reports.

A monitoring and evaluation plan for the Strategic Plan III was developed and implemented in the FY 2021/22. Quarterly Monitoring and Evaluation reports were produced and discussed by management.

3. HIGHLIGHTS IN THE FY 2021/22



The Vice President (Fourth right) HE. Jessica Alupo poses for a photo with a team from URSB during a courtesy visit to her Office JULY 2021



Rt. Hon Prime Minister Robinah Nabbanja (5th left) poses for a group photo with a team from URSB at the Office of the Prime Minister in Kampala



Registrar General Mercy K Kainobwiso addresses the press at Uganda Media Centre during the launch of activities for the ARIPO Diplomatic Conference



HE Amb. Francis Butagira gives opening remarks during the CRF Conference held at Serena Kampala Hotel



CSR Donations to the Bakateyamba Old Age Home in December 2021



Deputy Vicar General Kampala Diocese Lawrence Semussu (C) interacts with Registrar General Mercy K. Kainobwiso (L) and Deputy Registrar General Alex Anganya (R) during the 2021 Annual Prayer and thanksgiving breakfast.



Presentation of Budget Framework Paper to the Parliamentary Affairs Committee in January 2022



DPP Jane Frances Abodo (L) exchanges documents with Registrar General Mercy K Kainobwiso during the signing of an MOU in March 2022



Front row From L-R Gilbert Agaba (Director IP), Hon. Sarah Mateke (Minister for Youth), Ms. Mercy K Kainobwiso (Registrar General) and Alex Anganya (Deputy Registrar General) pose for a photo with Youth innovators during the Innovation Week



Participants pose for a group photo during the Insolvency Conference held at Mestil Hotel, Kampala



The Registrar General Mercy Kainobwiso (5th Left) with the first cohort from the young leaders programme



URSB Board Chairman Amb. Francis Butagira © hands over a gift to Ag. Minister of Justice and Constitutional Affairs Hon. Muruli Mukasa after a meeting at the Ministry of Justice Headquarters



The Bubu Award presented to URSB for being the most efficient service delivery agency during the Bubu Expo held at Kololo Independence grounds 2022

4. FINANCIAL PERFORMANCE AND NON-TAX REVENUE

4.1 Financial performance

Uganda Registration Services Bureau presents the financial performance for the year ended 30th June 2022

4.1.1 Operational Funds Received and Spent

In the FY 2021/22, the Bureau received funds from Government of Uganda, JLOS and CCFA. The amounts received are summarized in the table below:

Table 1: Funds received in the FY 2021/22

Source	Opening Balance at 1 st July 2021	Receipts during the Financial Year	Total Funds available for the year ended 30 th June 2022
Government Of Uganda	0	24,830,971,571	24,830,971,571
Justice Law and Order Sector	259,138,234	518,910,000	778,048,234
Companies Contingency Fund Account	371,506,712	783,816,368	1,155,323,080
Total 6	30,644,946	26,133,697,939	26,764,342,885

Expenditure

For the period 1st July 2021 to 30th June 2022 the Bureau spent and committed UGX 25,753,228,058 representing 96 % absorption as summarized in table 2 below.

Table 2: Budget absorption in the FY 2021/22

Source	Amount Received	Amount Spent	Unspent Balance
Government Of Uganda	24,830,971,571	24,510,395,829	320,575,750
Justice Law and Order Sector	778,048,234	428,779,117	349,269,117
Companies Contingency Fund Account	1,155,323,080	814,053,112	340,269,968
Total	26,764,342,885	25,753,228,058	1,010,114,835

a. Government of Uganda Funding

The Bureau's approved budget for the period of July 2021 to June 2022 was UGX 25,111,231,872. However, the total amount released/warranted was UGX 24,830,971,571 representing 86% of the total approved budget for the financial year. The details of the budget are given in the table 3 below.

Table 3: Government of Uganda budget performance analysis

Table 3: Government of Uganda budget performance analysis

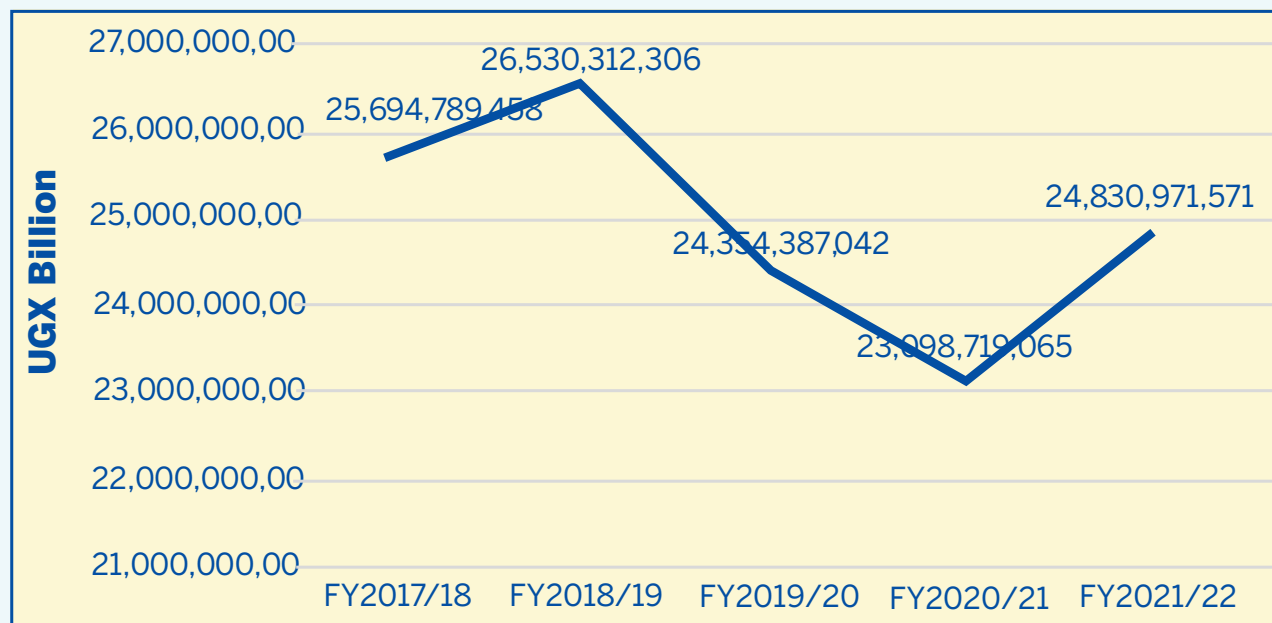
Budget	Approved Budget	Revised Budget	Total Warranted	Unwarranted	% Warranted
Wage	10,779,523,309	10,779,523,309	10,779,523,308	1	100%
Non-Wage	13,926,708,563	13,926,708,563	13,747,698,263	179,010,300	99%
Development	405,000,000	405,000,000	303,750,000	101,250,000	75%
Total	25,111,231,872	25,111,231,872	24,830,971,571	280,260,301	9%

The Non-wage budget of UGX 13.9 billion is inclusive of Office Rent (UGX 1.24billion), Staff Gratuity (UGX 2.69. billion) and Social Security contributions (UGX 1.078 billion) leaving a balance of UGX 8.9 billion for the other recurrent operational costs which is about 36% of the overall budget.

This funding is insufficient and has continued to paralyze the Bureau's day to day recurrent costs. Management will continue to engage the Ministry of Finance Planning and Economic Development, to have the Non-Wage budget improved.

Below in figure 1 are the details of funds received from the consolidated fund (GOU) for Five Financial years. There was a 3 % increment in 2018/19, an 8% decline in 2019/20, a further decline of 5% in 2020/21.

Figure 1: Government of Uganda Funds released from 2017/18 to 2021/22



Government of Uganda expenditure in 2021/22.

For the FY 2021/2022, the Bureau received UGX. 24,830,971,571 from the consolidated fund (GOU) out of which UGX. 24,510,395,829 was spent representing 99% utilization, leaving a balance of UGX 320,575,750/= as un-spent.

Acquisition of assets on GOU budget

The Bureau acquired ICT equipment worth UGX 303,744,635 using the development budget. These are indicated in the table below as consumption of property, plant and equipment

Table 4: Expenditure by category

The details of other expenditure incurred on Gou are given in the table below

Item	Total Warranted	Expenditure 2021/22	Balance Unspent
Wage	10,779,523,308	10,658,362,584	121,160,724
Non - Wage	13,747,698,263	13,548,288,610	199,409,661
Development	303,750,000	303,744,635	5,365
Total	24,830,971,571	24,510,395,829	320,575,750

The details of other expenditure incurred on GoU are given in the table below

Table 5: EXPENDITURE - by nature of expenditure

Item	Amount Released	Amount spent	Balance unspent	Comment
Employee costs	18,120,160,331	17,847,771,803	272,388,528	The salary, gratuity and NSSF for the staff that died and not replaced immediately. And some staff resigned contributed to this balance
Goods and services consumed	6,367,852,677	5,834,000,470	533,852,207	Part of this was used to cater for domestic arrears amounting to shs 503,751,088
Consumption of property, plant & equipment	303,750,000	303,744,635	5,365	Small balances
Other expenses	39,208,563	21,127,833	18,080,730	The performance on Legal claims and cases was good therefore we less fines and penalties for the year therefore the balance of the amount we had budgeted for
Domestic arrears paid	0	503,751,088	(503,751,088)	We did not get funds released for domestic arrears however we utilized our recurrent budget to pay some of the domestic arrears

Table 6: Summary of Expenditure - by Service (UGX)

Service Centre	Amount Released	Amount spent	Balance unspent
Office of the Registrar General	3,462,975,966	3,429,346,066	33,629,900
Civil Registration Services	700,960,000	678,222,880	22,737,120
Intellectual Property Rights	1,704,143,999	1,670,147,360	33,996,639
Business Registration Services	2,136,828,000	2,111,329,954	25,498,046
Finance & Administration	14,740,777,606	14,583,687,814	157,089,792
Regional Offices	1,205,984,000	1,158,365,124	47,618,876
Internal Audit	380,864,000	380,863,996	4
Insolvency Services	194,688,000	194,688,000	0
Development Expenditure	303,750,000	303,744,635	5,365
Total Expenditure	24,830,971,571	24,510,395,829	320,575,742

b. Justice Law and Order Sector Expenditure

During the FY 2021/22, URSB received funds from JLOS amounting to UGX 778,048,234 out of which UGX 428,779,117 was spent and a balance of UGX 349,269,117 remained unspent. This represents a performance of 55%.

The table below shows the details of the utilization of the JLOS Funds

Table 7: Budget utilisation for the funds from Justice Law and Order Sector

Balance at 1 st July 2021	Receipts from JLOS for the year	Total Funds available	Funds utilized during the year	Balance unspent
259,138,234	518,810,000	778,048,234	428,779,117	349,269,117

Table 8: Detailed expenditure for the FY 2021/22 JLOS Funds

Codel	Item	Amount (UGX)
211102	Contract salaries	0
212101	Social security contributions	0
211103	Allowances	0
222001	Communications	0
224002	Supplies and Services	314,687,277
225001	Consultancy Service Short term	0
227001	Travel Inland	0
228003	Maintenance	0
263104	Transfer to other government Units	0
231001	Consumption of PPE	114,091,840
321104	Expenditure Account	0
Total Expenditure		428,779,117

The funds utilized represent a 55% performance. Some of the of planned activities were not implemented due to the partial release of funds from the JLOS secretariat E.g. funds for the Upgrade and integration of the SIMPO system with URA were partially released and could not enable contracting of the service provider.

c. Companies Contingency Fund Account (CCFA)

The revenue received under the CCFA is interest earned from the investment of funds from the Companies in Liquidation Account. During the period under review, USD 1,125,01, UGX 2.34 billion and UGX 4.0 billion were invested on a short term fixed deposit as at 30th June 2022.

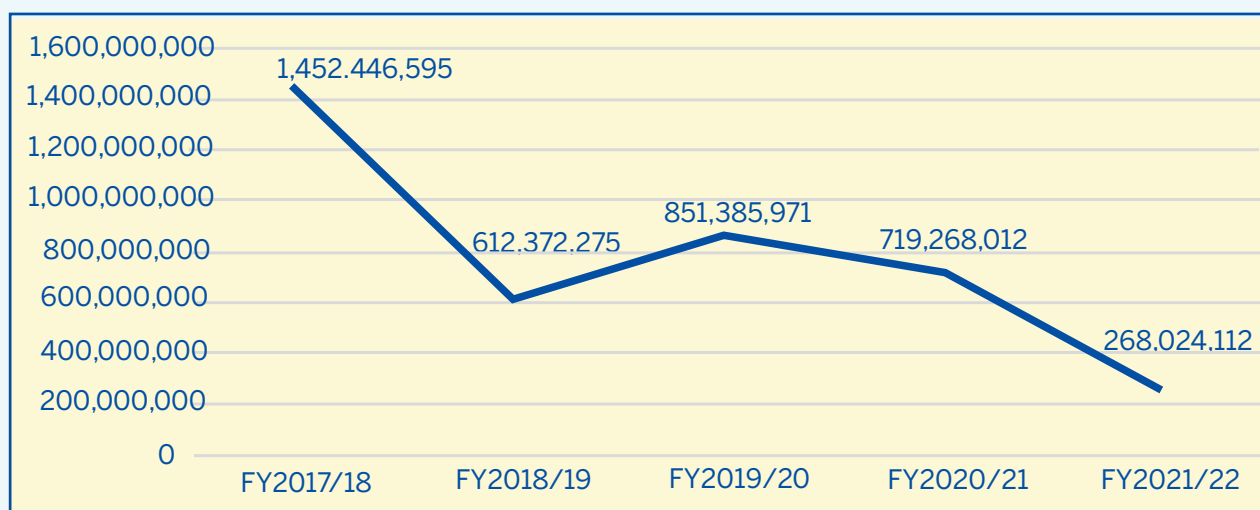
The interest earned from the investments as at that date was UGX 286,408,667 which shows a decline in the interest that was earned the previous year of UGX 719,268,012. This represents a decline of 40% and in UGX 432,859,345.

The details of the Principal and interest earned on CCFA is shown in table 9 below

Table 9: Principal and interest earned on Consolidated Contingency Fund Account

Date of Maturity	Principal	Source of Funding	Period of Investment	Bank of Investment	Interest earned
20.07.2021	Ushs 2,341,107,997	CIL-Uganda Electricity Board	182 days	Opportunity	114,405,843
08.09.2021	Ushs 2,341,107,997	CIL –U ganda Electricity Board	182 days	Baroda	74,517,596
20.07.2021	USD 1,125,011	CIL-D91	82 days	Opportunity	44,496,022
21.03.2022	USD 1,125,011	CIL-Uganda Tea Growers Corporation	One year	DFCU 3	4,604,651
				Subtotal	268,024,112
06.12.2021	Arthur and Picfare	Refund for supplies for administrator and per diem			18,384,555
				Total	286,408,667

The trend for the five year period is shown in figure 2.

Figure 2: Interest earned from 2017/18 to 2021/22

Expenditure and budget utilization on the Companies' Contingency Fund account

The Official Receiver/Liquidator operates an account with Stanbic Bank where operational funds are maintained. The main source of funding for these operations is interest earned on investment of funds from the Companies in Liquidation Account held in Standard Chartered Bank.

The interest income is deposited into Companies Contingency Fund Account from where operating expenses are paid against authority granted by Court through Miscellaneous Court Applications. In the previous applications UGX 371,506,712 was carried forward for the unimplemented activities.

During the current period UGX 783,816,368 was approved, Vide MA No 42 of 2021 on 02nd September 2021 making a total appropriated amount of UGX 1,155,323,080 out of which UGX 815,053,112 has been utilized leaving a balance of UGX 340,269,968.

The performance was largely affected by the lock down and a number of activities that were scheduled during that period could not be held. These included annual events that are usually held in the 4th quarter and the international workshops abroad. See table below

Table 10: Expenditure of the funds from Companies' Contingency Fund account

Source	Opening balance 01/07/2021	Court application and approval for the year	Total approved	Total Spent	Balance unspent
CCFA	371,506,712	783,816,368	1,155,323,080	815,053,112	340,269,968

Table 11: Details of the Expenditure on CCFA

EXPENDITURE by services as per appropriation	Amount Received	Amount Spent	Amount Unspent	Reason for unspent Balances
Strengthen Legal and institutional framework to promote Competiveness	158,125,992	92,436,056	65,689,936	Some consultative meetings that couldn't be held
Simply processes to ease registration	509,589,309	373,379,912	136,209,397	The license and Upgrade of the system. The License was expiring 31 st August 2022
Enhancing communications and awareness of URSB services	194,550,000	190,253,000	4,297,000	The advert for the appoint of the official receiver was not done since the official receiver didn't receive any new appointments in the financial year.
Strengthen Research and other advisory Services	67,000,000	44,100,565	2,899,435	Balances on Motor Vehicle purchased
Reducing the cost of doing business to attract foreign direct investment (FDI)	226,057,779	11,488,579	111,174,200	The planned corporate registrar's forum was held virtually and also some implemented activities remained unpaid until invoicing
Total Expenditure	1,155,323,080	815,053,112	340,269,968	

4.2 Registrations made in the FY 2021/22

The uptake of some services especially intellectual property like trade mark registrations, industrial designs was high in the FY 2021/22 which could be explained by enhanced sensitization on the services.

Declines in service uptake was attained in some business registrations like business name reservation, company reservations, registration of new companies and business names. A decline of reservations can be explained by the introduction of reservation fees for companies which reduced the number of non-crucial reservations. Administratively, overall budget cuts on non –wage that hampered sufficient provision of core ICT infrastructure to facilitate complete automation and all online all digital transactions, expansion of coverage through operationalizing of more regional offices

Table 12: Comparative analysis of registrations in the FY 2021/22 and 2020/21

DIRECTORATE	ITEM	2020 - 21	2021 - 22	Growth/Decline in 2021 - 22
Business Registration	New Companies registered	25675	18,198	-29.1%
	Business Names	34319	27,591	-19.6%
	Legal Documents (POA, Deeds, Constitutions, Agreements, Affidavits & Declarations)	47476	56,224	18.4%
	Debentures/Mortgages	1133	918	-19.0%
	Companies filing annual Returns	15737	20,954	33.2%
	Annual Returns filed	32115	40,318	25.5%
	Company Forms	69130	53,731	-22.3%
	Searches on Business Names	187	216	15.5%
	Searches on Companies	363	597	64.5%
	Certifications	32814	19,644	-40.1%
	Company Reservations	25617	17,929	-30.0%
	Business Name Reservations	12883	7,406	-42.5%
	Correspondences	2676	7,560	182.5%
Liquidation / Insolvency services	Resolutions received	58	88	51.7%
	Declaration of Solvency	58	82	41.4%
	Court appearances	57	45	-21.1%
	Companies in Administration	2	3	50.0%
	Other insolvency documents filed; Statement of Affairs, Interim, Preliminary & Final Reports	475	689	45.1%
	Liabilities settled	102	8	-92.2%
	Insolvency Practitioners registered	102	87	-14.7%
	Companies liquidated	28	20	-28.6%
Civil Registration	Civil Marriages	1080	1,718	59.1%
	Single Status	531	677	27.5%
	Marriage returns FBOs & Districts	7647	6,671	-12.8%
	Certification of marriages (Civil, Church, Customary and single status letters)	2688	2,152	-19.9%
	Searches on Marriage Register	735	1,020	38.8%

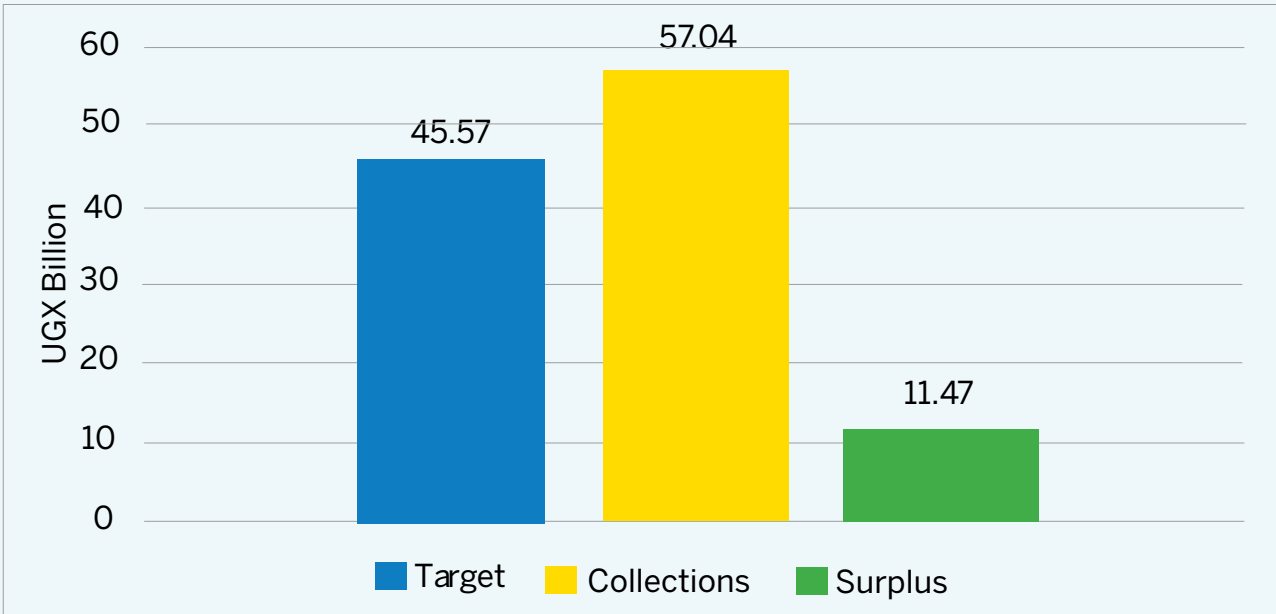
DIRECTORATE	ITEM	2020 - 21	2021 - 22	Growth/Decline in 2021 - 22
	Customary marriages registrations	575	867	50.8%
	Special Licenses	196	271	38.3%
	Churches Licensed	206	286	38.8%
Intellectual Property Rights	Local Trademark applications	1711	2,129	24.4%
	Local Trademark Registrations	992	1,593	60.6%
	Foreign Trademark applications	1364	2,171	59.2%
	Foreign Trademark Registrations	1226	1,850	50.9%
	Local Trademark Renewals	299	293	-2.0%
	Foreign Trademark Renewals	1644	2,088	27.0%
	Patent Grants	2	-	-
	Patent applications	15	17	13.3%
	Utility model grant	3	-	-
	Utility model applications	19	14	-26.3%
	Copyrights applications	119	154	29.4%
	Copyrights registrations	49	106	116.3%
	Industrial Design applications	76	59	-22.4%
	Industrial Design registrations	17	34	100.0%
SIMPO / Chattels	Searches on the system	6141	4,984	-18.8%
	Registrations (security interest notices)	5141	4,530	-11.9%
	Amendments to already existing notices	529	2,130	302.6%
	Cancelations notices	47	19	-59.6%
	Default and enforcement Notice	255	740	190.2%
	D&EF Cancelations Notice	19	56	194.7%
	Discharges	379	480	26.6%
	Disposal Notice	16	28	75.0%

4.3 NTR collections in the FY 2021/22

URSB is one of the revenue generating institutions in Uganda. URSB mobilizes Non-Tax Revenue based on the different registration services provided. In the FY 2021/22, URSB collected NTR of UGX 57.04 billion against a target of UGX 45.57 billion, posting a performance of 125.17% and a surplus of UGX 11.47 billion, as depicted in Figure 3.

25% of the NTR collections in the FY 2021/22 were from registration fees of any increase of share capital. 16% of the NTR collections were from stamp duty- notice of increase in share capital, 12% from transfer of shares while 47% was from others

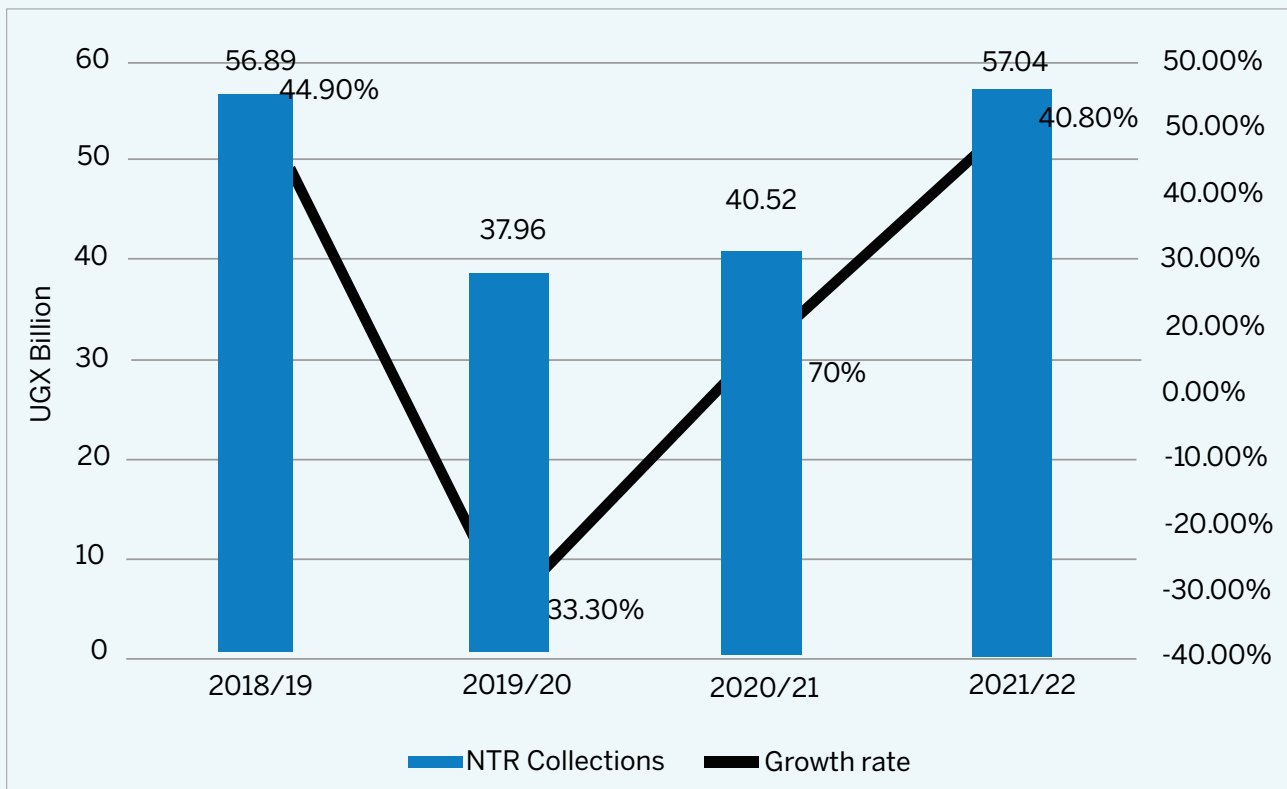
Figure 3: NTR Collections to target in the FY 2021/22



Source: URSB database

In the FY 2021/22, NTR collections grew by 40.8% compared to the FY 2020/21

Figure 4 Trend analysis of NTR performance



Source: URSB database

5. Outlook in 2022/23

Having surpassed the financial year 2021/22, Non-Tax Revenue (NTR) target by UGX 11.47 billion, Uganda Registration Services Bureau (URSB) was assigned a task of mobilizing NTR worth UGX 69.6 billion in the financial year 2022/23, which is 52.7% higher than the target for 2021/22 of UGX 45.47 billion.

Strategic Focus:

URSB's core mandate is to enhance the competitiveness and formalization of Uganda's economy through the registration services. URSB remains committed to the mandate especially in the aftermath of the COVID-19 related restrictions, where economic recovery is one of the priorities for Uganda.

The Bureau will pursue its **four strategic objectives** in the financial year 2022/23;

- Strengthening legal and institutional framework to promote competitiveness.
- Simplifying processes to ease registration.
- Enhancing communication & awareness about URSB services.
- Strengthening research and advisory services.

Some of the key initiatives that we are focusing in the FY 2022/23 on include;

Increase uptake of registration services:

- Support Innovators and Researchers in acquisition of Intellectual Property Rights.
- Conduct research aimed at creating demand for URSB services.
- Enhanced field work with the Know Your Client Attitude and Methodology.
- Strengthen SIMPO through boosting lender confidence to promote prudent lending against movable assets through trainings and availability of borrowers' information on SIMPO for risk analysis.
- Establish more Service Centres for increased access to registration services.

Stakeholder Management:

- Implement consistent stakeholder engagements to gather feedback on URSB services and processes, aimed at assisting clients.
- We intend to create platforms to build trust relationships and exchange honest feedback through constructive relationships. This will ultimately increase productive partnerships for shared benefits.
- We shall pursue joint initiatives with partners and stakeholders to achieve synergies of seamless operation.

Sensitisation and awareness campaigns:

- We are focusing on increasing access to URSB information through multi-faceted platforms to cater to different categories of our stakeholders.
- Develop need-based information services.
- Conduct Mass Public and Media Campaigns on URSB Registration Services.
- Strengthen Client service feedback mechanism.
- We shall conduct trainings on laws, engage associations, business communities, conduct business clinics.

Process Improvement:

- Reform and update laws.
- Continually review and enhance Service quality standards.
- Process re-engineering, establish and remove non-value adding processes, automation of manual process and processes integration.
- Simplification of processes and making them predictable in a service oriented manner.
- Implement Risk based Compliance Improvement Programs.

URSB OFFICES COUNTRYWIDE

HEAD OFFICE

Uganda Business Facilitation Center
Plot 1, Baskerville Avenue Kololo.


Branch Offices

Kampala	Georgian House, First Floor Plot 5 George Street
Posta	Posta Uganda Main Office, Kampala Road Booth 2 & 3
Mbale	Plot 3, Park Crescent Ministry of Justice and Constitutional Affairs Building
Mbarara	Plot 1, Kamukuzi Hill Ministry of Justice and Constitutional Affairs Building
Arua	Plot 42/44 Pakwach Road Ministry of Justice and Constitutional Affairs Building
Masaka	Plot 26, Edward Avenue, Mayor's Chambers Masaka City

Taxpayer Register Expansion Programme (Trep) Centers Across Uganda

Aponye Mall	Iganga	Rubaga	Mubende
City Hall	Jinja	Rukungiri	Mbale
Diamond Trust Bank	Kabale	Arua	Mbarara
Entebbe	Kamuli	Bushenyi	Ntungamo
URSB One Stop Center	Kasese	Busia	Tororo
Kawempe	Kisoro	Fort Portal	Soroti
KCCA Central	Kitgum	Gulu	Kumi
Makindye	Koboko	Hoima	Kiira
Masajja	Lira	Nabweru	Bweyogerere
Mukono	Lugazi	Namugongo	Masindi
Nakawa	Masaka	Nansana	Mityana


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