



Wipo Chief's Uganda Visit: Why Intellectual Property Could Be Africa's Next Economic Frontier

When World Intellectual Property Organisation (WIPO) Director General Daren Tang visited the Uganda Registration Services Bureau (URSB) in December 2025, the meeting represented far more than diplomatic courtesy. It signalled Uganda's emergence as a testing ground for whether intellectual property rights can transform developing economies and whether Africa's creative and innovation potential can finally translate into prosperity.

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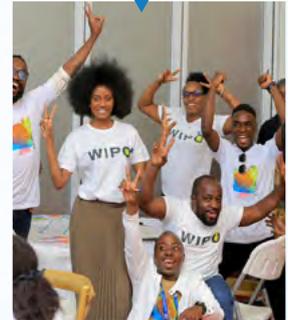
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REGISTRAR GENERAL'S FOREWORD

A Quarter of Purposeful Progress

The second quarter of the 2025/2026 Financial Year, spanning October to December 2025, marked a significant milestone in the transformation journey of the Uganda Registration Services Bureau (URSB). The period was defined by purposeful engagement, notable institutional recognition, and strategic achievements that reaffirmed URSB's mandate to strengthen business formalisation, intellectual property administration, and legal certainty as foundations for Uganda's socio-economic development.

Deepening Stakeholder Engagement

During the quarter, URSB intensified engagement with national, regional, and international stakeholders, reinforcing its position as a key enabler of the business environment and a trusted custodian of legal and commercial registries. These efforts were guided by Strategic Plan IV and aligned with Government priorities on public service reform, digital transformation, and private sector-led growth. Consistent focus was placed on improving access to services, enhancing quality and efficiency, and strengthening institutional systems to better respond to the needs of citizens and the private sector.

Investing in the Future: IP in Schools

One of the most notable outcomes of the visit was the launch of the IP in Schools project, an initiative designed to nurture creativity, innovation, and respect for intellectual property among young Ugandans. This programme represents a strategic investment in building a future knowledge-based economy by instilling IP awareness at an early stage.



“ Landmark Visit by the WIPO Director General

A major highlight of the quarter was the official visit of the Director General of the World Intellectual Property Organisation (WIPO), Mr. Daren Tang, in early December 2025.

This high-level engagement underscored Uganda's growing stature within the global intellectual property ecosystem. During his visit, Mr. Tang held discussions with key arms of Government, justice sector institutions, academia, and representatives of the creative and innovation industries. These engagements advanced dialogue on the critical role of intellectual property in driving innovation, economic growth, and job creation, while reaffirming Uganda's commitment to strengthening IP administration and enforcement through global partnerships.

National Recognition from the Business Community

The quarter also saw URSB receive national recognition as the Best Government Agency of the Year 2025 by the Kampala Capital City Traders Association (KACITA). This accolade from the business community was particularly significant, as it reflected growing confidence in URSB's reforms, improved service delivery, reduced turnaround times, and sustained stakeholder engagement.

Strengthening Quality through ISO

Certification

Equally important was URSB's attainment of the ISO 9001:2015 Quality Management System certification in December 2025. This achievement marked the successful culmination of a journey that began in 2018 to standardise processes, strengthen institutional systems, and align operations with internationally recognised best practices. The certification affirms URSB's commitment to quality, efficiency, accountability, and continuous improvement, while providing a strong framework for consistent, customer-centred service delivery.

Looking Ahead with Confidence

As we look ahead to 2026, our focus remains on consolidating these gains, deepening partnerships, and translating systems and standards into tangible benefits for our clients and stakeholders. I extend sincere appreciation to the Board of Directors, management, staff, partners, and stakeholders for their continued trust and collaboration. Together, we are building an entity that serves with integrity, professionalism, and purpose.



A major highlight of the quarter was the official visit of the Director General of the World Intellectual Property Organisation (WIPO), Mr. Daren Tang, in early December 2025.

Mercy K Kainobwisha
Registrar General

EDITOR'S NOTE

Dear Reader,

As we turn the page on another remarkable quarter at the Uganda Registration Services Bureau, I am filled with gratitude for the milestones we've achieved and excitement for the journey ahead. Happy New Year to you!

This quarter has tested our collective commitment to excellence, innovation, and purposeful service. We began with our heartfelt thanksgiving prayers under the theme "Thankful for Today's Achievements and Believing for a Better Tomorrow." This gathering reminded us that while we celebrate our progress, we remain steadfast in our vision for an even brighter future. It was a moment of reflection, gratitude, and renewed determination to serve our nation with integrity and distinction.

December brought us an extraordinary honour the visit of the World Intellectual Property Organisation (WIPO) Director General to URSB. This historic visit emphasised our growing prominence on the global stage and reinforced our commitment to protecting intellectual property rights in Uganda. The conversations and partnerships forged during this visit will undoubtedly shape our strategic direction and strengthen our capacity to serve innovators and creators across the country.

Innovation continues to drive our institutional growth, as evidenced by the introduction of our new Non-Individual Register department. This strategic addition enhances our service delivery framework and demonstrates our responsiveness to the evolving needs of Uganda's business landscape.



We are confident this department will streamline processes and provide more comprehensive support to corporate entities.

As the year drew to a close, we celebrated our achievements and fellowship with a vibrant Hawaii-themed end-of-year party. The tropical atmosphere, laughter, and comradeship reminded us that behind every success story are dedicated individuals who make URSB the exceptional institution it is today.

This newsletter captures these moments and more stories of progress, partnership, and promise. As we step into the new year, let us carry forward the spirit of gratitude and belief that defined this quarter.

Thank you for your continued dedication to our shared mission.

Denis Nabende

**Ag. Principal Communications
Officer**

Core values



WIPO CHIEF'S UGANDA VISIT: WHY INTELLECTUAL PROPERTY COULD BE AFRICA'S NEXT ECONOMIC FRONTIER



Attorney General Hon. Kiryowa Kiwanuka (2nd L) making remarks during an interaction with the WIPO delegation held at the Ministry of Justice and Constitutional Affairs Headquarters in Kampala.

When World Intellectual Property Organisation (WIPO) Director General Daren Tang visited the Uganda Registration Services Bureau (URSB) in December 2025, the meeting represented far more than diplomatic courtesy. It signalled Uganda's emergence as a testing ground for whether intellectual property rights can transform developing economies and whether Africa's creative and innovation potential can finally translate into prosperity.

The stakes extend well beyond Uganda's borders. Across Africa, countries possess enormous untapped wealth in traditional knowledge, genetic resources, and

creative industries, yet rarely capture the economic value these assets generate globally. Uganda's partnership with WIPO offers a potential blueprint for changing this pattern.

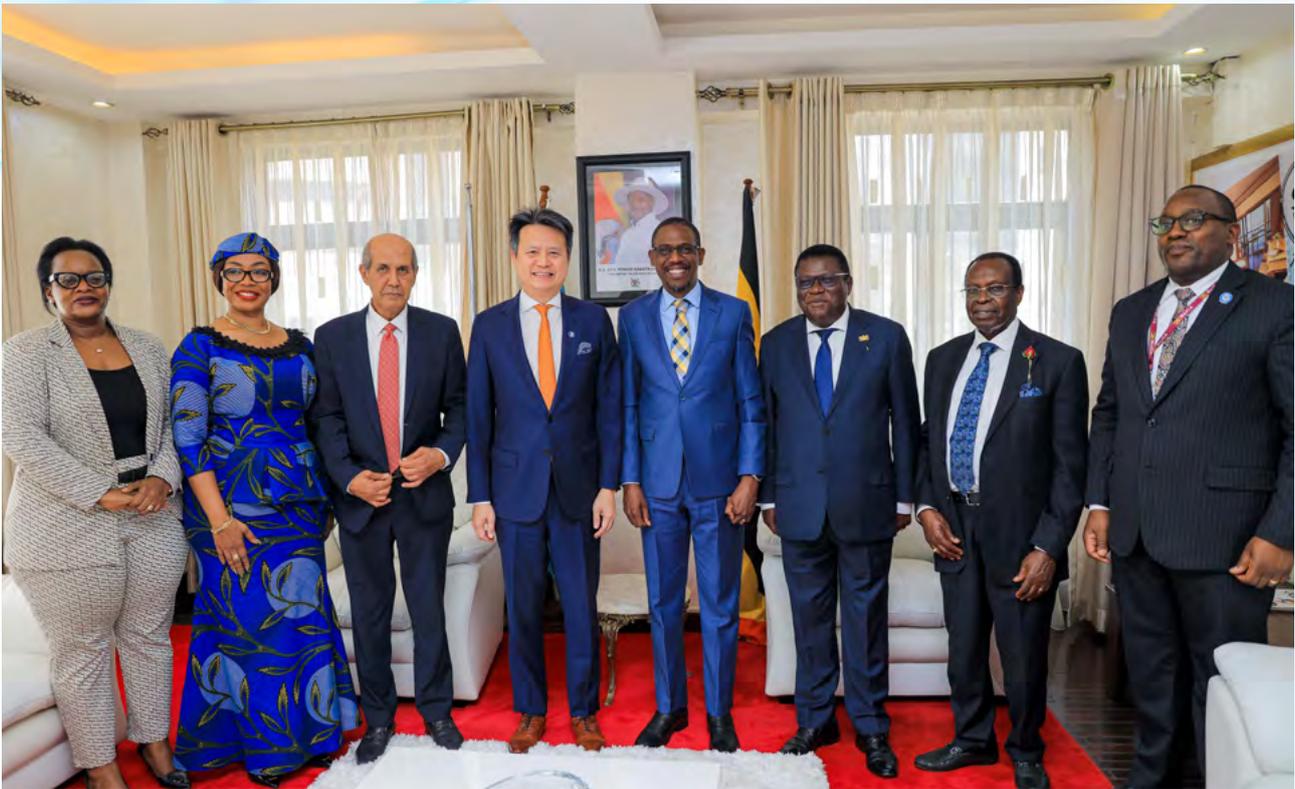


From Paper Rights to Economic Power

Intellectual property has historically been dismissed in developing nations as a Western legal concept benefiting multinational corporations. Mr. Tang's leadership has challenged this narrative by repositioning IP as infrastructure for job creation and enterprise growth.

His visit to Uganda demonstrates WIPO's commitment to making these systems work for countries that have traditionally been shut out.

Uganda's signing of the WIPO Treaty on Genetic Resources and Traditional Knowledge in December 2024 exemplifies this shift. The treaty addresses a longstanding injustice: communities develop traditional medicines, agricultural knowledge, and cultural expressions over generations, only to watch foreign entities patent and profit from them. Now Uganda can protect and monetise its biodiversity and cultural heritage while ensuring indigenous communities receive recognition and



L-R: Ms. Mercy K. Kainobwiso, Registrar General, Ms. Loretta Isiedu, Director WIPO Division for Africa, Mr. Hasan Kleib, WIPO Deputy Director General Regional and National Development Sector, Mr. Daren Tang, WIPO Director General, Mr. Kiryowa Kiwanuka, Attorney General (representing H.E. President Yoweri Museveni), Hon. Norbert Mao, Minister of Justice and Constitutional Affairs, Rt. Hon. Amb. Francis Butagira, URSB Board Chairman and Mr. Pius Biribonwoha, Solicitor General at Ministry of Foreign Affairs in December 2025

compensation.

This matters because Uganda, like much of Africa, has been resource-rich but economically marginalised. Coffee, tea, cotton the country exports raw materials while others capture value through branding, processing, and innovation. Effective IP systems could reverse this dynamic.

The SME Transformation

WIPO’s focus on training Ugandan small and medium enterprises, particularly women-owned businesses, reveals the practical ambitions behind Mr. Tang’s visit. These aren’t abstract policy discussions. They’re about teaching a coffee cooperative how

trademark protection could let them sell premium branded products internationally, or helping a fashion designer prevent knockoffs while expanding across East Africa.

Women and youth entrepreneurs face particular barriers accessing capital and markets. IP assets trademarks, designs, patents can serve as collateral for loans and differentiation for market



In this meeting with the Presidency at the Ministry of Foreign Affairs in December 2025, Mr. Daren Tang appreciated Uganda for being active in WIPO’s work, citing the Treaty on Genetic Resources and the IP in a Box initiative

entry. If Uganda succeeds in making IP accessible to these groups, it addresses both innovation gaps and inequality simultaneously.

Regional Leadership and Global Influence

URSB Registrar General, Ms. Mercy K. Kainobwiso's role as Vice-Chair of WIPO's General Assembly adds another dimension. Developing countries have long complained that international IP rules

favour wealthy nations. Uganda now helps write those rules, potentially reshaping global frameworks to better serve African interests.

The question remains whether institutional capacity can match political commitment. IP systems require trained examiners, enforceable legal frameworks, and businesses that understand how to leverage these tools. Mr. Tang's pledged assistance

addresses these gaps, but implementation will determine whether this moment becomes transformative or merely symbolic.

For observers of African development, Uganda's IP evolution offers a case study in whether countries can move beyond extractive economies toward knowledge-based prosperity making this visit a milestone worth watching closely.



Mr. Daren Tang (C), whose delegation included Deputy Director General Regional and National Development sector at WIPO, Mr. Hasan Kleib, and Director Division for Africa, Ms. Loretta Isiedu, gestures as he makes remarks during the meeting

YOUTH-LED INNOVATION JOURNEY: WIPO DIRECTOR GENERAL LAUNCHES GROUND-BREAKING “IP IN SCHOOLS” PROJECT IN UGANDA



The WIPO Director General officially launched the IP in Schools Project, under the theme “Empowering the next generation of Innovators and Creators”, a major step towards nurturing creativity and intellectual property awareness among young learners

Uganda took a momentous step toward building a knowledge-driven economy with the official launch of the “IP in Schools” project on Friday, 5th December 2025. World Intellectual Property Organisation (WIPO) Director General, Mr. Daren Tang presided over the historic launch during his three-day mission to Kampala, a visit coordinated with the Uganda Registration Services Bureau (URSB) that promises to reshape how the nation’s youth understand and harness intellectual property.

The initiative represented far more than curriculum reform it embodied a fundamental reimagining of how young Ugandans will engage with creativity, innovation, and entrepreneurship. By embedding intellectual property education into the national curriculum, Uganda positions its students to view their ideas not merely as classroom exercises but as valuable assets with real-world potential and commercial viability.



Under the programme, students will gain early exposure to patents, trademarks, copyrights, and the tangible value of creative work instead of encountering intellectual property as abstract legal terminology.

Director General Tang’s launch address captured this transformative vision, emphasising that intellectual property has evolved beyond its traditional legal boundaries. He described IP as a powerful catalyst for investment, creativity, and sustainable growth, stressing that today’s students must understand how to protect and leverage their innovations in an increasingly competitive global marketplace.

The foundation for this ambitious programme was carefully laid months earlier. In May 2025, WIPO and URSB

organised a critical regional workshop under the WIPO Academy’s IP for Youth & Teachers Programme. This training brought together educators, curriculum designers, and policymakers from across Africa, equipping them with the knowledge and pedagogical tools needed to integrate intellectual property concepts with entrepreneurship and STEM education. These trained educators now form the vanguard of implementation, ready to roll out carefully designed lesson plans across science, technology, arts, and entrepreneurship classes throughout Ugandan schools.

Under the programme, students will gain early exposure to patents, trademarks, copyrights, and the tangible value of creative work. Rather than encountering intellectual property as abstract legal terminology, young learners will understand these concepts as practical tools for protecting their innovations and ideas. A student developing a science project will learn how patent protection works. An aspiring artist will understand copyright. A young entrepreneur will grasp the importance of trademarks in building brand identity.

The long-term implications extend far beyond individual understanding. For young innovators and entrepreneurs, this

educational foundation promises to transform school projects into legally protected intellectual assets. Students will learn pathways to commercialise their innovations, turning classroom creativity into viable business ventures. The initiative creates a pipeline from education to entrepreneurship, ensuring that brilliant ideas conceived in Ugandan classrooms can evolve into protected, marketable innovations that contribute to economic development.

For Uganda as a nation, the IP in Schools project signalled a strategic pivot toward a knowledge-driven economy. Rather than relying solely on traditional economic sectors, the country is investing in its most valuable resource: the creative and innovative potential of its youth.

By empowering the next generation to leverage ideas, creativity, and intellectual property as engines of growth, Uganda positions itself competitively in the global innovation landscape.



This initiative represented a bold commitment to youth potential, recognising that **today’s students are tomorrow’s inventors, creators, and entrepreneurs.** Through intellectual property education, Uganda is not simply teaching legal concepts it is cultivating a generation equipped to transform ideas into impact, creativity into commerce, and innovation into national prosperity.



Under the “IP in Schools” programme, students will gain early exposure to patents, trademarks, copyrights, and the tangible value of creative work

FAITH, GRATITUDE, AND VISION: URSB CELEBRATES YEAR OF ACHIEVEMENT AT ANNUAL THANKSGIVING BREAKFAST



Pastor Samuel Kajoba (Centre), President of the Uganda Union Mission of the Seventh Day Adventist Church, led URSB's thanksgiving prayers in November 2026, and thereafter posed alongside URSB Board Chairman Representative Ms. Hope Okeny, Registrar General, Ms. Mercy K. Kainobwisho, and top management

The Uganda Registration Services Bureau (URSB) came together on Friday, 28 November 2025, for its Annual Thanksgiving Prayer Breakfast, transforming the UBFC Car Park into a sanctuary of reflection, gratitude, and renewed purpose. Under the inspiring theme "Thankful for Today's Achievements and Believing for a Better Tomorrow," staff, management, and distinguished guests gathered to celebrate a year of remarkable progress while anchoring their hopes in faith for the journey ahead.

Guest preacher Pastor Samuel Kajoba, President of the Uganda Union Mission of the Seventh-day Adventist Church,

delivered a powerful message that resonated deeply with attendees. His words struck at the heart of the morning's purpose: gratitude as a transformative force. Pastor Kajoba reminded the congregation that thanksgiving transcends mere words, becoming instead a sustaining attitude that shapes how we view our lives and circumstances. He encouraged staff to recognise divine grace in every victory, every breath, and every completed task, assuring them that the same guidance that carried them through 2025 would remain constant in the year ahead.

Registrar General, Ms. Mercy K. Kainobwisho,

offered a heartfelt address that grounded the celebration in humility and awareness. She urged the URSB family to pause and appreciate the blessing of simply being present, reminding them that many qualified individuals search for opportunities while they have been entrusted with meaningful work. Her message emphasised that every achievement, every milestone reached, flows from divine grace rather than individual merit alone. Ms. Kainobwisho celebrated URSB's accomplishments while making clear that the organisation's success rests on a foundation of faith and collective dedication.



Ps. Kajoba encouraged staff to recognise divine grace in every victory, every breath, and every completed task, assuring them that the same guidance that carried them through 2025 would remain constant in the year ahead.

Representing Board Chairman H.E. Amb. Francis Butagira, Board Member Ms. Hope Okeny delivered remarks that highlighted URSB's transformative year. She outlined significant achievements including successful digitalisation of key services,

expanded non-tax revenue collection, and enhanced global compliance recognition. These advances, she noted, contribute meaningfully to Uganda's broader industrialisation agenda and economic transformation. Ms. Okeny specifically commended the Registrar General's exceptional leadership over the past five years, describing her strategic vision and dedication as truly transformational for the organisation.

The Chairman's message, delivered through Ms. Okeny, drew on both Biblical and Quranic teachings to accentuate that thanksgiving serves not merely as reverence but as a pathway to multiplied blessings and renewed strength. This interfaith acknowledgment reflected URSB's inclusive spirit and commitment to serving all Ugandans.

As prayers were offered and testimonies shared, the morning revealed itself as far more than ceremony. It became a spiritual renewal for the URSB community, a moment to collectively acknowledge that progress requires both human effort and divine guidance. Staff left the breakfast inspired, united, and spiritually fortified for continued service.

The event closed with a palpable sense of hope, gratitude, and determination—a fitting conclusion to a transformative year and an inspiring launch into new possibilities for URSB and the nation it serves.



Pastor Samuel Kajoba, President of the Uganda Union Mission of the Seventh Day Adventist Church, delivers his sermon at the 2025 edition of the URSB Annual Thanksgiving Prayer Breakfast held on 28th November 2025



Ms. Mercy K. Kainobwisho emphasised to staff that every achievement and milestone reached, flows from divine grace rather than individual merit



The thanksgiving prayers were celebrated under the theme “Thankful for Today’s Achievements and Believing for a Better Tomorrow”



The prayers were a moment to acknowledge that progress requires both human effort and divine guidance



Guest preacher, Pastor Samuel Kajoba, President of the Uganda Union Mission of the Seventh Day Adventist Church



The Homeland Brothers Band performed beautiful melodies for the soul



The main celebrant, Pastor Samuel Kajoba, joined Board members, Ms. Annie Katushabe, Ms. Hope Okeny and Ms. Jackie Kemigisha Kiiza, Registrar General, Ms. Mercy K. Kainobwisho and the Acting Deputy Registrar General, Ms. Miriam Nabatanzi to cut cake



The Board Chairman’s message, delivered through Ms. Okeny, drew on both Biblical and Quranic teachings to stress that thanksgiving serves not merely as reverence but as a pathway to multiplied blessings and renewed strength

FRANCIS K. BUTAGIRA: A LIFETIME OF SERVICE, DIPLOMACY, AND INSTITUTIONAL LEADERSHIP

On 11th November 2025, Rt. Hon. Amb. Francis K. Butagira, Chairman of the Uganda Registration Services Bureau (URSB) Board, sat down with NBS TV's Mildred Tuhaise for an in-depth conversation on diplomacy, governance, and Africa's future. The seasoned diplomat, lawyer, and public servant shared candid reflections drawn from decades of distinguished national and international service. Steven Douglas Baryevuga summarised the main points below.



Ms. Mildred Tuhaise interviewed Board Chairman Amb. Francis Butagira for NBS's People and Power segment at Hotel Africana in November 2025

For Rt. Hon. Amb. Francis K. Butagira, public service has never been about convenience. It is a calling rooted in duty, discipline, and sacrifice. Reflecting on decades of national and international service, the Uganda Registration Services Bureau (URSB) Board Chairman is clear-eyed about what leadership demands.

To tap into this lessons-rich journey, on 11th November 2025, NBS Television's People and Power segment, hosted by Ms. Mildred Tuhaise, featured an exclusive

conversation with Rt. Hon. Amb. Francis K. Butagira. A seasoned diplomat, lawyer, professor and public servant, Amb. Butagira brings decades of experience in governance, international relations, and institution-building. His reflections on leadership, diplomacy, and Africa's future promise to inspire both seasoned policymakers and young leaders stepping into public service.

A Legacy Rooted in Service

Rt. Hon. Amb. Francis K. Butagira's career is a testament to the enduring value of public service. From his early days in Uganda's governance structures to his diplomatic postings abroad, he has consistently emphasised that leadership is about institutions, not individuals. "Public service is never about personal comfort. It is about stepping in when called and doing the work, even when the circumstances are not ideal," he notes.

Championing African Unity

His brief but impactful tenure at the Organisation of African Unity (OAU), later transformed into the African Union (AU), was marked by intense engagement on integration and cooperation. "The discussions around the East African Treaty and political federation were ambitious, but they reflected Africa's long-standing desire for unity and shared progress," he recalls. For Amb. Butagira, regional integration remains a cornerstone of Africa's future, though he cautions that continuity across leadership transitions is vital for success.

Uganda on the Global Stage

Representing Uganda at the United Nations was another defining chapter. Amb. Butagira describes the experience as humbling, requiring patience, listening, and a deep understanding of national interest. "At the UN, relationships matter. How a country is perceived often depends on consistency, credibility, and how well its representatives engage with others." His diplomatic philosophy underscores the importance of credibility and trust in international relations.

Building Bridges in Germany

As Uganda's envoy to Germany, Amb. Butagira focused on strategic cooperation, investment, and skills

exchange. "Diplomatic postings are not ceremonial. They are about building partnerships, opening opportunities, and ensuring mutual understanding between countries." His efforts helped strengthen Uganda's ties with Europe, laying foundations for long-term partnerships.

Governance and Democracy

Amb. Butagira's reflections on governance highlight his belief in the Constitution as a living document. He stresses the importance of separation of powers and accountability. "Elections should strengthen trust in the system, not weaken it. Strong democracies are built over time through accountability, not shortcuts." His words resonate in a region where democratic institutions continue to evolve.

Reflections and Legacy

Looking back, Amb. Butagira measures success not by personal accolades but by the strength of institutions he helped nurture. "When you look back after many years in public service, what matters most is whether you served with integrity and whether your contribution strengthened institutions." He says.

Inspiring the Next Generation

To young leaders and diplomats, his message is clear. Discipline, learning, and commitment to the public good are the pillars of meaningful service. "Africa's future depends on leaders who value service over self."

As he reflects on his journey, Amb. Butagira says leaders must work towards ensuring their efforts make institutional impact. His message to young leaders is equally clear, "Africa's future depends on leaders who value service over self."

URSB STAFF AGM REINFORCES UNITY, PROGRESS, AND A SHARED VISION FOR THE FUTURE



Perinah Nyangama
Field Officer - Communications

“Together, we reflect on our journey, celebrate progress, and align our efforts for an even stronger and more impactful year ahead.”

That spirit of unity and purpose defined the

Uganda Registration Services Bureau (URSB) 2025 staff Annual General Meeting (AGM), held on 28th November 2025 at the UBFC Car Park. The gathering brought together staff from the Head Office, Georgian House, and all regional branches, emphasising URSB’s commitment to inclusivity, teamwork, and collective engagement across the organisation.

The AGM served as a platform for reflection, dialogue, and forward planning. Led by our team leader and Registrar General, Ms. Mercy K. Kainobwiso, staff took stock of key milestones achieved over the past

five years, achievements that have strengthened institutional capacity, improved service delivery, and reinforced URSB’s role as a cornerstone of Uganda’s business and intellectual property registration landscape. These reflections highlighted not only organisational growth, but also the dedication and resilience of the people behind URSB’s success.

Guided by a shared vision, the meeting created space for alignment on strategic priorities for the year ahead. Discussions focused on sustaining momentum, embracing innovation, and deepening



The Registrar General, joined by top management, unveils the new Human Resource Manual during the staff Annual General Meeting held on 28th November 2025

a culture of service excellence anchored in professionalism and accountability. The emphasis on “service above self” resonated strongly, reaffirming URSB’s commitment to people-centred service delivery.

One of the major highlights of the AGM was the official launch of the new Human Resource Manual by the Human Resource Department. The updated manual introduces key policy enhancements aimed at strengthening staff welfare, streamlining internal processes, and improving organisational efficiency. Staff welcomed

the reforms as a timely step toward nurturing a supportive, transparent, and high-performing work environment.

The meeting also reviewed the Action Log from the previous General Staff Meeting, allowing staff to track progress on earlier resolutions and commitments. This exercise reinforced URSB’s culture of accountability and follow-through. In addition, management presented responses to issues raised through the online staff platform, demonstrating the Bureau’s openness to feedback and continuous improvement.

A comprehensive

presentation on URSB’s milestones under the leadership of Ms. Kainobwiso highlighted significant institutional achievements, reforms, and innovations that continue to position URSB as a trusted public service institution.

As the meeting concluded, there was a tangible sense of renewed energy, shared purpose, and optimism. With strengthened alignment and clear priorities, the 2025 AGM set a positive tone for the year ahead, one focused on impact, collaboration, and delivering exceptional services to the people of Uganda.



In a light moment, Ms. Kainobwiso asked staff to turn to their neighbours and take selfies and encouraged members to share the photos on the staff WhatsApp group



To demonstrate some of the achievements that have happened during her tenure as Registrar General, Ms. Kainobwiso asked all staff who have been promoted or joined URSB in the last five years, to move to the front

UGANDA PIONEERS IP EDUCATION FOR YOUTH THROUGH INNOVATIVE GAME LAB



Monica Nahurira

Communications Intern

Uganda has made continental history by becoming the first African country to launch the “IP in a Box” Game Lab, an innovative initiative that transforms how young people learn about intellectual property rights. The programme, unveiled by the Uganda Registration Services

Bureau (URSB) in partnership with the World Intellectual Property Organisation (WIPO), introduces a Play, Learn and Protect model designed to empower young creators with essential skills to develop, manage, and safeguard their intellectual property.

The Game Lab demystifies complex IP concepts such as trademarks, patents, and copyrights through an engaging gamified learning experience. Five custom-developed games simulate real-life business challenges, immersing participants in scenarios involving competition, copying risks, disclosure mistakes, and strategic decision-making. This approach builds on Africa’s traditional culture of experiential learning, making the sessions both interactive and culturally relevant.



Speaking at the launch, Registrar General Ms. Mercy K. Kainobwiso called on **young innovators to embrace IP as a critical tool for transforming creativity into sustainable economic value**. She emphasised that innovation thrives when creators understand how to protect what they produce, noting the rapid rise of digital entrepreneurship among youth across platforms from social media content to product branding.



(L-R): Mr. Emmanuel Rugomboka, Counsellor in WIPO’s Division for Africa, Ms. Mercy K. Kainobwiso, URSB Registrar General, and Mr. Robert Mugabe, Commissioner for Intellectual Property, mark the launch of the IP in a Box gamification initiative — a new tool designed to make intellectual property rights more accessible and engaging for Ugandan youth

Ms. Kainobwiso highlighted the significance of Uganda's continental milestone, stating that the country is piloting WIPO's IP gamification project in a way that reflects how Africans have always learned. She stressed that when Africa's creativity is protected, it becomes unstoppable, highlighting the broader vision of turning creative potential into economic power.

Commissioner for Intellectual Property, Mr. Robert Mugabe, explained the philosophy behind the initiative, noting that many people perceive IP as too technical and intimidating. The "box" concept was deliberately chosen to demonstrate that intellectual property can be condensed and

simplified into accessible, practical tools. However, he observed that once opened, people realise how vast and limitless the world of ideas truly is.

Mr. Mugabe emphasised that the programme uses games and interactive tools to make learning relatable for entrepreneurs, students, and communities alike. The training builds on earlier sessions conducted for URSB staff, creating a strong team capable of supporting nationwide public outreach.

The initiative complements the recent IP in Schools programme, which has already reached over 25 schools. Mr. Mugabe indicated that these efforts will help expand

IP education to at least 27 schools nationwide, creating a comprehensive ecosystem for IP awareness.

The Game Lab is expected to strengthen Uganda's youth-led innovation ecosystem significantly by promoting early awareness of IP rights and supporting creative industries. This aligns with national goals to boost innovation and position young Ugandans to protect and profit from their creative work in an increasingly digital economy. Through this ground-breaking initiative, Uganda is setting a precedent for how African nations can equip their youth with the tools needed to thrive in the global knowledge economy.



The Game Lab is expected to promote early awareness of IP rights and support creative industries

UGANDA'S NON INDIVIDUAL REGISTER TO CENTRALISE ENTITY REGISTRATION



Rogers Sunday

Communications Officer

The Government of Uganda through the recently amended Tax Procedures Code Act, is in final stages of establishing a centralised Non Individual Register.

The Non Individual Register will consolidate the registration of all entities incorporated, licensed and operating in Uganda.

Register will moving forward be the main single-authoritative source of true data for all entities in Uganda.

The Uganda Registration Services Bureau will therefore under the new mandate issue an Entity Registration Number (ERN) to serve as a unique identifier for each of the already existing as well as prospecting entities.

All the entity existing data across government Ministries, Departments and Agencies will be harmonised under the Non Individual Register to enhance service delivery.

After the establishment and rollout of the Non Individual Register, all other government agencies will discontinue their registration role and focus exclusively on regulation and

enforcement.

Upon the establishment of the Non Individual Register, no local authority, government institution or regulatory body shall issue a license or authorisation for operation to any entity without an ERN.

Currently, the development of a secure, user-friendly, and scalable digital platform to support online registration, licensing, and compliance tracking of all Non Individual Entities is underway.

The Uganda Registration Services Bureau is currently engaging all relevant government agencies, the private sector, and civil society to incorporate their needs into the system and the legal framework to build consensus on the



The new law reform, which was on 30th June 2025 assented to by the President of the Republic of Uganda, Yoweri Kaguta Museveni, has empowered the Uganda Registration Services Bureau (URSB) to establish, manage and maintain the Non Individual Register (NIR).



transfer of registration functions as well as the implementation of the licensing portal.

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

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.

The Non Individual Register is a major transformer of Uganda's economic development agenda through digital transformation and inter-agency data sharing.

For legal coherence, regulatory effectiveness, and economic risk containment, the registration of Non Individual Entities is under the new law reform not optional but necessary.

The Non Individual Register will go a long way in facilitating the transitioning from the informal to the formal

sector by unlocking critical advantages that include access to capital, expanded market reach, legal protection and a widened tax base.

Some of the key entities that are set to feature on the Non Individual Register include but not limited to Cooperatives, Investment clubs, Non Governmental Organisations, Community Based Organisations, Trusts as well as Ministries, Departments and Agencies.



Members of the Non Individual Register Department brainstorm during a planning meeting

RAISING THE BAR: URSB ATTAINS ISO 9001:2015 CERTIFICATION AND REDEFINES QUALITY IN PUBLIC SERVICE



Steven D. Baryevuga
Senior Communications Officer

On 9th December 2025, the Uganda Registration Services Bureau (URSB) attained the ISO 9001:2015 Quality Management System (QMS) Certification, a globally recognised benchmark for organisations committed to consistent, efficient, and customer-focused service delivery.

This milestone crowns a reform journey that began in 2018, anchored in URSB’s resolve to strengthen service delivery, standardise processes, and align its operations with international best practice.

For URSB, ISO certification is not an isolated achievement, it is a strategic enabler that directly advances the objectives of URSB Strategic Plan IV, particularly in improving access and quality of

services, strengthening institutional sustainability, and enhancing communication and public awareness.

From Vision to Certification: A Journey of Resilience

URSB’s path to ISO 9001:2015 required deep organisational involvement, documentation of procedures, staff training, internal audits, and leadership commitment. Progress was inevitably slowed by the COVID-19 pandemic, which disrupted operations and shifted institutional priorities across the public sector.

However, renewed focus in FY 2024/2025, coupled with key reforms

and system transitions, revitalised the process. Successful external audits confirmed that URSB’s systems met the stringent requirements of ISO 9001:2015, culminating in certification.

Improving Access and Quality of Services

At the core of Strategic Plan IV is the goal of improving access to and quality of URSB services. ISO 9001:2015 strengthens this objective by embedding process consistency, risk-based thinking, and performance monitoring across all registries.

For clients, this translates into clearer procedures, predictable service standards, reduced errors, and improved turnaround



times. Whether accessing services digitally or physically, users benefit from harmonised processes designed around customer needs, reinforcing URSB's commitment to citizen and business-centred service delivery.

Strengthening Institutional Sustainability

ISO certification is also a powerful tool for institutional sustainability, another pillar of Strategic Plan IV. By standardising workflows and promoting data-driven decision making, ISO 9001:2015 enhances operational efficiency and resource optimisation.

Internally, the certification has strengthened staff accountability, clarified roles, and promoted a culture of continuous improvement. Internal documents are well

labelled to identify the source up to end. Externally, it enhances URSB's credibility with the Government, development partners, and stakeholders, positioning the Bureau as a reliable, well-governed institution capable of sustaining reforms over the long term.

Enhancing Communication and Public Confidence

URSB's Strategic Plan IV emphasises enhanced communication and awareness as critical to service uptake and public trust. ISO 9001:2015 reinforces this by requiring clear internal and external communication, customer feedback mechanisms, and transparent handling of complaints.

As a result, URSB is better equipped to communicate service standards, manage

stakeholder expectations, and demonstrate accountability key ingredients in building public confidence and awareness of its mandate.

Quality as a Way of Life

While certification marks a major milestone, ISO 9001:2015 is fundamentally about continuous improvement. Regular audits, performance reviews, and corrective actions ensure that quality remains embedded in everyday operations.

Through ISO certification, URSB has aligned global standards with national priorities, advancing Government's public service reform and digital transformation agenda. More importantly, it has laid a firm foundation for delivering accessible, reliable, and trusted services all the time.



L-R: ISO Consultant, Mr. Vincent Ddamulira, Registrar General, Ms. Mercy K. Kainobwiso, Commissioner Legal Services, Ms. Carol Egesa and Commissioner ICT and Innovation, Mr. Arthur Kwesiga, launch the QMS document implementation in October 2025

URSB LAUNCHES DIGITAL CASE MANAGEMENT SYSTEM TO STREAMLINE LITIGATION AND DISPUTE RESOLUTION



Patience K. Bukikire
Asst. Commissioner
Legal Services

On 10th December 2025, URSB Top Management approved the deployment of a new Case Management System (CMS), marking a significant step in the Bureau's digital transformation journey.

What is the Case Management System?

The CMS is a digital platform that facilitates the tracking and efficient management of URSB cases throughout their lifecycle, serving as the central digital repository for all case files, related correspondence, and the Bureau's litigation and disputes calendar.

Currently, the system is operational supporting civil litigation, with procurement for the criminal cases module already underway. The system is also available

for expansion to other departments handling court-related matters and quasi-judicial functions.

Addressing Critical Challenges

In the past, the Bureau's case files were scattered across different storage locations. Significant time was spent retrieving physical files and obtaining information related to disputes, while supervisory oversight and monitoring proved equally difficult.

The Case Management System:

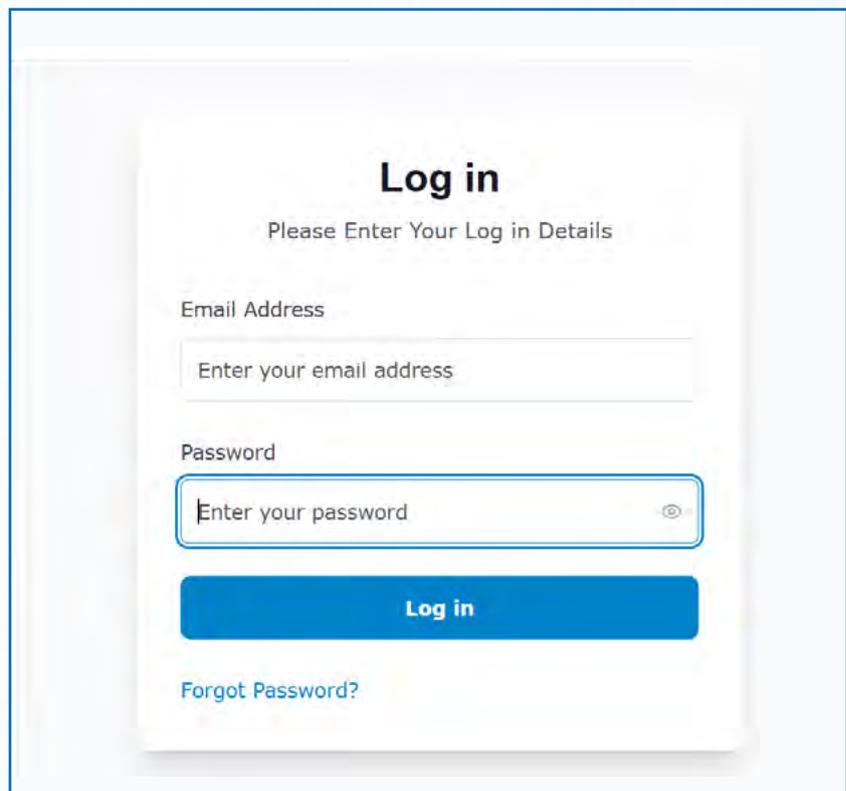
a) Enables virtual and easy access to case files

b) Tracks case progress for all stakeholders

c) oversight and monitoring

d) Provides secure digital storage

The system supports the Bureau's "All online - All digital" agenda and is designed to integrate with the Division's Standard Operating Procedures (SOPs) under the Bureau's Quality Management System. All case assignments, correspondence, calendar scheduling, and reporting are now managed within one secure workspace, making it easier for teams to collaborate, stay



Case Management Log in Page

compliant, and ensure nothing falls through the cracks.

How the System Works

When a case is submitted, it is uploaded into the system and supervisors receive alerts prompting them to log in and assign the case to relevant officers, who handle the case while updating the system throughout its lifecycle.

All approvals, escalations, re-assignments, and court updates are managed within the system. The CMS also enables real-time reporting, analytics, and automatic calendaring, sending timely alerts for upcoming deadlines and court sittings.

Impact and Benefits

The reduction in manual work has promoted transparency and consistency, enabling the team to work smarter, more efficiently, and deliver faster, better outcomes. The system has also strengthened compliance and improved accuracy.

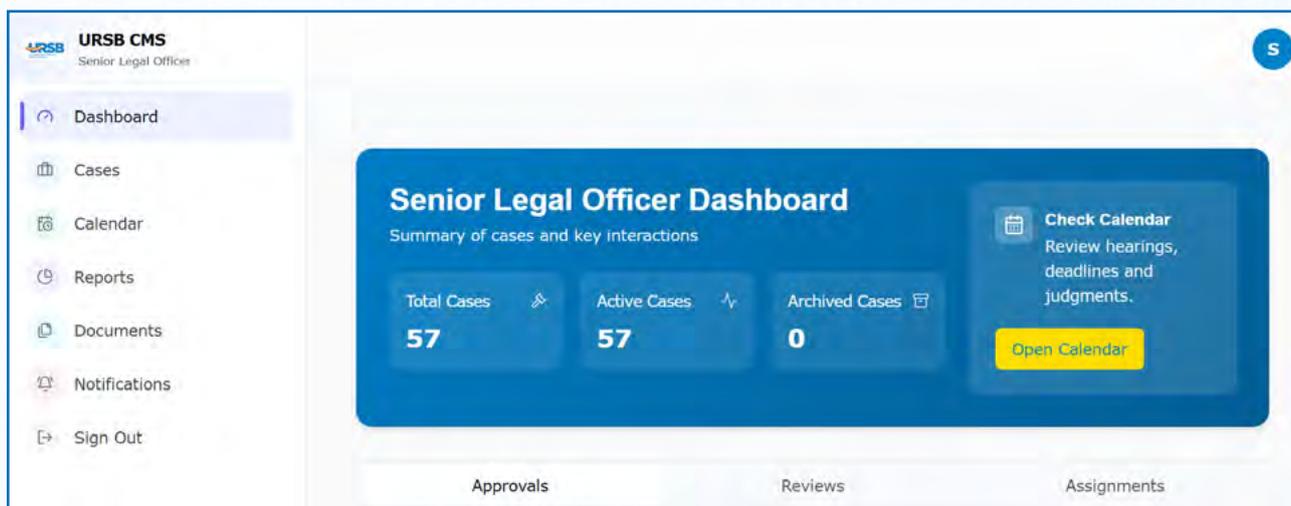
With a clear audit trail showing who did what, who is to do what, and when, the CMS has reduced the administrative burden for supervisors. Every case is searchable, every task is performed on schedule, every correspondence is traceable, and every document is retrievable.

Reports—whether ad

hoc, weekly, monthly, or annual—can be generated instantly for management or client departments. The system also enables classification of cases by originating department and cause of action, helping management and client departments identify main causes of action and devise appropriate mitigation measures.

A Strategic Necessity

With the CMS, everything is in one place. Its implementation represents not merely the adoption of technology, but a strategic necessity for the Bureau's effective case management, positioning URSB for enhanced service delivery in the digital age.



The dashboard of the Case Management System

THE RG'S FIREPLACE: LIGHTING THE PATH TO PROFESSIONAL GROWTH AT URSB



Elizabeth Agiro
Communications Officer

In an era where professional development often takes a backseat to operational demands, the Uganda Registration Services Bureau (URSB) has carved out a unique space for holistic staff growth through its innovative monthly “RG’s Fireplace” initiative.

This mentorship programme brings together URSB employees and distinguished thought leaders for intimate conversations that transcend typical workplace training, focusing instead on life skills, career advancement, and personal transformation.

The RG’s Fireplace represents more than a seminar series. It embodies URSB’s commitment to nurturing well-rounded professionals who view their roles through a broader lens of purpose and national contribution. Each session creates

an environment where staff members can explore fundamental questions about meaning, service, and professional identity alongside leaders who have navigated similar journeys.

One session in the second quarter featuring Col. Edith Nakalema Asizua, Head of the State House Investors Protection Unit, exemplified this approach perfectly. Speaking on the theme “Having a Heart for Uganda: The Role of Staff in Building a Culture of Patriotism,” Col. Nakalema didn’t simply discuss job performance. Instead, she challenged over 200 URSB staff members to reimagine their relationship with work itself.

Drawing on John F. Kennedy’s timeless call to service, Col. Nakalema invited employees to reflect deeply on how their daily responsibilities connect to something larger than themselves. She explored accountability, teamwork, and the alignment of personal ambitions with national aspirations—themes that resonate far beyond any single workplace or sector.

“Let your day-to-day service at URSB be valuable to yourself, those around you, and make you emotionally fulfilled to be a proud citizen of Uganda,” she told the engaged audience. This message captured the essence of what the RG’s Fireplace seeks to accomplish: helping

URSB
UGANDA REGISTRATION SERVICES BUREAU

RG's Fireplace

Topic
Having a heart for Uganda: The role of staff in building a culture of patriotism.

Col. Edith Nakalema Asizua
Head of State House Investors Protection Unit (SHIPU).

Date: Friday, 31st October 2025

Time: 07:30AM

Meeting ID: 990 0555 0424
Passcode: 498529

Join us on

www.ursb.go.ug @URSBHQ ursb@ursb.go.ug 0712 448 448 +256 200 404700 | +256 326 338000 | +256 417 338000

staff discover emotional fulfillment and deeper meaning in their professional lives.

The interactive nature of the sessions allow participants to ask questions and share reflections, transforming the experience from passive lecture to active dialogue. Such exchanges are central to the mentorship philosophy underlying the RG's Fireplace, where learning flows in multiple directions and every voice contributes to collective wisdom.

By inviting leaders from

diverse backgrounds to share their experiences and insights, URSB provides staff with perspectives they might never encounter in routine operations. These conversations spark reflection on career trajectories, ethical decision-making, leadership development, and personal values—the building blocks of sustainable professional growth.

The RG's Fireplace recognises a fundamental truth: organisations thrive when their people thrive. By investing in mentorship that addresses the whole

person rather than just the employee, URSB cultivates a workforce that approaches challenges with renewed purpose, serves with greater conviction, and contributes with deeper understanding of their role in Uganda's development story.

As Col. Nakalema concluded, quoting Viktor Frankl: "The meaning of life is to give life meaning." Through the RG's Fireplace, URSB helps its staff discover that meaning, one transformative conversation at a time.



RG'S Fireplace
Having a heart for Uganda:
The role of staff in building a culture of patriotism

Presented by
Col. Edith Nakalema Asizuwa nce (i) UK nde(U) MASS (Mak)
Head of State House Investors Protection Unit

FROM SURVIVAL TO SUSTAINABILITY: HOW BRAP IS REWRITING THE STORY OF UGANDA'S ENTREPRENEURS



Perinah Nyangoma
Field Officer- Communications

When Ms. Amina Nakyewa first walked into the Uganda Business Facilitation Centre in Kololo, her tailoring business was barely surviving. Supplier

disputes had stalled her operations, poor record keeping blurred her profits, and debt threatened to shut her doors for good. Months later, she stood confidently at an exhibition booth, explaining her restructured business model to visitors. “I no longer fear conflict or numbers,” she said. “I know how to solve problems and grow.”

Ms. Nakyewa is one of more than 140 entrepreneurs who have completed the 4th Cohort of the Business Rescue and Aftercare Programme (BRAP). This initiative is quietly transforming struggling enterprises into resilient, growth-oriented businesses across Uganda.

Implemented under URSB’s Department of Insolvency and Receivership, BRAP was established to respond to a common but often unspoken challenge: many Ugandan businesses do not fail because they lack ideas, but because they lack systems, discipline, and effective ways to manage disputes. Drawing inspiration from international best practices in business recovery and alternative dispute resolution, the programme was designed to equip entrepreneurs with practical tools to recover, restructure, and sustain their enterprises.



Guest of Honour, Ms. Barbara Kilei (C), Country Manager for Uganda at the International Development Law Organisation (IDLO) and Registrar General, Ms. Mercy K. Kainobwisho, pose for a photo with more than 140 entrepreneurs who participated in the 4th Cohort of the BRAP training



URSB Registrar General, Ms. Mercy K. Kainobwiso

Over the years, BRAP has evolved into a safe learning space where entrepreneurs confront real business challenges, from debt management and governance to mediation, arbitration, and compliance. Now in its fourth cohort, the programme has placed new emphasis on dispute resolution as a catalyst for business growth.

Speaking at the 4th cohort graduation ceremony, Ms. Barbara Kilei, Country Manager for Uganda at the International Development Law Organisation (IDLO),



The 4th cohort also had an exhibition, where entrepreneurs showcased products ranging from agribusiness innovations to creative services and manufacturing solutions.

reminded participants that unresolved disputes block progress. Quoting Proverbs 18:15, she challenged them to reflect on how far they had come and urged them to continue learning. “Every dispute is a blockage to resource flow,” she noted, encouraging entrepreneurs to embrace mediation and arbitration to keep opportunities moving.

The impact of BRAP goes beyond theory. Entrepreneurs have reported improved cash flow, stronger partnerships, better internal controls, and confidence to negotiate contracts and resolve conflicts constructively. The programme particularly targets micro, small, and medium enterprises (MSMEs); which make up about 90 percent of Uganda’s economy.

URSB Registrar General, Ms. Mercy K. Kainobwiso, has consistently recommended young entrepreneurs to



BRAP was established to respond to business challenges such as lack of systems, discipline and failure to manage disputes

adopt proper record-keeping practices, manage time effectively, and use digital platforms strategically. She cautions that poor discipline, informal practices, and non-compliance remain key reasons startups collapse. Through BRAP, URSB seeks to change that narrative by promoting formalisation, innovation, and smart business management.

The 4th cohort also had an exhibition, where entrepreneurs showcased products ranging from

agribusiness innovations to creative services and manufacturing solutions. The exhibition demonstrated how structured support can turn local ideas into scalable ventures, while fostering collaboration and peer learning.

As BRAP enters its next phase, URSB intends to deepen its impact by expanding awareness, strengthening aftercare support, and embedding dispute resolution and governance practices into Uganda's entrepreneurial

culture.

The goal is to build enterprises that do not just survive shocks, but grow sustainably, create jobs, and contribute meaningfully to national development under National Development Plan IV.

For entrepreneurs like Nakyewa, BRAP is a turning point. And for Uganda's business ecosystem, it is proof that with the right tools, guidance, and mind-set, resilience can be taught, learned, and multiplied.



Ms. Barbara Kilei, Country Manager for International Development Law Organisation (IDLO), Registrar General Ms. Mercy K. Kainobwisho and Ms. Maria Nyangoma, Assistant Commissioner Insolvency and Receivership, visit an entrepreneur's exhibition stall during the BRAP training

UNLOCKING UGANDA'S INFORMAL SECTOR: HOW URSB'S MASS BUSINESS REGISTRATION CAMPAIGNS ARE TRANSFORMING ENTREPRENEURSHIP



Steven Baryevuga
**Senior Communications
Officer**

Uganda's informal sector has always been the backbone of the economy, employing millions of citizens and driving grassroots innovation. Yet, for decades, many of these enterprises operated outside the formal regulatory framework, limiting their access to credit, markets, and legal protections.

Recognising this challenge, the Uganda Registration Services Bureau (URSB) has intensified its mass business registration campaigns, a strategic move aimed at unlocking the potential of informal businesses and integrating them into the formal economy.

The initiative, dubbed 'Kiri Easy' to showcase the ease of service, was launched

in September 2023, aimed at formalising Uganda's economy by extending registration services to local communities. In its 3rd phase now, the initiative has seen the formalisation of thousands of businesses across the country.

Clinics in Kampala's Five Divisions

During the first two quarters of the 2025/2026 financial year, URSB dedicated significant resources to holding business registration clinics across Kampala's five divisions: Makindye, Rubaga, Nakawa, Kampala Central, and Kawempe. These clinics were designed as one-stop centres where entrepreneurs could register their businesses, process legal documents, and receive advisory services.

The impact was immediate. Small traders, boda-boda operators, market vendors, and service providers flocked to these clinics, eager to formalise their enterprises. For many, the process was their first encounter with structured business documentation. By simplifying procedures and bringing services closer to communities, URSB removed barriers

that had previously discouraged registration.

Expanding Reach through Regional Clinics

Beyond Kampala, URSB extended its campaign to regional hubs, holding clinics in Mbale, Soroti, Mbarara, Mityana, and several other towns. These regional engagements ensured that entrepreneurs outside the capital were not left behind. In Mbale, for instance, agro-processors and small-scale manufacturers took advantage of the clinics to secure registration certificates, enabling them to bid for government contracts and attract investors.

In Soroti, youth-led enterprises in technology and creative industries found the advisory sessions particularly valuable, as they learned how to protect intellectual property by registering their trademarks and sustaining their ventures. Meanwhile, Mbarara's vibrant dairy sector benefitted from legal guidance on joint farmer groups company formation, strengthening collective bargaining power.

Handling Legal Documents and Advisory Services



URSB staff interact with a client during the mass business registration clinics held in different cities and towns across Uganda

A key feature of the clinics was the integration of legal support. Entrepreneurs were assisted in drafting and filing essential documents such as articles of association, partnership agreements, statutory declarations and intellectual property registrations. This not only safeguarded their businesses but also instilled confidence in dealing with suppliers, customers, and financial institutions.

Equally important were the advisory sessions. URSB Registration Officers provided guidance on compliance, filing returns, and sustainable business practices. Entrepreneurs learned how to maintain proper records, meet

statutory obligations, and leverage registration to access financing and offered remedial opportunities to wind up their distressed ventures. These sessions demystified the formal economy, showing business owners that registration was not a burden but a gateway to growth.

Unlocking Opportunities for Informal Businesses

The mass business registration campaigns are unlocking opportunities that were previously inaccessible to informal businesses. Registered enterprises can now:

- Access credit: Banks and microfinance

institutions require proof of registration before extending loans.

- Bid for contracts: Government and corporate tenders are open only to formally registered businesses.
- Protect assets: Legal documentation shields businesses from disputes and ensures continuity.
- Expand markets: Registration enhances credibility, attracting customers and partners.

By bridging the gap between informal and formal operations, URSB is empowering entrepreneurs to scale their ventures and contribute more meaningfully to Uganda's economic development.

Sustaining Momentum

The success of the first two quarters demonstrates that mass registration campaigns are more than administrative exercises; they are catalysts for transformation. As URSB continues to roll out clinics in additional regions in the next two quarters of the 25/26 financial year, the momentum is expected to grow. The bureau's approach of combining registration with legal and advisory services ensures that businesses are not only formalised but also equipped to thrive.

Looking ahead, sustained

investment in these campaigns will be critical. Partnerships with local governments, trade associations, and financial institutions can amplify impact, while digital platforms can complement physical clinics to reach even more entrepreneurs.

The magic spark

URSB's mass business registration campaigns are unlocking Uganda's informal businesses, turning challenges into opportunities. By holding clinics in communities and giving them the chance to join the formal sector,

the bureau has brought services closer to the people. Entrepreneurs are registering their businesses, handling legal documents, and receiving advisory support that positions them for sustainability.

In doing so, URSB is not only formalising enterprises but also reshaping Uganda's economic landscape, one registered business at a time, while cementing the strategic plan theme of positioning Uganda as the best destination for doing business.



URSB staff attend to clients during business clinics, providing advice on the Bureau's core services

UGANDAN MUSIC IS MOVING FASTER – NOW PROTECTION HAS CAUGHT UP



Clinton Kateera

**Registration Officer –
Copyright**

Uganda’s music industry thrives on creativity, hustle, and the relentless pursuit of recognition often long before formal structures catch up. From small studios in Kampala to regional stages across East Africa, Ugandan artists produce music at a pace and scale that reflects both ambition and global relevance. Case in point is Eddy Kenzo’s “Sitya Loss” which crossed borders and introduced Ugandan music to the world. It became more than just a hit song, it was a lesson.

Yet for many years, the legal protection of that creativity lagged behind the industry’s momentum. Copyright registration was seen as costly, slow, and disconnected from how musicians actually work.

For years, registering a song in Uganda came with

barriers that discouraged even established artists. Creatives had to pay UGX 50,000 to apply and an additional UGX 150,000 for gazetting, then wait up to 60 days before receiving a certificate. For upcoming artists and producers working track-to-track, those costs and delays made copyright registration feel out of reach.

That has now changed.

That reality has shifted. With recent regulatory reforms, Copyright protection in Uganda has entered a new era – one that speaks directly to the needs of today’s artists, producers, and rights’ holders. The result is a system designed not just for compliance, but for growth, ownership and sustainability in a rapidly evolving music economy.

On 26th September 2025, following the gazetting of the Copyright and Neighbouring Rights (Amendment) Regulations, S.I. No. 73 of 2025, the Uganda Registration Services Bureau (URSB) removed the requirement to gazette Copyright and Neighbouring Rights applications. The reform has significantly simplified the process, making copyright registration faster, cheaper and more responsive to the realities of the music industry.

Today, Creatives pay **UGX 50,000** and receive their copyright certificates instantly. No gazetting. No long waiting periods. Just immediate protection. This shift has opened doors for both established artists and emerging talents who previously hesitated to



Today, musicians like Naava Grey and Joanita Kawalya, can copyright their music and receive certificates without the need to gazette



Musicians and creatives celebrated World IP Day in April 2025 at URSB's offices in Kololo

formalise their rights.

The response from creatives has been telling. Before the reform, URSB registered 135 copyrights between February and 25th September 2025. In the shorter period after the reform, from 26th September 2025 to 27th January 2026, 161 registrations were made. The increase signals growing trust in the system and rising awareness of the value of Copyright protection.

For musicians inspired by stars, it signifies that success brings visibility and visibility attracts use. Copyright registration is no longer a bureaucratic hurdle but a foundation for monetisation, licensing, enforcement of rights and long-term sustainability in the creative economy.

As Uganda's music industry continues to grow, a simplified Copyright system promises to empower artists to protect their work, enforce their rights, and contribute more meaningfully to national development. With

ongoing sensitisation and improved service delivery, URSB aims to ensure that no artist is left behind.

When the next Ugandan hit goes global, the question will not just be who made it, but who owns it.



Honourable Member of Parliament Hillary Kiyaga, whose stage name is Dr. Hilderman, contributes to the discussion during World IP Day celebrations in Kololo in April 2025



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NEW STAFF PERSPECTIVE: A CAREER BUILT CASE BY CASE



Thirty years of advocacy leaves its mark on a person. **Mr. William Tumwine** has argued cases, navigated legal trenches, and built a career few could match – and now, in a new chapter, he brings all of it to bear in his recently begun role at the Uganda Registration Services Bureau.

1. Please tell us about yourself and your current role at the Uganda Registration Services Bureau (URSB).

My name is William Tumwine, and I currently serve as the Assistant Commissioner for Registration Services under the Department of Copyright and Neighbouring Rights. In this role, I support the administration and regulation of copyright and neighbouring rights, working closely with stakeholders in the creative sector to strengthen protection and compliance.

I am Career Advocate of 30 years Practice with a 14-years judicial background as a Magistrate and 8 years as a Law Lecturer at top Ugandan Universities.

I have served as Head of Legal Department (UNRA) 2015 – 2024; Manager Legal Services /Head Legal Unit Ministry of Works and Transport December 2024 – July 2025; Legal Counsel (UNRA) 2024 – 2025; Board Member, WACOF 2018 – To date; Magistrate (Judiciary) 1995 – 2009; Legal Officer (UNRA) 2009 – 2014; Member of Contracts Committee - UNRA 2010 – 2016 and Law Lecturer (Makerere University, Uganda Christian University, Islamic University in Uganda, Kampala International University) 2005 – 2013.

I hold a Master of Laws (LLM) University of Pretoria, Bachelor of Laws (LLB) Hon Upper 2nd Makerere University, Three Law Diploma ie, Post Graduate Diploma in Legal Practice, Diploma in Law and

Judicial Practice (1st Class), Diploma in Law and Justice (Court Management, Democracy, Human Rights) and various Professional Certifications.

I am happily married for 21 years now to a beautiful wife who has given me three great children.

2. When did you join URSB as an Assistant Commissioner, and how has your experience been so far?

I joined URSB in July 2025 and am currently completing my six-month probation period. The experience has been both interesting and refreshing, especially because this is a new field for me. I previously worked in the judiciary, now, being fully absorbed in copyright has exposed me to a different environment, interacting with musicians, artists, and even attending concerts, which has been quite exciting.

3. What attracted you to the role of Assistant Commissioner at URSB?

What attracted me most is the uniqueness of Intellectual Property. From law school,



Mr. William Tumwine has practised law for three decades and now enjoys the challenge that comes with working in the copyright department



Assistant Commissioner Registration Services, Mr. William Tumwine addresses creatives who graduated from Swangz Avenue Academy

IP was an area few students chose to specialise in. I always hoped that one day I would learn it in depth and practice it. IP is a growing and relevant field, especially now, with government's increased support to the creative sector. That energy, coupled with my desire to specialise, drew me to this role.

4. How do you plan to contribute to URSB's mandate and strategic objectives?

I bring over 16 years of managerial experience, which I intend to apply in strengthening the department and supporting URSB's broader mandate. On the IP side, I am keen on growing the non-tax revenue through increased registrations. With amended regulations, enhanced outreach to creatives, continued legal reforms, and support to Collective Management Organisations, we believe the creative sector will continue to grow sustainably.

5. What professional goals do you hope to achieve during your tenure as Assistant Commissioner?

My main goal is to deepen my expertise in Intellectual Property. IP has many

specialised elements, and I am committed to learning them thoroughly. Ultimately, I want to emerge as a recognised IP expert.

6. What has your overall experience working at URSB been like so far, particularly in terms of culture and collaboration?

URSB has a unique and positive work culture. There is strong teamwork, especially during events and major activities, which helps us achieve a lot collectively. The calm and organised work environment also makes it an enjoyable place to work.

7. Can you share a recent project, initiative, or accomplishment that you are particularly proud of since joining URSB?

As a relatively new department, we are still building momentum, but we have already achieved notable accomplishments. One key highlight was hosting the African Regional Seminar on Copyright and Related Rights in the Audio-Visual Sector at Onomo Hotel, which attracted both local and international participation. We have also implemented legislative

reforms, including removing the gazetting requirement that cost UGX 150,000 and reduced certificate issuance timelines from 60 days.

8. What is one aspect of URSB's work or operations that has had the greatest impact on you personally or professionally?

IP awareness has had the biggest impact on me. Engaging directly with creatives; musicians, writers, and artists, is a completely new experience for me. Attending concerts, dressing the part and creative events as part of my work is something I never imagined before, and it keeps the job interesting every day.

9. How do you stay motivated and productive in a demanding leadership role such as this?

Having served in leadership for 16 years, resilience has become second nature. I rely on skills I have picked up over time, including delegation and empowering my team. We are also a young department with a strong desire to grow, and being part of that growth journey keeps me motivated.

10. What leadership values or principles guide your approach to work and

decision-making?

Impartiality, teamwork, empathy, and integrity guide my leadership. Sometimes leadership requires making difficult decisions, but these values help ensure that decisions are balanced and people-centred.

11. What advice would you give to new staff or professionals aspiring to leadership roles within public service?

Patience is key. Many young professionals want instant progression immediately after university. My advice is to accept your level, stay focused, and grow steadily. Identify role models you can learn from, invest in short courses, remain active in professional bodies, and avoid the pressure to "get there fast," as it often kills professionalism.

12. Where do you see yourself professionally in the next five years?

In five years, I hope to have grown to the level of Commissioner, God willing. I am committed to working hard towards this goal. I also expect to have advanced significantly in IP and to be recognised as an IP expert. I am already undertaking IP courses and believe I am firmly on the path to mastering this field.



Mr. Tumwine presents certificates to a graduate from Swangz Avenue Academy

URSB TAKES TO JINJA'S STREETS: A WEEK OF SMILES, SURPRISES, AND SERVICE

When registration officers hit the road with placards and gift hampers, Jinja City got more than it bargained for



Stella Namuganza
Communications Officer

It wasn't every day that government officials marched through Jinja's bustling markets with branded vehicles and colourful placards, so perhaps the confusion

was understandable. "Are you selling something?" curious residents asked. Some shop owners, spotting the official convoy, hurriedly began pulling down shutters—mistaking the friendly faces for tax collectors.

But this was no ordinary government visit. From 9th to 12th December 2025, a team from the Uganda Registration Services Bureau had come to Jinja City not to collect, but to connect.

A Different Kind of Outreach

The Customer Engagement Week kicked off with strategic

courtesy calls—the Chief Administrative Officer, the City Commercial Officer, Tropical Bank's branch manager—laying the groundwork for what would become four days of memorable community encounters.

By day two, the real adventure began. Eye-catching decorations at Jinja Station drew curious onlookers, but the team wasn't content to wait. They took to the streets, officers pairing up for safety as they knocked on doors, explained services, and slowly transformed scepticism into interest.

Ms. Rhona Agaba, a Graduate Trainee in



The URSB team paid a courtesy visit to the Chief Administrative Officer of Jinja City at his offices before venturing to the streets to interact with entrepreneurs and business owners



URSB took its services and business awareness drive directly to clients during the Customer Engagement Week in Jinja in November 2025 as a business owner proudly displays a poster

the communications division found herself so warmly received by locals that they gave her a Lusoga name—Nangobi. It was the kind of acceptance money can't buy.

understood these visitors were offering services, not demanding taxes, hostility melted into curiosity.

The pattern repeated in Kaziminji, where agro-millers and processors

initially reacted with suspicion. Young workers grew hostile until responsible business owners stepped in to calm tensions and facilitate dialogue.

When Fear Turns to Friendship

Not all encounters went smoothly. Ms. Catherine Alowo's team, venturing into the inner business corridors, triggered a minor panic. Shop attendants, convinced that Uganda Revenue Authority had arrived, began fleeing. A few shops closed mid-transaction.

"It was unsettling at first," one team member recalled. But patient explanations worked their magic. Once merchants



Smiles of appreciation as a client receives a gift pack from the URSB team in Jinja in November 2025 for the Customer Engagement Week



URSB staff deployed for the Customer Engagement Week pose for a photo ahead of the day's activities in Jinja City



Tears and Traffic Jams

Day three brought the team to Naminya, Njeru, and surrounding areas, where the response exceeded all expectations. Boda boda riders literally stopped the URSB van mid-route, eager to learn about services and get directions to the station.

Then came the moment that would define the week. An elderly man in his 80s, upon receiving a Christmas gift hamper from the team, broke down in tears. He had never received a gift in his entire life, he told the stunned officers.

A Marathon Finish

By the final day, word had spread. Client turnout at the station swelled to such numbers that the team worked until 7:00 p.m., determined that no one would leave unserved.

What began with mistaken identities and shop shutters ended with a city more aware, more engaged, and if that elderly man's tears were any indication more connected to the services meant to serve them.

For URSB, Customer Engagement Week 2025 proved a simple truth: sometimes the best way to serve the public is to meet them where they are—even if it means dodging a few panicked shopkeepers along the way.



URSB staff display placards along the streets of Jinja City during the Customer Engagement Week, raising awareness on business registration, intellectual property protection, copyright registration and other URSB services

UGANDA, THE NEXT SINGAPORE, IF WE USE INTELLECTUAL PROPERTY AS A TOOL FOR INNOVATION NOT JUST LEGAL PROTECTION



Ageet Abraham Onyait
Senior Registration Officer

It took an odd 50 years for Singapore to transform from an impoverished, resource-scarce nation, embargoed by neighbours to a top-tier global financial and industrial hub.

Lee Kuan Yew, Singapore's revered first prime minister, over the course of three decades, leveraged low-cost manufacturing in the 1970s to high-tech, knowledge-based industries, attracting massive foreign direct investment through, low taxation, and a pro-business, corruption-free environment.

By 2025, Singapore ranked 5th in the Global Innovation Index (GII) 2025 reflecting their tremendous strides from the severely despised economy of the 1960s.

Uganda, contrastingly, is self-appointed "middle-class" with an embarrassment of resources to make most others envious. On the side of innovations, however, we ranked a dismal 124th out of 139 economies in the GI 2025 evidently far behind the innovation Utopia that Singapore is today. Not even the most optimistic could see Uganda as the next Singapore.

But the world works more in opportunities than ideals and we have a lot of cards to play in our favour. For starters, we have benefit of observer hindsight witnessing countries like Singapore or even post-Nagasaki Japan to tap into.

The past decade has witnessed an active strengthening of the National Intellectual Property (IP) frameworks through the initiatives led by Uganda Registration Services Bureau (URSB). The National Intellectual Property Policy, 2019 launched by His Excellency the President of the Republic of Uganda is one shining example of a policy right in time to spur cross sectoral involvement in the creation, protection and commercialisation of IP.

Not to miss a beat, Uganda's key IP generators like universities and R&D institutions quickly followed suite in the





URSB and Makerere University signed a landmark agreement to introduce an Intellectual Property course, equipping Uganda's next generation of innovators, creators, and entrepreneurs with the knowledge to protect what they build

institutionalisation of IP, with policies that have boosted some like the “great, great and mighty” Makerere University to global recognition, ranked highest among peers in Sub-Saharan Africa for Industry engagement and international outlook.

Likewise, for the longest time, the subject of IP was to the average Ugandan just another “scheme” by government to charge a fee for a service that is considered relevant to a select group elites or conglomerates. Through initiatives like the Technology and Innovation Support Centres (TISC) and tailored IP clinics to stakeholder groups, there is a growing appreciation for IP. As a result, the last 10 years have witnessed a steady growth in uptake of IP.

The true game changer, however, may be more direct. For the longest time,

IP has been viewed as a legal tool for protectionism, “the right to exclude others.” Uganda's leap may well stem from the positive use of IP, as opposed to negative protectionism, through technology transfer for open-source innovations among others.

Singapore and Japan both benefited from scaling the quality of their industries using open-source solutions avoiding the wastage of resources “reinventing the wheel.” The Toyota we see today started as a low-budget home grown solution to make cars affordable to the Japanese population and through decades of improvement now forms the “gold standard” for reliability in the automotive world. This same approach is the platform upon which Uganda's nascent industrial revolution could be boosted.

FROM GRADUATE TO PROFESSIONAL: HOW URSB'S TRAINEE PROGRAMME IS SHAPING MY CAREER



Rhona Agaba
**Communications
Graduate Trainee**

Stepping into the Uganda Registration Services Bureau (URSB) as a Graduate Trainee has been nothing short of transformative. Placed in reputation-sensitive Division of Communications and Corporate Affairs, I have had to adapt fast to delivering assignments under tight deadlines. In this fast-paced yet career-friendly environment, I have benefitted immensely, acquiring skills and experiences that are shaping me into a professional ready to contribute meaningfully to Uganda's development.

A Launchpad for Young Graduates

The URSB Graduate Trainee Programme is designed to bridge the gap between academic

learning and the demands of the workplace. By placing young graduates like myself into structured roles and mentoring them closely, the programme ensures that we are not only exposed to practical tasks but also guided through the complexities of professional growth. For me, this has meant moving beyond theory into hands-on assignments that sharpen my problem-solving, communication, and analytical abilities.

Thriving in a Fast-Paced Environment

URSB operates at the heart of Uganda's business, innovation and legal ecosystem, and the pace of work reflects the urgency of supporting entrepreneurs, creatives, innovators, companies,

and citizens. At first, the speed was daunting. Yet, with mentorship and teamwork, I quickly learned to adapt. The environment is demanding but supportive, encouraging us to think critically, manage time effectively, and deliver results under pressure. This balance has been crucial in building resilience and confidence.

Mentorship and Professional Guidance

One of the programme's greatest strengths is its mentorship component. Senior staff and supervisors take time to guide us, offering feedback and sharing insights from their own careers. This mentorship has helped me understand not just the technical aspects of registration



As a graduate trainee, Ms. Rhona Agaba has gained exposure to the different departments of URSB and their services including business registration, copyright, intellectual property, among others

and documentation, but also the values of integrity, customer service, and innovation. It is this holistic approach that makes the programme career-friendly, ensuring that young graduates are nurtured rather than overwhelmed.

Skills and Experiences Gained

Through rotations and assignments, I have gained exposure to diverse areas, business registration, copyright and neighbouring

rights, insolvency, intellectual property, legal documentation, advisory services, and customer engagement. Each task has added a layer of competence, from supporting clients to lodge their professional documents to interacting with stakeholders and identifying their urgent needs. These experiences have broadened my perspective, teaching me how institutions like URSB drive economic growth by formalising businesses and protecting rights.

Vote of confidence

The URSB Graduate Trainee Programme is more than a job placement; it is a career accelerator. I have benefitted by acquiring immense skills and experiences in a dynamic environment that values growth and mentorship. As I continue this journey, I am confident that the foundation laid here will propel me into becoming a well-rounded professional, ready to serve and innovate in Uganda's evolving economy.



Ms. Agaba explains URSB services to the Minister of State for Finance, Planning and Economic Development (General Duties), Mr. Henry Musasizi, during the ministry's exhibition at Mestil Hotel



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THE ART OF ACCESSORIES IN THE WORKPLACE: POWER, PERSONALITY AND PROFESSIONALISM



Stella Namuganza
Communications Officer

In today's evolving professional workspace, fashion has become more than just clothing but a language. While we often focus on suits, dresses, and grooming, there is an often-overlooked yet powerful part of workplace fashion: accessories. Be it a classic timepiece, a bold necklace or a patterned tie, accessories have the power to elevate an outfit, communicate personal style and make a lasting impression all while maintaining professionalism.

We are in an era where individuality is not only accepted but encouraged. Employees are empowered to bring their full selves to work and that includes how they accessorise. The right accessories can transform a simple outfit into a statement of confidence, competence and creativity.

For Women: From Subtle Accents to Statement Pieces

The modern working woman understands that accessories are more than decoration they are tools of empowerment. Today, office-appropriate accessories range from minimalist to bold, depending on the tone of the workplace.

- **Earrings** have moved beyond conservative studs. Now, elegant hoops, pearls or geometric shapes add flair without overwhelming the look.
- **Necklaces** whether

a simple chain or a layered pendant offer a way to personalise even the most standard blouse or dress.

- **Belts, scarves and handbags** are also having a moment. A vibrant belt or printed silk scarf can add a pop of colour to neutral outfits, while structured handbags complete the image of a polished professional.

- **Hair accessories** like silk scrunchies, sleek headbands or decorative pins bring style into grooming without compromising neatness.

The key lies in balance: accessories should



Photo: Internet



The Role of Colour and Texture in Accessories

Modern office fashion celebrates colour and accessories are the perfect way to incorporate it. While neutral-toned wardrobes project professionalism, accessories allow a burst of colour, texture or shine that conveys creativity and mood.

Textured fabrics like leather, silk, metal and woven materials offer visual interest, while colours like burgundy, navy, emerald, mustard and pastels can align with seasons, events or personal brand identity.

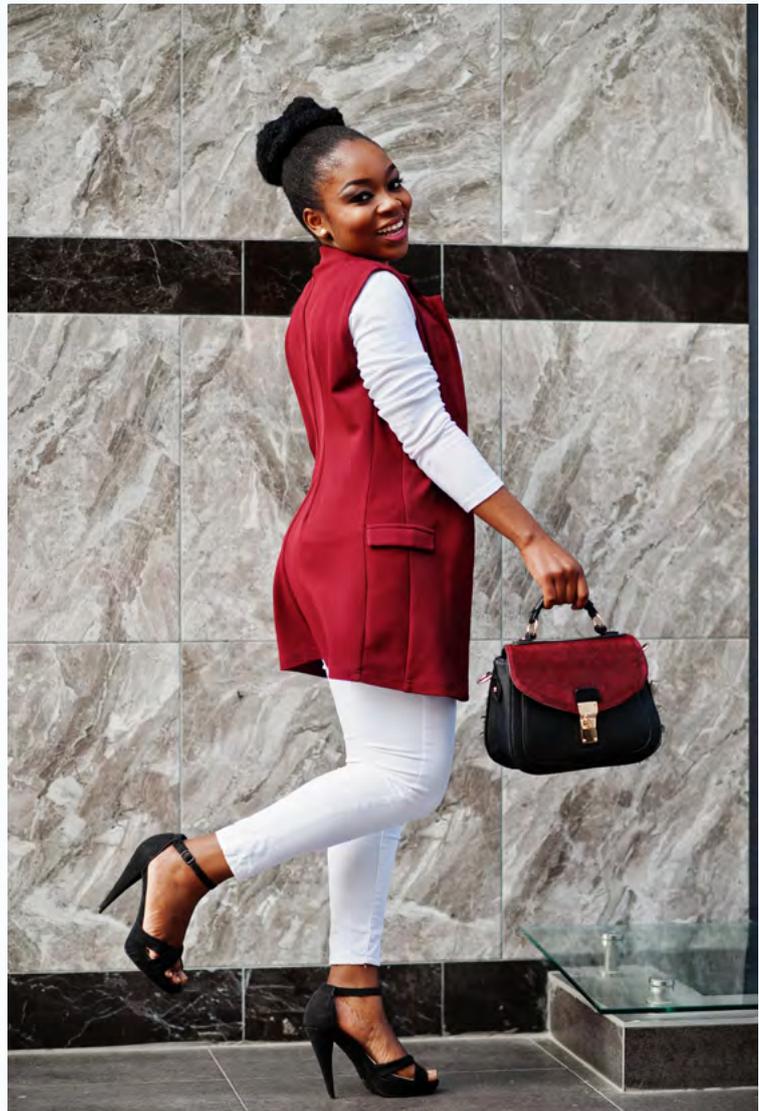


Photo: Internet

enhance not distract.

For Men: A Revival of Detail and Distinction

For men, accessorising in the workplace is no longer limited to a watch and tie. The new generation of male professionals is embracing a broader range of stylish yet refined accessories:

- Wristwatches remain timeless, but smartwatches with elegant bands are also increasingly common.
- Pocket squares, cufflinks and tie bars offer a chance to play

with pattern, colour and personality.

- Lapel pins and subtle jewellery, like a leather bracelet or ring, can add sophistication and individuality without breaking dress code rules.
- Even socks once purely functional have become a platform for expression with colours and patterns used strategically to show personality while staying within professional norms.

Cultural Expression and Inclusivity

Accessories are also

a medium for cultural pride and personal heritage. From African beaded jewellery and printed head wraps to religious pendants and meaningful bangles, many professionals now incorporate traditional elements into their office wear respectfully and tastefully without compromising workplace decorum.

Workplaces that celebrate cultural diversity create room for employees to express their full identity. Accessories, when worn with intention and appropriateness, help

bridge the gap between cultural expression and corporate standards.

**The New Rule:
Personality with
Professionalism**

While freedom of expression is more widely accepted, one golden rule remains: keep it polished

and appropriate for the setting. In conservative industries, subtlety still reigns. In creative fields, more boldness may be encouraged. The art lies in understanding your environment and using accessories to complement not clash with it.

As office fashion continues to evolve, the focus is no longer on blending in, but on standing out respectfully. Through thoughtful accessorising, professionals can align their outward appearance with their inner personality and make their style work just as hard as they do.



Photo: Internet

A SPLASH OF TROPICAL MAGIC AT THE URSB END-OF-YEAR PARTY ... ALOHA!



Peninah Nyangema
Field Officer- Communications

The URSB End-of-Year Party delivered nothing short of a tropical spectacle, blending colour, a refreshing ambiance, and an infectious wave of excitement that rolled through the Mestil Hotel

Gardens in Nsambya last November.

If you think URSB events are all paperwork energy and corporate dress codes, let this be your official update: the organisation soft-launched its tropical era on Friday, 28th November 2025.

Last year's celebration was a full Hawaiian takeover, colour, sunshine, and vibes. With a beach-themed setting and a cool breeze, the teams came together to celebrate their hard work and achievements over the past year. The Hawaiian decor added a festive touch, creating an exciting environment for everyone

in attendance to celebrate the successes.

Ladies stole the spotlight with their dazzling Hawaiian outfits, flowing floral dresses, wrap skirts, and coordinated tops in bold reds, lush greens, ocean blues, and sunset yellows. Every turn revealed another burst of colour, another confident stride, and another style twist. From delicate hibiscus hair and neckpieces to playful beach accessories, the women displayed creativity that felt straight out of an island fashion spread.

Not to be outdone, the men brought effortless tropical charm in their



URSB staff embraced the Hawaiian spirit as they let their hair down in colourful wear at the end of year party at Mestil Hotel in November 2025

patterned Hawaiian shirts, paired with smart shorts or casual trousers.

The atmosphere was electric, live music filled the air, laughter sparkled across the lawns, and friendly competition from the games kept spirits high. Good food, refreshing drinks, and warm relationships made every moment count.

Among the sea of vibrant attendees, the Registrar General, Ms. Mercy K. Kainobwiso, understood

the assignment and showed up donning an amazing floral jumpsuit and orange throw-on, radiating chic and elegance.

Jackie Anena emerged as the crowd favourite, stepping onto the scene in a bright and radiant tie-dye two-piece in sunset yellows, blues, and tropical greens. Her accessories were a whole mood: oversized yellow sunglasses, leafy neon-green earrings, and a

floppy straw hat crowned with rainbow flowers. The crowd didn't just notice; they chose her.

With confidence, Anena danced and modelled her way to the stage, sending the audience into laughter and cheers.

It was an evening of rhythm, colour, and pure island-inspired joy, an unforgettable close to the year and a perfect reminder of the power of fun to bring people together.



Registrar General, Ms. Mercy K. Kainobwiso, poses with staff from the Department of Intellectual Property following the presentation of appreciation plaques at the end of year party



The gentlemen were also in their element, bringing their A-game in stylist Hawaii-theme outfits



URSB's lovely ladies strike a pose under a canopy of flowers, looking radiant in their Hawaiian-themed outfits



Great teams don't just work hard together, they play hard too as staff unwind with some board games at the party



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- ▶ Kasingo District Headquarters,
Hoima Service Uganda Centre
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