



Kiri Easy!

Hon. Norbert Mao launches mass campaign to register **873,546** businesses by 2027.

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register 873,546
businesses by
2027.



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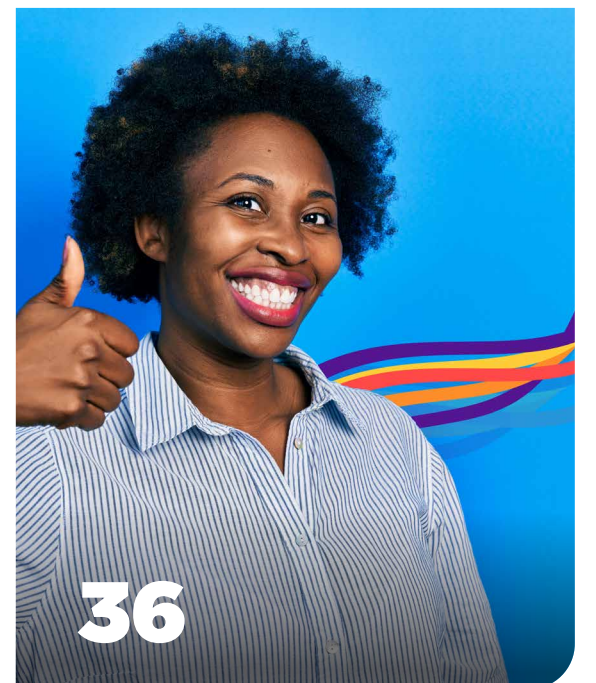
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PERFORMANCE

URSB Performance Highlights
in Financial Year 2022/23



REGISTRAR GENERAL'S FOREWORD

As our purpose, we at the Uganda Registration Services Bureau are aiming to create economic and social value for all our clients and to support national initiatives that enhance the realization of a sustainable society where everyone has the chance to reach their full potential through our registration services.

Guided by this purpose as our starting point, the financial year 2022/2023 was the second year of the 2025 Strategic Plan III, and a year in which we became convinced that the direction we are aiming for is correct. I think it was also a year in which we were able to take on many new innovations and were able to make significant progress as a result.

Leveraging technology

We invested in a range of growth areas like digital technology, end-to-end registration solutions through systems like the Online Business Registration Services (OBRS). These bold innovations that allow the use of information communications technology have enabled us to fundamentally transform our services delivery platforms. From the comfort of their homes or offices, our clients can now effortlessly reserve and register their businesses, have their legal documents



certified and make searches on the company register all in a matter of hours. With OBRS, we have completely shifted of our services online handing power to our clients allowing us to focus our resources onto other aspects like advisory practice and formalization growth.

Leading with confidence

Our highest profile project this year was undoubtedly our support for the Government in formalizing the economy. Alongside registering and formalising a number of public and private sector companies, we brought together our expertise in end to end transformation to help the myriad of micro, small and medium enterprises (MSMEs) become economically viable by offering them legal status. This has played a key part in the

re-opening of the Ugandan economy after the devastation left by the COVID-19 pandemic.

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Vision with purpose

The FY 22/23 was an important year to accelerate the transformation of both our strategy and organizational culture of excellence, to refine our strategic plans, and to make a big jump forward. By steadily connecting various measures to results, we were able to win the trust of our stakeholders, make significant progress towards our targets.

Our non-tax revenue collections in the financial year rose by a significant percentage, while registrations across the different mandates rose by considerable numbers.

In September 2022, We moved into our new permanent home, the Uganda Business Facilitation Centre (UBFC) in Kololo. The project started in February 2018 funded by the government of Uganda with support from the World Bank under the Competitiveness & Enterprise Development Project (CEDP) houses URSB together with partner agencies Uganda Investment Authority and the Capital Markets Authority. The UBFC will also house a One Stop Centre allow cross agency services from over 9 government entities easing registration processes and services acquisition for private sector development.

A transformative year

It has been a transformative year for URSB, our people, our clients, and our society. When we reflect on the past 12 months, there are many lessons we have learnt and can be proud of. We will use these valuable insights, our skills and scale to support an inclusive, positive economic and social outlook for Uganda through our mandate . From enabling a digital future where clients can access all our services through the All-digital, All-online strategy, and shaping the formalization sphere – we will build an entity of the future that is trusted, resilient and agile to meet the transformational challenges and opportunities ahead.

URSB will continue to move forward as one team in the FY 2023/2024 without wavering in our efforts to bring about true transformation.

Mercy K Kainobwiso

Registrar General - URSB



EDITOR'S NOTE



Greetings!

July is a special time that marks the beginning of a new financial year filled with hope and renewed focus on delivering URSB's mandate while toasting milestones registered in the previous year.

In this issue of the Registry magazine, we highlight some of the key events from the first quarter (July to September) such as the successful launch of the "Kiri Easy" mass business registration campaign by Hon. Norbert Mao. "Kiri Easy" as the name suggests aims to demystify myths around business formalization and mobilize the wider community to embrace business registration. It is an exciting campaign that aims to register over 700,000 businesses by 2027.

You will also find stories on Collective Management Organizations (CMOs) and the central role they play in IP enforcement specifically around Copyright, URSB's journey towards ISO certification, and a trip to the famous Nakayima Tree in Mubende as part of our "Explore Uganda" feature.

The URSB Board Chairman, HE. Amb Francis Butagira launched his autobiography in July of 2023 detailing the industrious life he has lived in serving his country as a Speaker of Parliament and as a Diplomat. Titled "One Small Difference", Amb. Butagira takes on a journey of his life growing up, school days at Ntare, and finally joining the prestigious Harvard University. The issue brings to life some of the moments of the book launch graced by His Lordship the Chief Justice of Uganda

Hon. Justice Alfonse Owiny-Ddolo.

As we continue our innovation journey, we remain open to feedback. Please use direct engagement platforms via WhatsApp, email, and toll-free lines as well as the Twitter, Instagram, and TikTok handles to share feedback and interact with us constructively. We plan to widen our outreach through mass registration campaigns across the country. Our regional offices as well as the TREP centres across Municipalities remain open to serve you.

Overall, we are positive about the financial year 2023/24 and invite you to walk the journey with us. Happy reading!

Denis Nabende

**Senior Public Relations and
Corporate Affairs Officer**



Core values





**873,546 Businesses
by 2027. Kiri Easy!**

Hon. Norbert Mao launches mass campaign
to register 873,546 businesses by 2027.

Hon. Norbert Mao (3rd R) and Hon. Amelia Kyambadde (4th L) join members of the URSB board of directors for a group photo at the launch of the Kiri Easy Mass Business Registration Campaign at Sheraton Kampala Hotel on 26th September 2023.



▲ Hon. Norbert Mao, Minister of Justice and Constitutional Affairs

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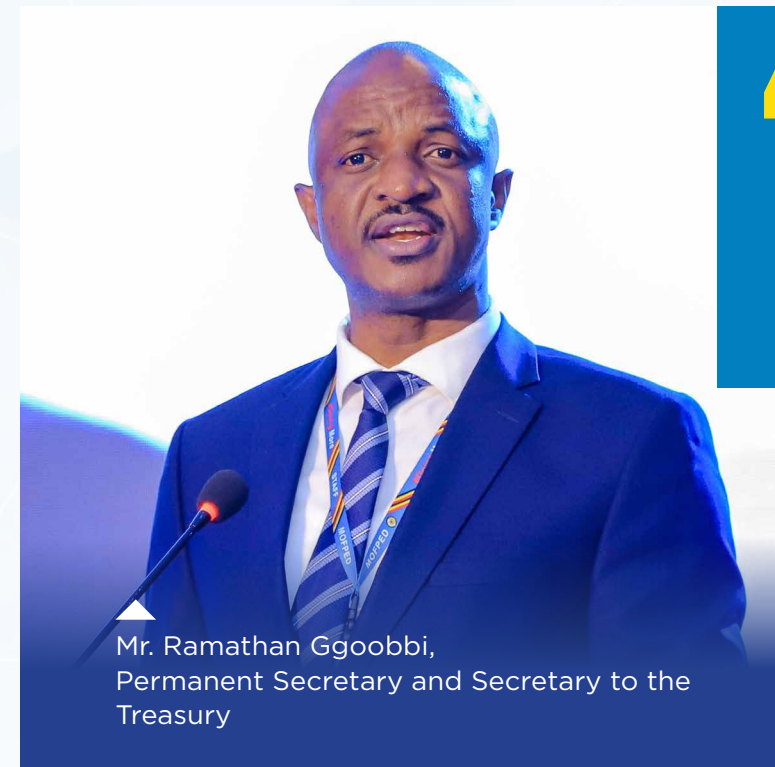
The Minister of Justice & Constitutional Affairs, Hon. Norbert Mao officially flagged off Uganda Registration Services Bureau’s (URSB), mass business registration campaign aimed at promoting formalization among entrepreneurs and small business owners. This initiative seeks to simplify the registration process, raise awareness about the benefits of formalization, and drive economic growth. Dubbed “kiri easy, formalize today”, the initiative targets registering an additional 873,546 businesses by 2026/27.

Formalization plays a pivotal role in the success and sustainability of businesses. By registering their firms, and complying with legal and regulatory frameworks, businesses gain legal protection, access to financial services, and opportunities for growth. URSB’s mass business registration campaign aims to empower entrepreneurs and small business owners to transition from the informal to the formal sector.

Making formalization attractive

Through streamlined procedures and targeted outreach efforts, this campaign will make the registration process more accessible and attractive to entrepreneurs. Leveraging technology and a user-friendly platform, the kiri easy campaign provides comprehensive support and guidance, ensuring a seamless and efficient experience for entrepreneurs. By simplifying the process, the campaign will increase reach of registration and encourage more businesses to formalize their operations.

The Minister of Justice & Constitutional Affairs, Hon. Norbert Mao who was the keynote speaker said that by fulfilling its role in formalizing Uganda’s economy, URSB contributes to several key outcomes. “This initiative, which we are launching today, represents high expectations in our ongoing efforts to bolster economic growth, stimulate entrepreneurship, and enhance the ease of doing business in Uganda”



▲ Mr. Ramathan Ggoobbi, Permanent Secretary and Secretary to the Treasury

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Unleashing the untapped potential

The Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi, said formalization encourages economic growth by attracting investments, stimulating entrepreneurship, and creating employment opportunities.

“This mass business registration initiative represents a positive step forward in our quest to make Uganda a hub of innovation, entrepreneurship, and economic prosperity.

I am confident that it will unleash the untapped potential of our nation’s business community, driving economic growth, creating jobs, and improving the livelihoods of our people” he said.



▲ HE Amb. Francis Butagira, Chairman Board of Directors URSB

Enhancing Uganda’s competitiveness

Ambassador Francis K. Butagira, the Board Chairman said URSB continues to create awareness about the benefits of business registration to enhance the country’s competitiveness and drive private sector growth.

“URSB will deploy tested means of mobilization of masses to embrace business registration. These involve camping in hard to reach business centers, or any other area where our physical office may not be able to provide the required registration support service”.

Mercy K. Kainobwiso, the Registrar General said Formalization is a critical step towards building a thriving business ecosystem.

“Our mass business registration campaign is designed to empower entrepreneurs and small business owners by providing them with the necessary tools, resources, and support to formalize their operations. By doing so, we aim to drive economic growth, enhance legal protection, and promote social and financial inclusion.”



▲ Ms. Mercy K Kainobwisho, Registrar General URSB

Increased tax revenues

The benefits of formalization extend beyond individual businesses. Formalized businesses contribute to increased tax revenues, improved business environments, and reduced informality. They create employment opportunities, attract investments, and stimulate overall economic development. URSB is planning countrywide business registration clinics across the country in a bid to encourage entrepreneurs, small and medium enterprises to formalize their businesses and take advantage of the benefits of formalization. By registering their businesses, they can unlock opportunities for growth, access financial services, and contribute to the formal economy.



▲ Mr. Robert Kabushenga (L) and Hon. Amelia Kyambadde pose for a photo during the launch of the Kiri Easy campaign



▲ Mr. Vincent Katutsi, Director Civil Registration URSB who was the Master of Ceremony



▲ Ms. Rachel Odoi Musoke, Senior Technical Advisor at the JLOS Secretariate



▲ URSB Staff at the launch of the Mass Registration campaign



▲ Members of URSB Board of Directors and Development partners join Hon. N Robert Mao for a group photo



▲ Participants listen intently to Hon. N Robert Mao's speech

Registrar General Elected

Vice-chair of World Intellectual Property Organization General Assembly

The World Intellectual Property Organization (WIPO) General Assembly, at its Sixty-Fourth Series of Meetings of the 193 Member States elected Ms. Mercy K. Kainobwiso, Registrar General Uganda Registration Services Bureau, as Vice-Chair of the General Assembly. Panama's Alfredo Suescum was elected as Chair.

Mercy K. Kainobwiso's election was overwhelmingly approved by hundreds of delegates, including government ministers, heads of intellectual property offices, and observers attending the July 04th -14th WIPO General Assemblies in Geneva, Switzerland. The Assembly converged to negotiate the future of the intellectual property (IP) ecosystem and WIPO's activities in promoting innovation and development. The Assembly also works towards finding practical ways of increasing human innovation and creativity as principal drivers of economic growth.

Kainobwiso's election is a major milestone for Uganda because

it comes at such time when the Cabinet in 2019 passed the National Intellectual Property Policy, and the signing of the Kampala Protocol in 2021 that supports voluntary registration of copyright and related rights, all of which form the agenda for promotion and commercialization of intellectual property assets. The National Intellectual Property Policy is implemented by multi-sectoral stakeholders involved in the Intellectual property value chain of creation, protection, commercialization, and enforcement.

The Registrar General in her acceptance speech thanked delegates for their "confidence and trust" in her to serve as Vice-Chair of the WIPO General Assembly. She called upon the member states to maintain cooperation and support in the common quest to ensure the progress of WIPO in intellectual property promotion and development.

"I thank you all for the confidence in my abilities. It is incumbent upon us to sustain, expand and

deepen the role of WIPO to improve the lives of all people, through the creation of solutions that ameliorate the impact visited by COVID-19 on our communities and lives. I am confident that human ingenuity will make our world better through innovations and creativity. I am proud to be part of the team of leaders to see this happen" Kainobwiso said.

She further noted that the WIPO General Assembly has traditionally

provided the opportunity to assess challenges encountered and progress made in achieving stated goals and objectives.

Delegates at the WIPO Assembly considered a wide range of items during the week-long meeting. They include the 2024-25 Program of Work, based on a five-year strategic plan established by the current Director General, Darren Tang's administration. Mr. Tang said that the priority for his

administration is reaching groups traditionally under-represented in the use of IP, such as youths, women and SMEs.

The election as Vice Chair of the WIPO General Assembly becomes Mercy K. Kainobwiso's second role at WIPO. Previously, she diligently served as Vice Chair of the WIPO Coordination Committee since 2020.



URSB Registrar General Mercy K. Kainobwiso addresses the WIPO General Assembly in Geneva



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THE AMAZING NAKAYIMA TREE AND ITS STORIES OF BEARING GOOD TIDINGS

By Provia Nangobi
Manager, Registration and Licencing , URSB

The spirit of travel lives within me and might be largely attributed to my first degree which led me to Tourism and the love to explore and visit places in and outside Uganda. The last few years might have been tough years with several restrictions on travel but that does not stop any Ugandan from exploring Uganda. There are a number of tourist attractions in Uganda that might not make it to the list of most beautiful or attractive and yet they are probably the most visited sites. If you have stayed in Mubende before or stopped

over, you must have surely been told a story about the famous 'Nakayima' tree.

The tree is located in Mubende District and is about 3 - 4 kilometers from Mubende town up in the hills. The tree is over 650 years old and has sprouted new seedlings that have grown into trees surrounding it. These are like backup soldiers for the main tree. It is a strong-looking tree with deep roots that are curved in several places forming over 8 'apartments' of special interest dedicated to people who were

believed to have powers to heal, give life, and happiness.

Nakayima was the wife of the last king of the Bachwezi, King Ndahura. If you recall, Ndahura was a son born of NyinaMwiru a daughter of King Bukuku of the Batembuzi dynasty. The Batembuzi dynasty was known to have kings that were akin to 'gods' and after serving their purpose, they would disappear underground and not necessarily die. Nakayima was known to be a mediator between her husband and the community. The legend is

EXPLORE
UGANDA
THE PEARL OF AFRICA

The famous Nakayima tree and the several 'apartments' within (where you can see a woman and a man)

People praying in a particular apartment for various reasons. Most of these people sleep over in the open

that she disappeared into that tree a gazillion years ago. However, spiritual powers continue to emanate from the tree. The tree is known to provide power, fertility, good luck, and other blessings in various spheres of life. People continue to consult with her after death like they did when she was alive.

Nakayima's tree is abuzz with people on the day we visited. As you drive in, it is easy to tell a first-time and a regular visitor. Regulars will be conversant with the dos and don'ts, unlike the newbies. All visitors are supposed to make a modest payment for visiting the facility which payment helps in the management of the facility. The facility is basically the Nakayima Tree itself, rich with a cultural history that is a mystery to some but highly believed by regular visitors. As we looked around, there were a couple of people bundled together under one 'apartment' of the tree which is the widely visited place.

The Buganda Kingdom protects the place as a cultural and heritage site and as you visit remember to abide by the rules of the place. Women must be covered up well as a sign of respect to the 'gods' in the area. It is advisable that you get a tour guide from the site to help explain the dos and don'ts so you do not desecrate the place unknowingly and bring upon yourself the wrath of the 'gods'. The 'apartments' in the tree are dedicated to famous people in the region, you will find a space dedicated to King Ndahura, Jaaja Musoke and many others. Ndahura was known as a healer of smallpox and therefore praying from his 'apartment' will rid one of smallpox and related diseases.

Other 'apartments' have special prayer requests that the Guide mentioned are specific to that particular place. We were told that famous people pay homage to the site and pay their requests, if you would like to sleep over you inform the caretakers in time. Some of the 'apartments' actually bore a resemblance to the 'gods' they were named after. For example, Nakayima's section has a figurine of a woman with two breasts, and one of the sections for the god of wealth and power has a figurine of a spear used for hunting.

The interesting thing to watch was the sacrifices of food and drink that were openly left in the various 'apartments' for the 'gods' to feast upon. Those that bring the sacrifices usually return to testify to the goodness of 'the gods'. In my presence, I saw a dog digging through the food and I asked why it wasn't sent away, the guide was gracious enough to explain that the 'gods' manifested in anything, it could be cats or dogs, therefore the dog was left to eat in peace. Women and Men surround the place smoking pipes calling out to the gods to bless them with wealth and any other requests they had.

Smartly dressed people walked in and out of their cars to pray at the Nakayima Tree and this left me wondering about the thin line between Christianity and cultural beliefs. These same people will sit and prophesy the goodness and mercy of God in church. However, they also do believe in the power of our forefathers, and thus some balance the boat by visiting the church and going to oracles.

The Guide said he had no urge to visit Kampala since Kampala

visited him every day at the site. Musicians are known to be some of the regular visitors as well as Politicians. When your miracle happens, you are expected to return with a sacrifice and thank the specific 'god' in their apartment and share some of the spoils with those present at the site. H.E the President has also been to the site, probably passing by to learn a few things about the site and meet his people.

This cultural site is part of the African cultural heritage and has an interesting legend behind it. People have also testified about being healed, getting children, and amassing wealth because of visiting and providing sacrifices to the 'gods'. Most importantly, this rich history needs to be documented so that it is never forgotten. Most of what I have shared was from my interaction with the Guide who also doubles as the curator of the site. When visiting Mubende, make a date with Nakayima Tree, see, and learn for yourself.



▲ The entrance to the cultural site and the layout of the grounds



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URSB CERTIFICATION JOURNEY TO ISO 9001:2015 QMS STANDARD

By Muhereza Sylvester, Manager Quality Assurance, URSB

It has become imperative with current business trends that organizations aiming to have a competitive edge in the global market and to remain relevant must implement within their work processes an effective management system that can help them to be more efficient. Organizations that are not competitive as measured by profit or revenue collected, in the absence of a sustained monopolistic position, may fail.

If efficiency factors can drive the competitive edge, then organizations should put in place management systems with a view to efficient utilization of resources. Many organizations have arrived at the conclusion that effective quality management can enhance

their competitive abilities and provide strategic advantages in the marketplace. The main focus of the quality management system (QMS) though is on customer satisfaction; however, without efficient work processes, wastage and inefficient utilization of resources will eventually lead to customer loss, due to dissatisfaction with defective and delayed products or delivery of services.

What is a QMS?

QMS stands for quality management system and is an acronym used to describe the comprehensive system that an organization uses to manage quality throughout its operations. QMS is a formalized system that documents processes,

procedures, and responsibilities for achieving quality policies and objectives. It helps coordinate and direct an organization's activities to meet customer and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

URSB embarked on the journey to develop and implement a Quality Management System (QMS) (ISO 9001) with the ultimate goal of getting ISO 9001:2015 certified. The purpose of implementing a QMS is to ensure consistent quality of products or services, especially as the organization grows, and must verify that everyone is consistently meeting standards while manufacturing products or providing services.

The Bureau will benefit from implementing QMS through; efficient utilization of resources, increased employee satisfaction, continual improvement, increased opportunities in specific markets, and increased customer satisfaction.

To achieve the above benefits, URSB has developed and documented its processes; undertaken a number of internal quality system audits periodically to evaluate how well the Bureau meets the requirements of its own management system and those of the International standards.

Great milestones have been achieved throughout the implementation of QMS because the URSB Board of Directors and Top management have played an active role in the implementation process. The Quality Policy was developed and approved by the board of directors, and disseminated to all the key stakeholders of the Bureau. This policy is aligned with the bureau's mission, values, or statement of principles. The quality policy is the first step toward building a culture of quality at URSB.

The Quality objectives were typically derived from Bureau's quality policy and are aligned with the strategic objectives of the Bureau. These are reviewed regularly to ensure that they remain relevant and up-to-date. With quality objectives in place, the Bureau can track its progress and identify areas for improvement.

The quality management system as a management tool

Like any management system, quality management is, therefore, a professional tool that will

support URSB's top management with the systematic approach to plan, control, monitor and improve processes (Plan-Do-Check-Act model). This will help to create transparency, reduce complexity, and provide certainty of action. Fundamental to the implementation of a QM system in URSB is to make the organizational structure and business processes transparent. In this way, sources of error can be identified and eliminated. Once implemented the management system will help the Bureau to continuously improve

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WITH QUALITY
OBJECTIVES
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THE BUREAU
CAN TRACK
ITS PROGRESS
AND IDENTIFY
AREAS FOR
IMPROVEMENT

performance while taking into account the expectations of all interested parties.

To achieve this, URSB will focus on the seven principles of ISO 9001, these are; customer orientation, leadership, involvement of people, process-oriented approach, improvement, fact-based decision-making, and relationship management.

Some of the key milestones achieved thus far include:

1. Conducting ISO 9001:2015 QMS Gap Analysis for all URSB branches.
2. Awareness creation and training for URSB staff.
3. Development and implementation of the QMS.
4. Development, approval, and dissemination of the URSB Quality Policy.
5. Establishment of the Quality Assurance Unit.
6. Executions of ISO 9001 Internal Audits for service delivery directorates.

Currently, the following activities are ongoing to prepare the Bureau for the attainment of ISO certification.

1. Tracking of changes in the Bureau's Business Processes.
2. ISO 9001:2015 Internal Audits for Support Functions of the Bureau.
3. Follow-up on closure of corrective actions resulting from issues raised during mock Audit, gap analysis, and ISO internal audits for service directorates.
4. Management Review, aimed at assessing the performance of URSB QMS.
5. Continuous refresher training to all staff of the Bureau, in readiness to ISO 9001:2015 certification.
6. Procurement of ISO 9001:2015 Certification body to conduct the certification process.

It is envisaged that after the management review exercise is conclusively done, the certification body shall be brought on board to prepare the bureau for the next and last phase of attaining ISO certification.

An Interaction with MR. AKENA GEORGE

A DAY IN THE LIFE OF A URSB CONTACT CENTER – AGENT

Through support of the World Bank under the Competitiveness Enterprise Development Project (CEDP) the URSB call center was established in November 2015 and has been utilized for engaging clients and providing real-time responses or inquiries. The contact center has grown to be a central direct engagement platform between clients and URSB. Between July and December 2020, a total of 90,777 calls were received by the contact center. Key issues received by the contact center included procedures for business registration, filing

annual returns, procedures, and requirements for civil marriages, SIMPO, IP, and insolvency. We sat down with George Akena, a call center agent for an interview for a glimpse into his life as a call center agent.

Please tell us about yourself

My Name is AKENA GEORGE, I come from a village called Olwal muchaja in Amuru District, from a clan called the Lamogi. If you remember your history, you should have heard of the ILamogi rebellion against the colonialists.

When did you join the URSB Contact Center and how has been your experience so far?

I joined the Call center on 1st November 2017 after URSB advertised for call center agent positions. Given my experience in call centers, I decided to apply and went through a series of interviews. I have been in the active field of customer service right from Nov 2011 up to date and have faced all kinds of customers from the nice cool headed ones to those that threaten to kill you the next minute.

What do you Love about URSB Contact Center?

Adaptability, passion, resilience and team work. Our call center is structured in a way that we are flexible to anything whether it's an inquiry from a client or new change in service dynamic/process flow to be communicated, to handling traffic due to a new enrollment on a product.

What other skills do you possess apart from customer care?

Over time I have learned, relearned and unlearned a lot skills and abilities such as Interpersonal and people management/ Leadership skills, Presentation skills, communication skills, Conflict resolution skills, report writing, decision making abilities, Computer skills, mentoring and coaching abilities, by the way I am a certified health and safety officer as well. I have developed customer quality standard parameters, quality monitoring strategies and evaluation templates, customer/client charters, developed feedback templates and reports, developed customer retention policies and procedures, mentored and developed customer oriented staff among others.

How do you cope with the challenges in call center?

We are an open and active call center built on team work, open communication and flexibility and knowledge. Our line managers and supervisors are open and interactive. We have open feedback sessions, performance review meetings, system and application reviews and personal understandings that have built us and a team. For example, when we have challenges with systems and applications, we communicate

easily and directly to the ICT team for support. Challenges inline to knowledge gaps and services dynamics or client information we relate to the specific Directorates for training or guidance, for customer complaints and resolutions we are easily helped and guided by Public Relations Unit, so team work and a healthy relationship we have built has helped us a lot to grow as call center. Our Job also comes with a lot of stress, emotional over load and sitting for long hours. I use my leave days to stay cool headed and avoid any thing work related, work out to make up for the long hours of sitting, and reading a lot to keep myself up to date with most of the expected client inquiries.

On average, how many clients do you handle in a day?

Personally, I receive an average of 180 calls a day. It should however, be noted that the call center has grown over time from being an inbound contact center to an outbound one as well. We handle

the call ins, URSB text /SMS platforms and service, the main complaint channeling system of helpdesk and occasionally handle and offer a support role to the social media platform depending on the traffic that comes through. Our efficiency and service levels of 85% and above at all times.

How do you handle irate clients?

Every Client is different and every client situation is different. The manner in which we resolve or approach a client differs depending on the scenarios. Irate clients have no rule book but all of them demand a solution or answers to their problem. It is important for them to understand we are there to assist them find solutions. No call center agent comes to work to deliberately frustrate a client. When a customer starts yelling or being rude, there is nothing to be gained by responding in a similar manner. In fact, that will probably escalate hostilities. I maintain control of myself, never take it personal because I am constantly aware the customer is not angry



Mr. George Akena interacts with Ms. Doreen Kanshabe, URSB Call center team leader

with me but they are displeased with the performance of our service rendered to them. I use my best active listening skills because angry clients simply need someone to listen to them and show care. I usually acknowledge his or her complaint, note down the key pointers from the summarize, and reaffirm them with the client while using positive power words to show action to be done. Once all is done, the most important thing is to act and provide a solution and engage the team that provides solutions and then provide feedback to the client.

How is this call center impacting URSB's mandate?

The URSB mandate is clear on Client service and standardization as key. As call center, we are the focal point of contact and interaction with clients and the key

avenue for inquires, complaints, and sensitization. we understand the URSB mandate is broken down through us in what we do in a daily and every service we offer contributes to this. We have transformed the image /brand of URSB when it comes to customer

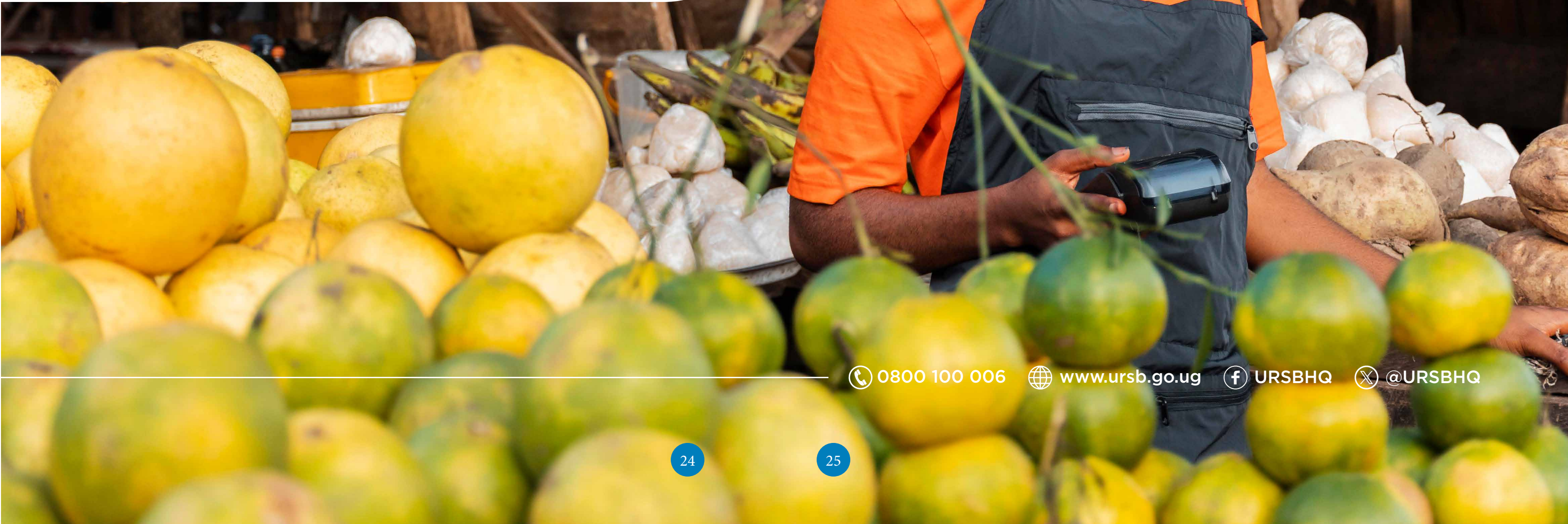
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OUR CALL
CENTER IS
STRUCTURED IN
A WAY THAT WE
ARE FLEXIBLE
TO HANDLE ANY
QUERY FROM A
CLIENT

service by offering quality services online from the queries/inquiries made by customers online. Which has distinguished URSB as one of the best government agencies.

What would like clients to know about the URSB Call centre?

I request clients to understand that we are human beings on the other side of the phone when they call in. Some clients can be very rude and abusive sometimes because they feel we are the cause of their frustration. I appeal to them to remember that we are also humans and it is never our intention to frustrate them. We are constantly trained in customer handling and therefore wish the best for clients. We remain committed to serving you with a smile as we support URSB to achieve it's core mandate of formalizing Uganda's economy.

URSB CONTINUES TO
PLAY ITS CORE ROLE
OF FORMALIZING
THE ECONOMY AND
FACILITATING PRIVATE
SECTOR DEVELOPMENT
& COMPETITIVENESS



HOW TO CREATE POSITIVE CUSTOMER EXPERIENCES FOR YOUR BUSINESS

Jessica A. Kent, Harvard Division of Continuing Education

You may not remember every detail, but you probably remember the positive feelings around the product you got, the customer service received, or your expectations being exceeded. Now, think back to a negative experience you had. Perhaps you felt frustrated or as if you were treated unfairly. Did you write a review or tell someone about the experience? In both scenarios, these emotions often drive people to share their experience with others, whether virtually or through word of mouth. They fuel us to advise others to share in our joy or avoid our mistakes. If you're a business leader in any industry, you know that creating helpful, engaging, and friction-free experiences for your customers can positively impact perceptions of your brand, increase purchases, and make loyal fans for life.

The following are several ways to improve your customer's experience, and why business leaders need to focus on the customer experience to ensure continued growth and engagement.

What Is Customer Experience?

Customer experience (or CX) is how a customer interacts with and feels about your brand. Any time a customer has some kind

of touchpoint with your brand, it's added to the collection of experiences that makes up their perception of your brand. Essentially, enough positive interactions and they'll be happy to remain a loyal customer; enough negative experiences and they may never consider you ever again.

Below are some of the types of experiences a customer can have with a business:

- A customer steps into a retail store and is greeted by a friendly worker offering to help them find a product.
- A customer follows a business on social media, and likes a post that teaches them something new.
- A customer wants to pay for a product, yet stands in line for 15 minutes because only one cashier is working while the others chat among themselves.

- A customer visits a business' website and is able to easily learn about the services the business offers.
- A customer calls a business'



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service line but is treated rudely and doesn't get their question resolved.

- A customer returns to a favorite business because they love the ambiance and atmosphere.

Experiences typically are not neutral. Customers will feel either positively or negatively about a touchpoint, and that feeling and emotion can impact how much they'll spend with you or how loyal they'll be, today and into the future. The good news is that business leaders can control what types of experiences their customers have. But why is focusing on experiences so necessary?

Why Do Customer Experiences Matter?

Customer experience can make or break your business. It's not just about whether or not they get the products and services they're seeking; it's also about reinforcing the value your brand brings and securing future customers. Here are just a few reasons why investing in customer experience is important.

Experiences matter as much as products and services:

Customers place a high value on their experiences, and 80% of customers say that “the experience a company provides is as important as its products or services.”

There's higher retention for satisfied customers:

Positive experiences make satisfied customers, and 90% of customers who are highly satisfied with a brand say they are highly likely to return to that brand to make more purchases.

Experiences impact revenue:

Brands who prioritize offering great experiences to their customers will see the positive impact to the bottom line, as 84% of companies who improved their customer experiences saw increased revenue.

Focusing on experiences makes businesses more resilient:

Businesses that provide great experiences for their customers are more resistant to market changes and recessions, and see “a shallower downturn, rebounded more rapidly, and achieved three times the total shareholder returns in the long run.”

Customers will pay a premium for experience:

If you offer your customers great experiences, they're more willing to pay more for your products and services — upwards of 18% more.

Negative experiences have an impact, too:

Brands looking to attract and retain customers need to focus on getting the experiences they provide right consistently, since it would only take one bad experience for 32% of customers to stop interacting with a brand.

How can businesses get increased revenue and higher retention rates? By focusing on how experiences drive the customer journey.

How Experiences Impact the Customer Journey

The experiences that you create for your customers directly impact their customer journey, or the path they take from finding out about your brand to becoming a life-long fan. You can use experiences to further enhance and drive their

journey in the following ways.

Awareness: The first step on the customer journey is gaining awareness of your products, services, and brand, such as hearing about the brand from friends, or reading a positive review. This means that they hear about your brand from the positive experiences others have already had.

Consideration: Once a customer has had some touchpoints with your brand, they hopefully start to feel positive enough about their experiences that they would consider purchasing from you. However, if a customer has a negative experience — the website is too hard to navigate, they can't find someone in a store to answer their questions — they're likely to abandon their consideration of your brand altogether.

Purchase: Enough positive experiences with a brand will increase their confidence that you're the one they want to give their money to and will make a purchase.

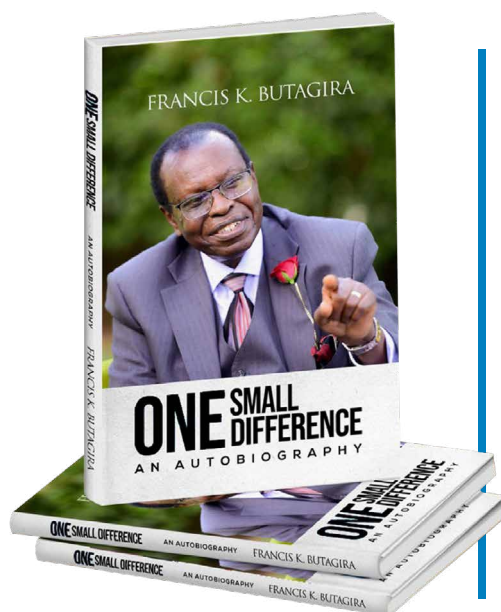
Retention: After the first purchase, brands have the opportunity to continue providing positive experiences to their customers by reengaging them in new ways that provide value and increase their willingness to continue buying.

Loyalty: The final destination is long-term customer loyalty and retention. At this stage, customers feel positively enough about your brand to be a fan and evangelist, but this can only happen if you continue to provide positive experiences that reinforce their positive feelings about you.

ONE SMALL DIFFERENCE

HE AMB. FRANCIS BUTAGIRA LAUNCHES AUTOBIOGRAPHY

On July 20th 2023, H.E. Amb Francis Butagira, Chairman of the URSB Board of Directors launched his autobiography "One Small Difference" at Protea Hotel Kampala. The book is a record of the illustrious career he has had over time. We share some of the moments from the momentous occasion.



Amb. Francis K. Butagira is a Managing Partner of Butagira and Company Advocates and as well as an Advocate of the Supreme Court and Courts subordinate.

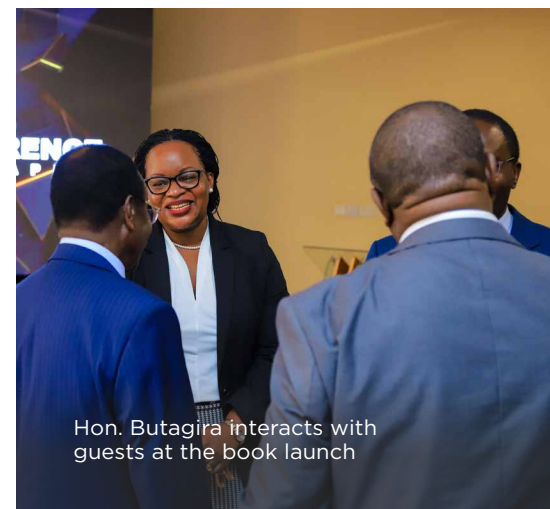
Previously, Amb. Butagira served in various capacities in the international political community and in Uganda. He has served as a Member of Parliament and Speaker of the Ugandan Parliament. He has also served as Ambassador to Ethiopia, Kenya, Germany, Austria and the Vatican, Ambassador Extraordinary and Permanent Representative of Uganda to the United Nations.

While serving at the United Nations, he was elected to the

Vice Presidency of the General Assembly which is charged with the responsibility of managing the sessions of the body, and also as Chairman of the Third Committee, a subsidiary organ of the General Assembly, responsible for social, cultural, humanitarian and human rights affairs. His professionalism during his career is impeccable and he displayed utmost diplomacy when he negotiated the election of Uganda to the Security Council.

Through his educational exploits, he studied law at the University of Dar es Salaam and is a Harvard graduate where he graduated with a Masters of Law degree.

Pictorial from the book launch of "One Small Difference" an autobiography by H.E. Amb. Francis Butagira, Chairman Board of Directors URSB.



Hon. Butagira interacts with guests at the book launch



Hon. Mondo Kagonyera, a long time friend to Amb. Butagira giving remarks



Mrs. Butagira (R) shares a light moment with Mercy K Kainobwiso the Registrar General URSB



H.E Maj Gen (RTD) George Owino, Kenya's High Commissioner to Uganda makes remarks



Hon. Chief Justice Alfonse Owiny Dollo following proceedings at the book launch



Ms. Freda Nayebare, Director Planning and Policy at URSB (L) and Mr. Mustapher Ntale, Director Business Registration (R) at the launch



Hon. Chief Justice Alfonse Owiny Dolo greets Mr. and Mrs. Butagira on arrival at Protea Hotel, Kampala



A section of family members who graced the occasion



COLLECTIVE MANAGEMENT ORGANISATIONS Rationale & Role in the Copyright Industry

By Mark Tugume, *Officer, Collective Management Organisations (URSB)*

Collective management organisations or collecting societies are a rarely known component of the copyright system. To help explain them, we can use the example of Blackberry, one of the biggest music talents on the market, who has just released his latest hit song, “Omuntu agoinge wa?” His song is played in every bar, hotel, gym, television and radio station in the country. As a musical work, Blackberry’s song attracts protection under the copyright system, and therefore he has rights to control how, where and when his song should be played. Commercial entities like broadcasting stations should pay Blackberry for playing his song on their airwaves. However, this sounds like an uphill task for Blackberry, as it is nearly impossible for him to approach every bar, gym, hotel, and broadcasting station to demand for payment. Similarly, it is nearly

impossible for each one of these users to approach John for permission to use his song in their commercial businesses. Thus, the need for collective management organisations (CMOs).

What are CMOs?

CMOs help balance the needs and interests of rights holders like Blackberry and those of commercial users like broadcasting stations. They are a bridge in the copyright industry between rights holders and users of copyright works by providing easy and legal access to such works by the commercial users, while ensuring the rights holders receive fair remuneration for the use of their works. CMOs are not-for-profit entities established by rights holders with similar rights in similar works. For instance, Blackberry would either form or join a CMO with other musicians since they create the same works

and therefore have the same rights in their works.

How do CMOs operate?

The primary roles of CMOs are to monitor the use of their members’ works, negotiate tariffs with the users, license users, collect and distribute royalties (from the license fees) to their members. Through these roles, rights holders can continually earn from the use of their works and commercial users can gain easy and legal access to copyright works through licenses. Globally, CMOs exist in the music, film, literature, visual arts and dramatic works industries. Uganda currently has three licensed CMOs in the field of music (Uganda Performing Right Society), film (Uganda Federation of Movie Industry) and literature (Uganda Reproduction Rights Organisation)

Contribution of CMOs

The management of CMOs is crucial in the copyright industry. CMOs administer and manage the copyright and related rights of their members, and ensure that the members are properly remunerated for use of their copyright protected works. The money they collect can potentially revolutionize the copyright industry, creating a sustainable source of income for various creatives in the industry. World over, various CMOs have registered significant revenue collections for their members, like the Performing Rights Society of the UK, which paid out GBP 836.2million to its members in 2022 (<https://www.prsformusic.com/about-us/track-record/2022>). This not only signifies the potential of the creative industry, but also the contribution of CMOs to a country’s GDP.

Role of URSB

Uganda Registration Services Bureau (URSB) licenses CMOs in Uganda, and as such, is responsible for their effective running to ensure that they operate on the principles of transparency, accountability and good governance. An effective collective management system will not only encourage compliance with the copyright law, but also boost the remuneration paid to creatives. Ensuring an effective functioning of the collective management system is therefore a priority to URSB and some of the measures we have undertaken to realize this include; the implementation of the Collecting Societies Guidelines in 2018, conducting leadership capacity building trainings, conducting monitoring and evaluation visits, among other interventions.

These are aimed at addressing the challenges in the collective management system and building trust amongst the public in the potential of the system.

Conclusion

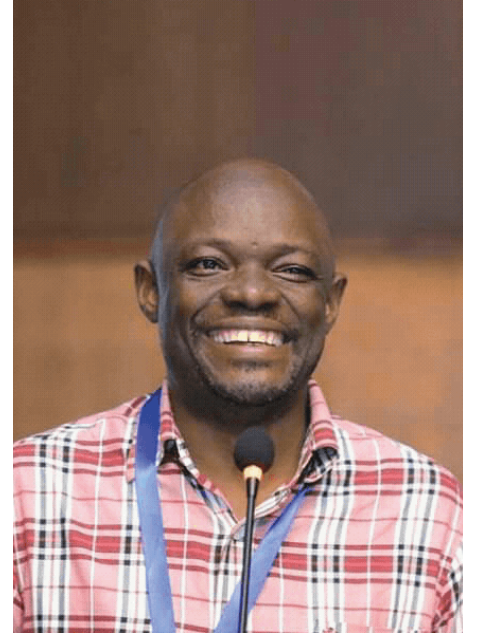
However, various factors hinder the effectiveness of this system, particularly the lack of awareness and culture of piracy in the country, which results in reluctance by commercial users to comply with the law. Ultimately, the country’s economy loses out because creatives who are not adequately and fairly remunerated for the use of their works will contribute little to the economy. Our role as URSB is therefore to champion the transformation of the copyright industry through ensuring a professional collective management system that is beneficial to rights holders and to users.



Standout
by registering your company
with URSB

WHY CMOS MUST BE EFFICIENTLY MANAGED IN THE PROTECTION OF IP RIGHTS

*By Charles Batambuze, Executive Director, Uganda
Reproduction Rights Organisation (URRO)*



The push by Ugandans to reap big from Culture and Creative Industries (CCIs) in Uganda has intensified in recent times. This is because of the ever growing economic potential of CCIs which comprise the creation, production, marketing and distribution of products and services resulting from human creativity and talent. According to UNCTAD, the creative industries deal with the interplay of various knowledge based economic activities comprising tangible products and intangible intellectual assets with economic and cultural value, creative content and market objectives.

The copyright law is the legal framework that provides extensive protections to works through which creators' market objectives are met. Whereas creators may in most cases exercise their rights individually, collective management complements direct licensing in cases where it is impracticable or impossible to license individually. Thus Collective Management Organizations (CMOs) play a crucial role in the protection of intellectual property (IP) rights, particularly in music, film, literature, visual arts, photography, and dramatic works.

In Uganda, there are currently 3 registered Collective Management Organisations (CMOs) that include: Uganda Reproduction Rights (URRO) for literary works; Uganda Performing Right Society (UPRS) for musical works and Uganda Federation of Movie Industry (UFMI) for audio-visual works. They derive their mandate from the Copyright Act; mandates assigned to them by their members and reciprocal agreements with foreign CMOs.

The 3 CMOs are playing important roles, representing their members in the market. They among other roles: license users, collect and distribute royalties collected from various sources including hospitality, broadcasters, venues for live performances, education institutions, public administration, public transport and streaming platforms. They monitor usage to minimize piracy and infringement. They work with relevant authorities to ensure enforcement measures are undertaken to support licensing. The CMOs are an important part of the ecosystem of creative industries for encouraging and protecting creativity and; promoting national culture and cultural diversity.

However, the functionality of CMOs has been in the spotlight given the low collections of royalties and with most of the market unreached. It is estimated that up to UGX 361 billion is the amount in uncollected royalties. This is in spite of the changing global outlook which is benefiting creators and rights holders in countries like Malawi, Ghana, South Africa and others. The countries cited above enjoy better legislative support providing for new sources of royalties such as private copy levies enforced on gadgets and other factors.

In addition, Uganda's CMOs are not harnessing digital technologies that could be leveraged to improve their efficiency in tracking usage, licensing and ensuring fair distribution of royalties. Other challenges include lack of awareness and education among creators and markets. These factors are impacting on the performance of CMOs in Uganda. That said, there is growing copyright awareness amongst rights holders, resulting into the management of CMOs being of great concern. This is because CMOs represent creators



and rights holders in a bigger portion of the market and their functionality is important in the commercialization of rights such as performance, mechanical and reproduction rights. Also as digital technologies extend the market reach for Uganda CCI's products and services, royalties earned by the CMOs repertoire through reciprocal representation become an important link for rights holders to meet market objectives.

As a result, CMO members are pursuing reforms internally by improving their vigilance and ensuring the managers and Boards are accountable to them. They are also through advocacy pushing government to play a greater role in strengthening licensing and royalty collections in the market through administrative actions by regulators like Uganda Communications Commission (UCC); Transport Licensing Board of the Ministry of Works and Transport; the Ministry of Education and Sports and; National Council for Higher Education amongst others.

The Uganda Registration Services Bureau (URSB) is the regulator of CMOs. To perform this duty, URSB has deployed carrot and stick techniques. Recognising that skills to manage a CMO are critical to their success, URSB has worked with intergovernmental agencies like WIPO and ARIPO and international organisations like NORCODE, IFRRO and CISAC to provide such trainings. It has also provided trainings to build CMO management and Board capacity. URSB has responded to gross management failures by CMO Management and Board by taking over and restructuring CMOs such as happened with UPRS in 2019.

As early as 2018, URSB issued the Collecting Societies Guidelines to support CMO Management and Boards manage day today issues to improve performance. Provisions in the guidelines such as regular reports, AGMs, financial audits and other compliance issues are being enforced. This is in addition to regular performance meetings

with CEOs and monitoring visits to CMO offices. That said, a lot of work remains to be done to improve CMO benefit to creators and rights holders. As part of capacity building, it is necessary for the regulator to make financial interventions to build CMO capacities in digital technologies; licensing, market awareness and compliance. Current measures by government and stakeholders need to cover CMOs functionality which is key in the collection of royalties from a significant portion of the market structure for creative goods and services,

Then and only then will the copyright law support creators and rights holders to receive fair compensation, minimize infringement, promote legal compliance, and support the growth and sustainability of creative industries in an ever-evolving digital world. This is how the copyright law will support Uganda's development aspirations of job creation, wealth and revenue generation.

PROCEDURE FOR REGISTERING A CUSTOMARY MARRIAGE

All customary marriages such as Kwanjula, Kuhingira, Nyom metekwaro a'Lango, etc must be registered at the sub county where the function was held

01

Couple with two Witnesses go to the sub county with evidence that marriage took place

02

The couple makes necessary payments in the bank

03

Sub county Chief enters marriage into Customary Marriage Register

04

Sub county chief, Couple and Witnesses sign Customary Marriage certificate

05

Couple is issued with a Customary marriage Certificate

06

Sub county Chief files the customary marriage return with the Registrar of Marriages

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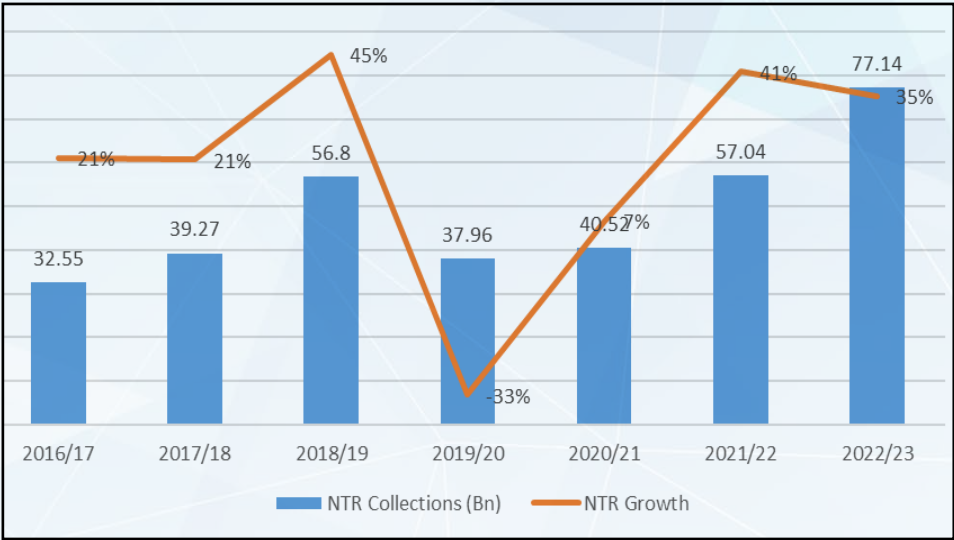
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URSB Performance Highlights in Financial Year 2022/23

Growth in Non-Tax Revenue (NTR)

In the financial year 2022/23, URSB collected Non-Tax Revenue (NTR) of UGX 77.14 Billion, against a target of UGX 69.6 Billion, posting a surplus of UGX 7.54 Billion.

URSB registered growth in NTR collections of 35% in 2022/23 compared to 2021/22. The growth can mainly be explained by the requirement for commercial banks to increase their share capital from UGX 25 Billion to UGX 120 Billion, which led to an additional Non-Tax Revenue of UGX 13.9 Billion.



Trend analysis of NTR collection from 2016/17 to 2022/23

Increased registrations to enhance the formalization of the economy

ITEM	ACTUAL 2021/22	ACTUAL 2022/23	% CHANGE IN 2022/23 COMPARED TO 2021/22
New Companies registered	18,614	23,789	28%
Business Names	27,710	27,104	-2%
Legal Documents	56,505	86,375	53%
Debentures/Mortgages	918	1,483	62%
Companies filing annual Returns	21,114	24,475	16%
Annual Returns filed	40,467	44,772	11%
Company Forms	54,970	93,443	70%
Searches on Business Names	216	2,674	1138%
Searches on Companies	597	15,867	2558%
Certifications	19,644	25,612	30%
Company Reservations	18,411	73,345	298%
Business Name Reservations	7,406	22,437	203%

In the period July 2022 to June 2023, URSB registered 23,789 companies, 27,104 business names, 86,375 legal documents and 1,483 debentures. The companies registered in 2022/23 increased by 28% compared to 2021/22, which is explained by the increase in awareness and simplification of the registration process.

Business registrations in 2022/23 compared to 2021/22



Registration of innovations and creative works

139 copyright applications were made in the financial year 2022/23, and 80 copyrights were registered. 43 industrial design applications were lodged and 16 industrial designs were registered. 27 utility model applications were received and 6 utility model was granted. 30 patent applications were received. In the reporting period, 2,214 local trademark applications were made and 1,360 were registered. 1,431 Foreign trademark applications were received while 2,105 were registered. There were 336 local trademark renewals while foreign trademark renewals were 2,228.

Launched the 32nd Technology and Innovation Support Center (TISC) at Lira University. These centres help to improve the quality of research in universities and other research institutions by providing access to up-to-date patent and non-patent databases.

Under the Bilateral Project on Appropriate Technology undertaken in partnership with

World Intellectual Property Organisation, two technologies were developed to address the local communities' challenges namely Rainwater harvesting and filtration; and alternative technology to brick firing. These technologies will be availed free of charge and disseminated to desiring local communities and vulnerable groups, to redress the negative impact of climate change.

Protection of family through marriage registration

In the financial year 2022/23, 1,987 civil marriages were registered in Kampala, while 10,829 were returns filed from Faith-Based Organizations and districts. 1,271 customary marriages were registered, and 2,885 certifications of marriages were issued. 1,049 searches were made on the marriage register, 480 special licenses were issued, and 259 churches were licensed.

Access to affordable credit using movable property.

URSB established an electronic Security Interest in Movable

Property Registry System (SIMPO) in 2019 where lenders register interests in movable property.

In 2022/23, 6,179 loans were extended to borrowers by financial institutions using movable property as collateral and registered on Security Interest in Movable Property Registry. Compared to the financial year 2021/22, a growth of 36% in registration was achieved in 2022/23.

Insolvency services and corporate rescue measures

In the reporting period, URSB registered 118 insolvency practitioners, liquidated 53 companies, settled 6 liabilities and 154 declarations of solvency made.

As part of the business rescue framework, URSB conducted training for the business community in Mbarara and Kampala where 300 business owners were trained on how to manage their businesses better to avoid insolvency.



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Regional offices:

- ▶ Arua – Plot 42/44 Pakwach road
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- ▶ Mbarara- Plot 1, Kamukuzi Hill
- ▶ Mbarara- Plot 1, Kamukuzi Hill
- ▶ Kasingo District Headquarters,
Hoima Service Uganda Centre
- ▶ Gulu – Plot 6B Princess Road
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