URSB

UGANDA REGISTRATION
SERVICES BUREAU

Strategic Plan IV

2025/26–2029/30

Vision: The Centre of Excellence in Providing Registration Services for Business Facilitation.

Theme: Positioning Uganda as the best destination for doing business.

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Board Chairperson's Foreword

Rt. Hon. Amb. Francis K. Butagira

Chairman of the Board of Directors

URSB further reinforced its legal and institutional framework by reforming and updating critical commercial laws. Processes were streamlined and digitalised to enhance service delivery, notably with the rollout of the Online Business Registration System (OBRS), making business registration more accessible and efficient. Another key milestone was the issuance of Uganda's first Geographical Indication certificate, demonstrating our commitment to leveraging intellectual property for economic transformation.

> *The Uganda Registration Services Bureau's Strategic Plan IV (URSB SP IV) marks a significant milestone in advancing the Bureau's mandate and supporting Uganda's national development agenda.*

The Uganda Registration Services Bureau's Strategic Plan IV (URSB SP IV) marks a significant milestone in advancing the Bureau's mandate and supporting Uganda's national development agenda. As the fourth in a series of strategic plans, URSB SP IV (2025/26–2029/30) builds on the momentum and achievements registered under Strategic Plan III. In executing Strategic Plan III, URSB made significant progress across its mandate, including increased uptake in registration services, growth in Non-Tax Revenue collections, and strengthened institutional capacity.

Strategic Plan IV is closely aligned with Uganda's Vision 2040 and the National Development Plan IV, which prioritises agro-industrialisation and private sector-led growth.

The Plan is also informed by key global, continental, and regional frameworks, including the United Nations 2030 Agenda for Sustainable Development, the African Union's Agenda 2063, and the East African Community Vision 2050. These alignments ensure that URSB's interventions contribute meaningfully to Uganda's inclusive and sustainable development aspirations.

The Strategic Plan sets out URSB's vision of becoming a Centre of Excellence in providing registration services for business facilitation. It is guided by the theme **Positioning Uganda as the Best Destination for Doing Business.**

It defines strategic objectives, outcomes, and interventions to drive institutional growth, innovation, and service excellence over the next five years.

On behalf of the Board of Directors, I reaffirm our confidence in URSB's leadership and staff and extend our appreciation to all stakeholders who contributed to the development of this Strategic Plan. We look forward to continued collaboration as we implement the strategies and priorities in this Plan to advance URSB's mandate and contribute to Uganda's socio-economic transformation.

For God and my country

Francis K. Butagira

Rt. Hon. Amb. Francis K. Butagira
Chairman of the Board of Directors

Registrar General's Acknowledgement

Ms. Mercy K. Kainobwisho

Registrar General

URSB's Strategic Plan IV (2025/26–2029/30) represents a renewed commitment to delivering secure, innovative, citizen-centred registration services that support Uganda's transformation into a modern and competitive economy. This Plan is both a continuation and a recalibration, building on the strong foundation laid in the previous strategic cycle while adapting to new priorities, risks, and opportunities.

Over the previous planning period, URSB registered remarkable progress across its mandate. The Bureau recorded a significant increase in the uptake of registration services, particularly in business, legal documents, and security interests in movable property, insolvency, and intellectual property rights. URSB increased the Non-Tax Revenue collections by 55.22% (UGX 107.12 billion) in the Strategic Plan III period compared to the Strategic Plan II period.

The Bureau made strategic strides in legal and institutional reform, including amendments to the Companies Act Cap 106 and Insolvency Act Cap 108 to align with national priorities and global standards. URSB's efforts contributed to Uganda's removal from the Financial Action Task Force (FATF) grey list, a critical milestone in strengthening the country's regulatory and compliance framework.

URSB deployed the Online Business Registration System (OBRS), launched a fully automated trademark front office system, and integrated the Security Interest in Movable Property Registry with the Uganda Revenue Authority's motor vehicle registry. These reforms have significantly simplified and improved the accessibility, transparency, and efficiency of registration services.

Over the next five years, URSB will prioritise digital transformation, institutional strengthening, and client-centric reforms to accelerate service delivery and formalisation. This includes consolidating gains made through automation, enhancing public awareness, deepening stakeholder engagement, and expanding our footprint across the country to ensure no one is left behind.

Over the next five years, URSB will prioritise digital transformation, institutional strengthening, and client-centric reforms to accelerate service delivery and formalisation.

The emphasis on innovation, intellectual property protection, and support for business growth reflects our understanding of the evolving development context and our resolve to be a responsive and agile institution.

This Strategic Plan is designed to be both aspirational and practical. Our vision to be a Centre of Excellence in providing registration services for business facilitation will be realised through strategic objectives that promote innovation, efficiency, and professionalism across our operations.

The Plan embeds a strong results-based framework to track implementation progress and ensure accountability at every level. The Bureau is especially committed to advancing gender inclusion, youth engagement, and regional equity in the application of services, particularly in areas like copyright and intellectual property.

As the Bureau embarks on implementing this Plan, I wish to thank the Board of Directors for their leadership, the URSB staff for their dedication, and partners, both public and private, for their continued support. The success of this Strategic Plan depends on collaborative action.

I therefore call upon all stakeholders to continue walking this journey with us as we create a more business-friendly, innovative, and inclusive Uganda.

For God and my country

Mercy K. Kainobwisho

Mercy K. Kainobwisho
Registrar General

URSB Board of Directors

Rt. Hon. Amb. Francis K. Butagira
Board Chairman

Ms. Mercy K. Kainobwisho
Member

Mr. George Fred Kagimu
Member

Mr. Byaruhanga Alex
Member

Ms. Annie Ninkijuka Katushabe
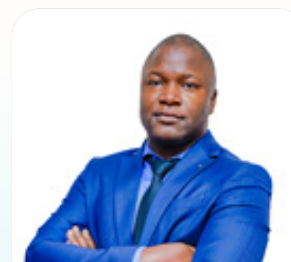Member

Ms. Hope Okeny
Member

Ms. Tereza Namwach
Member

Ms. Lydia A. Sekkabira
Member

Ms. Jackie Kemigisha Kiiza
Member

Mr. Mustapher Ntale
Commissioner Legal Services /Board Secretary

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List of Acronyms

Abbreviation	Full Form
AI	Artificial Intelligence
AIDS	Acquired Immune Deficiency Syndrome
ARIPO	African Regional Intellectual Property Organisation
BOD	Board of Directors
CCFA	Companies' Contingency Fund Account
CMA	Capital Markets Authority
CMO's	Collective Management Organisations
CRF	Corporate Registers Forum
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DRMS	Domestic Revenue Mobilisation Strategy
EAC	East African Community
ESG	Environmental, Social, and Governance
FATF	Financial Action Task Force
FY	Financial Year
GI	Geographical Indications
GOU	Government of Uganda
HIV	Human Immunodeficiency Virus
HRBA	Human Rights-Based Approach
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
IP	Intellectual Property
IPAS	Intellectual Property Automated System
IPRs	Intellectual Property Rights
ISO	International Organisation for Standardisation
JLOS	Justice Law and Order Sector
KCCA	Kampala City Council Authority
KPI	Key Performance Indicators
LG	Local Government
M&E	Monitoring and Evaluation
MDA	Ministries, Departments, and Agencies
MIS	Management Information System
MOFPED	Ministry of Finance, Planning, and Economic Development

List of Acronyms

MOJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government
MSME	Micro, Small and Medium Enterprises
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NIRA	National Identification and Registration Authority
NPA	National Planning Authority
NTR	Non-Tax Revenue
OBRS	Online Business Registration System
PFM	Public Finance Management
PIAP	Programme Implementation Action Plan
PIMS	Public Investment Management System
PWD	Persons with Disabilities
QMS	Quality Management System
R&D	Research and Development
RIA	Regulatory Impact Assessment
SDG's	Sustainable Development Goals
SI	Statutory Instrument
SIMPO	Security Interest in Movable Property Registry
SME	Small and Medium Enterprises
SMS	Short Message Service
SOP	Standard Operating Procedure
SP	Strategic Plan
STI	Science, Technology, and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
TCE	Traditional Cultural Expressions
TISC	Technology and Innovation Support Centres
TK	Traditional Knowledge
TREP	Taxpayer Registration Expansion Program
UBFC	Uganda Business Facilitation Centre
UIA	Uganda Investment Authority
ULC	Uganda Law Council
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
WIPO	World Intellectual Property Organisation

Executive Summary

Uganda Registration Services Bureau (URSB) is a semi-autonomous government agency established under the URSB Act, Cap 217, with a mandate to promote, register, and protect business enterprises and intellectual property rights, register copyrights and related rights, administer security interests in movable property, and provide insolvency services.

The fourth Strategic Plan (SP IV), covering the period from FY 2025/26 to 2029/30, builds upon the achievements of the third Strategic Plan (SP III) and is designed to consolidate progress, address emerging challenges, and strategically position URSB to deliver inclusive, innovative, and efficient services.

During Strategic Plan III, URSB achieved significant progress across all strategic objectives. It **completed 90% of targeted legal reforms**, introduced key amendments to business and insolvency laws, and aligned with international standards. Service delivery was greatly improved through automation, with **90% of registration services offered online.** Non-Tax Revenue collections increased steadily, peaking at **UGX 77.14 billion in FY2022/23.**

URSB also enhanced public awareness through widespread media campaigns and stakeholder engagement, resulting in an average annual increase in registration uptake of 21.5%. The Bureau expanded regional presence, relocated to its permanent offices at Uganda Business Facilitation Centre (UBFC), issued Uganda's first Geographical Indication certificate, and partnered with over 60 institutions. It also advanced ISO certification, strengthened staff welfare, and launched the mass registration drive, laying a solid foundation for Strategic Plan IV.

Despite these gains, implementation was constrained by limited funding, with only 36.3% of the planned UGX 544.02 billion received, as well as delays in legal reforms and staffing limitations. These challenges affected URSB's ability to meet the growing demand for registration services. The new Strategic Plan addresses these issues while aligning with Uganda's broader development agenda, including the Fourth National Development Plan (NDP IV), Uganda Vision 2040, the United Nations' 2030 Agenda, the African Union's Agenda 2063, and the East African Community's Vision 2050.

Strategic Plan IV is anchored on the theme:

Theme:

Positioning Uganda as the Best Destination for Doing Business.

Vision:

The Centre of Excellence in Providing Registration Services for Business Facilitation.

Mission:

To provide secure, efficient, and innovative registration services

Core values:

Customer-Centricity, Professionalism, Integrity, Teamwork, and Accountability
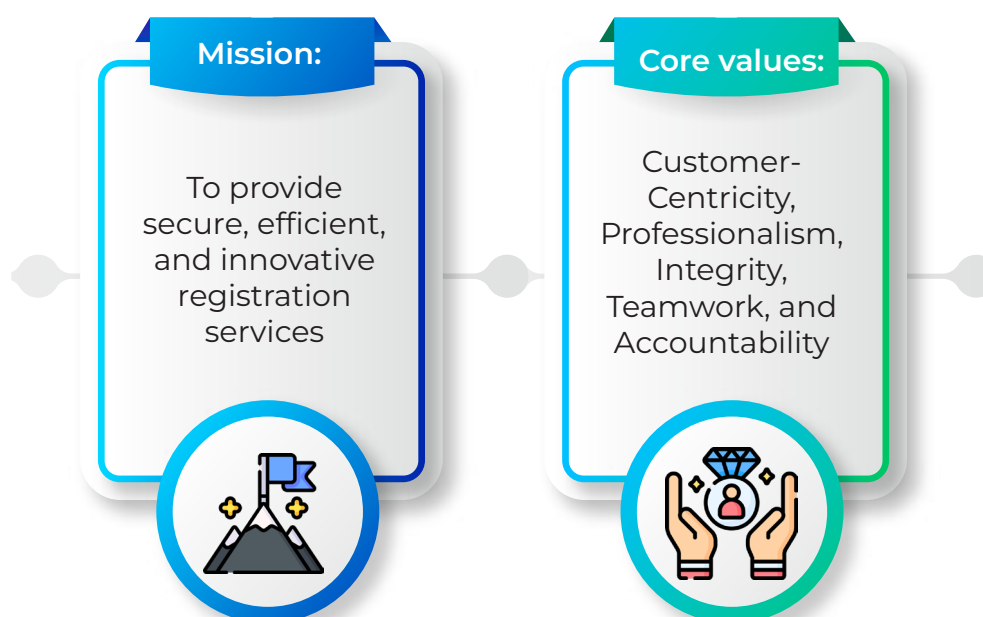
The Plan outlines five strategic objectives:

1. Improve access and quality of registration services.
2. Strengthen communication and awareness.
3. Strengthen the legal and institutional framework.
4. Promote innovation, creativity, and competitiveness in the public and private sectors.
5. Enhance sustainable ICT infrastructure.

These will be delivered through targeted interventions aligned with six NDP IV programmes, including Private Sector Development, Innovation and Technology Transfer, Governance and Security, Manufacturing, Agro-industrialisation and Human Capital Development.

Key focus areas for Strategic Plan IV include

Decentralising services nationwide, fully automating registration processes, strengthening the Security Interest in Movable Property Registry (SIMPO) framework, establishing a Non-Individual Register, enhancing public awareness and stakeholder engagement, promoting the Intellectual Property ecosystem, implementing Geographical Indications and Traditional Knowledge protection systems, modernising Information Communication Technology (ICT) infrastructure, and improving institutional governance and monitoring and evaluation (M&E) systems.

URSB's Strategic Plan IV requires UGX 552.78 billion, financed by the Government of Uganda (GoU) and off-Government sources (including Companies Contingency Fund Account and Access to Justice). With UGX 428.40 billion provided in the Medium-Term Expenditure Framework (MTEF), the funding gap is UGX 124.38 billion.

To mobilise resources, URSB will: secure higher GoU allocations through programme-level engagements backed by evidence of URSB's impact on formalisation, job creation and NTR; grow NTR by streamlining and digitising registration and renewal flows, supported by targeted outreach and periodic fee indexation aligned to inflation and service upgrades; leverage off-Government sources tapping CCFA and Access to Justice and structuring revenue-sharing partnerships with the private sector for new/expanded e-services; and attract external grants and technical assistance from international and regional partners for digitalisation and capacity building.

The Plan will be implemented through a structured risk management approach and an updated Monitoring and Evaluation (M&E) framework, ensuring accountability, tracking performance, and supporting evidence-based decision-making.

The Uganda Busines Faciliation Center Kololo

01 INTRODUCTION

1.1 BACKGROUND

Uganda Registration Services Bureau (URSB) is a semi-autonomous government agency established under the URSB Act, Cap 217. Its mandate is to promote, register, and protect business enterprises and intellectual property rights, register security interests in movable property and provide insolvency services.

The functions of URSB as stipulated in Section 4(2) of the URSB Act Cap 217 are;

i. Carry out all registrations required under the relevant laws.

ii. Maintain registers, data, and records of registrations effected by the Bureau and act as a clearing house for information and data on those registrations.

iii. Evaluate the practicability and efficacy of the relevant laws from time to time and advise the Government accordingly.

iv. Conduct research and disseminate research findings in the fields covered by the relevant laws through seminars, workshops, publications, or other means, and recommend to the Government any necessary improvements in the applicable laws to the Bureau.

v. Charge fees for any services performed by the Bureau.

vi. Act as the agent of the Uganda Revenue Authority in collecting Non-Tax Revenue (NTR) and stamp duty.

vii. Perform any other function or carry out any activity that may be conducive or incidental to the efficient discharge of its objects, or as the Minister may, by statutory instrument, direct.

The URSB fourth Strategic Plan (SP IV) for FY 2025/26 to FY 2029/30 has been developed following the successful implementation of the third Strategic Plan (FY 2020/21–2024/25). SP IV seeks to consolidate past achievements, respond to emerging challenges, and strategically position URSB to deliver improved and inclusive services. Strategic Plan IV aligns with Uganda's fourth National Development Plan (NDP IV), which aims **"to achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation".**

to achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation.

1.2 GOVERNANCE AND ORGANISATIONAL STRUCTURE.

The URSB's Organisational Structure has a Board of Directors appointed by the line Minister (Justice and Constitutional Affairs) as per the URSB Act, Cap 217.

The Chief Executive Officer of URSB is the Registrar General, who is also the Official Receiver and the Accounting Officer. The Registrar General is responsible for URSB's overall management, administration, and statutory duties.

Board of Directors

Registrar General/ Official Receiver/ Accounting Officer

Deputy Registrar General

Commissioners

Assistant Commissioners

Principal Officers

Senior Officers

Officers

Support staff (Office Assistants & Drivers)
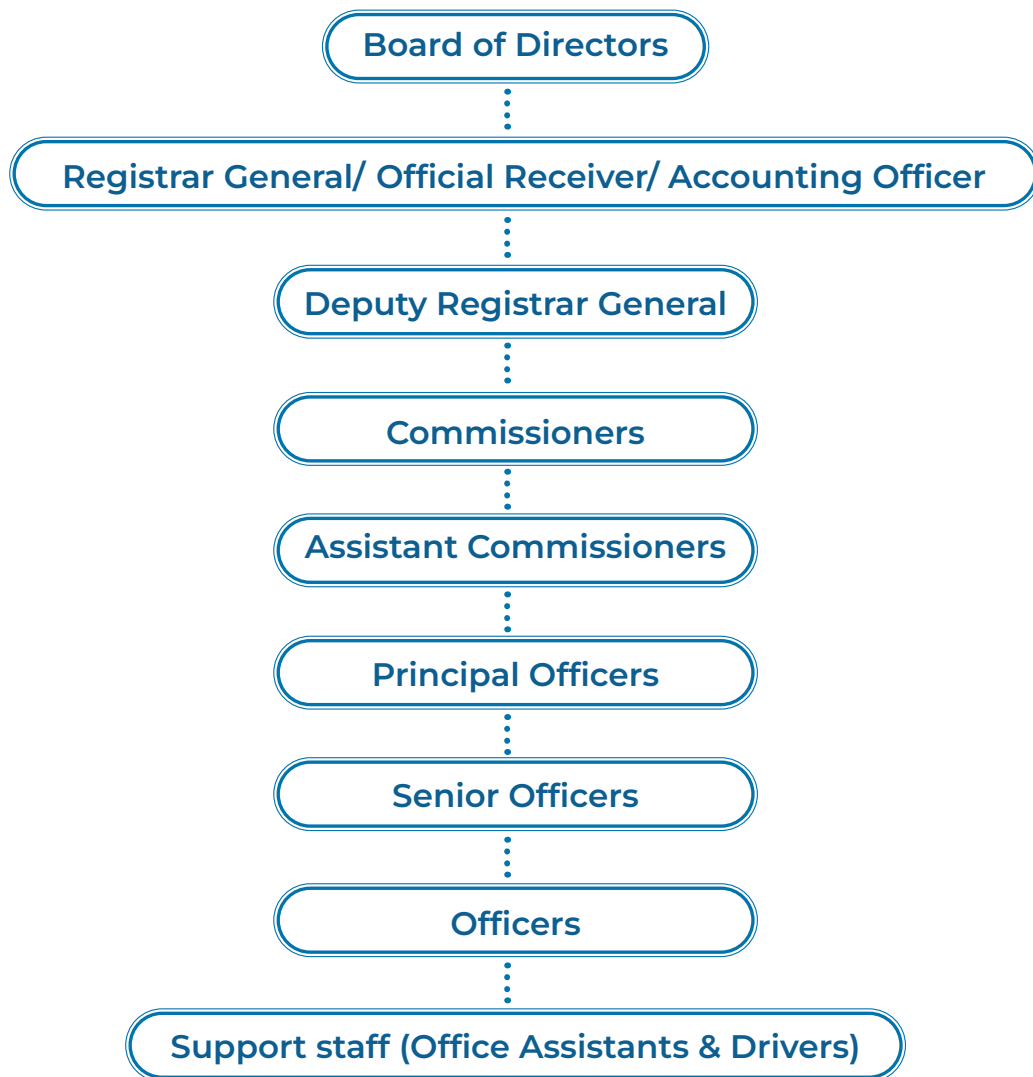
Box 1: URSB structure

The Deputy Registrar General assists the Registrar General in overseeing day-to-day operations and provides leadership across the Bureau's departments.

URSB has 10 Departments headed by Commissioners who provide strategic leadership and technical guidance and ensure the effective implementation of URSB's core functions.

Assistant Commissioners support Commissioners in managing departments, overseeing specific technical areas, and supervising staff performance and service delivery.

The principal officers manage operational units within departments, ensuring the execution of programs, projects, and activities in line with URSB's strategic objectives.

The senior officers provide technical expertise and lead teams to deliver specialised services in areas such as registration, compliance, legal services, and client support, among other support services.

The officers implement day-to-day activities, deliver frontline services, and support the functions of their respective departments.

The support staff (office assistants and drivers) facilitate administrative support and logistical functions essential to the smooth operation of URSB.

Table 1: URSB Departments and Units

No.	Department
1.	Business Registration
2.	Intellectual Property
3.	Insolvency and Receivership
4.	Copyright and Neighboring Rights
5.	Human Resource Management
6.	Finance and Administration
7.	Information Communication Technology & Innovation
8.	Legal and Advisory Services
9.	Policy and Planning
10.	Internal Audit
No.	**Units**
1.	Communications and Corporate Affairs
2.	Quality Assurance
3.	Procurement and Disposal
4.	Compliance & Enforcement
5.	Security Interest in Movable Property Registry
6.	Regional Offices
7.	Records and information management

1.3 THE NATIONAL LEGAL AND POLICY CONTEXTS IN WHICH URSB OPERATES.

1.3.1 LEGAL FRAMEWORK

URSB operates within a legal and policy framework established by various laws and regulations that guide its mandate. These are indicated below.

Table 2: Laws and regulations implemented by URSB

S/N	Category	Laws/Regulations
1	General Laws	Uganda Registration Services Bureau Act Cap 217
		Public Finance Management Act Cap 171
		Public Finance Management Regulations 2016
		Employment Act Cap 226
		Public Procurement and Disposal of Public Assets Act Cap 205
2	Business Registration	The Companies Act Cap 106
		The Business Names Registration Act Cap 105
		Registration of Documents Act Cap 291
		The Partnerships Act Cap 110
		The Building Societies Act Cap.108
		The Building Societies Regulations, S.1 104
		The Partnerships (Regulations) S.I 15 of 2016
		The Companies (Amendment) Regulations No. 73 of 2023

		The Companies (Single Member) Regulations, 2016
		The Companies (Powers of the Registrar) Regulations, 2016
		The Companies (Beneficial Owner) Regulations 1 of 2023
		The Companies (Fees) Regulations, 2024
		The Partnership (Beneficial Owners) Regulations 5 of 2023
		The Business Names Registration (Amendment) Rules, 2024
		The Stamps Duty Act Cap 339
		The Tax Procedure Code (Amendment) Act
3	SIMPO	Security Interest in Movable Property Act Cap 293
		Security Interest in Movable Property Regulations, 2019
4	Insolvency services	Insolvency Act Cap 108
		Insolvency Regulations, S.I. No. 36 of 2013
		Insolvency (Amendment) Regulations, S.I. No. 76 of 2023
		Insolvency Practitioners Regulations, S.I. No 55 of 2017
		Insolvency (Investigation and Prosecution) Regulations, S.I. No 4 of 2018
5	Intellectual property registration	Trademarks Act Cap 225
		Trademark Regulations Statutory Instrument No. 85 of 2023
		Trade Secrets Protection Act Cap 80
		Industrial Property Act Cap 224
		Industrial Property Regulations SI No.12 of 2017
		Industrial Property (Fees) Regulations 2017
		Geographical Indications Act Cap 223
		Geographical Indications Regulations 2018
6	Copyright and Neighbouring Rights registration	Copyright and Neighbouring Rights Act Cap 222
		Copyright and Neighbouring Rights Regulations SI No. of 2010

1.3.2 LINKAGE TO UGANDA'S VISION 2040.

URSB Strategic Plan IV is closely aligned with the aspirations of Uganda Vision 2040, which seeks to transform Uganda into a modern and prosperous country. Vision 2040 emphasises strengthening institutional frameworks, enhancing competitiveness, promoting innovation and industrialisation, and deepening good governance. Through its mandate and Strategic Plan IV, URSB contributes to this vision by;

i. Fostering a robust private sector through efficient business, intellectual property, and secured transaction registration services.

ii. Promoting formalisation and growth of enterprises, thereby expanding Uganda's tax base and contributing to inclusive economic development;

iii. Facilitating innovation and creativity by protecting intellectual property rights, in

line with Vision 2040's call for a knowledge-based economy.

iv. Enhancing access to credit for MSMEs via the Security Interest in Movable Property Registry (SIMPO) will boost entrepreneurship and productivity.

In this way, URSB's strategic interventions align with Uganda's Vision 2040.

1.3.3 LINKAGE BETWEEN THE URSB STRATEGIC PLAN IV AND THE NDP IV

The goal of NDP IV is to "**achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation".**

The objectives of NDP IV are;

i. Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services;

ii. Enhance human capital development along the entire life cycle;

iii. Support the private sector to drive growth and create jobs;

iv. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT; and

v. Strengthen good governance, security, and the state's role in development.

Some of the areas prioritised in the NDP IV that are key to the mandate of URSB include the following:

a. The knowledge economy encompasses Science, Technology, Innovation, and Information and Communication Technology (ICT).

b. Reduction of the cost of credit.

c. Cultural and creative industry and sports.

d. Full implementation of the Domestic Revenue Mobilisation Strategy (DRMS) and seeking innovative revenue generation across all government entities.

URSB will contribute to six (6) Programmes of the NDP IV, as indicated below.

i. Agro-industrialisation

ii. Private Sector Development

iii. Innovation, Technology Development and Transfer

iv. Human Capital Development

v. Governance and Security

vi. Manufacturing

These programmes are further operationalised through URSB's prioritisation of specific intermediate outcomes, contributing to the national development objectives.

Table 3: URSB's adopted intermediate outcomes linked to NDP IV

S/N	Programme	Intermediate outcome
1	Agro-industrialisation	Increased export value of priority agricultural commodities.
2	Manufacturing	Labour productivity in manufacturing enhanced.
3	Private sector development	Increasing long-term financing for key growth sectors.
		Increased value addition
		Reduced time and cost of business and investment processes.
		Enhanced survival of Micro, Small and Medium Enterprises
4	Human Capital Development	Increased participation of the population in development initiatives.
		Increased competitiveness of Ugandan cultural and creative goods and services on the local and international market
5	Innovation, Technology Development and Transfer	Increased skilled Science, Technology and Innovation workforce capable of driving innovative research and development.
		Enhanced collaboration and networking among STI stakeholders, including academia, industry, and government.
		Increased Innovation and commercialisation

6	Governance and security	Improved policy, legal and institutional environment for national development.
		Increased access to Justice, Law and Order Sector (JLOS) Service points.
		Enhanced institutional capacity, coordination and collaboration.

Source: National Planning Authority, Consolidated Programme Implementation Action Plans

1.3.4 LINKAGE BETWEEN THE STRATEGIC PLAN AND GLOBAL AND REGIONAL INITIATIVES.

URSB's Strategic Plan IV is aligned with key global, continental, and regional development frameworks, including the United Nations 2030 Agenda for Sustainable Development, the African Union's Agenda 2063, and the East African Community Vision 2050. The plan reflects the institution's commitment to supporting inclusive and sustainable development through business and asset registration, intellectual property protection, and insolvency services.

Table 4: Linkage between the strategic plan and global and regional initiatives.

Theme	UN Sustainable Development Goals (SDGs)	AU Agenda 2063 Aspirations	URSB Strategic Plan IV Contribution
Decent living, free of poverty	• SDG 1: End poverty in all its forms everywhere • SDG 2: End hunger, achieve food security, improve nutrition, and promote sustainable agriculture	• High standard of living, quality of life, and well-being for all • Incomes, jobs, and decent work • Social protection and inclusion of PWDs • Quality habitats and basic services	• Facilitation of access to credit through the Security Interest in Movable Property • Financial inclusion of women, youth, and MSMEs • Formalisation of businesses enhances access to credit, markets, and investment • IP protection promotes competitiveness and innovation • Decentralisation of services
Economic Development	• SDG 8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all • SDG 9: Build resilient infrastructure, promote inclusive industrialisation, and foster innovation	• Transformed, resilient, and diversified economies • STI-driven industrialisation and value addition	• Support for business growth through registration and formalisation • IP system promotes innovation and industrial growth • Support the creative industry through copyright registration and strengthen the collective management organisation
Agricultural productivity and food security	• SDG 2: End hunger, achieve food security, improve nutrition and promote sustainable agriculture	• Modern agriculture for increased productivity and output	• Registration of agro-based businesses enhances market access and sector growth • The Geographical Indications (GI) system supports value addition in the agricultural sector

1.3.5 ALIGNMENT TO EAC VISION 2050

The East African Community (EAC) Vision 2050, adopted in 2016, serves as the regional blueprint for socio-economic transformation. It aspires to elevate the EAC into an upper-middle-income region by 2050, underpinned by principles of inclusiveness and accountability. The Vision emphasises key pillars such as industrialisation, infrastructure development, innovation, and good governance.

The Vision emphasises key pillars such as industrialisation, infrastructure development, innovation, and good governance.

URSB's Strategic Plan IV aligns with the EAC Vision 2050 through the following strategic areas.

i. Private Sector Development. By streamlining business registration processes, URSB fosters a conducive environment for entrepreneurship and investment, aligning with the Vision's goal of enhancing regional competitiveness.

ii. Innovation and Intellectual Property Rights. URSB's initiatives in registering and protecting intellectual property rights support the Vision's emphasis on innovation and knowledge-based economies.

iii. Governance and Legal Frameworks. URSB contributes to the Vision's pillar of good governance and the rule of law by developing and enforcing legal frameworks related to business and insolvency.

1.4 PURPOSE OF THE PLAN.

URSB Strategic Plan IV (SP IV) aims to provide the URSB Strategic direction for 2025/26 to 2029/30. The plan outlines URSB's vision, mission, strategic objectives, and priority interventions. The strategy aligns these elements with the NDP IV Programmes, ensuring that URSB's activities are strategically prioritised and resources efficiently allocated.

SP IV aims to foster the growth and formalisation of Uganda's economy by offering accessible, efficient, and integrated registration services. In doing so, it positions URSB as a key enabler of economic development through private sector development.

SP IV aims to foster the growth and formalisation of Uganda's economy by offering accessible, efficient, and integrated registration services.

1.5 THE PROCESS OF DEVELOPING THE STRATEGIC PLAN.

The development of Strategic Plan IV (SP IV) was highly consultative, involving both internal and external stakeholders. A cross-functional committee was constituted to oversee the process, ensuring representation from all departments.

The planning process commenced with a comprehensive Strategic Plan III (SP III) evaluation to assess performance against its objectives and targets. Key findings from this evaluation are presented in Section Two of this document.

Extensive consultations were conducted with all URSB departments, senior management, and the Board of Directors. The key issues raised and recommendations provided through these engagements were carefully integrated to inform the design of SP IV.

A draft version of the Plan was presented at a validation retreat attended by the Minister of Justice and Constitutional Affairs, the URSB Board of Directors, and Senior Management. Feedback from this validation process was incorporated into the final version of SP IV.

In accordance with the NPA (Development Planning) Regulations, 2018, the National Planning Authority issued an approval certificate for Strategic Plan IV, confirming its alignment with national planning standards.

1.6 THE STRUCTURE OF URSB'S STRATEGIC PLAN IV 2025/26 TO 2029/30.

Section 01 presents the background, objectives, and methodology employed in developing the Strategic Plan.

Section 02 provides a comprehensive situation analysis, outlining achievements and performance under Strategic Plan III. It also details the policy and legal frameworks and illustrates how the current Strategic Plan aligns with the NDP IV, the SDGs, and the EAC Vision 2050.

Section 03 articulates the Bureau's strategic direction, including its Vision, Mission, Strategic Objectives, Subprograms, and key strategic interventions.

Section 04

Section Four outlines the institutional framework for implementing the SDP, detailing the organisational structure, implementation approach, and the Bureau's accountability commitments.

Section 05

Section Five presents the financing strategy, highlighting the estimated costs of planned interventions and outputs, a summary of projected funding sources over the five years, resource gaps, and strategies for mobilising additional resources.

Section 06

Section Six details the communication and stakeholder engagement strategy, describing how progress will be made on implementing the SP IV and how feedback will be collected and utilised.

Section 07

Section Seven addresses the risk management strategy, specifying how URSB will identify, analyse, and mitigate potential risks and measures for ongoing monitoring and management.

Section 08

Section Eight describes the Monitoring and Evaluation (M&E) framework, including the objectives of the M&E strategy, the institutional structure and roles of stakeholders involved, reporting arrangements, and plans for mid-term and end-term reviews.

Section 09

Section Nine presents the project profiles related to implementing the Strategic Plan.

02 SITUATIONAL ANALYSIS.

2.1 PERFORMANCE OF THE PREVIOUS PLAN (URSB STRATEGIC PLAN III).

URSB implemented its third Strategic Plan from FY 2020/21 to 2024/25 with the overarching goal of enhancing Uganda's economy through increased formalisation and competitiveness. The plan was anchored on four strategic objectives:

i. Strengthening the legal and institutional framework to promote competitiveness.

ii. Simplifying processes to ease registration.

iii. Enhancing communication and awareness of URSB services.

iv. Strengthening research and advisory services.

This section outlines key achievements under each strategic objective, as well as the challenges encountered during the implementation process.

2.1.1 KEY ACHIEVEMENTS BASED ON THE STRATEGIC OBJECTIVES.

2.1.1.1 STRENGTHENING THE LEGAL AND INSTITUTIONAL FRAMEWORK.

The target was to complete **70%** of the initiated review processes by the end of SP III. The performance indicates that 90% of the review processes were completed by the end of FY 2024/25. Some of these include;

A. Completed legal reforms

a. The Uganda Registration Services Bureau Act, Cap 217. The Act was amended to transfer the marriage registration function from URSB to NIRA as part of the Government of Uganda's rationalisation exercise.

b. The Companies (Fees) Regulations 2024 revised the fees for registering, searching, and certifying company documents.

c. The Companies (Beneficial Owner) (Amendment) Regulations 2024 amended the Regulations to provide more transparency and disclosure of Beneficial Owners in Companies.

d. The Partnership (Beneficial Owner) (Amendment) Regulations 2024. These were amended to provide transparency and disclosure of Beneficial Owners in Partnerships.

e. The Partnership (Fees) Regulations 2024 increased the fees for registering, searching, and certifying partnership documents.

f. The Insolvency (Amendment) Regulations no 76 of 2023, gazetted on September 1, 2023, give effect to the amended Insolvency Act Cap 108.

g. URSB implemented reforms following the Financial Action Task Force (FATF) standards, contributing to Uganda's removal from the grey list.

h. Contributed to the amendment of the Companies Act Cap 106 to enhance the ease of doing business by encouraging the use of technology in company administration and aligning with international obligations, such as registering beneficial ownership.

The performance indicates that 90% of the review processes were completed by the end of FY 2024/25.

i. Contributed to the amendment of the Insolvency Act, Cap 108, mainly to reduce the time for winding up of companies, simplify the winding-up process for companies that have no assets, and provide for post-commencement financing of companies in insolvency to enable them to settle claims and prioritise secured creditors.

j. Contributed to the Partnerships (Amendment) Act, 2022 amendment, in August 2022. The amendment provides for a register of beneficial owners, which contains particulars of beneficial owners and other related matters.

k. Kampala Protocol on Voluntary Registration of Copyright and Related Rights: Uganda successfully hosted the African Regional Intellectual Property Organisation (ARIPO) Diplomatic conference between 26th – and 28th August 2021, which 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.

B. Ongoing reforms.

a. Copyright and Neighboring Rights Amendment Bill 2024. The Cabinet approved the bill, which seeks to strengthen copyright protection, enhance enforcement mechanisms, and improve the rights of creators and performers.

b. Traditional Knowledge Protection Law. The process is still ongoing. Principles for regulating traditional knowledge and folklore were developed. Two cabinet memoranda on the ratification of the Swakopmund Protocol on the protection of traditional knowledge and expression of folklore, as well as the WIPO treaty on intellectual property, genetic resources, and associated traditional knowledge, were submitted.

C. Number of inter-institutional coordination and partnerships.

The target was 57 inter-institutional coordination and partnerships by FY 2024/25.

The Bureau has primarily achieved the target. URSB engaged and coordinated with 60 national, regional and international institutions to execute its mandate. Some of these included;

Capital Markets Authority, Uganda National Bureau of Standards, Uganda National Bureau of Statistics, Local Governments, media houses, Uganda Bankers Association, Stanbic Business Incubator Center, Uganda Investment Authority, Uganda Revenue Authority, Kampala Capital City Traders Association, Financial Sector Deepening Uganda, Office of the Prime Minister, Office of the Vice President, Office of the Chief Justice, Attorney General's Chambers, Ministry of Justice and Constitutional Affairs, Ministry of Finance Planning and Economic Development, National Planning Authority, Uganda Law Reform Commission, Uganda Tourism Board, Insurance Regulatory Authority, the three Collective Management Organisations which are Uganda Performing Rights Society, Uganda Reproduction Rights Organisation and Uganda Federation of Movie Industry, Church of Uganda, Orthodox Church, National Culture Centre, Ministry of Science and Technology among others. The

> *The Bureau has primarily achieved the target. URSB engaged and coordinated with 60 national, regional and international institutions to execute its mandate.*

international institutions engaged included the World Intellectual Property Organisation (WIPO) and the African Regional Intellectual Property Organisation (ARIPO).

URSB also strengthened its strategic partnerships through regional and international engagements, which advanced its mandate and visibility. In August 2021, the Bureau co-hosted the ARIPO Diplomatic Conference, which led to the adoption of the Kampala Protocol to support the commercialisation of copyright across 21 African countries. The Bureau also hosted the Corporate Registers Forum in November 2021, attracting over 400 delegates from 60 countries to discuss corporate registry reforms and business facilitation. Further, URSB participated in technical workshops and collaborated with WIPO under a bilateral project to develop community-based technologies addressing climate change, demonstrating its commitment to inclusive innovation and sustainable development.

2.1.1.2 SIMPLIFYING PROCESSES TO EASE REGISTRATION.

A. Percentage of registration and administrative services provided online.

By the end of SP III, 90% of the URSB registration services were provided online. Also, the following business process improvement interventions were implemented from 2020/21 to 2024/25.

a. Automated and deployed the Online Business Registration System (OBRS) in 2022/23, further simplifying the registration regime. For example, a business name is registered in 30 minutes, companies in 3 to 4 hours, and certification of documents is instant.

b. URSB integrated the Security Interest in the Movable Property Registry system with the motor vehicle registry at Uganda Revenue Authority to enable automated and seamless lodging of caveats on motor vehicles used as collateral.

c. Automated and deployed the Trademark front office system in 2022/23. The Trademark and Industrial Design end-to-end processes are now entirely online.

d. Established a Digital Register for Insolvency practitioners. Insolvency practitioner's registration is now online

e. Developed an online trademark filing system and civil search and certification system for the marriage register. The SMS notification system and the online bulletin alert clients on submitted documents and their progress.

f. Implemented business process improvements to simplify processes; for example, designed

and rolled out a new website to streamline registration processes.

B. Non-Tax Revenue (NTR) collections to target.

During the implementation of Strategic Plan III, URSB registered commendable growth in NTR collection, reflecting increased uptake of its services and enhanced operational efficiency. Despite initial underperformance in FY2020/21 due to COVID-19 disruptions, where UGX 40.52 billion was collected against a target of UGX 47.3 billion, the Bureau rebounded strongly in the following years.

In **FY2021/22, URSB surpassed its target by over UGX 11 billion**, collecting UGX **57.04 billion** against a target of **UGX 45.51 billion.** This positive trend continued in FY2022/23, with record collections of UGX 77.14 billion, significantly exceeding the target of UGX 69.6 billion. While collections slightly dipped below target in FY2023/24 and FY2024/25, at UGX 65.57 billion and UGX 71.81 billion respectively, they still reflect substantial year-on-year growth and resilience. Overall, the Bureau demonstrated strong performance in domestic resource mobilisation throughout the plan period.

Figure 2: NTR collections to target from 2020/21–2024/25
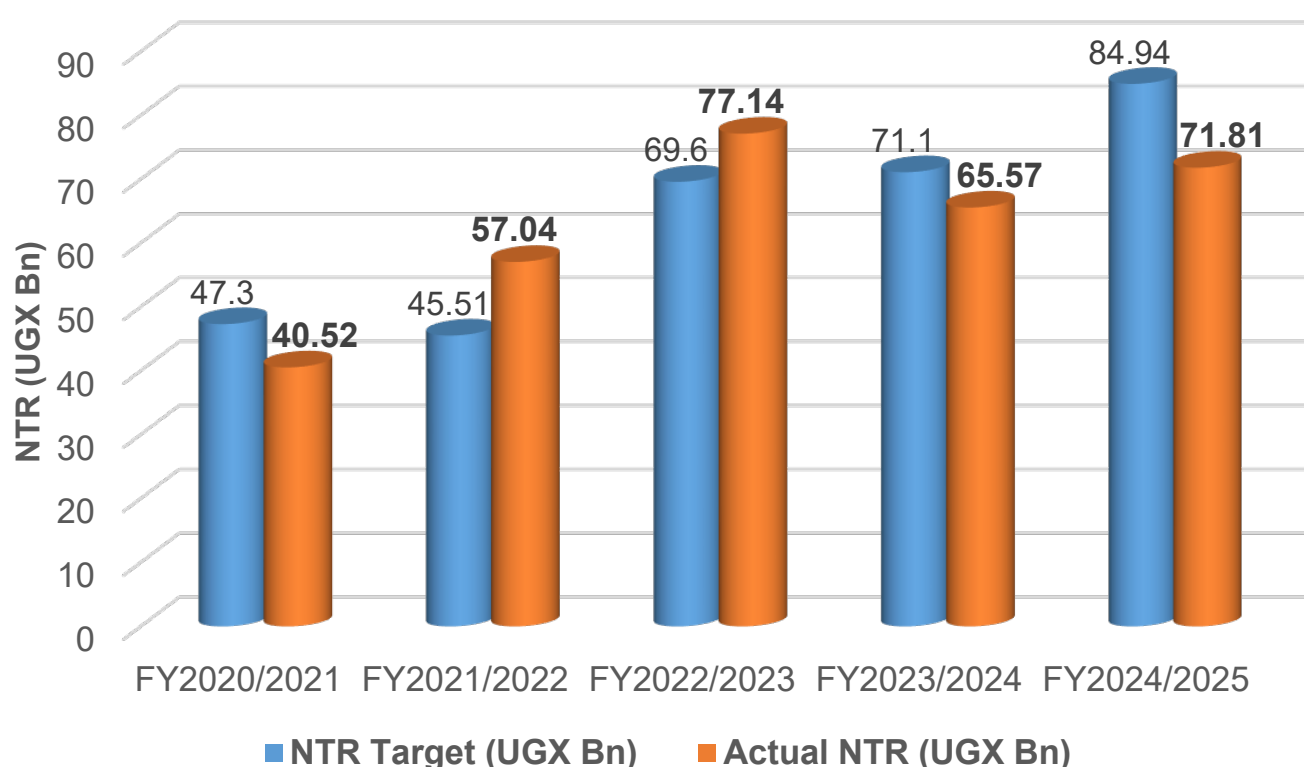
Source: URSB database

C. Business processes reformed and strengthened through ISO

Enhanced service quality standards in URSB through the journey towards ISO 9001:2015 Quality Management System. Improvements have been achieved through the standardisation of processes and procedures and process re-engineering, among others. The following has also been executed.

i.   Standard Operating Procedures (SOPs) were drafted for various URSB operations; the SOP for Physical Accessibility of URSB office premises was approved. SOPs for Event Management, CCTV Management, ICT Change Management,

Stores, Data Sharing, and Vehicle Usage Policies are under review.

ii. Initiated review and mapping of all URSB business processes to identify deficiencies and pain points. Completed review of ICT processes; there are ongoing reviews for other services.

iii. Regular quality assurance inspections were conducted at both the head office and regional offices of URSB.

iv. Educated URSB staff on ISO 9001 through spotlight magazines, policy statements, and distribution of promotional materials.

2.1.1.3 ENHANCING COMMUNICATION AND AWARENESS OF URSB SERVICES.

A. Awareness interventions executed.

During Strategic Plan III, URSB significantly enhanced public awareness of its services through widespread sensitisation and stakeholder engagement. This included targeted training on the National Intellectual Property Policy for Ministries, Departments and Agencies, universities, the private sector, and civil society. Public engagement was further strengthened through regular opinion articles by the Registrar General, with 38 pieces published in The New Vision, as well as extensive media campaigns, including 387 radio talk shows, 273 television features, and 419 digital stories.
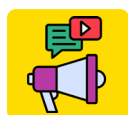
38 pieces published in The New Vision, as well as extensive media campaigns, including 387 radio talk shows, 273 television features, and 419 digital stories.

URSB also held several high-profile events and conferences to deepen understanding of its services. These included regional sensitisation drives, annual insolvency conferences, and capacity-building forums for Judicial Officers and Insolvency Practitioners. Participation in international forums such as the WIPO and ARIPO assemblies strengthened URSB's global visibility and collaboration with key partners. Hosting the Women in IP Conference and commemorating World Intellectual Property Day further demonstrated the Bureau's commitment to inclusivity and the role of intellectual property in driving sustainable development.

B. Increase in uptake of registration services.

In implementing Strategic Plan III, the uptake of registration services was expected to increase by an annual average of 13% in five (5) years. The actual average annual increase in uptake of registration services was 21.46% from 2020/21 to 2024/25.

During the implementation of Strategic Plan III, the Bureau registered notable growth across most service areas compared to Strategic Plan II (2015/16–2019/20). Business registrations increased, with new company registrations rising by 19.5% and legal document filings doubling, reflecting growing formalisation and compliance. Civil registration services also recorded substantial gains, including a 216% increase in customary marriage registrations and a fourfold rise in special licenses, indicating an expanded reach and increased public trust in URSB services. Intellectual property activity grew significantly, particularly in trademark registrations and renewals, with the first-ever Geographical Indication registered, a significant milestone. The Security Interest in Movable Property registry saw a remarkable 947.8% increase in security interest notices, indicating improved financial inclusion through the use of movable collateral.

Table 5: Registrations in the Strategic Plan III period compared to Strategic Plan II

Department	Item	2015/16 to 2019/20	2020/21 to 2024/25	% change
Business Registration	New Companies registered	104,537	124,900	19.5%
	Business Names	185,818	138,125	-25.7%
	Legal Documents	218,200	437,879	100.7%
	Debentures/Mortgages	6,273	4,708	-24.9%
	Annual Returns filed	54,010	305,333	465.3%
	Company Forms and Resolutions	185,126	440,806	138.1%
	Searches on Business Names and Companies	4,700	123,347	2524.4%
	Certifications	95,326	176,809	85.5%
	Company, business name and building society Reservations	65,224	387,601	494.3%
Insolvency and Receivership	Resolutions received	553	645	16.6%
	Declaration of Solvency	148	598	304.1%

	Companies in Administration	16	7	-56.3%
	Insolvency Documents registered	451	4,167	823.9%
	Insolvency Practitioners registered	139	469	237.4%
	Companies dissolved/liquidated	62	276	345.2%
Civil Registration	Civil Marriages - Kampala	7,080	8,253	16.6%
	Single Statuses	1,966	3,093	57.3%
	Marriage Returns	41,507	39,207	-5.5%
	Certification of marriages (Civil, Church, Customary and single status letters)	10,153	13,616	34.1%
	Searches on Marriage Register	3,448	4,664	35.3%
	Customary marriage registrations	2,136	6,751	216.1%
	Special Licenses	514	1,618	214.8%
	Churches Licensed	1,253	1,032	-17.6%
Intellectual Property Rights	Local Trademark applications	6,704	11,685	74.3%
	Local Trademark Registrations	5,431	7,515	38.4%
	Foreign Trademark applications	8,054	9,133	13.4%
	Foreign Trademark Registrations	7,624	9,620	26.2%
	Local Trademark Renewals	2,071	2,112	2.0%
	Foreign Trademark Renewals	5,142	10,677	107.6%
	Patent Grants	10	4	-60.0%
	Patent applications	75	113	50.7%
	Utility model certificate/grant	14	25	78.6%
	Utility model applications	44	99	125.0%
	Industrial Design applications	282	284	0.7%
	Industrial design registrations	85	129	51.8%
	Geographical indications registered	-	1	-
Copyright and Neighbouring Rights	Number of copyright applications	591	803	35.9%
	Number of Copyright registered	241	522	116.6%
SIMPO / Chattels	Registrations (Security interest notices)	4,405	46,157	947.8%
	Post registrations	839	14,511	1629.6%

Source: URSB database

2.1.1.4 STRENGTHENING RESEARCH AND ADVISORY SERVICES.

A. Budget compliance with the Strategic Plan/NDP III progressively improved

Between FY 2020/21 and 2024/25, the following initiatives were implemented in accordance with the National Development Plan and statutory provisions.

Produced the URSB Budget Framework Papers (BFP) and Ministerial Policy Statements (MPS), aligning budget estimates and planned activities with the National Development Plan (NDP III) and the URSB's Strategic Plan III. The alignment ensured the implementation of the outputs committed to in the Strategic Plan III.

Produced the quarterly programme budgeting reports for each financial year in line with the

statutory requirements. The reports showed that URSB's performance aligned with the budget provided.

B. Reduction in gaps in unfunded priorities.

During the implementation of Strategic Plan III, URSB demonstrated progress in reducing the funding gap and increasing the actual budget over the years. While the overall funding gap remained significant, a notable upward trend in the actual budget allocation was observed, particularly in the later years of the plan.

In the first three years (2020/21 to 2022/23), the actual budget allocations were consistently below expectations, with the percentage of actual budget against planned standing **at 37.2%, 19.5%,** and **26.9%,** respectively. These shortfalls resulted in substantial variances, totaling **-46.19 billion UGX**, **-110.15 billion UGX**, and **-97.56 billion UGX** during these years.

However, from 2023/24 onwards, there was a marked improvement. The budget allocation rose significantly, reaching **48.957 billion UGX** in 2023/24 and **58.452 billion UGX** in 2024/25. Consequently, the percentage of the actual budget against the planned budget improved to **38.8%** and **78.9%** in these years. This increase narrowed the variance to **-77.13 billion UGX** in 2023/24 and to **-15.63 billion UGX in 2024/25.**

2.1.1.5 OTHER KEY ACHIEVEMENTS.

a. URSB issued the first Geographical Indication certificate in Uganda to Rwenzori Geographical Indications Limited concerning Rwenzori Mountains of the Moon Coffee.

b. The Bureau moved into its permanent premises at the Uganda Business Facilitation Centre (UBFC) in Kololo on September 16, 2022. The premises house URSB, Uganda Investment Authority and Capital Markets Authority.

c. Opened two new regional offices in Masaka City (March 2021) and the Albertine region (April 2022), increasing its regional offices to six, alongside branches in Mbarara, Mbale, Arua, Gulu, and Kampala. Through the Taxpayer Registration Expansion Program (TREP), URSB also operates in 47 centres nationwide in partnership with the Uganda Revenue Authority, Kampala Capital City Authority, and Local Governments, improving service accessibility and registration compliance.

d. Under the Bilateral Project on Appropriate Technology, two technologies were developed in partnership with the World Intellectual Property Organisation to address the local communities' challenges: Rainwater harvesting and filtration and alternative technology to brick firing. The technologies will be made available free of charge and disseminated to interested local communities and vulnerable groups to mitigate the negative impact of climate change.

e. Established seven (7) Technology and Innovation Support Centres at Gulu, Lira, Mbarara and Kampala University to bring the total number to 37. The centres help improve research quality in universities and other research institutions by providing up-to-date patent and non-patent databases.

f. URSB implemented reforms following the Financial Action Task Force (FATF) standards, contributing to Uganda's removal from the grey list.

g. Strengthened Uganda's intellectual property (IP) regime by conducting partner trainings, participating in regional and international workshops, and engaging in high-level treaty negotiations. These efforts enhanced national capacity in IP enforcement and administration, promoted the use of IP in innovation ecosystems, and aligned Uganda with global standards, including the adoption of the WIPO Treaty on Genetic Resources and participation in the Design Law Treaty negotiations.

h. The Bureau commenced the mass business registration initiative, which aims to formalise the economy through business registration and promote registration awareness. The target is to register 873,546 unregistered businesses by the end of FY 2026/27. The initiative is built on three strategic pillars: collaboration, engaged citizenry, and simplified processes.

i. Enhanced staff welfare by implementing a harmonised salary structure approved by the Ministry of Public Service, creating growth opportunities and promoting equity. Additionally, wellness and cohesion were strengthened through initiatives like a health and fitness club, monthly staff meet-ups, and workplace safety measures during health emergencies.

2.1.2 PERFORMANCE ON CORPORATE SCORECARD (FY 2020/21 TO FY 2024/25)

URSB monitored its performance against key strategic objectives using a corporate scorecard. The scorecard tracked progress across priority areas, including legal and institutional reforms, as well as process simplification. The table below summarises performance against set targets during this period.

Table 6: Performance on the URSB Corporate Scorecard from 2020/21 to 2024/25.

Strategic objective	Indicators	2020/21		2022I/22		2022/23		2023/24		2024/25	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Strengthen the legal and institutional framework to promote competitiveness	Proportion of initiated legal review processes completed	35%	20%	40%	30%	45%	55%	50%	80%	70%	90%
	Number of Inter-institutional Coordination and Partnerships	49	40	52	40	55	55	58	58	57	60
	% registration and Administrative services provided online	50%	70%	55%	75%	60%	75%	65%	85%	90%	90%
Simplify processes to ease Registration	% Business processes reformed and strengthened through ISO	40%	35%	60%	66%	80%	70%	100%	80%	100%	87%
Enhance communication and awareness about URSB services	% Increase in uptake of Registration Services	5%	12%	9%	15%	13%	18%	17%	22.8%	30%	39.5%
Strengthen Research and advisory services.	% Budget compliance with the SDP/NDP progressively improved	65%	70%	70%	90%	75%	90%	80%	90%	85%	90%
	% reduction in gaps in unfunded priorities.	65%		60%	-2.2%	55%	33.9%	50%	36.6%	90%	100%

2.1.3 STRATEGIC PLAN III IMPLEMENTATION CHALLENGES.

I. Limited financial resources.

Inadequate funding constrained URSB's ability to implement planned activities and initiatives comprehensively, thereby limiting the achievement of targeted outcomes. For example, URSB did not receive funding for the implementation of digital transformation programmes, agro-industrialisation, and development plan.

Over the five years (2020/21–2024/25), the total planned budget was UGX 544.02 billion, of which 64.2% was expected from Government of Uganda funding and 35.8% from off-budget support, including JLOS, Companies Contingency Fund Account (CCFA) and donors.

The actual funding received was only UGX 197.36 billion, representing 36.3% of the planned amount. 94.3% of the budget was from the Government of Uganda funding, while 5.7% was from the JLOS and CCFA funding. This created a variance of UGX 346.66 billion for the five years.

Table 7: Planned budget in strategic plan III against actual (UGX Bn)

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Planned budget in the Strategic Plan	73.54	136.91	133.4	126.09	74.08	544.02
Actual total budget	27.35	26.76	35.84	48.957	58.452	197.36
% actual against planned	37.2%	19.5%	26.9%	38.8%	78.9%	36.3%
Variance	-46.19	-110.15	-97.56	-77.13	-15.63	-346.66

Source: Strategic Plan III and budget reports

II. Delays in legal reforms.

Prolonged timelines in enacting necessary legal amendments impeded URSB's ability to adapt its operations to evolving regulatory frameworks.

III. Human resource constraints.

Staffing shortages affected the Bureau's capacity to deliver services efficiently and respond to the increasing demand for registration and related services.

2.2 DESCRIPTION OF THE STATE OF CROSS-CUTTING ISSUES RELEVANT TO URSB.

This section summarises the state of cross-cutting issues, including gender and equity, Human Immunodeficiency Virus (HIV), Environment, and human rights.

2.2.1 GENDER AND EQUITY.

Gender and equity concerns are central to Uganda's inclusive development agenda. URSB, as a key service delivery institution, plays a vital role in ensuring that its registration services, policies, and institutional frameworks promote equitable participation across gender, age, disability, and geographical location.

URSB has simplified registration procedures and expanded digital platforms to enhance accessibility for underserved groups, including women and rural populations. For example, lender workshops have been held each year

URSB has steadily strengthened its commitment to gender and equity budgeting, improving compliance from 62.4% in FY 2020/21 to 73.1% in FY 2024/25. This progress is reflected in the Gender and Equity Compliance Certificates issued by the Ministry of Finance, Planning and Economic Development, with support from the Equal Opportunities Commission. stories.

to increase the use of movable property as a means of accessing credit. Access to credit using movable property mainly targets Small and Medium Enterprises, which women and the youth primarily own.

To increase equitable access to services, URSB has six regional offices in Arua, Mbale, Mbarara, Gulu, Hoima, and Masaka and two branches in Kampala at Georgian House and Posta Uganda. URSB implements the Taxpayer Registration Expansion Program (TREP) in collaboration with the Uganda Revenue Authority, Kampala Capital City Authority, and Local Government. This has increased the Bureau's reach to 47 centres nationwide under TREP.

Other targeted interventions included URSB's hosting of the Women in Intellectual Property (IP) Conference from August 28 to 30, 2024, at Speke Resort Munyonyo. The event brought

together participants from 22 ARIPO Member States and served as a platform for women to engage, network, and explore emerging opportunities in intellectual property.

The Bureau conducted business rescue trainings focusing on essential strategies for corporate rescue and effective business management. The trainings, which targeted business owners, including women and youth, were conducted in various regions, including Mbarara, Gulu and Kampala.

Gender and equity dimensions were considered in staff recruitment, as well as a safe and supportive work environment. In 2024/25, 53% of the URSB staff were female, while 47% were male.

2.2.1.1 PLANNED INTERVENTIONS IN STRATEGIC PLAN IV.

URSB will prioritise gender integration in its policies, guidelines, plans, and budgets by ensuring that all new frameworks are developed with a gender and equity lens. Policies, strategies, and procedures will be updated to incorporate gender considerations. URSB will institutionalise gender and equity planning and budgeting annually, per the Public Finance Management Act, Cap 171 requirements.

To promote a gender-sensitive work environment and enhance institutional capacity, URSB will undertake targeted initiatives to build knowledge and skills in gender equity and mainstreaming for all staff and stakeholders.

Recruitment and staffing processes will be engendered to promote inclusivity, and efforts will be made to create a safe and supportive work environment. As part of this effort, Gender Champions will be identified, appointed, and trained across the organisation to spearhead gender-related actions.

URSB will also strengthen gender documentation, reporting, and monitoring. This will include reviewing and aligning all institutional indicators with gender and equity objectives, developing tools and templates for collecting gender-disaggregated data, and ensuring that reporting mechanisms are gender-responsive.

The Bureau plans to establish more Technology and Innovation Support Centres (TISCs) at universities and research and development (R&D) institutions to boost innovation among young people.

The Bureau plans to conduct mass business registrations (mobile clinics) to increase nationwide registration uptake and formalisation in remote areas.

URSB will execute intellectual property mentorship

programs for targeted groups such as women and youth on Trademark registration and commercialisation.

2.2.2 HUMAN IMMUNODEFICIENCY VIRUS (HIV)

URSB established a coordinating committee to spearhead the mainstreaming of HIV/AIDS interventions within the institution in accordance with the URSB Human Resource Manual, which outlines the framework for managing HIV/AIDS in the workplace. In 2024, the committee's mandate was broadened to also address Tuberculosis (TB) and Leprosy due to their close linkages with HIV/AIDS.

Between FY 2020/21 and FY 2024/25, URSB implemented several interventions to support HIV/AIDS awareness, prevention, and care within the workplace. These included;

i. Staff sensitisation sessions on HIV/AIDS to enhance awareness and reduce stigma, and the provision of psychosocial support through professional counselling services for affected and at-risk individuals.

ii. To promote prevention, condoms were made available in staff washrooms for easy access.

iii. URSB also actively commemorated World AIDS Day every December 1, organising interactive staff engagements and inviting guest speakers to share personal testimonies and insights.

iv. The Bureau developed and disseminated targeted informational materials to enhance staff knowledge and promote healthy practices related to HIV/AIDS.

Over the next five years (2025/26–2029/30), URSB will scale up its institutional response to HIV/AIDS, Tuberculosis, and Leprosy through integrated, inclusive, and sustainable interventions.

i. The Bureau will mainstream these health concerns across staff training programmes, ensuring targeted knowledge transfer and sensitisation.

ii. To promote awareness and prevention, access to up-to-date and relevant information on HIV/AIDS will be enhanced through digital and physical platforms.

iii. Public-facing awareness campaigns will be rolled out to engage broader communities beyond URSB's registration mandate, reinforcing the institution's commitment to public health.

iv. Psychosocial support services will be sustained and expanded for individuals who seek assistance, ensuring a confidential and supportive environment.

v.   To deepen institutional ownership and visibility, URSB will designate HIV/AIDS champions across all departments, extending beyond the existing committee.

vi. The HIV/AIDS workplace policy will be regularly reviewed, updated, and disseminated to ensure continued relevance and alignment with national guidelines.

vii. URSB will strengthen its approach through benchmarking and peer learning from Ministries, Departments, and Agencies demonstrating exemplary practices in implementing HIV/AIDS, TB, and Leprosy-related interventions. This will inform continuous improvement and drive impactful results.

2.2.3 ENVIRONMENT

URSB complied with the National Environment Management Policy 2014 in implementing the Strategic Plan III. The Bureau integrated and implemented some environmental and social issues into its operations. Some of these were;

Enhancement of digitisation and paperless systems: 85% of the registration processes were digitalised by FY 2024/25, which reduced paper use and improved energy efficiency. This also included using e-receipts, e-certificates, and online customer support.

Purchased products and services that do the least damage to the environment.

Promoted environmental awareness among staff and encouraged them to work environmentally responsibly.

Communicated our environmental commitment to clients and the public and encouraged them to support us.

URSB is to focus on the following interventions in SP IV.

Enhancement of digitisation and paperless systems: Increase the level of digitalisation for internal and external processes to reduce paper use and improve energy efficiency.

Implement green infrastructure and resource use, such as energy-efficient systems at URSB offices, and introduce water-saving and waste-reduction measures in daily operations.

Adopt green procurement policies, prioritising eco-friendly materials, digital tools, and sustainable suppliers.

Train staff on environmental sustainability and workplace eco-practices. Establish an internal "Green URSB" task force to monitor implementation and raise awareness.

Monitoring and reporting. Integrate environmental

indicators into the M&E framework. Prepare brief annual sustainability updates as part of URSB's corporate reporting.

2.2.4 HUMAN RIGHTS.

Tackling poverty and achieving social-economic transformation, such as that envisaged in the Uganda Vision 2040, cannot ignore the principles of human rights, which emphasise inclusion and empowerment of every person.

Adopt green procurement policies, prioritising eco-friendly materials, digital tools, and sustainable suppliers.

Human Rights are critical for any human advancement, including economic growth and development. There is now a call for a Human Rights-Based Approach (HRBA), which implies that human rights are institutional requirements for achieving human development and must be incorporated into any development planning and implementation.

URSB recognises that just like other cross-cutting issues, achieving the goals of NDP IV and, ultimately, the Uganda Vision 2040 will depend on the country's capacity to integrate and strengthen a

 A Human Rights-Based Approach within all national, sectoral, and local government planning and development processes. URSB has already embraced a Human Rights culture by integrating HRBA into its development planning and programming processes.

HRBA asks the following four central questions:

i.   Who has been left behind?

ii. Why? Which human rights are at stake?

iii. Who should do something about this (duty bearers)?

iv. What do they need to take action?

Some strategies will be implemented in the URSB SP IV to ensure the effective mainstreaming of HRBA in URSB based on Human rights principles.

Participation – How are stakeholders involved in decision-making for the Bureau?

i.   Stakeholder analysis

ii. Stakeholder engagement.

Accountability – there is need to explore platforms that allow duty bearers to account to rights holders. This can be done at two levels;

i. How are URSB staff accountable to the public,

ii. How is URSB accountable to the Staff

Non-discrimination – need for mechanisms that ensure inclusion of minority groups

i. Identification of special groups

ii. Measures to ensure their inclusion

Indivisibility - This will focus on the elements of rights;

i. Accessibility of our services,

ii. Availability of our services,

iii. Acceptability and quality of services provided.

Rule of law - explore the legal framework that guides the delivery of registration services.

2.3 SUMMARY AND IMPLICATIONS OF EMERGING ISSUES IN THE IMPLEMENTATION OF SP III.

Implementing Strategic Plan III revealed several emerging issues that affect future planning and execution.

The rationalisation of government functions resulted in the transfer of civil registration from URSB to the National Identification and Registration Authority (NIRA). This refocusing provides an opportunity to deepen expertise and service delivery in business registration, intellectual property rights, registration of security interests in movable property, and insolvency services.

A key policy gap is the absence of a legal requirement mandating business registration in Uganda. Although registration is critical for formalisation and economic inclusion, the current voluntary approach limits compliance.

To increase public awareness, registration services must continue to be popularised nationwide, particularly through mass media such as radio talk shows. In addition, extensive community sensitisation is needed to educate the public on the value and benefits of registration, thereby stimulating greater demand for these services.

URSB also made a significant institutional milestone by relocating to its permanent home at the Uganda Business Facilitation Centre (UBFC) in Kololo in 2022. The UBFC, which brings together URSB, the Uganda Investment Authority, and the Capital Markets Authority, serves as a centralised hub for business registration and licensing, especially for foreign and local investors, and is expected to enhance inter-agency coordination and efficiency.

Delays in legal amendments continue to hinder the timely implementation of key initiatives. Proactive engagement with relevant institutions to fast-track legislative processes will be crucial.

There is a need for integrating Artificial Intelligence (AI) across URSB Services, carefully considering the associated risks and ethical concerns related to digitisation.

The strategic plan should clearly outline coordination efforts with other government institutions to ensure seamless service delivery and policy alignment. It was essential to leverage data sharing and inter-agency collaborations for a more significant national impact.

2.4 INSTITUTIONAL CAPACITY OF URSB

2.4.1 FINANCIAL RESOURCES.

Table 8: Budget and allocation over the URSB Strategic Plan (2020/21–2024/25)

	Budget Components		2020/21	2021/22	2022/23	2023/24	2024/25	Total
Planned Budget	Wage		54.864	54.864	54.864	54.864	54.864	274.32
	Non-Wage	GOU	7.238	17.91	17.27	12.4	10.43	65.248
		JLOS& CCFA	10.98	11.34	7.51	6.65	5.86	42.34
	Total Recurrent		**73.082**	**84.114**	**79.644**	**73.914**	**71.154**	**381.908**
	Total Development		0.458	52.8	53.76	52.175	2.931	162.124
	Total Budget		**73.54**	**136.914**	**133.404**	**126.089**	**74.085**	**544.032**

	Wage		8.97	10.78	13.39	16.38	19.096	61.29
	Non-Wage	GOU	9.6	11.81	17.86	24.55	36.402	98.57
		JLOS	1.37	0.52	0.62	0.55	1.21	4.27
		CCFA	2.89	1.41	1.34	1.22	0.895	7.755
	Development –GOU		0.25	0.3	0.66	4.487	1.7	7.547
Allocations	Supplementary releases		4.27	1.94	1.97	1.77	7	16.95
	Total Budget		**27.35**	**26.76**	**35.84**	**48.957**	**66.303**	**196.382**
	Funding Gap (nominal)		46.19	110.154	97.564	77.132	7.782	347.65
	Funding Gap (%)		62.81%	80.45%	73.13%	61.17%	10.50%	63.90%
	Share of Development to Total Budget		0.91%	1.12%	1.84%	9.17%	2.56%	3.84%

Source: URSB Budget reports

2.4.2 HUMAN RESOURCE MANAGEMENT

URSB's approved staff establishment comprises 281 positions, of which 250 are filled, leaving 31 vacancies. The structure is well-staffed at senior and operational levels, including full staffing at the Registrar General, Deputy Registrar General, Commissioners, Senior Officers, and Support Staff levels.

However, there are notable gaps at the Principal Officer Level, with only 3 out of 22 positions filled, representing the most critical staffing shortfall.

Table 9: Status of URSB staff establishment structure

Positions	Salary Scale	Number of Approved Positions	Number of Filled Positions	Number of Vacant Positions
Registrar General	URSB1	1	1	0
Deputy Registrar General	URSB1.2	1	1	0
Commissioners	URSB 2	10	10	0
Assistant Commissioners	URSB 3	25	24	1
Principal Officers	URSB 4	22	3	19
Senior Officers	URSB 5	52	46	6
Officers	URSB 6	132	128	4
Support Staff (Office Attendants & Drivers)	URSB 7	38	37	1
TOTAL		**281**	**250**	**31**

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URSB also benefits from the support of 113 personnel deployed under special programmes and initiatives, namely the Taxpayer Register Expansion Program (TREP), Mass business registration initiative, Intellectual Property (IP) project, and Graduate Trainee Program. These supplementary staff include 70 TREP Officers, 28 under the Mass business initiative, 5 IP project officers, and 10 graduate trainees.

TABLE 10: STAFF UNDER SPECIAL PROGRAMMES AND INITIATIVES

SN	CATEGORY	NUMBER	MALE	FEMALE
1	TREP officers	70	29	41
2	Mass business registration initiative	28	16	12
3	Project officers in IP	5	2	3
4	Graduate trainees	10	4	6
TOTAL		**113**	**51**	**62**

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2.4.3 MONITORING AND EVALUATION FUNCTION.

URSB has established a functional Monitoring and Evaluation (M&E) framework that underpins its strategic objectives and promotes accountability, learning, and evidence-based decision-making. The comprehensive M&E Plan developed under Strategic Plan III provided structured guidance on performance tracking, data collection, analysis, and reporting that was aligned with URSB's strategic priorities. Anchored in a results framework, the plan outlined key performance indicators (KPIs), baselines, targets, and timelines, enabling consistent and systematic progress monitoring toward achieving the Bureau's mandate. A new M&E Plan will be developed to guide implementation under Strategic Plan IV.

URSB maintains a robust internal coordination structure for effective planning and performance monitoring. This function is spearheaded by the Department of Policy and Planning, led by a Commissioner, and supported by an Assistant Commissioner, a Senior M&E Officer, and two M&E Officers. The department produces quarterly M&E reports based on data drawn from internal systems and periodic surveys, employing a participatory approach involving departmental focal persons. The team also coordinates mid-term reviews and end-of-plan evaluations to assess strategic performance.

URSB uses a Google Sheets-based database to track progress against strategic indicators and targets. This database is updated weekly by designated focal persons across departments. While functional, there is a recognised need to upgrade this system into a fully-fledged Management Information System (MIS) capable of real-time data entry, storage, analysis, and reporting. Enhancing the system into a robust MIS will be a key priority under Strategic Plan IV, strengthening data-driven planning, improving service delivery, and enabling timely access to reliable performance data for decision-makers.

2.5 SWOT ANALYSIS

The following SWOT analysis highlights the internal strengths and weaknesses and the external opportunities and threats that influence URSB's performance and strategic direction.

Table 11: SWOT analysis

Strength	Weaknesses
i. Strong legal and institutional framework to execute the mandate of the Bureau.	i. Inadequate staff capacity-building programmes.
ii. Supportive board and stable leadership.	ii. Gaps in information and data management.
iii. Skilled and competent staff with expertise in relevant areas.	iii. Inadequate financial resources.
iv. Strong partnerships with key stakeholders and regional/international bodies.	iv. Inadequate human resources to effectively execute the Bureau's mandate
v. Robust ICT infrastructure supporting automation and simplified processes.	v. Incomplete digitalisation and automation of business processes.
vi. A well-established organisational structure with staff agility to adopt new technology.	v. Limited inter-departmental coordination
vi. Improved service delivery and access to services.	vi. Inadequate knowledge, adaptation to emerging technologies, and high dependence on legacy systems.
vii. Strong brand presence and positive public image.	

Opportunities	Threats
i. The digital age presents improved quality and simplified service delivery opportunities.	i.High costs of automation, maintenance, and digitalisation.
ii. Growing demand for registration services and the digital economy.	ii. Cybersecurity threats, including potential data breaches and system disruptions.
iii. Government support and investment in Science, Technology and innovation to support the knowledge economy.	iii. Limited awareness about URSB services
iv. The government's commitment and goodwill to promote the formalisation of the economy.	iv. Infringement of intellectual property rights, piracy, and counterfeiting.
v. Collaboration with international organisations, development partners and MDAs	v. External macro and geopolitical shocks affecting registration levels.
vi. Increasing entrepreneurship and growing creative sector in Uganda.	vi. Pandemic attacks disrupting services.
vii. Increasing demand for data for decision-making, innovation and competitiveness.	vii. Fraud and identity theft
viii. Large informal sector	viii. Stakeholder resistance to regulatory and technological changes.
	ix. Digital illiteracy and high digital divide in Uganda.
	x. Poor attitudes towards registration
	xi. Limited coordination among MDAs with related mandates
	xii. Potential loss of some URSB mandate through Government reforms.

2.5.1 SUMMARY OF ISSUES FROM THE SWOT ANALYSIS.

URSB's strategic planning process identified key strengths, weaknesses, opportunities, and threats that will shape the implementation of Strategic Plan IV (SP IV).

Strengths include a strong legal framework that provides a solid foundation for URSB's mandate, a skilled workforce capable of driving innovation, advancements in ICT that enhance service delivery, and strong partnerships with stakeholders that support institutional growth. These factors contribute to improved efficiency and accessibility of services.

However, weaknesses such as incomplete automation, gaps in data management, weak inter-departmental coordination, and financial constraints continue to hinder operational efficiency. Addressing these challenges will be crucial for the successful execution of Strategic Plan IV.

There are significant opportunities to leverage, including ongoing digital transformation initiatives, government support for business formalisation, and increasing demand for URSB services. By capitalising on these trends, URSB can enhance its service offerings and expand its impact.

Nonetheless, several threats pose challenges to implementation. High costs associated with digitalisation, cybersecurity risks, regulatory resistance, geopolitical shocks, and digital illiteracy could impede progress. A proactive approach to risk management will be essential to mitigate these threats.

URSB will prioritise strengthening its digital infrastructure and knowledge-sharing platforms to address gaps identified in the SWOT analysis. This includes developing an e-learning system to enhance public awareness of its services, digitising registers, and creating databases for traditional knowledge and cultural expressions to support intellectual property protection. Strengthening the Public Investment Management System (PIMS) will ensure optimal resource allocation and project execution while integrating environmental, social, and governance (ESG) principles into planning and promoting sustainable operations.

Enhanced inter-directorate collaboration and a multi-sectoral monitoring and evaluation approach will improve institutional coordination and performance tracking. URSB will also focus on expanding service awareness beyond internal stakeholders, ensuring equitable resource distribution, and addressing funding gaps, particularly by retaining unfunded priorities from SP III. These efforts will collectively ensure strategic continuity, institutional resilience, and improved service delivery.

03 URSB'S STRATEGIC DIRECTION FY 2025/26-FY 2029/30

This section outlines URSB's strategic direction for 2025/26–2029/30, informed by the Bureau's mandate and shaped by the contextual and operational environment discussed in Sections One and Two.

3.1 VISION, MISSION AND CORE VALUES.

URSB's high-level strategy is articulated through its Vision, Mission, and Core Values.

Vision
The Centre of Excellence in providing registration services for business facilitation.

Mission
To provide secure, efficient and innovative registration services.

Core values.

Teamwork - Collaborate across teams and with stakeholders to achieve shared goals effectively.

Professionalism - The Bureau will uphold high standards of competence, ethics, and conduct in delivering its mandate.

Integrity – URSB staff shall conduct their work honestly, transparently, and consistently, earning public trust.

Accountability – URSB will take responsibility for its actions and deliver results in a transparent and accountable manner.

Customer-centric – URSB shall prioritise the needs and satisfaction of our clients in all our services and decisions.

3.2 CLIENT VALUE PROPOSITION.

Provide high-quality, predictable and timely registration services for client satisfaction.

Table 12: Description of client value proposition

Item	Type	Proposition
Service attributes	Functionality	Secure, seamless, reliable registration services that meet legal and business needs.
	Timeliness	Fast, efficient, and automated processes to reduce service turnaround time.
	Quality	High standards in service delivery, ensuring accuracy, compliance, and client satisfaction.
Relationship	Accessibility	Customer-focused service with multiple access channels (online platforms and physical offices).
	Support	Dedicated client service teams offering guidance and support.
Image	Transparency	Open, accountable and ethical operations that build stakeholder trust.
	Innovation	Continuous process improvement.

3.3 STRATEGIC GOAL, THEME AND OBJECTIVES

Goal
To foster innovation and increase the formalisation of Uganda's economy.

Theme
Positioning Uganda as the best destination for doing business.

Strategic objectives

i. Improve the access and quality of registration services

ii. Strengthen communication and awareness about URSB services

iii. Strengthen the legal and institutional framework for effective service delivery

iv. Promote innovation, creativity and competitiveness in the public and private sectors

v. Enhance sustainable infrastructure to support service delivery

3.4. THE PROGRAMME-BASED APPROACH.

The program-based approach under NDP IV provides a structured framework for budgeting and implementing activities aligned with national development priorities. Programmes have been designed using a value chain lens to identify and address bottlenecks across various stages, ensuring that all relevant stakeholders and interventions are considered. This approach strengthens the alignment between the national results framework outlined in NDP IV and the implementation frameworks of Ministries, Departments, and Agencies (MDAs). The Medium-Term Expenditure Framework (MTEF) and annual national budgets are subsequently guided by the costed programmes and projects contained in NDP IV.

URSB contributes to the implementation of NDP IV through six key programmes:

i. Private Sector Development

ii. Governance and Security

iii. Innovation, Technology Development and Transfer

iv. Human Capital Development

v. Agro-Industrialisation

vi. Manufacturing

3.5. IMPLEMENTATION MATRIX (STRATEGIC OBJECTIVES, ADOPTED INTERMEDIATE OUTCOMES AND INTERVENTIONS).

The implementation matrix (in tables 13 and 14) presents the alignment between URSB's Strategic Plan IV and NDP IV. The matrix highlights how URSB's strategic objectives, interventions, and actions correspond with the objectives and interventions of the relevant NDP IV programmes.

TABLE 13: STRATEGIC OBJECTIVES, ADOPTED INTERMEDIATE OUTCOMES AND INTERVENTIONS.

NDP IV Programmes	Adopted Intermediate Outcomes	URSB Strategic Objectives	Strategic Interventions
Private Sector Development	Increasing long-term financing for key growth Sectors. Increased value addition Reduced time and cost of business and investment processes. Enhanced survival of MSMEs	Improve the access and quality of registration services.	i. Increase access and affordability of financial services. ii. Promote the use of Security interests in Movable assets in MSMEs. iii. Establishment of modern packaging and branding industries and services to support value addition. iv. Implement digitalisation strategies. v. Roll out business development services (BDS) to support MSMEs. vi. Strengthen insolvency and corporate rescue frameworks. vii. Establish and support start-ups, business incubators, and accelerators that provide entrepreneurs with resources, mentoring, and workspace. viii. Strengthen partnerships with local Governments, MDAs and the Private sector to streamline formalisation regimes.
Human Capital Development	Increased participation of the population in development initiatives. Increased competitiveness of Ugandan cultural and creative goods and services on the local and international market	Strengthen communication and awareness about URSB services.	i. Promote community mobilisation, sensitisation and awareness creation for demand and uptake of development initiatives. ii. Develop and implement a civic education and adult literacy programme with emphasis on the roles and responsibilities of families, communities and citizens. iii. Empower culture and creative practitioners with resources, entrepreneurship skills and opportunities using appropriate technologies and innovations for value addition.
Governance and Security	Improved policy, legal and institutional environment for national development. Increased access to JLOS Service points. Enhanced institutional capacity, coordination and collaboration.	Strengthen the legal and institutional framework for effective service delivery	i. Strengthen the coordination of the policy and legislative-making processes. ii. Enhance the capacity and coverage of the rule of law institutions for social and economic transformation. iii. Strengthen the rule of law and governance service delivery systems. iv. Strengthen URSB for effective and efficient service delivery

| Agro-Industrialisation Manufacturing Innovation, technological development and transfer | Increased access to JLOS Service points. | Enhance sustainable infrastructure to support service delivery | i. Strengthen the rule of law and governance service delivery systems ii. Strengthen URSB for effective and efficient service delivery |

Table 14: URSB Strategic interventions, outputs and actions.

Strategic interventions	Outputs	Actions
Increase access and affordability of financial services.	The Security Interest in the Movable Property Registry System fully functional and accepted by the industry.	i. Promote the usage of the Security Interest in Movable Property system to facilitate prudent borrowing using movable property in Uganda. ii. Integration of Security Interest in Movable Property Registry with NIRA system, Online Business Registration System and Industrial Property Automation System (IPAS). iii. Integrate the refugee movable collateral assets under the Security Interest in Movable Property Registry.
Promote the use of Security interests in Movable assets in MSMEs.	Individual borrowers and MSMEs accessing credit using movable assets as collateral increased.	Train lenders and borrowers on the Security Interest in Movable Property system usage.
Establishment of modern packaging and branding industries and services to support value addition.	Modern Packaging and branding industries supported	Promote registration of trademarks, copyrights and industrial designs
Implement digitalisation strategies.	Business processes simplified through automation	i. Automate URSB processes and integrate with systems ii. Upgrade and maintain core ICT systems. iii. Enhance cyber security and data protection. iv. Conduct a needs assessment on the ICT automation level on all URSB services.
Roll out business development services (BDS) to support MSMEs.	Compliance with Good Corporate Governance best practices improved	i. Scale up awareness campaigns on filing annual returns with URSB. ii. Monitor adherence to Service delivery standards
Strengthen insolvency and corporate rescue frameworks.	Insolvency legal framework strengthened	i. Creating public awareness of insolvency services. ii. Automating Insolvency procedures. iii. Train insolvency practitioners, judicial officers, and accountants on the insolvency framework. iv. Conduct business rescue and aftercare training for business owners

Intervention	Output	Activities
Establish and support start-ups, business incubators, and accelerators that provide entrepreneurs with resources, mentoring, and workspace.	Established TISCs (Technology Innovation Support Centres). Uptake of business registration enhanced. Decentralised services for improved formalisation of the private sector	i. Collaborate with universities and tertiary institutions to promote innovation and creativity. ii. Support local innovation through Technology Innovation Support Centres (TISCs). iii. Promote registration of businesses in Uganda. iv. Support women in the private sector to formalise business and access business development services and opportunities, i.e. technology, value addition, market services, capacity development. v. Streamline regulatory processes to make it easier for start-ups to register and operate. vi. Conduct mobile clinics. vii. Establish decentralised service centres to scale up registration services viii. Rollout Agents' registration champions
Strengthen partnerships with local Governments, MDAs and the Private sector to streamline formalisation regimes.	Business registration system at all levels integrated	i. Harmonise and integrate the business registration system at all levels. ii. Strengthen and utilise strategic partnerships and collaborations to enhance service reach and accessibility
Promote community mobilisation, sensitisation and awareness creation for demand and uptake of development initiatives.	Increased awareness and capacity of community members to participate in and influence national development processes	i. Implement the comprehensive communication strategy on registration services ii. Carry out mass awareness campaigns on URSB services among PWDs, refugees, youth and women iii. Conduct regular stakeholder engagements iv. Conduct Corporate Social Responsibility
Develop and implement a civic education and adult literacy programme with emphasis on the roles and responsibilities of families, communities and citizens.	A national civic education program aimed at improving the level of awareness of rights, duties and responsibilities of individuals, families, communities and citizens developed and implemented.	i. Popularise and promote registration of services among the public ii. Implement regular online public education sessions iii. Translation of IEC materials into local languages.
Empower culture and creative practitioners with resources, entrepreneurial skills, and opportunities, utilising appropriate technologies and innovations to enhance value.	An enabling environment for Small and medium Culture and Creative enterprises created	i. Facilitate registration of Culture and Creative at all levels ii. Review the intellectual property and traditional knowledge rights laws iii. Strengthen CMO's operations. iv. Establish partnerships with institutions of higher learning.

Objective	Output	Activities
Strengthen the coordination of the policy and legislative-making processes.	Certainty of laws and regulations ensured	i. Reform and update the commercial laws ii. Formulate a law on the Non-individual register. iii. Develop guidelines on dispute resolution
Enhance the capacity and coverage of rule of law institutions to facilitate social and economic transformation.	Increased public empowerment and awareness	i. Sensitisation of the public on commercial laws. ii. Design and disseminate IEC materials on registration processes.
Strengthen the rule of law and governance service delivery systems.	Capacity and capability of duty bearers built. Business Processes Re-engineered. Quality Assurance enhanced. Commercial and non-individual registration undertaken	i. Capacity building of key stakeholders who enforce commercial laws. ii. Training of Judicial Officers and Insolvency Practioners on Insolvency Law iii. Simplification of business registration processes iv. Integration of registration systems with other systems. v. Implementation of ISO standards vi. Conduct client satisfaction surveys vii. Conduct regular compliance inspections/audits on the Quality Management System. viii. Enforce commercial laws on counterfeiting and trademarks, and copyright piracy ix. Enforcement of commercial laws (Counterfeit) x. Enforcement of commercial laws on IP xi. Reduction of registration processes
Strengthen URSB for effective and efficient service delivery.	Management and administrative services coordinated. URSB retooled	i. Implement staff capacity building programmes ii. Prepare the financial and physical performance reports iii. Conduct financial, Value for money and Information system audit. iv. Provide procurement services to support the execution of the URSB operations. v. Storage and generation of records(Construction of an Archival Centre) vi. Conduct media engagements on URSB services vii. Undertake Monitoring and Evaluation viii. Conduct research on several different areas.

Strategic interventions	Outputs	Actions
Promote market penetration for agro-based products.	Product differentiation mechanisms developed and promoted.	i. Train PDM groups in compliance with Geographical Indications. ii. Promote product differentiation through profiling Geographical Indications for agricultural products for registration. iii. Carry out stakeholder engagement and training with GI. iv. Promote the registration of Geographical Indications for indigenous and local products.
Promote the acquisition and use of appropriate technology in collaboration with research institutions and academia.	Increased access to affordable financing for appropriate manufacturing technologies. Innovation and research initiatives supported.	i. Facilitate demand-driven research and innovation partnerships between local innovators, universities, and industry players. ii. Support IP commercialisation through registration of licenses, transfers and collateral of IP iii. Strengthen trademark, patent, utility model, and industrial design compliance and enforcement. iv. Strengthen partnerships between research, technical institutions and manufacturing enterprises v. Strengthen support mechanisms for the development and registration of industrial designs and patents for Manufacturing
Accelerated Conversion of the Ugandan workforce through specialised Industrial STI Capacity Development Programs.	Specialised capacity development programmes for prioritised value-chains. Operational centres for Machining, Manufacturing and Industrial Skills Development	i. Implement specialised training Programmes for Traditional and Indigenous Knowledge. ii. Conduct studies on TK and TCEs in various communities. iii. Support local innovation through Technology Innovation Support Centres.
Strengthen the management of information and knowledge in Science, Technology, and Innovation.	National recordal system for traditional knowledge	i. Develop and establish the national recordal system for traditional knowledge. ii. Develop IEC materials for the promotion of TK protection. iii. Train indigenous communities on TK protection using IP tools. iv. Carry out capacity building on the TK recordal system.
Strengthen intellectual property (IP) value chain management.	Intellectual Property Rights registered/ commercialised	i. Support the Registration, Management and Commercialisation of Strategic Intellectual Property Rights ii. Create awareness in Intellectual Property Registration.
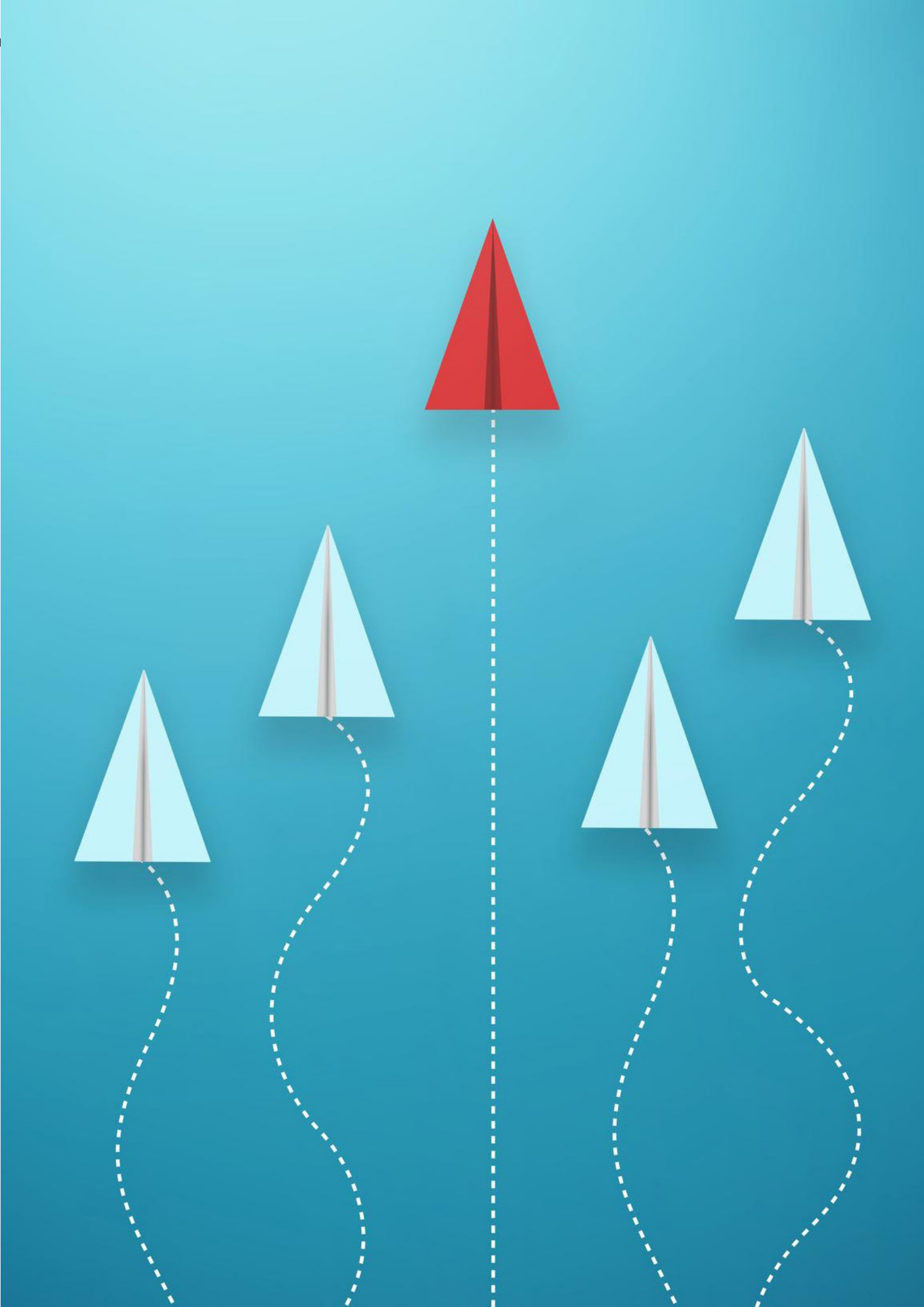
04 Financing Framework and Resource Mobilisation Strategy

The funding sources for the plan are:

i. Government of Uganda through programme allocations;

ii. Company contingency funds; and

iii. Development partners, including through the Justice, Law and Order Sector (JLOS).

4.1 SUMMARY OF THE STRATEGIC PLAN BUDGET

The total cost required to implement the strategic plan is broken in table 15. The total projected budget over the strategic period amounts to UGX 552.78 billion, comprising both recurrent and development expenditures.

The recurrent budget accounts for the largest share at **UGX 484.15 billion**, of which wage expenditures remain constant at **UGX 24.35 billion** annually, totalling **UGX 121.75 billion** over the five years. Non-wage expenditures, which support operational activities and service delivery, are projected to increase annually from **UGX 54.12 billion in FY 2025/26** to **UGX 89.96 billion in FY 2029/30.**

The development budget is projected at **UGX 68.63 billion**, supporting key capital investments including infrastructure, digitisation, and innovation.

Table 15: Summary of the Strategic Plan IV Budget

Classification	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage	24.35	24.35	24.35	24.35	24.35	121.75
Non-Wage	54.12	67.12	71.38	79.82	89.96	362.40
Total Recurrent	78.47	91.47	95.73	104.17	114.31	484.15
Development	16.18	12.67	14.90	12.78	12.10	68.63
Total Budget	94.65	104.14	110.63	116.95	126.41	552.78

Source: Budget projections

4.1.1 MAJOR COST DRIVERS IN 2025/26 TO 2029/30.

The major cost drivers in the Strategic Plan IV include staff remuneration; complete automation of all registration services; rollout of Agents' Registration Champions; purchase of equipment, transport, ICT, and furniture; conducting regular stakeholder engagements; training lenders and borrowers on Security Interest in Movable Property Registry usage; integration of Security Interest in Movable Registry System with NIRA, OBRS, and IPAS; conducting mobile registration clinics; deployment of a resilient network infrastructure; maintenance of the data center and disaster recovery site; training the business community on the formalisation of businesses; enhancing integration with relevant internal and external systems; and establishing additional service centers at the district level.

4.1.2 FUNDING BY SOURCE

Table 16 shows that the Government of Uganda will finance the majority of URSB's Strategic Plan from FY 2025/26 to 2029/30, covering all wage costs and most non-wage and development expenses.

Table 16: Funding by source

Classification	2025/26		2026/27		2027/28		2028/29		2029/30	
Funding source	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor
Wage	24.35		24.35		24.35		24.35		24.35	
Non-Wage	42.46	11.66	53.69	13.43	58.81	12.57	67.24	12.58	79.59	10.37
Total recurrent	66.81	11.66	78.04	13.43	83.16	12.57	91.59	12.58	103.94	10.37
Total Development	15.15	1.03	11.07	1.60	14.1	0.80	12.2	0.58	11.3	0.80
Total Budget	81.96	12.69	89.11	15.03	97.26	13.37	103.79	13.16	115.24	11.17
% of source	86.59%	13.41%	85.56%	14.44%	87.91%	12.09%	88.74%	11.26%	91.16%	8.84%

4.2 MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) PROJECTIONS AND IMPLICATIONS FOR STRATEGIC PLANNING FINANCING.

Table 16 outlines URSB's Medium-Term Expenditure Framework (MTEF) projections for the period 2025/26 to 2029/30, with a total projected budget of UGX 428.405 billion. Of this, UGX 101.941 billion is earmarked for wages. Non-wage recurrent expenditure accounts for the largest share at UGX 300.121 billion. Development expenditure is projected at UGX 26.343 billion, targeting infrastructure and systems investments to enhance efficiency and modernisation.

Table 17: URSB's MTEF projections for 2025/26 – 2029/30

Budget item	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage	18.449	19.371	20.340	21.357	22.424	101.941
Non-Wage	42.464	49.683	57.136	68.563	82.275	300.121
Development	3.900	4.485	4.934	5.920	7.104	26.343
Total	64.813	73.539	82.41	95.84	111.803	428.405

Source: URSB final budget estimates 2025/26

4.3 FUNDING GAPS (VARIANCE BETWEEN BUDGET ESTIMATES AND MTEF PROJECTIONS)

Table 18 highlights a cumulative funding gap of UGX 124.38 billion over five years, mainly driven by shortfalls in non-wage and development budgets. While the wage gap steadily declines, significant gaps persist in recurrent and development spending, indicating the need for enhanced resource mobilisation and budget alignment.

Table 18: Funding gaps

Classification	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage gap	5.90	4.98	4.01	2.99	1.93	19.81
Non-Wage gap	11.66	17.44	14.24	11.26	7.69	62.28
Total Recurrent gap	17.56	22.42	18.25	14.25	9.61	82.09
Development gap	12.28	8.19	9.97	6.86	5.00	42.29
Total Budget Gap	**29.84**	**30.60**	**28.22**	**21.11**	**14.61**	**124.38**

Strategic plan IV projections.

4.3 RESOURCE MOBILISATION STRATEGY

This section provides a financial plan, including resource mobilisation and expenditure strategies, innovative measures to increase government allocation, mobilise NTR, and access innovation sources.

i. Advocate for increased budgetary support through engagements at the programme level and with the Ministry of Finance, Planning, and Economic Development (MoFPED) to justify increased allocations based on URSB's contribution to formalisation and NTR mobilisation.

ii. Demonstrating the impact of URSB by providing data-driven reports showcasing the Bureau's role in national development, job creation, and private sector growth to strengthen budgetary negotiations.

iii. Streamline registration processes to attract more businesses, increasing revenue from registrations, licenses, and renewals.

iv. Regularly review and adjust service fees in alignment with inflation and service enhancements to maintain financial viability.

v. Engage private sector players in collaborative projects that generate revenue while improving service delivery.

vi. Seek funding from international organisations, regional economic bodies and donor agencies to support capacity-building and digitalisation initiatives, among other services.

vii. Invest in technology to reduce operational costs, improve service delivery, and minimise human resource expenses in repetitive tasks.

viii. Align expenditure with measurable outcomes, ensuring funds are directed towards high-impact activities.

ix. Implement strategic procurement practices to minimise costs while maintaining quality in service delivery.

4.4. DETAILED COST IMPLEMENTATION MATRIX

A schedule that relates planned objectives, interventions, and actions with estimated costs specifies each action's responsibility centre. This schedule is indicated in Annex 2.

05 Institutional arrangement for implementing the Plan

This section addresses the coordination of the implementation plan, sustainability arrangements, partnerships and human resource plan.

5.1 COORDINATION OF THE IMPLEMENTATION PROCESS

5.1.1 ROLES AND RESPONSIBILITIES WITHIN URSB

Effective implementation of Strategic Plan IV relies on clear roles and coordination across URSB's leadership, staff, and institutional structures. Defined responsibilities ensure strategic oversight, operational execution, and alignment of efforts to deliver on the Bureau's priorities.

Table 19: Summarised roles and responsibilities for players in URSB

Key players	Roles and Responsibilities
Board of Directors	• Provide strategic guidance and governance oversight • Approve policies, budgets, and resource allocations • Champion institutional growth and stakeholder engagement
Registrar General	• Lead and oversee SP IV implementation • Approve resource allocation and ensure accountability • Monitor performance and engage stakeholders
Commissioners	• Supervise Plan implementation • Review M&E reports • Oversee data management and reporting
Assistant Commissioners	• Manage departmental Plan implementation • Coordinate with the Department of Policy and Planning on data management • Implement M&E decisions
Principal Officer	• Support departmental implementation • Ensure alignment with strategic interventions • Facilitate operations and reporting
Senior Officer	• Align tasks with Strategic Plan outcomes. • Report departmental progress
Officer	• Implement assigned activities • Support achievement of targets
Support Staff (Assistants & Drivers)	• Provide administrative and logistical support

The table below outlines the key institutional coordination roles that facilitate effective collaboration, oversight, and implementation of URSB's Strategic Plan IV.

Table 20: Institutional coordination roles

Committee	Roles and Responsibilities
URSB Top Management	• Oversee Strategic Plan implementation • Review M&E reports • Supervise data processes
URSB Senior Management	• Implement the Plan at the departmental levels. • Coordinate with the Department of Policy and Planning on data quality. • Enforce M&E decisions
Department of Policy & Planning	• Develop and manage the M&E Plan • Oversee data flow and quality verification • Produce M&E reports • Coordinate stakeholders
Compliance & Enforcement / Internal Audit	• Conduct risk assessments • Perform regular and special audits across service points
Finance Committee	• Allocate resources aligned to strategic interventions • Align cash flow to strategic needs • Prioritise funding accordingly

5.1.2 ROLES AND RESPONSIBILITIES OF OTHER STAKEHOLDERS

These are external stakeholders who will play a role in implementing the plan. They include Ministries, Departments and Agencies, Development Partners, Civil Society, and the Private sector.

Institution/Stakeholder	Key Roles and Responsibilities
National Planning Authority	• Provide overall guidance and technical support for programme planning. • Offer capacity building in planning. • Monitor the effectiveness of Programme Implementation Action Plans (PIAPs and strategic plans through the issuance of Certificates of Compliance.
Ministry of Justice and Constitutional Affairs	• Provide oversight as the supervising ministry. • Support legal reforms and continuous improvement of URSB's legal framework.
Ministry of Finance, Planning and Economic Development	• Provide financial resources. • Offer technical guidance on planning and budgeting. • Monitor resource utilisation for Strategic Plan implementation.
Justice, Law and Order Sector	• Provide financial and technical support towards URSB SP IV implementation.
Law Reform Commission	• Support legal reforms and strengthening of the legal framework for URSB services.
Ministry of Science, Technology and Innovation	• Promote incubation centers and support innovation.

Office of the Director of Public Prosecutions	• Equip URSB staff appointed as public prosecutors with necessary prosecutorial skills.
Uganda Revenue Authority	• Integrate systems for seamless service delivery. • Collaborate under TREP for joint enforcement and business registration.
National Identification and Registration Authority	• Facilitate data integration and information sharing with URSB.
Private Sector Foundation Uganda	• Facilitate engagement with the business community and private sector actors.
Uganda Law Council	• Regulate legal practitioners and accredit business legal education training for URSB users.
Uganda National Bureau of Standards	• Collaborate with URSB in enforcing standards and combating counterfeit goods.
Uganda Bureau of Statistics	• Provide reliable statistical data to inform evidence-based planning, monitoring, and evaluation of URSB programmes.
Ministry of Trade Industry and Cooperatives	• Supports policy alignment and collaboration on initiatives promoting business formalisation, trade facilitation, and enterprise development.
Universities, Research and Development Institutions	• Train students in entrepreneurship and research. • Promote innovation through Technology and Innovation Support Centers
Taxpayer Register Expansion Programme Partners: Uganda Revenue Authority, Kampala Capital City Authority, Ministry of Local Government	• Joint enforcement and business registration. • Operationalise one-stop shops nationwide.
SMEs and Business Associations	• Support sensitisation and capacity-building initiatives for members.
Collective Management Organizations	• Promote copyright awareness and enhance copyright protection in Uganda.
World Intellectual Property Organization	• Facilitate international IP norm-setting, technology transfer, and capacity building. • Promote awareness of IP rights in Uganda.
African Regional Intellectual Property Organization	• Support information sharing, IP protection, norm-setting, and capacity building. • Promote technology transfer and IP awareness.
INSOL International, World Bank Group	• Build capacity in insolvency and business restructuring for URSB staff and stakeholders.
Corporate Registers Forum	• Offer a platform for sharing best practices and innovations in business registration and reform.

5.2 SUSTAINABILITY ARRANGEMENTS

5.2.1 INSTITUTIONAL SUSTAINABILITY ARRANGEMENTS

To ensure institutional sustainability, URSB will implement a range of long-term, transformative interventions aligned with its vision of becoming a centre of excellence in providing registration services for business facilitation.

To improve access and the quality of registration services, URSB will decentralise services nationwide to increase reach and inclusivity. This includes continued service delivery through existing Service Centres in major cities and towns, including three

centres in Kampala (Posta, Georgian House, and Kololo Head Office) and regional offices in Mbale, Arua, Gulu, Mbarara, Masaka, and Hoima. Additional service centres are planned at the district level to enhance physical access and institutional resilience. These interventions are designed to improve service delivery and ensure that URSB remains a resilient, responsive, and future-ready institution.

As part of its institutional development, URSB will pursue complete automation of all registration processes and establish a quality management system to improve efficiency, accountability, and service consistency. These efforts will reduce manual dependence, enhance transparency, and position URSB as a technology-enabled institution capable of adapting to future demands.

To strengthen legal and institutional frameworks for effective service delivery, URSB will review and reform key commercial laws. The objective is to rationalise standards, remove outdated procedures, and create a conducive regulatory environment for private sector growth and formalisation. This legal foundation is key to ensuring institutional sustainability and relevance in a dynamic business landscape.

Furthermore, URSB continues to invest in capacity building for its staff and key stakeholders, including training on the Online Business Registration System, Intellectual Property Automated System, and the Security Interest in Movable Property Registry System. These training programs are essential to institutional sustainability, ensuring continuity of expertise, service reliability, and effective utilisation of digital platforms.

URSB is also committed to strengthening its business rescue framework and aftercare initiatives and enhancing SIMPO to facilitate increased access to credit through the use of movable property as collateral. These innovations support the long-term viability of businesses and reinforce URSB's role as a key enabler of sustainable enterprise development.

Collectively, these initiatives reflect URSB's strategic direction toward building a modern, innovative, and sustainable institution capable of delivering high-quality registration services that meet national and regional development priorities.

5.2.2 FINANCIAL SUSTAINABILITY ARRANGEMENTS

To ensure the long-term viability and sustainability of URSB's operations, it is critical to establish a robust financial framework that supports the implementation of the strategic plan. This section outlines the key financial sustainability arrangements, focusing on the diverse funding sources, strategies for revenue mobilisation, and expenditure management.

Key funding sources and financial gaps

The primary funding sources for URSB under Strategic Plan IV include:

i. Central Government Grants through the Programme-Based Budgeting allocations within the Public Finance Management (PFM) framework.

ii. The Company Contingency Fund Account is specifically allocated to the Insolvency and Receivership Department.

iii. Development Partners who can support specific programs and projects, including capacity-building and digitalisation initiatives.

However, a substantial funding gap of UGX 124.38 billion remains for implementing Strategic Plan IV. Addressing this gap will require strategic action to mobilise public and private resources, as outlined in the resource mobilisation strategy (Section 4.3).

Resource mobilisation and strategic actions

As detailed in Section 4.3, URSB will focus on the following key strategies to bridge the funding gap and enhance financial sustainability:

i. Continued engagement with the Ministry of Finance, Planning, and Economic Development (MoFPED) to justify and secure increased budgetary allocations based on the Bureau's role in formalising the economy and generating NTR.

ii. Streamlining registration processes and reviewing service fees regularly to ensure alignment with inflation and service enhancements. This will attract more businesses and, in turn, increase revenue from registrations, licenses, and renewals.

iii. Collaborating with private sector players on revenue-generating projects will improve service delivery while increasing financial inflows.

iv. Actively seeking financial support from international organisations, regional bodies, and donor agencies to finance key initiatives such as capacity-building and digital transformation.

v. Leveraging technology to reduce operational costs, improve service delivery, and optimise human resource utilisation, especially in repetitive and manual tasks.

To optimise financial sustainability, URSB will align its expenditures with measurable outcomes, directing resources towards high-impact activities that contribute directly to the achievement

of strategic goals. Implementing strategic procurement practices will further support the efficient use of available funds, ensuring cost minimisation while maintaining service quality.

5.3 PARTNERSHIPS AND COLLABORATION

Strategic partnerships remain critical to URSB's ability to deliver its mandate. Over the plan period, the Bureau will enhance collaboration with Government Ministries, Departments, and Agencies (MDAs), development partners, private sector associations, civil society organisations, and academia. These partnerships will support joint innovation initiatives, legal and regulatory reforms, awareness campaigns, capacity-building efforts, and resource mobilisation. Priority will be given to partnerships that strengthen digital transformation, innovation ecosystems, and inclusive formalisation of the economy.

5.4 HUMAN RESOURCE PLAN

URSB's human resources are central to achieving its vision of becoming a centre of excellence in providing registration services for business facilitation. The Bureau has filled 89% of its approved staff positions, indicating strong institutional readiness. However, strategic gaps at the Principal Officer level signal a need to enhance internal capacity for leadership, innovation, and supervision. To support effective strategy implementation, URSB will focus on the following Human Resource priorities:

Recruitment and retention. Fast-track the filling of vacant technical and mid-management roles to strengthen operational leadership.

Implementing structured training, upskilling, and leadership development programmes.

Succession planning through mentorship and career progression pathways to ensure leadership continuity and knowledge transfer.

Performance management by aligning staff performance indicators with strategic goals, emphasising innovation, efficiency, and client responsiveness.

Digital capacity building, especially enhancing staff proficiency in digital tools and platforms, is critical for efficient registration and information services.
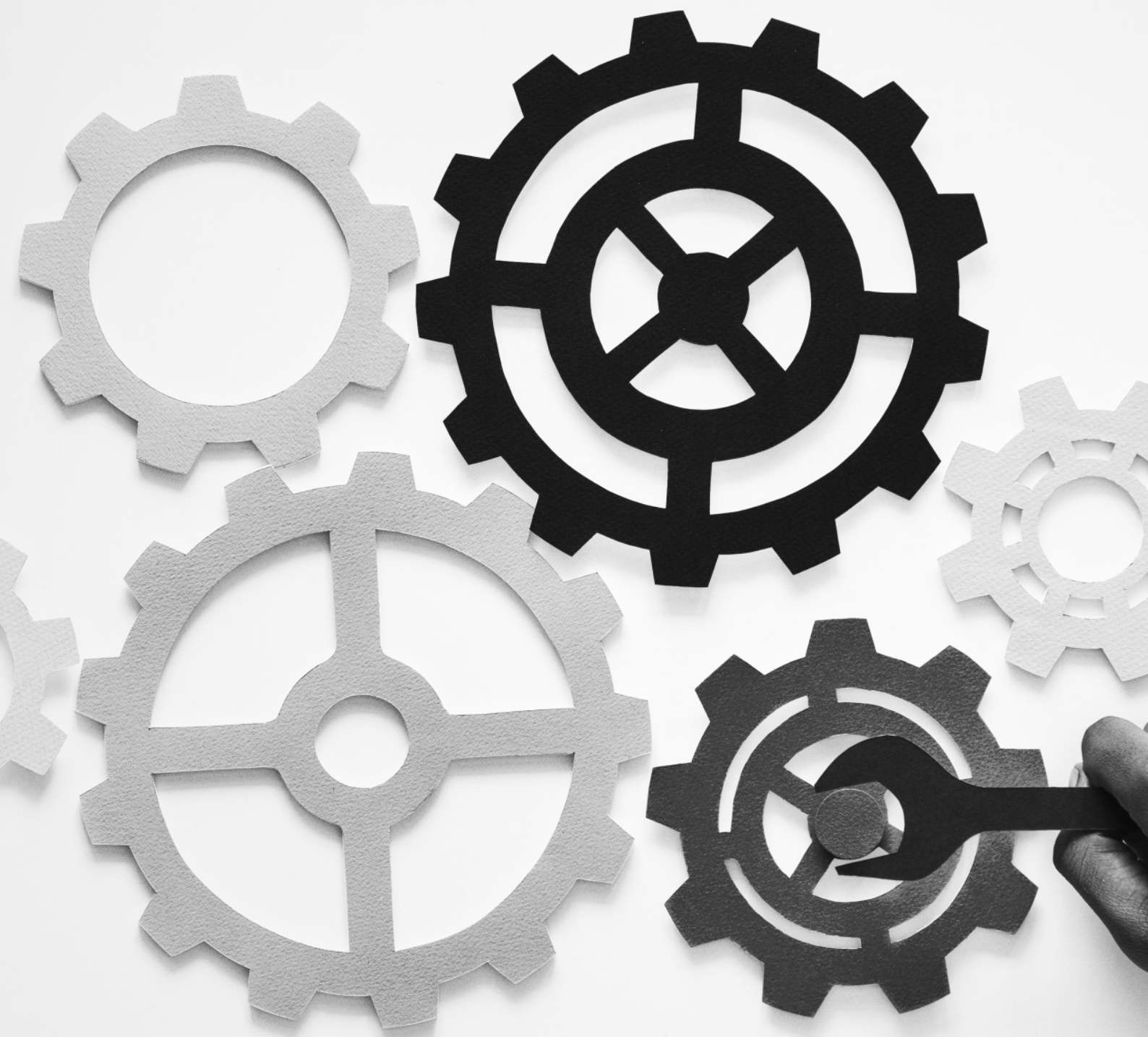
06 Communication and feedback strategies

This section highlights URSB's communication and feedback strategy, specifically, the rationale and objective of communication, priorities and implementation.

6.1 RATIONALE AND OBJECTIVE OF THE COMMUNICATION STRATEGY

The communication strategy for URSB's Strategic Plan IV (SP IV) promotes broad-based awareness, stakeholder alignment, and sustained engagement to drive successful implementation. As a key enabler of reform and institutional performance, effective communication ensures that all internal and external stakeholders understand the strategic direction, appreciate their respective roles, and are motivated to support the Bureau's vision.

The primary objective of this strategy is to disseminate information on SP IV consistently, transparently, and inclusively while establishing robust mechanisms for feedback and dialogue. It aims to enhance URSB's public image, strengthen trust, foster accountability, and encourage stakeholder participation. By doing so, the strategy will contribute to improved service delivery, stronger partnerships, and better policy alignment with national and international development frameworks.

6.2 KEY COMMUNICATION PRIORITIES

The key communication priorities under SP IV are strategically designed to support the implementation of the Plan and reinforce institutional credibility. These include:

Raising awareness and visibility to ensure that stakeholders are well-informed about URSB's mandate, strategic focus areas, and service offerings through consistent messaging and branding across all platforms.

Engaging stakeholders meaningfully to promote inclusive engagement with key stakeholder groups, clients, staff, development partners, government institutions, and the general public by tailoring communication to their specific needs and expectations.

Strengthening feedback by establishing mechanisms that allow stakeholders to share input, raise concerns, and influence service improvements reinforces a culture of transparency and responsiveness.

Internal communication and alignment by fostering a shared understanding among staff and management of strategic priorities through structured internal communication, workshops, and retreats.

Leveraging digital and traditional channels by utilising modern and conventional platforms to ensure reach, accessibility, and impact, especially among different socio-demographic groups.

6.3 IMPLEMENTATION OF COMMUNICATION PRIORITIES.

Clear and consistent communication will ensure broad understanding, generate support, and maintain alignment with the plan's goals. URSB will implement a systematic, multi-channel communication framework that targets internal and external stakeholders.

i. **Toll-free call Centre.**

This provides real-time client engagement and is a frontline channel for addressing public inquiries. Beyond operational utility, it will be a strategic asset for enhancing trust, accessibility, and institutional responsiveness.

ii. **Digital platforms (Facebook, Twitter, WhatsApp).**

These will be used actively for timely updates, public interaction, and dissemination of critical service announcements, policy shifts, deadlines, and awareness campaigns. Social media will be updated monthly, and analytics will measure reach and engagement.

iii. **URSB website.**

As a central hub for SP IV communication, the website will host a dedicated section for the strategic plan and related reports, including regulatory updates, financial statements, and sectoral publications. The platform will be mobile-responsive and feature user-friendly navigation, a search function, contact forms,

and feedback tools to promote transparency and digital inclusion. Website content will be refreshed weekly.

iv. **Mass media outreach.**

URSB will roll out quarterly radio and television campaigns in English and local dialects to reach a broader and more diverse audience. Print media, especially newspapers in regional languages, will reinforce these messages and expand public access to key information.

v. **Stakeholder forums and workshops.**

URSB will host physical and virtual targeted workshops for policymakers, development partners, and institutional actors. These forums will promote dialogue, deepen partnerships, and foster collective ownership of SP IV implementation.

vi. **Internal communication.**

To maintain strategic coherence, staff workshops will be held bi-annually, focusing on SP IV priorities, progress, and adaptive strategies. Senior management will hold annual strategic retreats to reflect on performance and fine-tune implementation. Performance updates will be presented quarterly to the Board of Directors for accountability and governance oversight.

vii. **Feedback mechanisms.**

A feedback system will be instituted to encourage continuous stakeholder input. Mechanisms will include the toll-free call centre, interactive digital engagement, suggestion boxes at service points, regular public satisfaction surveys, and structured stakeholder consultations. All feedback will be systematically documented, analysed, and used to inform service delivery and planning improvements quarterly.

07 • Risk Management

Effective implementation of the URSB Strategic Plan requires a structured and proactive approach to risk management. As a statutory institution, URSB faces a range of operational, strategic, and external risks that may affect its ability to deliver on its mandate and strategic priorities.

To support successful execution, URSB has undertaken a comprehensive risk assessment to identify potential risks that could impact service delivery and institutional performance. Each risk has been analysed based on its likelihood and impact and classified as High (H), Medium (M), or Low (L). For every identified risk, corresponding mitigation strategies and response measures have been proposed to guide timely and effective management.

This integrated risk management framework will enable URSB to anticipate challenges, enhance institutional resilience, and ensure the continuity and success of Strategic Plan IV

Table 21: Key envisioned risks

Risk Category	Risk Description	Risk Factor(s)	Likelihood	Impact	Risk Rating	Mitigation Strategy
External	Political interference affecting URSB's mandate	Institutional performance disruption	Moderate	Moderate	Moderate	Strategic stakeholder engagement and proactive advocacy
External	Reform of URSB laws via Private Member Bills misaligned with URSB mandate	Emerging policy shifts	Low	Significant	Moderate	Engage in legislative processes; targeted engagement with Private Members
External	Political instability disrupting service delivery	Political transitions	Low	Significant	Moderate	Develop and implement Business Continuity and Crisis Management Plans
Strategic	Loss of mandate to other MDAs or third parties	Changes in policy or legislation	Low	Significant	Moderate	Sustained stakeholder engagement and legal monitoring
Strategic	Delayed legal reforms to strengthen the institutional framework	Bureaucratic delays in reform processes	Moderate	Moderate	Moderate	Accelerated reform engagement through stakeholder pressure
Strategic	Low public uptake of IP services due to resistance to change	Cultural attitudes; tech aversion	Moderate	Moderate	Moderate	Stakeholder inclusion, continuous public sensitisation, regional empowerment
Strategic	Non-implementation of institutional priorities	Limited resource mobilisation capacity	Low	Moderate	Low	Capacity building in project development; donor and MoFPED engagement
Strategic	Failure to meet stakeholder expectations (SP IV targets, performance indicators)	Resource constraints; unrealistic targets	Low	Significant	Moderate	Strengthened M&E frameworks and agile corrective actions
Operational	Delays in service delivery	Staffing shortages, obsolete systems	Moderate	Moderate	Moderate	Systems upgrades, documented SOPs, internal controls
Operational	Budget constraints and funding delays	Budget cuts; forex fluctuations	Moderate	Moderate	Moderate	Diversify funding sources; continuous MoFPED and DP engagement

Operational	Legal, financial or reputational losses	Non-compliance, fraud, weak controls	Low	Moderate	Low	Compliance training, automation, stronger monitoring frameworks
Operational	Staffing and skills gaps	Turnover, delayed recruitment, low morale	Moderate	Moderate	Moderate	Staff retention plans, continuous learning, timely recruitment
Operational	Negative public perception	Poor service experience	Low	Significant	Moderate	Public sensitisation, client-centric staff training, proactive communication
Operational	Health and safety risks	Work hazards, pandemics	Low	Significant	Moderate	Enforce health protocols, support remote work infrastructure
Operational	Technological vulnerabilities	System downtime, cyber threats, integration failures	Moderate	Moderate	Moderate	Regular backups, software audits, contractual governance with third parties
Operational	Data breaches or accidental loss of records	Natural disasters, poor data handling	Moderate	Significant	High	Fire-resistant storage, off-site backups, strict access and data controls

08 Monitoring and Evaluation framework

Effective implementation of the URSB Strategic Plan IV requires a robust Monitoring and Evaluation (M&E) framework to track progress, assess performance, and ensure accountability for results. The M&E framework will serve as a critical management tool for guiding the execution of the strategic plan and facilitating timely decision-making and adaptive management.

This framework outlines the mechanisms, indicators, and tools that will be used to monitor outputs and outcomes linked to each strategic objective. It also provides guidance on reporting structures, data collection, review timelines, and roles of various stakeholders in the M&E process. Through continuous tracking of performance indicators, URSB will be able to evaluate its interventions' effectiveness, efficiency, relevance, and sustainability.

The M&E framework will also support transparency and learning by promoting evidence-based reporting, internal reviews, and stakeholder consultations. Ultimately, it will ensure that URSB remains responsive to emerging issues, adapts its strategies as needed, and delivers on its mandate to foster innovation, increase formalisation, and position Uganda as the best destination for doing business.

8.1 MONITORING AND EVALUATION ARRANGEMENTS

URSB has established a functional Monitoring and Evaluation (M&E) framework that underpins its strategic objectives and promotes accountability, learning, and evidence-based decision-making. The comprehensive M&E Plan developed under Strategic Plan III provided structured guidance on performance tracking, data collection, analysis, and reporting that was aligned with URSB's strategic priorities. Anchored in a results framework, the plan detailed key performance indicators (KPIs), baselines, targets, and timelines to systematically monitor progress toward achieving the Bureau's mandate.

Under Strategic Plan IV, a new M&E Plan will be developed to align with updated strategic objectives and targets. This plan will build on lessons from the previous strategy period, integrating stronger systems for real-time performance tracking, enhanced reporting, and more agile feedback loops.

URSB's M&E function is managed by the Department of Policy and Planning, led by a Commissioner and supported by an Assistant Commissioner, a Senior M&E Officer, and two M&E Officers. The team coordinates planning, performance monitoring, and reporting processes, producing quarterly M&E reports from internal systems and periodic surveys. A participatory approach is applied, with departmental focal persons contributing to the data collection and review process.

Currently, URSB uses a Google Sheets-based platform to track progress against strategic indicators and targets, updated weekly by designated focal persons. While this system is functional, the Bureau recognises the need to transition to a fully-fledged Management Information System (MIS). Developing and operationalising a modern MIS will be a core priority under Strategic Plan IV to enhance real-time data entry, storage, analysis, and reporting. This will further strengthen data-driven planning, improve service delivery, and provide timely access to reliable performance data for informed decision-making.

Key M&E processes under Strategic Plan IV will include.

Progress reporting through quarterly and semi-annual reports will document implementation progress, identify challenges, and recommend corrective measures.

URSB annual performance reviews. Comprehensive reviews will assess annual achievements, budget execution, alignment with national development priorities, and stakeholder participation.

Mid-term evaluation. Conducted midway through the strategic period to assess progress and outcomes and recommend any course correction.

Terminal Evaluation. An end-of-plan evaluation will assess the effectiveness, efficiency, relevance, and sustainability of the strategic plan, providing insights to inform Strategic Plan V.

Through these arrangements, URSB will ensure a strong performance culture and deliver results that drive Uganda's business transformation agenda.

8.2 MONITORING AND EVALUATION RESULTS FRAMEWORK

TABLE 22: KEY RESULTS FRAMEWORK

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Department/ Unit
Agro-Industrialisation Programme									
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sectors.									
Intermediate Outcome: Increased export value of priority agricultural commodities.	Number of Geographical Indications of local origin products registered	1	1	0	2	0	2	Annual Report	Intellectual Property
	Number of PDM groups trained in compliance and enforcement on GI	0	20	21	22	23	25	Annual Report	Intellectual Property
Output: Product differentiation mechanisms developed and promoted.	Number of Geographical Indication Agricultural products profiled	1	2	3	3	4	4	Annual Report	Intellectual Property
	Percentage progress with the establishment of a Digital GI system	0%	20%	40%	60%	80%	100%	Annual Report	Intellectual Property
	Number of stakeholders trained on the use of the GI system	200	250	300	400	450	300	Quarterly performance reports	Intellectual Property
	No. of Compliance activities carried out on GI	0	2	2	2	2	2	Quarterly performance reports	Compliance &Enforcement
Manufacturing Programme									
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sector.									
Intermediate Outcome: Labour productivity in manufacturing enhanced	Number of Trademarks registered.	1771	1800	1900	2000	2100	2200	Quarterly performance reports	Intellectual Property

Output/Outcome	Indicator							Means of Verification	Responsible
Output: Increased access to affordable financing for appropriate manufacturing technologies	Number of utility models and industrial designs registered.	30	32	35	38	41	44	Quarterly performance reports	Intellectual Property
	Number of Industrial designs registered	21	22	23	24	25	26	Quarterly performance reports	Intellectual Property
Output: Innovation and research initiatives supported	Number of Partnerships in the manufacturing sector established	2	2	1	1	2	1	Annual Report	Intellectual Property
Private Sector Development Programme									
URSB Objective: Improve the access and quality of registration services.									
Intermediate Outcome: Increased long-term financing for key growth Sectors	% Increase in the uptake of SIMPO services	10%	10%	15%	20%	25%	30%	Annual Report	SIMPO
	Value of security interest registered (UGX Trn)	7.5	8.3	9.1	11.6	13.5	15.7	Annual Report	SIMPO
Output: Security Interest in Movable Property Registry System fully functional and accepted by the industry	Number of systems integrated with SIMPO	2	2	1	1	1	1	Annual Report	SIMPO
	Proportion of financial institutions utilising the SIMPO system (%)	70%	75%	80%	85%	90%	95%	Annual Report	SIMPO
	Number of refugees accessing financing using SIMPO	-	50	100	200	250	300	Annual Report	SIMPO
Output: Individual borrowers and MSMEs accessing credit using movable assets as collateral increased.	Number of borrowers accessing credit using movable assets as collateral.	8,336	11,670	15,630	18,350	18,650	19,000	Annual Report	SIMPO
	No. of registration notices on collateral registry	6,188	10,000	16,000	21,000	26,000	31,000	Annual Report	SIMPO

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Department/Unit
Intermediate outcome: Increased value addition	Number of trademarks and industrial designs registered	39	41	44	46	48	50	Annual Report	Intellectual Property
Intermediate Outcome Reduced time and cost of business and investment processes	Average time for business registration (Hours)	4	3	2	1	1	Less than 30 mins	Annual Report	Business Registration
Output: Business processes simplified through automation	% of automation for URSB registries	85%	88%	90%	96%	98%	100%	Annual Report	ICT& Innovation
Intermediate Outcome: Enhanced survival of MSMEs	No. of businesses rehabilitated (after care services)	175	180	200	250	320	380	Annual Report	Insolvency & Receivership
Output: Compliance with Good Corporate Governance best practices improved	Number of Annual Returns filed with URSB	95,023	56,000	57,000	58000	59000	60000	Annual Report	Business Registration
	Number of Business Owners trained in business rescue and aftercare		25	30	35	45	50	Annual Report	Insolvency & Receivership
Output: Insolvency legal framework strengthened	No. of Insolvency Practitioners registered	75	120	131	135	140	150	Annual Report	Insolvency & Receivership
	Number of Insolvency practitioners, judicial officers and accountants trained on the insolvency framework	100	120	145	180	250	300	Annual Report	Insolvency & Receivership
Output: Established TISCs (Technology Innovation Support Centres)	Number of TISCS created	35	38	40	43	47	51	Annual Report	Intellectual Property

	Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	MoV	Responsible
Output: Uptake of business registration enhanced	Number of businesses registered (New Company + Business names)	50,893	49,000	52,100	54,000	58,000	65,000	Annual Report	Business Registration
Output: Decentralised services for improved formalisation of the private sector	Number of additional service centres established	1	4	3	3	5	4	Annual Report	Business Registration
Output: Business registration system at all levels of Government (Central and local Government) integrated	Number of systems integrated into the business registry	2	3	4	5	6	7	Annual Report	Business Registration

Human Capital Development Programme

URSB Objective: Strengthen communication and awareness about URSB services.

	Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	MoV	Responsible
Intermediate Outcome: Increased participation of the population in development initiatives	Level of client satisfaction with URSB services.	75%	78%	81%	84%	87%	90%	Survey report	PR
	% increase in uptake of registration services.	20%	22%	24%	26%	28%	30%	Annual Report	All registries
	Public Awareness Index	355	40%	45%	50%	55%	60%	Annual Report	PR
Output: Increased awareness and capacity of community members to participate in and influence national development processes	Number of people (males & females) sensitised on URSB services	0	100	150	180	200	230	Annual Report	PR
	Number of Public education sessions implemented	44	40	45	45	55	60	Annual Report	PR
	Number of clients' satisfaction surveys conducted	2	2	2	2	2	2	Annual Report	PR
	Number of media engagements conducted	201	250	300	350	400	450	Annual Report	PR

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Department/Unit
Intermediate Outcome: Increased competitiveness of Ugandan cultural and creative goods and services on the local and international market	Number of copyrights registered.	102	115	120	125	130	135	Quarterly performance reports	Copyright and Neighbouring Rights
	% of CMOs compliant with the Statutory requirements	-	60%	70%	80%	90%	100%	Annual Report	Copyright and Neighbouring Rights
	Number of applications for exclusive licenses issued.	0	1	0	1	0	1	Annual Report	Copyright and Neighbouring Rights
Output: An enabling environment for Small and medium CCI enterprises created	Number of CMO engagements conducted.	3	8	8	8	8	8	Annual Report	Copyright and Neighbouring Rights
	Number of partnerships with universities, research institutes, and private sector actors established to promote creatives	20	25	30	35	40	45	Annual Report	Copyright and Neighbouring Rights
Innovation Technology Development and Transfer Programme									
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sector.									
Output: Specialised capacity development programmes for prioritised value-chains	Number of Training Programmes for Traditional and Indigenous Knowledge Conducted	1	2	4	6	8	10	Annual Report	Intellectual Property

Category	Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	Means of Verification	Responsible
Intermediate Outcome: Enhanced innovation capacity in the country	Number of Registered IPRs (Patents, Utility Models, and Industrial Designs)	31	10	10	10	10	10	Annual Report	Intellectual Property
	Number of IPR awareness engagements undertaken	68	70	80	90	100	110	Annual Report	Intellectual Property
Output: Operational centres for Machining, Manufacturing and Industrial Skills Development	Number of additional institutions incorporating IP into the curriculum	2	2	3	4	3	4	Annual Report	Intellectual Property
Intermediate Outcome: Enhanced collaboration and networking among STI stakeholders, including academia, industry, and government	Number of partnerships with universities, research institutes, and private sector actors established	13	5	10	15	20	25	Annual Report	Intellectual Property
	No. of academic and R&D institutions facilitated to establish IP policies	3	10	20	30	40	50	Annual Report	Intellectual Property
Output: National recordal system for traditional knowledge	% completion of National Recordal System for Traditional Knowledge	0	0	20	80	100	100	Annual Report	Intellectual Property
	Number of Documented Traditional and Indigenous Knowledge Techniques and Processes	5	10	15	20	25	30	Annual Report	Intellectual Property
Output 3: Strategic IPRs Registered/ Commercialised	Number of Patents Granted	1	3	3	3	4	4	Annual Report	Intellectual Property
	Number of Industrial Designs Registered	21	22	23	24	25	26	Annual Report	Intellectual Property
	Number of Utility Models Registered	9	10	12	14	16	18	Annual Report	Intellectual Property
	Number of Local Trademarks Registered	1771	1800	1900	2000	2100	2200	Annual Report	Intellectual Property
	Number of IPR Awareness Engagements Conducted	68	70	80	90	100	110	Annual Report	Intellectual Property

Governance and Security Programme

URSB Objective: Strengthen the legal and institutional framework for effective service delivery

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Department/Unit
Intermediate Outcome: Improved policy, legal and institutional environment for national development	Number of policies and laws formulated/reviewed to promote competitiveness and alignment with regional and international frameworks	6	1	6	6	6	6	Annual Report	All registries
	Assessment score of Certificate of Compliance with Planning Framework	0.884	0.895	0.9	0.905	0.91	0.915	Annual Report	Policy and Planning
	Budget absorption rate	97.5%	99.1%	99.2%	99.3%	99.4%	99.5%	Annual Report	Finance and Administration
Output: Certainty of laws and regulations ensured	Number of Commercial laws and administrative reforms updated to promote competitiveness and regional integration	3	1	2	2	2	1	Annual Report	All registries
Intermediate Outcome: Increased access to JLOS Service points.	Conviction rate for IP infringement	94%	95%	96%	97%	98%	100%	Annual Report	Compliance and Enforcement
	Litigation success rate	80%	81%	82%	83%	84%	85%	Annual Report	Legal and advisory services
Output: Increased public empowerment and awareness	Number of sensitisation campaigns conducted on commercial laws	20	25	30	35	40	45	Annual Report	PR
	Number of IEC materials of commercial laws printed and distributed	4356	5,000	5,000	5,000	5,000	5,000	Annual Report	PR

Result/	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Department/Unit
Output: Capacity and capability of duty bearers built	Number of law enforcement officers, Prosecutors and Judicial officers trained to enforce URSB commercial laws	100	130	150	180	200	250	Annual Report	Compliance and Enforcement
Output: Business Processes Re-engineered	% of New online and administrative business processes innovations implemented	65%	85%	90%	95%	100%	100%	Annual Report	All Departments
Output: Business processes automated, and Management information systems integrated	Number of systems integrated with registration systems	4	5	3	6	4	7	Annual Report	ICT
	Level of Automation of Business Processes	85%	88%	90%	96%	98%	100%	Annual Report	ICT
Output: Quality Assurance enhanced.	% progress with the implementation of ISO	80%	85%	90%	95%	100%	100%	Annual Report	Quality Management
	Number of enforcements on IP against infringement	32	42	52	62	72	82	Annual Report	Compliance and Enforcement
Output: Commercial and non-individual registration undertaken	Value of counterfeit goods/products destroyed	0.67	0.87	0.107	0.127	0.147	0.167	Annual Report	Compliance and Enforcement
	Number of forgery, Trademarks counterfeiting and Copyright piracy cases investigated	100	130	160	190	220	250	Annual Report	Compliance and Enforcement
Intermediate Outcome: Enhanced institutional capacity, coordination and collaboration.	MDA Gender and Equity budgeting compliance score	61.00%	75%	78%	80%	82%	85%	Annual Report	Policy and Planning
Output: Institution Retooled	% of retooling budget implemented	100%	100%	100%	100%	100%	100%	Annual Report	Finance and Administration

Output	Indicator							Means of Verification	Responsible
	% of staff trained	30%	25%	20%	15%	10%	5%	Annual Report	Human Resource Management
	Number of Board meetings held	14	14	14	14	14	14	Annual Report	Office of the Board Secretary
Output: Management and Administrative Services coordinated	Number of records scanned and digitised	28,000,000	27,000,000	26,000,000	23,000,000	24,000,000	25,000,000	Annual Report	Records
	Number of departments supported with ICT services	10	10	10	10	10	6	Annual Report	ICT & Innovation
	Number of Procurement Reports Produced and Submitted	4	4	4	4	4	4	Annual Report	Procurement and Disposal
Output: Statutory reports produced	Number of financial reports produced and submitted	4	4	4	4	4	4	Annual Report	Finance and Administration
	Number of planning and budget statutory reports produced and submitted	4	4	4	4	4	4	Annual Report	Policy and Planning
	Number of Internal Audit reports produced and submitted	4	4	4	4	4	4	Annual Report	Internal Audit
	Number of monitoring and evaluation reports produced	4	4	4	4	4	4	Annual Report	Policy and Planning
	URSB strategic plan in place					1	1		Policy and Planning
Output: Research & Development undertaken	Number of research undertaken	2	2	2	2	2	2	Annual Report	Policy and Planning

09 Project Profiles

Introduction

The Uganda Registration Services Bureau (URSB) has a mandate derived from the URSB's service Act, Cap,217 of the laws of Uganda which plays a pivotal role in fostering economic growth, innovation, and sustainable development through the effective registration of intellectual property (IP) rights, Business and document registrations, official receivership and liquidation and registration of movable Assets. As part of its strategic objectives under the National Development Plan (NDP IV) and in alignment with Uganda Vision 2040, URSB identified key projects aimed at enhancing Uganda's competitiveness, Innovation, and improving operational efficiency.

These projects focus on leveraging Geographical Indications (GIs) to add value to Uganda's agricultural exports, constructing a modern off-site records storage facility to optimise document management, and establishing a centralised Non-Individual registry. By implementing these projects, URSB seeks to strengthen Uganda's intellectual property ecosystem, support agro-industrialisation, and establish a non-individual register project to enhance private sector competitiveness.

Once these projects are funded and implemented, URSB will be reassured of achieving its mandate and its goal of fostering innovation and increasing formalisation of Uganda's economy.

List of Project Profiles

The following proposed project profiles are to be funded under the Public Investment Management System.

i.   Promote the Use of Geographical Indications as a Tool for Sustainable Development at the National Level.

ii. Construction of the Offsite Storage/Records Centre.

iii. Establishment of non-individual register.

Annex

Annex 1: Project profiles

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL	
PROJECT SUMMARY	
Project Title	Establishment of a central non-individual entity register and unified licensing portal
NDPIV Program	Private Sector Development Programme
Vote	119 – Uganda Registration Services Bureau
Implementing Agency	Uganda Registration Services Bureau
NDP IV Programme	Governance and Security Programme
Project Title	Establishment of a central non-individual entity register and unified licensing portal
Location	Kampala
Estimated Project Cost	UGX: 13.1 Billion
Project Duration/Life span (5 Financial Years)	From: 2025/26
	To: FY2029/30
Officer Responsible	Mercy K Kainobwisho

PROJECT INTRODUCTION

Problem Statement	Problem to be addressed
	The registration and regulation of non-individual entities in Uganda are fragmented, with different government agencies handling various entities under separate legal frameworks. This approach leads to duplication, inefficiencies, and challenges in licensing and transparency. Entities often need to register with multiple agencies, resulting in inconsistencies in data and processes. Agencies that handle registration and regulation face challenges in effectively overseeing entities, which can hinder compliance enforcement.
	The lack of a centralised registration system complicates the licensing process, causing delays and increased costs. Transparency is also challenging to maintain, particularly in tracking beneficial ownership, which can lead to illicit financial activities and revenue losses for the government. Some entities evade taxation due to registration gaps, further impacting Uganda's tax base.
	A centralised registration and licensing system would address these challenges, enhance operational efficiency, improve transparency, and support better compliance and growth for non-individual entities in Uganda.
	Causes of the problem
	Absence of a centralised registration and licensing system
Situation Analysis	In Uganda, various government agencies oversee the registration and regulation of non-individual entities, including trusts, churches, NGOs, embassies, SACCOs, and certain financial institutions, under different legal frameworks. This fragmented system leads to operational inefficiencies, duplication, and confusion, making it difficult for these entities to navigate the registration process.
	Furthermore, information about these organisations is not easily accessible, complicating regulatory oversight and service delivery. Some entities, like churches, have resorted to registering under business-related legal frameworks to obtain corporate status, highlighting the inadequacies of the current system.
	This would consolidate all non-individual entities into a single platform, streamlining the registration process and eliminating redundancy. Additionally, integrating a Single Licensing Portal within the system would enable entities to manage licenses and other services through a unified digital platform.
	The establishment of the non-individual register will include: trusts, SACCOs, trade unions, religious institutions, investment clubs, NGOs, political parties, federations, and other non-individual entities.
	Therefore, it is projected that government agencies currently handling registration will transfer these functions to URSB, retaining only their regulatory roles.
	The Single Licensing Portal will be integrated with the registration system, enabling automated license issuance, fee payments, and service access through a unified entity account
	Ongoing interventions
	The following interventions are ongoing and will tremendously facilitate and support the project and these include;
	i. Collaboration with relevant ministries, agencies, private sector entities, and development partners to ensure a smooth transition and implementation.
	ii. Development of a secure, user-friendly, and scalable digital platform to support online registration, licensing, and compliance tracking.
	iii. Amendments to laws and regulations will facilitate centralised registration and licensing.
	Therefore, to establish this unified registration and licensing process (system), several existing laws must be amended, and new laws must be enacted. Some of the key legislative changes will affect the following areas:

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL

i. Amendments to the URSB Act:

The Companies Act must be amended to extend URSB's mandate to include the registration of all non-individual entities, not just companies and partnerships.

ii. Amendment to the Companies Act Cap 106:

The Companies Act will need to be amended to establish other types of entities that are not of a business nature to accommodate all other categories.

iii. Amendments to the NGO Act (2016):

The NGO Act will be amended to transfer the registration function from the NGO Bureau (under the Ministry of Internal Affairs) to URSB. The NGO Bureau will then focus solely on regulating NGOs.

iv. Amendments to the Cooperative Societies Act (1991):

The Cooperative Societies Act will need to be updated to transfer the registration of cooperatives from the Ministry of Trade, Industry, and Cooperatives to URSB. At the same time, the ministry focuses on cooperative regulation.

v. Amendments to the Trustees Incorporation Act (1939):

The Trustees Incorporation Act will be amended to move the registration of trusts and other charitable organizations to URSB.

vi. Amendments to the Foreign Missions Act (2011):

This act will need amendments to ensure that the registration of embassies and foreign missions is handled centrally by URSB, with the Ministry of Foreign Affairs overseeing regulation and compliance.

vii. Formulation of New Regulations for the Single Licensing Portal:

A legal framework for the Single Licensing Portal will need to be created to ensure that all licenses issued by various government agencies can be accessed and managed through the portal and linked to each entity's account in the URSB register.

viii. Amendment of the Capital Markets Authority Act:

The Act will be amended to move the registration of Open Ended Investment Companies to URSB.

ix. Amendment of the Cooperative Societies Act:

The Act will be amended to move the registration of SACCOs to URSB.

x. Amendment of the Financial Institutions Act:

The Act will be amended to move the registration of Self Help Groups to URSB.

xi. Amendment of the National Sports Act 2023: The Act will be amended to move the registration of Federations and sports clubs to URSB.

xii. Amendment of the National Political Parties and Organisations Act:

The Act will be amended to move the registration of Political parties and Organizations to URSB.

xiii. Amendment of the Trade Unions Act:

The Act will be amended to move the registration of Trade Unions to URSB.

xiv. Amendment of the Labor Unions Act:

The Act will be amended to move the registration of Labor Unions to URSB.

xv. New legislation:

The Act will provide for registration of Religious Institutions and Government and Church Aided Schools.

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL

63	xvi. New Regulations for the Single Licensing Portal:
	A legal framework for the Single Licensing Portal will need to be created to ensure that all licences issued by various government agencies can be accessed and managed through the portal and linked to each entity's account in the URSB register.
	Challenges
	The lack of a centralised registration system complicates the licensing process, causing delays and increased costs.
	Transparency is also challenging to maintain, particularly in tracking beneficial ownership, leading to illicit financial activities and revenue losses for the government.
	Some entities evade taxation due to registration gaps, further impacting Uganda's tax base.
Relevance of the project idea	Alignment to the National Development Plan and the Strategic Plan
	This reform will also strengthen regulatory oversight by improving access to entity information, reducing illicit financial flows, and ensuring better accountability.
	The project will expand the tax base and enhance service delivery by centralising registration and licensing.
	Digital integration will reduce bureaucratic delays, facilitate better governance, and create a more efficient, inclusive, and transparent regulatory framework for non-individual entities.
	The project aligns with the National Development Plan IV under the Governance and Security programme objective of enhancing efficiency in the delivery of services through strengthening systems and re-engineering business processes.
Stakeholders	Entities to include on the centralised register.
	i. Trusts
	ii. SACCOs
	iii. Sports Clubs
	iv. Trade Unions
	v. Labour Unions
	vi. Investment Clubs
	vii. Federations
	viii. Political Parties
	ix. Community-Based Organisations
	x. Self-Help Groups
	xi. Religious Institutions, i.e. Churches and mosques
	xii. International Non-Governmental Organisations
	xiii. Government and Church-Aided Schools
	xiv. Open Open-Ended Investment Companies
	xv. All other entities that are identified as non-individuals.
	Licenses and Permits proposed to form part of the Single Licensing Portal
	i. Trading License - Local Government & KCCA
	ii. Investment license - UIA
	iii. Mining License - Ministry of Energy, Minerals & Natural Resources

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL	
	iv. Export License - Ministry of Trade, Ministry of Agriculture
	v. Import License - Ministry of Trade
	vi. Money Lending License - Uganda Microfinance Regulatory Authority
	vii. Banking License - Bank of Uganda
	viii. License to operate a forex bureau - Bank of Uganda
	ix. Money Remittance License - Bank of Uganda
	x. Transport License - Ministry of Transport
	xi. NGO Licences - NGO Bureau
	xii. NGO Permit - NGO Bureau
	xiii. Work Permits - Ministry of Internal Affairs
	xiv. Private security company permit - Uganda Police
	xv. School centre numbers - UNEB
	xvi. NDA licenses - National Drug Authority
	xvii. Broadcasting & Telecommunications License - Uganda Communications Commission
	xviii. Environmental Permits - NEMA
	xix. Tourism Licenses - Uganda Tourism Board
	xx. Environmental Permits - NEMA
	xxi. Tourism Licenses - Uganda Tourism Board
Project objectives/ outcomes	**Objectives** The project's overall objective is to establish and implement a centralised registration and licensing system for non-individual entities in Uganda. The specific objectives of the project are; i. Consolidate the fragmented registration procedures for non-individual entities. ii. Develop a centralised database that provides easy access to information regarding non-individual entities. iii. Facilitate proper legal classification of non-individual entities. iv. Establish a Single Licensing Portal within the registration system v. Increase Non-Tax Revenue (NTR) **Outcomes** i. Improved business environment
Project inputs/ activities/ interventions	**Outputs** A non-individual register and unified licensing portal established. This register will facilitate the following; i. Elimination of multiple registration processes across different agencies and simplifying compliance, making it easier for non-individual entities to operate. ii. Improvement in access to entity information, reducing the risk of fraud, illicit financial flows, and regulatory loopholes. iii. Reduction of paperwork, minimising delays, and improving service delivery, cutting businesses' costs.

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL

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	iv. A more efficient and transparent registration and licensing system will contribute to Uganda's higher ranking in global ease of doing business indices, making the country more attractive for investment.

Expansion of the tax base and increased Non-Tax Revenue collections

i. Identifying all non-individual entities will ensure that entities engaging in taxable activities are correctly accounted for.

ii. A centralized licensing system will ensure all entities obtain and renew their required licenses, increasing NTR collections from regulatory fees and permits.

iii. c. Simplified processes will encourage more entities to register, leading to a wider revenue base from registration fees, annual returns, and other service charges.

Inputs

i. Consultancy services to develop the Regulatory Impact Assessment report on the establishment of the non-individual register

ii. Stakeholder workshops and seminars

iii. Consultancy services to develop the system

iv. Systems integration and maintenance cost

Activities

i. Conduct a regulatory impact assessment on the establishment of the non-individual register

ii. Stakeholder consultations to amend laws for the creation of non-individual registers

iii. Develop a digital system for non-individual registers

iv. Development of a secure, user-friendly, and scalable digital platform to support online registration, licensing, and compliance tracking

v. Recruitment of staff

vi. Integration of the systems, upgrade and their maintenance

vii. Training of staff and key players on the operationalisation of the system

Key interventions

i. Stakeholder engagements. URSB will engage all relevant government agencies, the private sector, and civil society to incorporate their needs into the system. Workshops and consultations will build consensus on transferring registration functions and implementing the licensing portal.

ii. Legislative amendments. The necessary legal amendments (outlined above) must be drafted and passed to give URSB the mandate to manage all non-individual entity registrations. The Ministry of Justice and Constitutional Affairs, in collaboration with URSB, will lead the legislative process.

iii. Technical implementation. URSB will work with technical partners to develop and integrate the centralised registration system with the Single Licensing Portal. This will require investment in infrastructure, capacity building, and system security.

ESTABLISHMENT OF A CENTRAL NON-INDIVIDUAL ENTITY REGISTER AND UNIFIED LICENSING PORTAL

STRATEGIC OPTIONS

Strategic options

This project will consolidate the registration of all non-individual entities under a single digital platform. Other government agencies will discontinue registration roles and focus exclusively on regulation, following best practices observed in different countries and specific sectors in Uganda.

Additionally, integrated with the registration system, a Single Licensing Portal will streamline licensing processes, ensuring that all required licenses are issued efficiently and enforced seamlessly.

Upon registration, each entity will receive a dedicated entity account, allowing them to apply for licenses, make payments, and access other services through a unified system. This will eliminate the need for multiple interactions with different agencies, reducing administrative burdens and costs.

Coordination with government agencies

Indicate the roles of other stakeholders, respecting legal and policy mandates, and embrace integrated planning to define the roles of each agency in project implementation.

S/N	Stakeholders	Role in project implementation
1	Uganda Registration Services Bureau	To spearhead the development of the non-individual register and registration of non-individual entities.
2	Ministry of Justice and Constitutional Affairs	Responsible for supporting institutions in amending the laws and formulating new laws
3	Parliament	Responsible for the enactment of the laws
4	Ministry of Finance, Planning and Economic Development	Responsible for funding the project
5	Ministry of ICT and National Guidance	Provide technical guidance on system interoperability and support digital infrastructure for the project.
6	National Information Technology Authority	Ensure system compliance with national ICT standards, and provide support for integration with existing government systems.
7	Uganda Revenue Authority	Support integration of the registration system with tax administration systems, particularly the Taxpayer Identification Number

PROJECT ANNUALISED TARGETS (OUTPUTS)

Project annualised targets	Outputs	2025/26	2026/27	2027/28	2028/29	2029/30
	Output 1: A regulatory impact assessment on the establishment of the non-individual register conducted	■				
	Output 2: Stakeholder Consultations to amend laws for the creation of non-individual registers conducted	■				
	Output 3: A digital system for non-individual registers developed	■				
	Output 4: Integration of the systems, upgrade, and their maintenance done		■	■	■	■
	Output 5: Capacity building for staff and key actors conducted		■	■	■	■

ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualised cost	Outputs	Source	Bn 2025/26	2026/27	2027/28	2028/29	2029/30	Total
	A regulatory impact assessment on the establishment of the non-individual register conducted	GOU	0.65					0.65
	Stakeholder consultations to amend laws for the creation of non-individual registers conducted	GOU	0.35					0.35
	a digital system for non-individual registers developed	GOU	5					5.0
	Recruitment of project staff	GOU	1.0	1.0	1.0	1.0	1.0	5.0
	Integration of the systems, upgrade, and their maintenance done			0.4	0.4	0.4	0.4	1.6
	Capacity building for staff and key actors conducted		0.5					0.5

RESULTS MATRIX

Results matrix	Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
	Goal: To establish and implement a centralised registration and licensing system for non-individual entities in Uganda	A centralised licensing system is established	URSB annual report	0	100%	Availability of funds
	Outcomes i. Improved business environment	Increased user satisfaction with registration processes	URSB annual report	TBD	90%	Verified by annual client satisfaction survey

Outputs a digital system for non-individual registers developed	A centralised licensing system is established.					
Increase in the number of registered non-individual taxpayers	% increase in non-individual taxpayers on the tax register	URA taxpayer register	15%	30%		Use of the registration number as a unique identifier and TIN

Activities
i. Conduct a regulatory impact assessment on the establishment of the non-individual register
ii. Stakeholder consultations to amend laws for the creation of non-individual registers
iii. Develop a digital system for non-individual registers
iv. Development of a secure, user-friendly, and scalable digital platform to support online registration, licensing, and compliance tracking
v. Integration of the systems, upgrade and their maintenance
vi. Training of staff and key players on the operationalization of the system

PROJECTED PROGRESS OF PROJECT IMPLEMENTATION

Percentage progress of project implementation		Projected percentage progress					
	Output	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	A regulatory impact assessment on the establishment of the non-individual register conducted	100%					
	Stakeholder consultations to amend laws for the creation of non-individual registers conducted		100%				
	A digital system for non-individual registers developed			100%			
	Integration of the systems, upgrade, and their maintenance done					100%	
	Staff to implement project recruited				100%		
	Capacity building for staff and key actors conducted						100%

PROJECT TITLE: PROMOTE THE USE OF GEOGRAPHICAL INDICATIONS AS A TOOL FOR SUSTAINABLE DEVELOPMENT AT NATIONAL LEVEL.	
PROJECT SUMMARY	
Project Title	Promote the use of Geographical Indications as a tool for sustainable development at the National Level.
NDPIV Programme	Agro-Industrialisation
Implementing Agency	Uganda Registration Services Bureau
NDP PIP Code	(To be generated by MoFPED)
MFPED PIP Code	(To be generated by MoFPED)
Location	Nation Wide
Estimated Project Cost	UGX 1,000,000,000
Total expenditure on project-related interventions up to the start of the next NDP	UGX 1,000,000,000
Project Duration/Life span (Financial Years)	Start Date: 2025/26 End Date: 2029/30
Officer Responsible (Title)	Responsible Officer: Registrar General Commissioner- Intellectual Property
PROJECT INTRODUCTION	
Problem statement	Uganda's exports are predominantly agricultural commodities. However, these exports are less competitive on the international market compared to similar products from other economies. This challenge is largely due to limited value addition, making Uganda's exports vulnerable to fluctuations in global prices.
	Geographical Indications (GIs), a relatively new concept in Uganda, were introduced through the Geographical Indications Act, Cap. 223, and operationalised by the Geographical Indications Regulations of 2018. GIs refer not only to a product's geographic origin but also to the traditional knowledge and practices associated with its production. They offer a unique opportunity for Uganda to harness the benefits of intellectual property, similar to how developed countries have leveraged patents and trademarks.
	Agriculture remains a cornerstone of Uganda's economy, contributing 24.2% to the Gross Domestic Product (GDP) and 80% of total exports. Key agricultural exports include coffee (contributing 22%), tea, cotton, and fish. Several products, such as Kasese passion fruit, Kabale Irish potatoes, and certain varieties of Ugandan coffee, have the potential for GI registration.
	The exclusive rights conferred by a GI enable communities to assign economic value to the unique characteristics of their local products. This recognition allows producers to command premium prices based on the quality and reputation of their geographical origin. Ownership of GI rights is vested in the community, with a certificate of registration issued to signify collective ownership. These rights can be transferred within the geographical area and are accessible to all community members who adhere to the established code of specifications.
	However, given that GIs are a relatively new concept in Uganda, there is a pressing need to build national capacity to effectively utilise them as a development tool. This can be achieved through targeted training, widespread sensitisation, and robust awareness campaigns to ensure communities fully understand and benefit from their potential.
Situation Analysis	URSB initiated the implementation of the Geographical Indications Act, Cap. 223, along with the Geographical Indications Regulations, 2018, to establish a functioning GI system, including forming a national working group.

PROJECT TITLE: PROMOTE THE USE OF GEOGRAPHICAL INDICATIONS AS A TOOL FOR SUSTAINABLE DEVELOPMENT AT NATIONAL LEVEL.

	However, the concept of Geographical Indications remains relatively new and is not widely understood, particularly within the agricultural sector. As a result, the industry has yet to harness the potential benefits of GIs fully. In addition, the market of origin-based farm products remains underdeveloped. Although the legal framework exists, its implementation and practical application are still limited, underscoring the need for Uganda to strengthen and operationalise an effective GI system.

Sensitisation and capacity building are, therefore, critical to promoting the utilisation of origin-based agricultural products. Enhancing value addition along the entire value chain will enable GIs to serve as meaningful development tools at the national, regional, and international levels. |
| Relevance of the project idea | Alignment to Vision 2040, NDP IV, Sectoral Plans, and Other Strategies

The focus on agro-industrialisation directly supports developing a strong geographical indications (GI) system, which is essential for adding value to the agricultural value chain. A robust GI system will enhance the branding and marketability of Uganda's origin-based products at the local, regional, and international levels. This will, in turn, improve the competitiveness and pricing of local products, contributing to increased incomes and economic transformation.

This intervention is well aligned with Uganda Vision 2040, which aims to transform Uganda into a modern and prosperous country, and the National Development Plan IV (2025/26–2029/30), which prioritises agro-industrialisation as a key driver of economic growth. It also supports objectives outlined in relevant sectoral strategies by promoting inclusive value addition, market access, and the commercialisation of agriculture through intellectual property protection. |
| Project Goal/ Outcomes/Outputs | Project Goal

To strengthen stakeholder capacity and enhance the competitiveness of Geographical Indication (GI) products by establishing a functional GI system that integrates local traditions, environmental uniqueness, and inclusive participation in agricultural production. |
| | Project Outcomes

Potential agricultural GI products are identified, protected, and promoted to enhance market access and value addition. |
| | Project Outputs

• Agricultural products with GI potential are characterised, and location-specific attributes are documented.

• Stakeholders across the GI value chain are sensitised and trained on GI concepts, compliance, and value chain development. |
| STRATEGIC OPTIONS

Coordination with government agencies | Farmer and Producers groups.

Ministry of Agriculture, Animal Industry and Fisheries. Ministry of Trade, Industries and Cooperatives.

Ministry of Local Government. Ministry of Public Service

Ministry of Science, Technology and Innovations, Uganda National Bureau of Standards (UNBS) Export Promotions Board

Media |

PROJECT TITLE: PROMOTE THE USE OF GEOGRAPHICAL INDICATIONS AS A TOOL FOR SUSTAINABLE DEVELOPMENT AT NATIONAL LEVEL.

ESTIMATED PROJECT ANNUALISED COST (UGX BILLION)

Output	Actual (2024/25)	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1:	0.00	0.1	0.1	0.1	0.1	0.1
Output 2:	0.00	0.1	0.1	0.1	0.1	0.1
Total	0.00	0.2	0.2	0.2	0.2	0.2

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal; Stakeholder capacity and competitiveness built through the GI system	% of products identified and promoted based on the applications received	URSB annual report	0	40%	Willingness of stakeholders to participate and utilise GIs.
Outcome; Potential GIs products identified and promoted	Number of GI products identified and promoted	URSB annual report: Data from the progress report of the Project	0	350	Availability of funding. Government support.
Outputs; GI products are characterised by relevant attributes to the identified location.	No. GIs applications received after the project	Data from the Industrial Property Administrative System.	0	3	
Stakeholders across the GI value chain sensitized and trained.	No. of stakeholders sensitised and trained.		0	10	
Activities	Sensitisation of farmer and producer groups. Develop and deploy a GI registration system. Strengthen the capacity of stakeholders to implement the GI registry. Identify and form producer groups around origin-based products, starting with existing groups. Receive applications for GIs.				

COORDINATION WITH OTHER GOVERNMENT AGENCIES

Name	Details
Uganda Registration Services Bureau (URSB)	URSB will coordinate all GI system stakeholders, build capacity on GIs via awareness creation and training, develop and operationalise the GI registration system, register GIs, enforce protection of GIs, and coordinate characterisation and standardisation.
Producers and Administrators	They will produce, register, promote, and manage the GI products.
Ministry of Public Service	Will provide technical support in the recruitment of project staff
Ministry of Agriculture, Animal Industry and Fisheries	Will mobilize farmers/producers, characterise and standardise GI products, train farmers, advise on farming and provide inputs to producers
Ministry of Science, Technology and Innovations	Will promote and support innovation and research

PROJECT TITLE: CONSTRUCTION OF THE OFF-SITE STORAGE/ RECORDS CENTRE

Project Title

Construction of the off-site storage/ records centre

NDP IV Programme	Governance and Security
Implementing Agency	URSB
NDP PIP Code	(To be generated by MoFPED)
MFPED PIP Code	(To be generated by MoFPED)
Location	Kampala
Estimated Project Cost	UGX 12,000,000,000
Total expenditure on project-related interventions up to the start of the next NDP	Nil
Project Duration/Life span (Financial Years)	Start Date: 2025/26 End Date: 2029/2030
Officer Responsible (Title)	Registrar General, Uganda Registration Services Bureau

PROJECT INTRODUCTION

Problem statement	At the Uganda Registration Services Bureau (URSB), the volume of physical records continues to grow every day. These include company documents, intellectual property files, and other vital legal and economic information. Yet, much of this valuable data is stored manually, scattered across rented spaces that were never designed to handle sensitive national records. This setup is not only inefficient but also costly and risky. What began as a UGX 200 million annual storage cost in 2019 has more than tripled in recent years. Beyond the rising financial burden, staff often face delays in retrieving documents, which can slow down service delivery, frustrate clients, and affect URSB's ability to respond to legal or compliance matters in time. More importantly, many of these records are at risk. Without a dedicated, secure facility, there's an increasing danger of damage, loss, or even misplacement of documents. These records are not just paper, but proof of people's businesses, intellectual rights, estates, and livelihoods. Once lost or compromised, they're often impossible to replace. There's also a missed opportunity. A centralised records centre would not only improve how URSB manages its information, but also make it easier for teams to collaborate, for clients to be served faster, and for the Bureau to take a big step toward its digital transformation goals. Currently, this is hindered by outdated systems and limited storage infrastructure. URSB needs more than just extra space. It requires a safe, well-organised, and future-ready facility that reflects the importance of the work it does. Investing in a modern Offsite Records Centre is a smart, necessary step that will protect the past, support today's operations, and prepare the Bureau for a more digital and efficient future.

PROJECT TITLE: CONSTRUCTION OF THE OFF-SITE STORAGE/ RECORDS CENTRE

Situation Analysis	Currently, the records unit stores a minimum of 6,872 physical records annually. The continuous retrieval and updating of mother files are costly, as charged by the vendor, and these costs continue to grow annually. Therefore, there is a need for a URSB storage of our own, which the bureau will manage and operate.
Relevance of the project idea	With the establishment of the off-site storage/ records centre, there will be a reduction in expenditure on storage of physical records. Backup site for physical records/disaster preparedness centre. Storage of the encumbered counterfeit products from the compliance unit
Project Goal/Outcomes/ Outputs	Project Goal: Secure physical records storage amenities.

Project Outcomes

Physical records storage facilities are available at a low cost.

Project Outputs

Constructed own physical records storage facilities.

STRATEGIC OPTIONS	
Coordination with government agencies	URSB will implement the project.
	Ministry of Lands, Housing and Urban Development MoFPED to allocate funds for the project.
	KCCA to approve plans and inspect construction

ESTIMATED PROJECT ANNUALISED COST (UGX BILLION)

Output	Actual (2024/25)	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: land for construction purchased			2.5			
Output 2: Architectural design for the archival centre done.			0.5			
Output 3: Constructed own physical records storage facilities.				4	4	
Output 4: ICT platforms for the centre created						1
Total						12

PROJECT TITLE : CONSTRUCTION OF THE OFF-SITE STORAGE/ RECORDS CENTRE						
RESULTS MATRIX						
Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions	
Goal: Secure physical records storage amenities.	Number of units/ directorates with secured physical records	URSB annual reports	0	15	Funds availability. Enabling environment Stakeholder involvement	
Outcomes: Physical records storage facilities at a low cost.	% reduction in the cost of storage	URSB annual reports	0	70%		
Outputs: Constructed own physical records storage facilities.	Storage facilities constructed	URSB annual reports	0	1		
Activities: Construction of the storage facility.						
Procurement /Hiring a construction contractor						

Annex 2: Cost implementation matrix

Result	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Total
Agro-Industrialisation						
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sectors.						
Intervention: Promote market penetration for agro-based products						
Train PDM groups in compliance with Geographical Indications	0.12	0.12	0.12	0.13	0.13	0.62
Promote product differentiation through profiling Geographical Indications for agricultural products for registration	0.80	0.80	0.80	0.80	0.80	4.00
Carry out stakeholder engagement and training with GI	0.20	0.20	0.20	0.20	0.20	1.00
Promote uptake of the Geographical Indications registration for indigenous and local products	0.50	0.50	0.50	0.50	0.50	2.50
Manufacturing						
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sector.						
Intervention: Promote the acquisition and use of appropriate technology in collaboration with research institutions and academia						
Facilitate demand-driven research and innovation partnerships between local innovators, universities, and industry players	2.63	3.39	4.58	5.62	6.70	22.92
Support IP commercialisation through registration of licenses, transfers and collateral of IP	0.78	0.80	0.83	0.85	0.90	4.16
Strengthen trademark, patent, utility model, and industrial design compliance and enforcement	0.52	0.54	0.58	0.60	0.61	2.85
Strengthen partnerships between research, technical institutions and manufacturing enterprises	4.39	5.64	7.63	9.37	11.17	38.20
Strengthen support mechanisms for the development and registration of industrial designs and patents for Manufacturing	1.75	2.26	3.05	3.75	4.47	15.28
Private Sector Development.						
URSB Objective: Improve the access and quality of registration services.						
Intervention: Increase access and affordability of financial services						

Result	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Total
Promote the usage of the SIMPO system to facilitate prudent borrowing using movable property in Uganda	0.30	0.40	0.55	0.60	0.90	2.75
Enhance SIMPO registry management	0.20	0.30	0.35	0.40	0.30	1.55
Integration of SIMPO with NIRA system, OBRS and IPAS	2.00	1.40	1.30	1.20	1.00	6.90
Integrate the refugee movable collateral assets under SIMPO	0.20	0.30	0.30	0.30	0.30	1.40
Intervention: Promote the use of Security interests in Movable assets in MSMEs						
Popularise the usage of the SIMPO system to facilitate prudent borrowing using movable property in Uganda	0.25	0.30	0.20	0.30	0.30	1.35
Train lenders and borrowers on SIMPO usage	0.25	0.20	0.30	0.20	0.20	1.15
URSB Objective: Improve the access and quality of registration services.						
Establishment of modern packaging and branding industries and services to support value addition						
Promote registration of trademarks, copyrights and industrial designs	0.80	0.80	0.80	0.80	0.80	4.00
Implement Digitalization strategies						
Automate URSB processes and integrate with systems	0.70	2.10	2.24	2.80	3.20	11.04
Enhance cyber security and data protection.	0.20	0.60	0.64	0.70	0.80	2.94
Conduct a needs assessment on the ICT automation level on all URSB services.	0.10	0.30	0.32	0.00	0.00	0.72
URSB Objective: Improve the access and quality of registration services.						
Intervention: Roll out business development services (BDS) to support MSMEs.						
Scale up awareness campaigns on filing annual returns with URSB	2.00	1.40	1.10	0.90	0.40	5.80
Monitor adherence to Service delEvery standards	0.10	0.10	0.10	0.10	0.10	0.50
Intervention. Strengthen insolvency and corporate rescue frameworks						
Creating public awareness on insolvency services	0.12	0.12	0.15	0.18	0.18	0.75
Automating Insolvency Procedures	0.30	0.20	0.23	0.26	0.15	1.14
Train insolvency practitioners, judicial officers, and accountants on the insolvency framework	0.10	0.15	0.15	0.16	0.20	0.76

Activity						
Conduct business rescue and aftercare training for business owners	0.08	0.08	0.1	0.12	0.12	0.50
Intervention. Establish and support start-up and business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace						
Engage with universities and tertiary institutions in promoting innovation and creativity	0.20	0.20	0.20	0.20	0.15	0.95
Support local innovation through Technology Innovation Support Centres (TISCs)	0.15	0.20	0.30	0.35	0.30	1.30
Promote registration of businesses in Uganda	1.00	2.00	1.20	1.30	2.00	7.50
Support women in the private sector to formalise business and access business development services and opportunities, i.e. technology, value addition, market services, capacity development	2.00	2.00	2.00	2.00	2.00	10.00
Streamline regulatory processes to make it easier for start-ups to register and operate.	0.20	0.25	0.30	0.30	0.30	1.35
Conduct mobile clinics	1.00	1.00	1.10	1.20	2.00	6.30
Establish decentralised service centres to scale up registration services	0.20	0.20	0.15	0.15	0.10	0.80
Rollout Agents' registration champions	0.00	0.10	0.10	0.00	0.00	0.20
Intervention: Strengthen partnerships with local Governments, MDAs and the Private sector to streamline formalisation regimes						
Harmonise and integrate the business registration system at all levels of Government (Central and local Government).	1.50	1.50	1.50	1.50	1.50	7.50
Strengthen and utilise strategic partnerships and collaborations to enhance service reach and accessibility	0.50	0.50	0.50	0.50	0.50	2.50
Human Capital Development						
URSB Objective: Strengthen communication and awareness about URSB services.						
Strategic Intervention: Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives						
Implement the comprehensive communication strategy on registration services	0.30	0.30	0.30	0.30	0.30	1.50
Carry out mass awareness campaigns on URSB services among PWDs, refugees, youth and women	0.30	0.30	0.30	0.30	0.30	1.50
Conduct regular stakeholder engagements	0.30	0.30	0.30	0.30	0.30	1.50

Result	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Total
Conduct Corporate Social Responsibility	0.10	0.10	0.10	0.10	0.10	0.50
Strategic Intervention: Develop and Implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens						
Popularise and promote registration of services among the public	0.76	0.76	0.76	0.76	0.76	3.80
Implement regular online public education sessions	0.20	0.20	0.20	0.20	0.20	1.00
Translation of IEC materials in local languages.	0.04	0.04	0.00	0.00	0.00	0.08
Strategic Intervention: Empower culture and creative practitioners with resources, entrepreneurship skills and opportunities using appropriate technologies and innovations for value addition.						
Establish partnerships with institutions of higher learning.	0.20	0.30	0.00	0.00	0.00	0.50
Innovation Technology Development and Transfer						
URSB Objective: Promote innovation, creativity and competitiveness in the public and private sector.						
Intervention: Accelerated Conversion of Ugandan workforce through specialised Industrial STI Capacity Development Programs						
Implement specialized training Programmes for Traditional and Indigenous Knowledge	0.30	0.20	0.50	0.50	0.50	2.00
Conduct studies on TK and TCEs in various communities	0.20	0.30	0.00	0.00	0.00	0.50
Intervention: Accelerated Conversion of the Ugandan workforce through specialised Industrial STI Capacity Development Programs						
Conduct practical skills development for informal artisans and technicians	0.30	0.60	0.60	0.60	1.00	3.10
Support local innovation through Technology Innovation Support Centres (TISCs)	0.20	0.40	0.40	0.40	0.50	1.90
Develop and establish the national recordal system for traditional knowledge	0.22	0.22	0.00	0.00	0.00	0.44
Develop IEC materials for promotion of TK protection	0.03	0.03	0.00	0.00	0.00	0.06
Train indigenous communities on TK protection using IP tools.	0.20	0.20	0.00	0.00	0.00	0.40
Carry out capacity building on the TK recordal system	0.05	0.05	0	0	0	0.1000
Strategic Intervention: Strengthen the Intellectual Property (IP) value chain management						

Activity						Total
Support the Registration, Management and Commercialisation of Strategic Intellectual Property Rights (patents, industrial designs and utility models).	0.80	1.20	1.20	1.20	1.20	5.60
Create awareness of IPR	0.20	0.30	0.30	0.30	0.30	1.40
Governance and Security						
URSB Objective: Strengthen the legal and institutional framework for effective service delivery						
Reform and update the commercial laws	0.06	0.05	0.18	0.18	0.09	0.56
Formulate a law on the Non-individual register.	0.03	0.05	0.00	0.00	0.00	0.08
Develop guidelines on dispute resolution	0.00	0.08	0.00	0.00	0.00	0.08
Sensitization of the public on commercial laws	0.80	0.80	0.80	0.80	0.80	4.00
Design and disseminate IEC materials on registration processes	0.10	0.10	0.10	0.10	0.10	0.50
Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems						
Capacity building of key stakeholders who enforce commercial laws	0.08	0.08	0.10	0.10	0.10	0.46
Training of Judicial Officers and Insolvency Practioners on Insolvency Law	0.30	0.30	0.30	0.30	0.30	1.50
Simplification of business registration processes	0.40	0.40	0.40	0.40	0.40	2.00
Integration of systems with registration system	2.00	2.20	2.50	3.00	3.50	13.20
Business process reengineering, System integration and automation and Data Clean up	1.00	3.00	3.00	4.00	4.00	15.00
Simplification of registration processes and implementation of ISO standards	1.60	1.60	1.60	1.60	1.60	8.00
Conduct client satisfaction survey	0.40	0.40	0.40	0.40	0.40	2.00
Conduct regular compliance inspections/audits on QMS.						0.00
Enforce commercial laws on counterfeiting and trademarks and copyright piracy	0.08	0.08	0.10	0.10	0.10	0.46
Enforcement commercial laws (Counterfeit)	0.08	0.19	0.19	0.29	0.39	1.14
Enforcement of commercial laws on IP	0.08	0.19	0.19	0.29	0.39	1.14
Reduction of registration processes	0.20	0.20	0.20	0.20	0.20	1.00
Retooling of URSB	7.00	6.00	8.00	6.00	8.00	35.00
Conduct staff training	0.50	0.70	1.00	1.50	2.00	5.70

Result	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Total
Service and maintain transport equipment, machinery, ICT and other office equipment to support URSB's operations	3.80	4.00	4.10	4.30	4.50	20.70
Prepare the financial and physical performance reports	0.05	0.05	0.07	0.05	0.09	0.31
Conduct financial, value-for-money, and Information system audits.	0.08	0.08	0.10	0.10	0.10	0.46
Provide procurement services to support the execution of the URSB operations	0.10	0.15	0.20	0.20	0.25	0.90
Storage and generation of records(Construction of an Archival Centre)	0.45	0.47	0.50	0.60	0.70	2.72
Conduct Board meetings	0.24	0.24	0.24	0.24	0.24	1.21
Conduct media engagements on URSB services	0.80	1.20	1.80	2.00	2.50	8.30
Provision of ICT services	3.00	5.00	7.00	9.00	11.00	35.00
Undertake M&E	0.10	0.20	0.20	0.20	0.20	0.90
Conduct research on several different areas	0.20	0.20	0.20	0.20	0.20	1.00
Total	**54.37**	**64.76**	**72.91**	**79.44**	**90.89**	**362.37**

10 Conclusion

This Strategic Plan reaffirms URSB's commitment to delivering high-quality, inclusive, and transformative services that support Uganda's development journey. Over the next five years, the Bureau will focus on strengthening the legal and institutional framework, expanding access to services, embracing digital transformation, and promoting formalisation to unlock opportunities for individuals and businesses alike.

While the plan is ambitious and well-aligned with the National Development Plan IV, a funding gap of UGX 124.38 billion, particularly in non-wage and development areas, poses a challenge to full implementation. Closing this gap will require not only additional resources but also strong partnerships, innovation, and strategic prioritisation.

Despite these constraints, URSB remains confident and optimistic. With dedicated staff, supportive stakeholders, and clear direction, URSB is well-positioned to drive impact and create lasting value. This plan is URSB's collective promise to keep improving, adapting, and delivering services that matter to the people we serve.

Annex 3: URSB OFFICES COUNTRYWIDE

Head Office

Uganda Business Facilitation Centre

Plot 1, Baskerville Avenue Kololo

P.O. Box 6848 Kampala

Branch Offices	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
Gulu	Plot 6B Princess Road Ministry of Justice and Constitutional Affairs Building
Hoima	Hoima District Local Government Headquarters, Kyenjonjo-Hoima Road, Kasingo Cell Hoima-Regional Service Uganda Centre Building (Youth Library).

Taxpayer Register Expansion Programme (TREP) Centres across Uganda

S/N	TREP Stations		
1.	Aponye	25	Kamuli
2.	City hall	26	Kasese
3.	Diamond Trust Bank	27	Kisoro
4.	Entebbe	28	Kitgum
5.	Georgian house	29	Koboko
6.	Makindye	30	Lira
7.	KCCA Central	31	Lugazi
8.	Kawempe	32	Masaka
9.	Masajja	33	Masindi
10.	Mukono	34	Mityana
11.	Nakawa	35	Mubende
12.	Namugongo	36	Mbale
13.	Nansana	37	Mbarara
14.	Rubaga	38	Ntungamo
15.	Rukungiri	39	Tororo
16.	Arua	40	Soroti
17.	Bushenyi	41	Kumi
18.	Busia	42	Ndejje
19.	Fort portal	43	URA one stop shop
20.	Gulu	44	Kira
21.	Hoima	45	Bweyogerere
22.	Iganga	46	Moroto
23.	Jinja	47	Kapchorwa
24.	Kabale		

URSB
UGANDA REGISTRATION
SERVICES BUREAU

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