



UGANDA REGISTRATION  
SERVICES BUREAU

# FIVE-YEAR PERFORMANCE REPORT (FY 2020/21 TO HALF-YEAR 2025/26)

By Ms. Mercy K. Kainobwiso  
**Registrar General/ Official Receiver/  
Chief Executive Officer/ Accounting  
Officer**



## Foreword by the Registrar General



This Five-Year Performance and Results Report presents an account of Uganda Registration Services Bureau's performance from Financial Year 2020/21 to the first half of Financial Year 2025/26. The period under review marked a critical phase of institutional consolidation, reform, and adaptation, undertaken within a dynamic economic, regulatory, and technological environment.

Above all, I give thanks to God Almighty for the wisdom, strength, and grace granted to me to lead the Bureau during this period. Leadership in public service is both a responsibility and a trust, and I remain deeply grateful for the guidance and stewardship that enabled this journey of reform and institutional strengthening.

From the outset of my tenure, my foremost leadership priorities were empowering staff, strengthening staff welfare, and rebuilding organisational culture. I firmly believe that sustainable institutional transformation begins with people. Accordingly, deliberate measures were undertaken to improve staff facilitation and working conditions, including approved salary and allowance increases, improved mobility, better tools and resources, and a more enabling work environment. These interventions were complemented by investments in skills development, clearer workflows, and strengthened internal systems. This people-first approach was designed not only to motivate and retain talent but also to establish a culture of professional accountability and "no-excuse" leadership where officers are adequately enabled to perform and, in turn, held responsible for results without ambiguity or institutional constraints.

Building on this human-centred foundation, URSB pursued a deliberate agenda to strengthen the integrity, accessibility, and reliability of public registers while sustaining service delivery amid rising demand and increasing regulatory complexity. Priority was therefore placed on modernising registration systems, expanding



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nationwide access to services, strengthening legal and regulatory frameworks, and enhancing institutional capacity to support national objectives related to formalisation, compliance, private-sector development, and economic competitiveness.

The results documented in this report reflect both measurable performance outcomes and the deeper structural and institutional reforms that underpin them. They capture a transition from incremental improvement to institutional maturity, anchored in empowered teams, strengthened governance, resilient systems, and adherence to quality standards. They also outline key lessons and emerging priorities that will guide the Bureau as it transitions into its next strategic phase under Strategic Plan IV.

I wish to express my sincere appreciation to the URSB Board of Directors, under the chairmanship of H.E. Rt. Hon. Amb. Can. Francis Butagira, for their strategic leadership, guidance, and oversight throughout the period under review. I am equally grateful for the support and counsel of the Honourable Attorney General and the Solicitor General, whose leadership and legal stewardship were instrumental in advancing critical legal, regulatory, and governance reforms during this term. I further acknowledge the invaluable guidance and administrative support of the Permanent Secretary of the Ministry of Justice and Constitutional Affairs, whose office provided consistent leadership and coordination in the execution of the Bureau's mandate.

I also extend my sincere appreciation to the Permanent Secretary and Secretary to the Treasury, and the leadership of the Ministry of Finance, Planning and Economic Development, for their continued support through policy guidance, budgetary provision, and fiscal oversight, which enabled the Bureau to implement priority reforms and sustain service delivery.

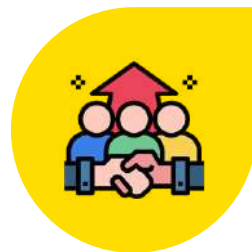
I further recognise the critical role played by the Parliament of the Republic of Uganda, in particular the Legal and Parliamentary Affairs Committee, the Budget Committee, and other relevant Parliamentary Committees, whose scrutiny, guidance, and approval of URSB's budgets

strengthened accountability and ensured alignment of institutional priorities with national development objectives.

I also acknowledge the collaboration and support of other Ministries, Departments, and Agencies, development partners, and regional and international institutions, whose cooperation and technical assistance strengthened institutional capacity and complemented Government efforts. I also recognise and appreciate the past leaders, former employees, and previous Boards of Directors of Uganda Registration Services Bureau, whose service, commitment, and institutional stewardship laid a strong foundation for the reforms and achievements of this term. Their contributions to the establishment, growth, and continuity of the Bureau remain integral to URSB's institutional history and progress.

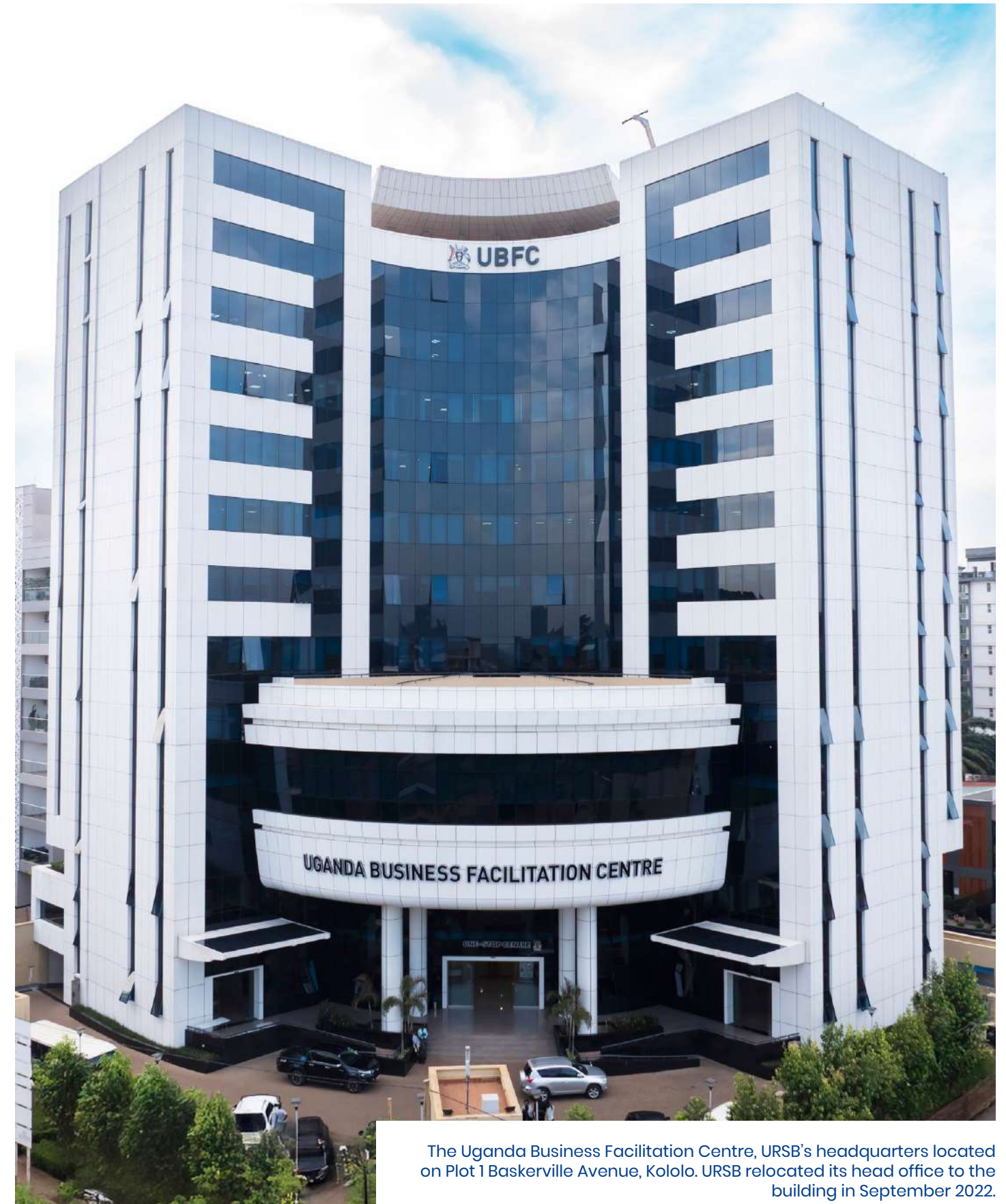
Finally, I commend the Management and staff of Uganda Registration Services Bureau for their professionalism, commitment, and resilience. Their dedication enabled the Bureau to sustain operations, implement far-reaching reforms, and uphold public trust during a period of significant transition and rising expectations.

As URSB enters the next strategic phase, the foundations laid during the first term provide a strong platform for consolidating gains, deepening impact, and continuing to support Uganda's development and competitiveness objectives.



**I commend the Management and staff of Uganda Registration Services Bureau for their professionalism, commitment, and resilience.**

**Ms. Mercy K. Kainobwiso**  
**Registrar General/ Official Receiver/ Chief Executive Officer/ Accounting Officer**



The Uganda Business Facilitation Centre, URSB's headquarters located on Plot 1 Baskerville Avenue, Kololo. URSB relocated its head office to the building in September 2022.

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# Acronyms and abbreviations

Acronym	Full Term
AML/CFT	Anti-Money Laundering and Counter-Financing of Terrorism
ARIPO	African Regional Intellectual Property Organisation
BO	Beneficial Ownership
CSR	Corporate Social Responsibility
EDMS	Electronic Document Management System
FATF	Financial Action Task Force
FY	Financial Year
IFMS	Integrated Financial Management System
IP	Intellectual Property
ISO	International Organisation for Standardisation
MSMEs	Micro, Small and Medium Enterprises
NDP	National Development Plan
NIR	Non-Individual Register
NIRA	National Identification and Registration Authority
NTR	Non-Tax Revenue
OBRS	Online Business Registration System
ODPP	Office of the Director of Public Prosecutions
QMS	Quality Management System
SIMPO	Security Interest in Movable Property
TISC	Technology and Innovation Support Centre
TREP	Taxpayer Register Expansion Programme
UBFC	Uganda Business Facilitation Centre
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
WIPO	World Intellectual Property Organisation



H.E. Rt. Hon. Amb. Can. Francis Butagira, Board Chairman Uganda Registration Services Bureau (URSB) who has been instrumental in providing strategic oversight over the years.

# Executive Summary

This Five-Year Performance and Results Report presents an institutional assessment of Uganda Registration Services Bureau's performance during the first term of the Registrar General, covering Financial Year 2020/21 to the first half of Financial Year 2025/26. The report is structured as an accountability and learning document that examines trends, results, and institutional change over time, and is aligned with Government planning, budgeting, and reporting frameworks.



**URSB prioritised staff welfare, skills development, improved working conditions, enhanced mobility, and the provision of appropriate tools and systems.**

The period under review was characterised by a complex and evolving operating environment shaped by the COVID-19 pandemic, accelerated digital transformation, heightened regulatory and compliance expectations, and institutional reforms arising from Government rationalization initiatives. Within this context, URSB pursued a deliberate reform agenda focused on institutional strengthening, people-centred transformation, service delivery modernisation, legal and regulatory reform, financial sustainability, and governance enhancement.

A foundational pillar of reform during the period was empowering human resources and transforming organisational culture. Recognising that people drive sustainable institutional performance, URSB prioritised staff welfare, skills development, improved working conditions, enhanced mobility, and the provision of appropriate tools and systems. These investments were intended to enable staff to perform effectively and to embed a culture of professional accountability, clear roles, and results-based

performance across the organisation.

Performance in registration and formalisation recorded sustained growth over the period. Uptake of registration services increased at an average annual rate of 21.46% between FY 2020/21 and FY 2024/25, with growth recorded across business registration, civil registration, intellectual property, insolvency, and secured transactions. Notable expansion was observed in legal document filings and in the Security Interest in Movable Property Registry (SIMPO), reflecting increased utilisation of formal legal and financial instruments. Targeted outreach initiatives, including the Mass Business Registration Initiative, complemented routine service delivery and expanded access to formalisation, particularly at the sub-national level.

Service delivery transformation was driven by progressive digitalization. The rollout of the Online Business Registration System and supporting digital platforms significantly reduced turnaround

times and shifted the majority of transactions to online channels. These efficiency gains were reinforced by deliberate investments in customer support mechanisms, including multi-channel helpdesks and a revised Client Charter, alongside continued expansion of physical access through regional offices and Taxpayer Register Expansion Programme (TREP) centers. Together, these interventions improved accessibility, predictability, and transparency of services nationwide.

URSB's financial sustainability strengthened markedly during the period. Non-tax revenue collections increased by 55.2% compared to the preceding five-year period, reflecting increased service uptake, improved compliance, and system automation. Government budgetary support also increased substantially, enabling investments in ICT infrastructure, records management, fleet, and operational resilience. Strengthened financial governance, planning, and oversight mechanisms supported prudent resource utilisation and accountability.

Legal, regulatory, and policy reforms constituted a critical enabler of institutional performance. Amendments to primary legislation and the issuance of subsidiary regulations strengthened clarity of institutional mandate, corporate transparency, insolvency administration, and intellectual property governance. Beneficial ownership reforms aligned with international standards contributed significantly to Uganda's removal from the Financial Action Task Force (FATF) grey list, enhancing regulatory credibility, investor confidence, and the integrity of public registers.

The period also witnessed significant institutional strengthening. URSB attained ISO 9001:2015 Quality Management System certification, relocated to permanent premises at the Uganda Business Facilitation Centre, expanded strategic partnerships at national, regional, and international levels, and invested deliberately in human capital development. Organisational restructuring, skills development, and staff welfare reforms supported the delivery of an expanded and increasingly complex mandate, while strengthening institutional discipline and service standards.

Looking ahead, the report reflects on the institutional legacy of the first term, key lessons learned, and priorities for the next strategic period. As URSB transitions into Strategic Plan IV (2025/26–2029/30), the focus shifts from reform initiation to consolidating gains, scaling, and sustaining impact, positioning the Bureau as a central enabler of private-sector competitiveness, financial integrity, innovation, and national transformation.



**Organisational restructuring, skills development, and staff welfare reforms supported the delivery of an expanded and increasingly complex mandate, while strengthening institutional discipline and service standards.**

# Legacy Brief (FY 2020/21 – First Half FY 2025/26)

This legacy brief distils the enduring institutional value, reforms, and strategic shifts achieved during the last five years of the Registrar General's leadership. It focuses on institutional legacy, national impact, leadership stewardship, and forward-looking foundations, rather than operational detail.

The brief is intended for the Board of Directors, the Minister, senior Government leadership, Parliament, oversight bodies, and strategic partners, as a concise statement of what has changed, why it matters, and what has been secured for the URSB's future.

## i. Statutory mandate and strategic role of the URSB

Uganda Registration Services Bureau (URSB) is the statutory custodian of Uganda's core legal, commercial, ownership, business, secured transactions, insolvency, and intellectual property registers, which form strategic national infrastructure underpinning business formation, ownership transparency, and access to finance, insolvency administration, innovation, and protection of rights. Through the recent establishment of the Non-Individual Register, URSB has strengthened traceability and transparency of legal persons and arrangements, aligning national systems with international Anti-Money Laundering/Counter-Financing of Terrorism and governance standards. The integrity and reliability of these registers are central to public trust, economic competitiveness, regulatory enforcement, and the rule of law, providing the institutional context against which the Bureau's achievements must be assessed.

## ii. Institutional context at assumption of office

When the Registrar General assumed office in December 2020, URSB was operating in a period of significant transition marked by; fragmented and largely manual service delivery systems;

rising public demand for faster, more transparent, and accessible services; increasing regional and international compliance expectations, particularly in AML/CFT, beneficial ownership, and intellectual property governance; the onset of the COVID-19 pandemic and its economic consequences; and impending Government rationalization reforms affecting institutional mandates.

The strategic challenge was not merely to maintain continuity, but to reposition URSB as a modern, credible, resilient, and people-driven registry authority, capable of supporting Uganda's economic transformation agenda while sustaining public trust.

## iii. Core institutional legacy achieved

### a. People-centred leadership and organisational culture transformation

A defining legacy of the Registrar General's leadership was a deliberate people-first approach, grounded in the conviction that empowered and accountable staff drive sustainable institutional performance. During the period under review, URSB's staffing levels increased from 296 staff in 2020 to 426 staff in 2025, representing a 44% increase, in response to the expanding scope and complexity of the Bureau's mandate.

This growth was accompanied by targeted investments in staff welfare and organisational culture, including enhanced salaries and allowances where approved, improved working conditions and tools, expanded staff mobility, strengthened wellness and work-life balance initiatives, and sustained investment in skills development, restructuring, and clearer workflows. Pairing empowerment with firm performance expectations, URSB embedded a culture of professional accountability and "no-excuse" leadership, which became the foundation for all subsequent reforms.



The Registrar General Ms. Mercy K. Kainobwiso (Extreme Left) joins staff for a performance during a staff activity dubbed "URSB Got Talent" held at UBFC. Staff showcased their different talents with the most creative winning prizes.



URSB staff participate in the weekly health and wellness workout sessions. The sessions are intended to provide staff opportunity to stay healthy and fit at the workplace.

### b. Transformation of public registers into strategic national infrastructure

During the reporting period, URSB's registers evolved from administrative repositories into strategic national infrastructure supporting business formalisation and private-sector participation, domestic revenue mobilisation, access to finance for MSMEs, corporate transparency and financial integrity, and innovation and intellectual property-based growth. This transformation repositioned URSB as a central enabler of Uganda's competitiveness and economic governance, rather than a back-office registry.

### c. Institutional growth and budgetary credibility

Over the five-year period under review, URSB's approved budget increased from UGX 25.74 billion at the start of the term to UGX 64.813 billion, representing an increase of approximately 152%. This growth reflects heightened Government and Parliamentary confidence in the Bureau's mandate, governance arrangements, financial discipline, and delivery capacity, as well as recognition of the expanding scope and complexity of URSB's responsibilities.

The increased budgetary provision enabled strategic investments in human resource welfare, digital transformation, records management, staff mobility, and nationwide service delivery expansion, while strengthening institutional resilience and compliance. Importantly, budget growth was matched by improved planning, accountability, and performance management, underscoring URSB's transition into a mature and credible public institution capable of responsibly managing increased public resources.

### d. Digital and service delivery transformation

URSB transitioned from predominantly manual processes to a largely digital, end-to-end service delivery environment, anchored by the Online Business Registration System (OBRS), Electronic Document Management Systems (EDMS), fully digital SIMPO operations, the Trademark Front Office Online system, and expanded multi-

channel customer support. Turnaround times were reduced from days to hours, online adoption became the norm, and access expanded through a hybrid digital-physical service model, delivering predictability, speed, transparency, and reduced transaction costs.

### e. Strengthened financial sustainability and revenue performance

Over the period, URSB recorded a 55.2% increase in non-tax revenue collections compared to the preceding five years, alongside substantially increased Government budgetary support aligned to national priorities. Improved financial governance through IFMS, strengthened procurement oversight, and risk management ensured financial growth without compromising service accessibility, reflecting a balanced and



Over the period, URSB recorded a 55.2% increase in non-tax revenue collections compared to the preceding five years,

sustainable approach to public value.

### f. Legal, regulatory, and compliance leadership

A defining legacy of the term was the comprehensive strengthening of legal and regulatory frameworks, including amendments to company, partnership, insolvency, and intellectual property laws; the operationalisation of Beneficial Ownership regimes; the modernisation of trademark and insolvency regulations; and strengthened enforcement capacity. These reforms positioned URSB at the center of Uganda's successful exit from the FATF grey list, enhancing investor confidence, regulatory credibility, and international standing.

### g. Managed Institutional transition under government rationalisation

The transfer of civil (marriage) registration to

NIRA under Government rationalisation was executed in an orderly, legally sound, and service-neutral manner, ensuring continuity of services, protection of historical records, and inter-agency cooperation without litigation. The process demonstrated institutional maturity, stewardship, and national-interest leadership.

### h. Expansion of access to finance through SIMPO

SIMPO emerged as a flagship reform, with registrations increasing by over 900% compared to the pre-2020 period. Movable assets were mainstreamed as bankable collateral, enabling MSMEs to access credit without reliance on fixed assets. SIMPO is now firmly embedded as a financial inclusion and enterprise resilience tool.

### i. Intellectual property and innovation ecosystem leadership

URSB repositioned its IP function from administrative processing to ecosystem leadership, marked by Uganda's first Geographical Indication registration, expansion of the TISC network to 37 centers nationwide, leadership in regional IP instruments, and accession to key WIPO treaties. These actions positioned Uganda as a regional thought leader in IP governance and innovation policy.

### j. Institutional governance, quality, trust, and reputation

URSB attained ISO 9001:2015 Quality Management System certification, validating standardized workflows, clear accountability, and a culture of continuous improvement. Combined with relocation to the Uganda Business Facilitation Centre, strengthened partnerships, and sustained investment in people and systems, URSB emerged as a stable, professional, and trusted public institution, marked by increased public confidence, voluntary compliance, and institutional credibility.

### iv. Strong corporate governance and strategic oversight

Strong corporate governance and strategic stewardship from the Minister, the Board Chairperson, and Members of the Board

underpinned URSB's growth and institutional maturity. Through clear role separation, trust, and a non-interfering approach to day-to-day operations, leadership was empowered to execute reforms while remaining fully accountable. Strategic guidance and oversight from the Board, together with legal stewardship from the Honourable Attorney General, provided stability, confidence, and institutional discipline, enabling URSB to pursue long-term reforms and deliver results within a sound governance framework.

### vi. Enduring lessons from the last five years

Key lessons include the need to align law, systems, people, and culture; to pair digital transformation with legal clarity and discipline; to recognise public registers as powerful economic tools; and to acknowledge that institutional resilience is most tested during periods of transition.

### vi. Strategic foundations for the next five years

As URSB transitions into Strategic Plan IV, the first term leaves behind digitally mature systems, credible legal frameworks, strong inter-agency and parliamentary partnerships, a professionalised and accountable workforce, and a clear institutional identity as a national enabler of economic transformation.

The last five years did not merely improve performance indicators; they redefined the role of URSB within Uganda's development architecture. The enduring legacy of the period is one of people-centered leadership, institutional maturity, reform with integrity, and durable foundations for sustained national impact.



The last five years did not merely improve performance indicators; they redefined the role of URSB within Uganda's development architecture.

# Ministry of Justice and Constitutional Affairs Leadership Timeline

## Ministers



**Hon. Norbert Mao**  
Minister of Justice and Constitutional Affairs  
August 2022 – To Date



**Hon. Muruli Wilson Mukasa**  
Minister of Public Service and Ag. Minister of Justice and Constitutional Affairs  
January 2022 – July 2022



**Hon. Prof. Ephraim Kamuntu**  
Minister of Justice and Constitutional Affairs  
December 2019 – June 2021

## Attorney Generals



**Hon. Kiryowa Kiwanuka**  
Attorney General  
June 2021 – To Date

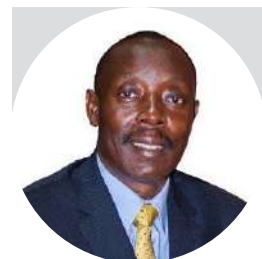


**Hon. William Byaruhanga**  
Attorney General  
June 2016 – May 2021



**Hon. Jackson Kafuuzi**  
Deputy Attorney General  
February 2020 – To Date

## Permanent Secretary



**Mr. Robert Kasande**  
Permanent Secretary  
July 2021 – To Date

# Board Of Directors

December 2020 to 30<sup>th</sup> November 2023



**H.E Rt Hon. Amb. Frnacis K. Butagira**  
Board Chairman



**Ms. Mercy K. Kainobwisho**  
Member



**Hon. Emmanuel Lumala Dombo**  
Member



**Rev. Amos Turyahabwe**  
Member



**Mr. Anyama Ben**  
Member



**Ms. Christine Kaahwa**  
Member



**Mr. Swizin Mugyema**  
Member



**Mr. Zziwa Moses**  
Member



**Mr. Kasirye Julius**  
Member

# Board Of Directors

December 2023 to Date.



**H.E Rt Hon. Amb. Frnacis K. Butagira**  
Board Chairman



**Ms. Mercy K. Kainobwiso,**  
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

# Top Management



**Mr Alex Anganya**  
Deputy Registrar General



**Ms Caroline T. Egesa**  
Commissioner Registration  
Services-Department of  
Insolvency & Receivership



**Mr. Ambrose Ekaju**  
Commissioner Finance and  
Administration



**Mr. Francis Kaggwa**  
Commissioner Internal  
Audit



**Ms Mercy K. Kainobwiso**  
Registrar General/ Official  
Receiver



**Mr. Gilbert Agaba**  
Commissioner Registration  
Services- Department of  
Business Registration



**Mr Arthur Kwesiga**  
Commissioner ICT &  
Innovation



**Mr. Geoffrey Byamukama**  
Commissioner Human  
Resource Management



**Mr. Mustapher Ntale**  
Commissioner Legal Services /  
Board Secretary



**Mr. Mugabe Robert**  
Commissioner Registration  
Services- Department of  
Intellectual Property



**Ms Freda Bwiizi Nayebare**  
Commissioner Policy and  
Planning



**Ms. Nabatanzi Miriam**  
Commissioner Registration Services  
- Department of Copyright and  
Neighbouring Rights

# 1. Introduction

Uganda Registration Services Bureau (URSB) was established under the URSB Act, Cap. 217, with a statutory mandate to carry out registrations under the relevant laws; maintain and manage national registers, data, and records; evaluate the effectiveness of registration-related legislation and advise Government accordingly; undertake and disseminate research to inform legal and policy reform; collect non-tax revenue and stamp duty on behalf of Government; and perform such other functions as are necessary for the effective discharge of its mandate. Through these functions, the Bureau plays a central role in supporting business formalisation, legal certainty, regulatory compliance, access to finance, and evidence-based public policy.

URSB is the statutory custodian of Uganda's core legal, commercial, ownership, business registration, secured transactions, insolvency and receivership and intellectual property registers, holding some of the most critical, sensitive, and consequential information underpinning the country's economic, legal, and governance systems. Through these registers, URSB provides the legal foundation for business formation, ownership transparency, compliance, innovation, access to finance, insolvency administration, and protection of rights, positioning the Bureau as a central pillar of Uganda's formal economy.

URSB hosts and manages registers relating to companies and non-individual entities, including companies by shares, companies limited by guarantee, public and foreign companies, partnerships, business names, and other legally recognised entities. The recent establishment of the Non-Individual Register, which consolidates and harmonizes records of non-individual legal persons and arrangements, enhancing transparency, traceability, and regulatory oversight across the economy, has strengthened this mandate.

In addition, URSB maintains authoritative registers covering names and directorship changes, beneficial ownership disclosures, legal and compliance documentation, security interests and collateral,

insolvency, receivership, bankruptcy, liquidation, and creditors' rights. These registers preserve definitive records on ownership, control, financial obligations, legal status, and compliance history, supporting financial integrity, contract enforcement, and the rule of law.

URSB is also the national custodian of intellectual property rights, managing registers for trademarks, patents, utility models, industrial designs, copyright and related rights, geographical indications, traditional knowledge, and emerging areas such as software and digital innovations. The Bureau further holds records on intellectual property licensing, assignments, pledges, disputes, and enforcement actions, which are critical to innovation, commercialization, and investment.

Beyond record-keeping, URSB safeguards highly sensitive information relating to security interests, pledged assets, corporate restructurings, mergers and acquisitions, insolvency proceedings, financing agreements, and dispute resolution. The integrity, accuracy, and security of this information are essential to financial sector stability, access to credit, investor confidence, and compliance with AML/CFT and beneficial ownership transparency standards.

Collectively, URSB's registers constitute a strategic national infrastructure that supports the formulation of Government policy, regulatory enforcement, judicial processes, financial intermediation, private-sector development, innovation ecosystems, and international cooperation. The credibility and resilience of these registers directly influence public trust, economic competitiveness, legal certainty, and Uganda's standing in the regional and global economy.

Accordingly, URSB's mandate extends beyond administration to stewardship. The Bureau serves as the trusted custodian of Uganda's legal and economic memory, responsible for preserving the integrity of public records, enabling lawful commerce, strengthening ownership transparency, protecting rights, and supporting sustainable national development through secure, transparent, and resilient registry systems.

The current Registrar General, Ms. Mercy K. Kainobwiso, assumed office in December 2020 during a period of institutional transition. The period that followed was shaped by multiple, overlapping dynamics, including the COVID-19 pandemic and its aftermath, evolving regulatory and compliance requirements, accelerated digital transformation, and rising expectations for efficient, accessible, and transparent public services.

Within this context, URSB's focus during the Registrar General's first term extended beyond maintaining service continuity to strengthening institutional systems, advancing legal and regulatory reforms, and repositioning the Bureau to respond more effectively to the needs of citizens, businesses, and Government.

This end-of-term performance report is prepared as an institutional accountability and learning document, reflecting on performance over the Registrar General's first five-year term in office. The report presents an evidence-based assessment of the Bureau's performance for the period covering Financial Year (FY) 2020/21 to the first half of FY 2025/26. The use of financial years provides consistency and comparability over time and aligns the analysis with Government planning, budgeting, and reporting frameworks through which URSB performance is monitored and validated.

The report provides a consolidated performance narrative that examines trends, results, and institutional change over time. It focuses on how strategic interventions and reforms translated into measurable improvements in service delivery, registration and formalisation outcomes, non-tax revenue performance, legal and regulatory reform, digitalisation, and institutional governance. Where relevant, the report also acknowledges contextual and structural factors that influenced performance, to ensure that results are interpreted within their proper institutional and economic setting.

The analysis is grounded in routinely generated administrative, financial, and operational data

produced by URSB in the normal course of implementing its mandate. Key sources include registration and transaction data from the Bureau's information systems, audited financial and non-tax revenue records, Board and Finance Committee reports, approved annual performance reports, departmental performance submissions, and relevant policy and legal instruments. Where qualitative insights are included, they are drawn from documented institutional processes and reform initiatives and are used to contextualise performance rather than replace quantitative evidence.

In interpreting the findings, the report recognises that a range of contextual and structural factors influenced performance over the reporting period. These include the effects of the COVID-19 pandemic and post-pandemic recovery, policy-driven fluctuations in demand for registration services, changes in systems and processes as digital reforms were rolled out, and institutional adjustments arising from the transfer or realignment of specific functions. These factors are acknowledged to ensure that performance trends and results are understood within their appropriate institutional and economic context.

Overall, the report is intended to support accountability, institutional learning, and strategic continuity, particularly as the Bureau transitions into its next strategic implementation cycle. In this regard, the report also reflects on the institutional legacy of the first term and highlights key considerations for sustaining and deepening performance gains in the years ahead.



Hon. Norbert Mao, Minister of Justice and Constitutional Affairs (2<sup>nd</sup> L) hands over a courtesy gift to Hon. Titus Mvalo, Minister of Justice and Constitutional Affairs Malawi during a benchmarking visit to URSB in April 2025. Looking on are the Board Chairman, H.E. Rt. Hon. Amb. Can. Francis Butagira and Registrar General Ms. Mercy K. Kainobwiso.

## 02

## 2. Operating context and reform environment (2020–2025)

The operating environment within which URSB delivered its mandate during the period under review was characterised by a combination of external shocks, evolving regulatory expectations, and internal institutional reforms. These factors shaped both the pace and sequencing of interventions, and are essential for understanding performance trends observed between FY 2020/21 and the first half of FY 2025/26.

The early part of the reporting period coincided with the COVID-19 pandemic and its immediate aftermath, which disrupted economic activity and affected demand for registration services across multiple sectors. Movement restrictions, changes in business operations, and broader economic uncertainty influenced registration volumes, transaction values, and revenue performance, particularly in the initial years of the term. At the same time, the pandemic underscored the importance of service continuity and accelerated the shift towards digital service

delivery, reinforcing the need for resilient systems and alternative access channels.

Over the period, URSB also operated within a progressively more demanding regulatory and compliance environment. Increased emphasis on transparency, beneficial ownership disclosure, integrity of public registers, and alignment with regional and international standards placed additional expectations on registration systems, data quality, and inter-agency coordination. These requirements necessitated adjustments to legal frameworks, operational procedures, and information systems, while maintaining service delivery and data integrity.

Digital transformation played a significant role in the operating context. The growing uptake of online services across Government, increased use of electronic payments, and rising user expectations for speed and accessibility influenced both demand for URSB services and the way they were



The Permanent Secretary Ministry of ICT and National Guidance, Dr. Aminah Zawedde joined by Board Chairman, H.E. Rt. Hon. Amb. Can. Francis Butagira, Registrar General and other officials during the official launch of the Online Business Registration System (OBRS) at the Uganda Business Facilitation Center.

delivered. The phased rollout and enhancement of digital platforms required careful balancing among system development, user support, and business continuity, particularly during transitions from manual or hybrid processes.

From a fiscal perspective, URSB's performance was shaped by demand-driven revenue dynamics. Non-tax revenue is closely linked to economic activity, transaction values, and compliance behaviour, particularly in areas such as share capital adjustments and document registration. As a result, revenue performance over the period reflected not only institutional efficiency but also broader economic conditions and policy-related drivers that affected transaction volumes and values.

The period under review also included institutional adjustments that affected the Bureau's scope of operations and reporting boundaries. Changes arising from the transfer or realignment of specific

functions required operational and administrative adaptation, as well as careful treatment in performance analysis to ensure consistency and comparability over time. These adjustments were managed alongside ongoing reforms and service delivery responsibilities.

Taken together, these contextual factors highlight the complexity of the operating environment during the Registrar General's first term. They provide important context for interpreting performance trends presented in subsequent sections of the report, particularly where variations reflect structural shifts, system transitions, or external conditions rather than changes in institutional effort or effectiveness. Recognising this context enables a balanced assessment of what was achieved, the constraints within which performance was delivered, and the significance of the observed results.

## 03

## 3. Performance by Strategic results areas

The section highlights key trends, outcomes, and reforms across service delivery, legal and regulatory strengthening, institutional development, and financial sustainability, providing an integrated view of how strategic objectives were translated into measurable results.

### 3.1 Formalisation and Registration Performance

Formalisation through registration lies at the core of URSB's mandate and is a primary channel through which the Bureau contributes to economic participation, regulatory compliance, and access to finance. Performance in this results area during the reporting period reflects both changes in demand for registration services and the cumulative effects of institutional reforms implemented between FY 2020/21 and FY 2024/25. Over the five years from FY 2020/21 to FY 2024/25, uptake of registration services increased at an average annual rate of 21.46%. This growth exceeded earlier planning assumptions and indicates sustained demand for registration services over the period, despite intermittent economic disruption. The trend reflects

improvements in service accessibility and process efficiency, as well as increased utilisation of digital platforms, alongside a gradual recovery in economic activity following the COVID-19 pandemic.

Beyond overall growth, registration performance during the period shows significant changes in both scale and composition when compared with the preceding five-year period from FY 2015/16 to FY 2019/20. Growth was recorded across most service areas, although patterns varied by registration category, reflecting differences in compliance behaviour, transactional activity, and regulatory requirements.

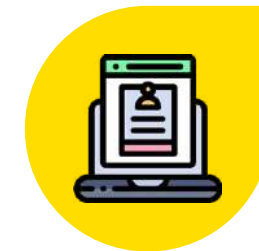


**Over the five years from FY 2020/21 to FY 2024/25, uptake of registration services increased at an average annual rate of 21.46%.**

In the business registration domain, new company registrations increased by 19.5% compared to the previous five-year period, indicating continued uptake of corporate formalisation. Legal document registrations more than doubled, pointing to increased transactional activity and deeper compliance beyond initial registration. At the same time, declines in business name registrations and debenture or mortgage filings reflect shifts in enterprise structuring and financing practices, rather than a contraction in overall formalisation.

Targeted outreach initiatives also supported growth in business registrations during the period. In FY 2023/24, URSB launched a Mass Business Registration Initiative, conducting 143

business clinics across 60 districts and cities. The initiative resulted in 11,585 new registrations and engagement of over 39,000 individuals, while generating UGX 5.4 billion in non-tax revenue. Lessons from the initiative, particularly on awareness gaps and perceptions around taxation, informed subsequent refinements to district-level service delivery and sensitisation approaches.



**The initiative resulted in 11,585 new registrations and engagement of over 39,000 individuals, while generating UGX 5.4 billion in non-tax revenue.**



Minister of Justice and Constitutional Affairs, Hon. Norbert Mao, alongside the URSB Board Chair, H.E. Rt. Hon. Amb. Can. Francis. Butagira, and Registrar General Ms. Mercy K. Kainobwiso, officially unveil the Mass Business Registration Initiative in FY 2023/24.

Civil registration services recorded robust growth over the period. Customary marriage registrations increased by 216%, while special licences rose by nearly fourfold, alongside substantial increases in marriage certifications, searches, and civil marriage registrations. These trends indicate expanded reach of civil registration services, increased public engagement, and growing reliance on URSB-administered registers for legal recognition and documentation.

A landmark initiative during the period was the first-ever Marriage Registration Conference, which convened faith leaders, registrars, and key stakeholders to strengthen coordination, compliance, and standardisation of marriage registration processes nationwide. The Conference provided a structured platform for dialogue on legal requirements, documentation standards, and record integrity, reinforcing URSB's role as custodian of civil registration systems prior to the mandate transition.



Participants follow proceedings from a panel discussion during the marriage registration conference held at Protea Hotel Kampala.

Toward the end of the reporting period, URSB implemented a major mandate reform under the Government rationalisation programme through the transfer of the marriage registration function to the National Identification and Registration Authority (NIRA). The transfer took effect on 1<sup>st</sup> October 2024 and involved the coordinated handover of statutory authority, historical records, operational systems, personnel interfaces, and public-facing responsibilities.

The transition constituted a high-stakes institutional reform, given the legal sensitivity of civil registration records, public reliance on uninterrupted services, and the potential exposure to litigation and reputational risk. URSB's leadership approach prioritised service continuity, legal compliance, record integrity, and structured inter-agency coordination. The process was executed without operational disruption, litigation, or adverse reputational impact, reflecting institutional maturity and disciplined stewardship.



URSB Registrar General Ms. Mercy K. Kainobwiso officially hands over the Marriage registration mandate to NIRA's Executive Director, Ms. Rosemary Kisembo, at the Uganda Business Facilitation Centre, Kololo.

Intellectual property activity also expanded over the five years. Growth was recorded in trademark registrations and renewals, copyright registrations, and industrial design filings. The registration of

Uganda's first Geographical Indication during the period represents a notable milestone in the development of the intellectual property system. It reflects diversification in the use of IP instruments.



Minister of Justice and Constitutional Affairs, Hon. Norbert Mao receives a pack of Rwenzori Mountains of the Moon GI Coffee during the Geographical Indications Conference held at Protea Hotel, Kampala.

The most pronounced growth was recorded in the Security Interest in Movable Property Registry,

where registrations of security interest notices increased by 947.8 % compared to the preceding five-year period. This expansion reflects increased utilisation of movable collateral frameworks and suggests improved access to credit, particularly for enterprises without access to traditional fixed-asset collateral.

A comparative summary of registration volumes for the periods FY 2015/16–FY 2019/20 and FY 2020/21–FY 2024/25 is presented in table 1. Detailed annual trends are provided in Annex 1.

**This expansion reflects increased utilisation of movable collateral frameworks and suggests improved access to credit, particularly for enterprises without access to traditional fixed-asset collateral.**



**Table 1: Registrations in the period 2019/20 compared to 2020/21 to 2024/25**

Directorate	Tax head	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%
Insolvency and Receivership	Resolutions received	553	645	16.6%
	Companies Liquidated/dissolved	62	276	345.2%
Civil Registration	Civil Marriages - Kampala	7,080	10,672	50.73%
	Single Statuses	1,966	3,903	98.52%
	Marriage Returns (Faith-based on returns and Civil marriages from districts)	41,507	50,134	20.78%
	Certification of marriages (Civil, Church, Customary and single status letters)	12,288	18,239	48.43%
	Searches on the Marriage Register	4,060	5,917	45.74%
	Customary marriage registrations	2,136	6,751	216.06%
	Special licenses	531	2,230	319.96%
	Churches Licensed	1,253	1,205	-3.83%
	Intellectual Property	Local Trademark Registrations	5,431	7,350
Foreign Trademark Registrations		7,624	9,487	26.2%
Foreign Trademark Renewals		5,142	10,524	107.6%
Patent Grants		10	3	-60.0%
Utility model certificate/grant		14	25	78.6%
Geographical indications registered		0	1	-
Industrial Design registrations		85	113	38.4%
Security Interest in Movable Property Registry / Chattels	Copyright registrations	241	477	26.2%
	Registrations (security interest notices)	4,405	42,547	947.8%

### 3.2 Service delivery transformation and digital maturity.

Service delivery transformation and digitalisation were central to URSB's performance trajectory during the period under review. Between FY 2020/21 and FY 2024/25, the Bureau transitioned from predominantly manual, paper-based processes to a largely automated and online service environment. While the pace and depth of digitalisation varied across service lines, the Business Registration function provides a clear and representative case in point of how these reforms translated into measurable service delivery gains.

At the start of the period, business registration services relied heavily on physical document submission, manual file handling, and in-person follow-up. These processes were resource-intensive, prone to delays, and constrained access for users outside Kampala and major urban centres. Over the five years, URSB implemented a



These processes were resource-intensive, prone to delays, and constrained access for users outside Kampala and major urban centres.

sequence of reforms to systems, processes, and infrastructure within the Business Registration Department that progressively reduced reliance on physical interaction and improved the predictability, speed, and transparency of service delivery.

A major driver of this transformation was the deployment and scaling of the Online Business Registration System (OBRS), supported by the Electronic Document Management System (EDMS). These systems enabled end-to-end digital processing for core business registration services, including business names, company incorporation, filings, searches, and certifications. By FY 2024/25, most Business Registration transactions were processed online, with physical walk-ins increasingly limited to guidance and user support rather than transaction execution.

#### 3.2.1 Turnaround time improvements (Business Registration Services).

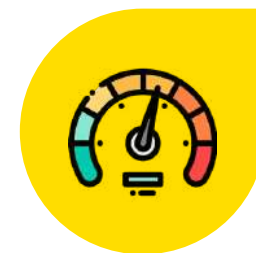
Improvements in turnaround time within the Business Registration Department provide a clear and measurable illustration of service delivery transformation. Before FY 2020/21, business registration processes typically took between one and three working days, reflecting manual verification, physical file movement, and sequential approvals. Progressive automation significantly reduced processing times.

Table 2: Turnaround Time for Business Registration (2015/16–

Period	Turnaround Time	Key Drivers
2015/16–2019/20	1–3 business days	Manual file handling, physical movement of files
2020/21	2 business days	Pilot EDMS and early digitisation
2021/22	1–2 business days	EDMS fully operational
2022/23	1 day	Rollout of OBRS
2023/24	5 hours	System stability
2024/25 – 2025/26	2–3 hours	More registrars online; reduced downtime

Source: Turnaround system reports.

By FY 2024/25 and 2025/26, business name registrations could be completed within approximately 30 minutes, company registrations within three to four hours, and searches and



By FY 2024/25 and 2025/26, business name registrations could be completed within approximately 30 minutes, company registrations within three to four hours, and searches and certifications processed almost instantly.

certifications processed almost instantly. These results reflect structural efficiency gains within the Business Registration function and should not be interpreted as uniform turnaround times across all URSB service lines.

#### 3.2.2 Adoption of online registration services (Business Registration Services).

Digital adoption trends within Business Registration further illustrate the impact of service automation. Before 2020, online submissions were minimal due to the absence of a fully automated platform. Following the deployment of OBRS and the introduction of mandatory Beneficial Ownership filings, online submissions increased significantly, while walk-in volumes declined.

Table 3: Adoption of online registration

FY	Estimated Online %	Key Notes
2019/20	Very low	No online systems; only pilots
2020/21	Low but rising	SMS notifications begin; most services still walk-in
2021/22	Low	OBRS under development
2022/23	Substantial	OBRS deployed; BO filings drive spike
2023/24	High	“All Digital / All Online” era
2024/25–2025/26	Very High	All services online; walk-ins mainly for guidance

Source: Registration utilisation reports

The reduction of walk-in traffic for business registration services was driven by faster processing times, improved system reliability, and increased user confidence in digital channels.

Turnaround time and online adoption data are

explicitly drawn from the Business Registration Department; similar digital reforms were progressively extended to other service areas, including intellectual property administration, insolvency practitioner registration, and the Security Interest in Movable Property Registry.

The Business Registration experience provides a concrete and verifiable example of how service delivery transformation improved efficiency, reduced transaction costs, and widened access to URSB services. These gains underpin broader improvements in institutional performance discussed in subsequent sections of the report.

Deliberate improvements in customer support and engagement complement digital transformation. URSB strengthened multi-channel customer care through call centres, digital helpdesks, WhatsApp support, and structured client feedback



**Deliberate improvements in customer support and engagement complement digital transformation.**



Entrepreneur Eunice Adubango makes a presentation on business sustainability to SME owners during the Business Rescue and After Care Programme training (Cohort 4).

mechanisms. The adoption of a revised Client Charter further codified service standards and accountability, reinforcing a customer-centred service culture alongside system automation.



A team of URSB staff interacts with clients in Jinja during a customer engagement week.

**3.2.3 Expanding access through physical service points**

In parallel with digital transformation, URSB expanded its physical service footprint to improve geographic access and equity in service delivery. Between FY 2020/21 and FY 2024/25, the Bureau opened two new regional offices: Masaka City in March 2021 to serve the Greater Masaka Region and the Albertine Region in April 2022, bringing the total number of regional offices to six, alongside one branch office in Kampala.

This expansion complemented the rollout of the TREP framework, which extended registration services to 47 TREP centres nationwide. By the end of the period, URSB operated through a total of 55 service points, comprising one Head Office at the Uganda Business Facilitation Centre, six regional offices, one Kampala branch, and 47 TREP centres. The combined digital and physical service model improved accessibility for users outside major urban centres, reduced travel and transaction costs, and supported increased uptake of registration services nationwide.



Hon. Ephraim Kamuntu (4<sup>th</sup> R), and Hon. Ruth Nabakoba (3<sup>rd</sup> R) join other officials for a group photo after the launch of the URSB Masaka Regional Office located at Plot 28, Edward Avenue, Masaka City.

**Operational strengthening of the One-Stop Shop**

During the reporting period, the Georgian House One-Stop Shop continued to serve as a central physical interface for integrated service delivery.

The facility hosted client engagement weeks, sensitisation activities, and multi-department service clinics to improve the user experience and resolve complex registration matters in real time.

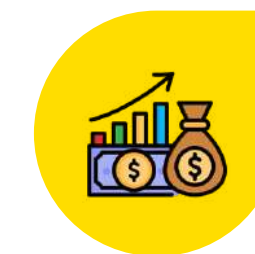


The Registrar General Ms. Mercy K. Kainobwisho engages with clients during the customer engagement week activities held at the URSB one stop shop at Georgian House in Kampala.

**3.3 Revenue growth and financial sustainability**

Revenue performance is a critical dimension of URSB's institutional sustainability, given its statutory role as an agent of the Government in the collection of non-tax revenue (NTR) and stamp duty. Over the period under review, revenue outcomes reflected a combination of service demand, compliance behaviour, transaction values, and strengthened administrative systems.

A comparison of the five years FY 2020/21–FY 2024/25 with the preceding period FY 2015/16–FY 2019/20 shows a marked improvement in revenue generation. Total NTR collections increased from UGX 193.46 billion to UGX 311.08 billion,



representing a 55.2% increase. This improvement indicates stronger financial stability over the period, notwithstanding year-to-year variability influenced by broader economic conditions and transaction-specific factors.

Over the period under review, revenue outcomes reflected a combination of service demand, compliance behaviour, transaction values, and strengthened administrative systems.

**Table 4: Comparative analysis of NTR**

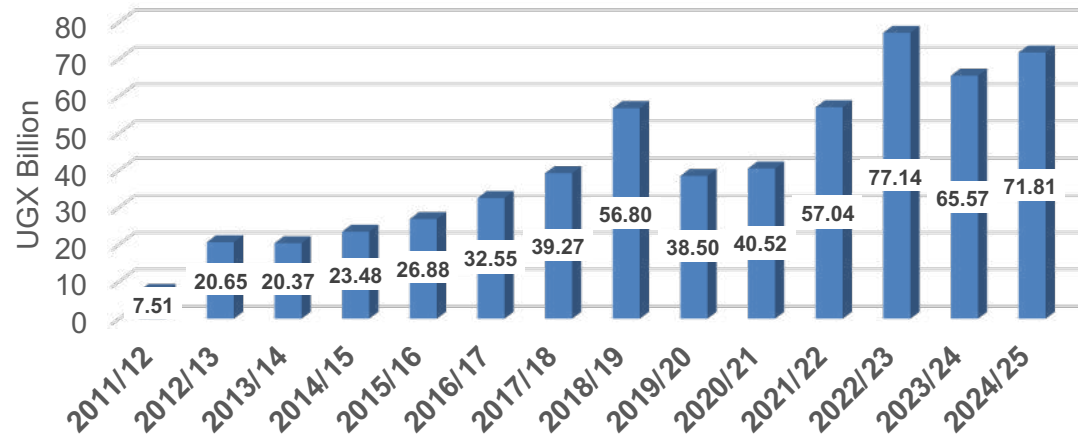
Period	NTR Collected	Growth Summary	Key Characteristics
FY 2015/16–FY 2019/20	UGX 193.46B	Variable performance, ending with a decline in FY 2019/20	Modest automation, fragmented processes, early-stage reforms
FY 2020/21–FY 2024/25	UGX 311.08B	55.2% increase compared to the previous five-year period	Full-scale digital transformation, enhanced compliance, surge in service uptake

Average annual collections increased over the period FY 2020/21–FY 2024/25, confirming a generally upward revenue trajectory, even as annual outturns fluctuated with transaction volumes and economic conditions.

Revenue performance during the period remained largely demand-driven. A substantial

share of collections continued to arise from business registration-related services, particularly company registrations, legal document filings, and transactions involving changes in share capital that attract stamp duty. As a result, revenue trends must be interpreted alongside patterns in corporate activity and compliance behaviour rather than as a standalone efficiency measure.

**Figure 1: Trends in NTR collections over time**



Source: URSB finance reports.

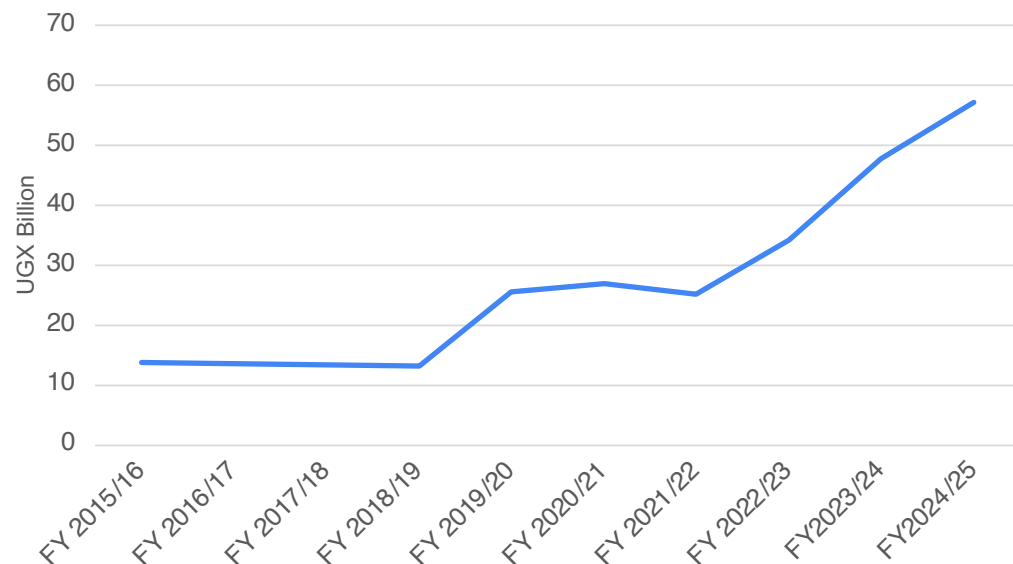
**3.3.1 Budget provision**

URSB's financial sustainability during the period under review was supported by increased budgetary provision from the Government of Uganda. A review of budget allocations over time shows a substantial upward shift in Government financing during the five years FY 2020/21–FY 2024/25, particularly in the latter years.

Average annual Government allocations to URSB more than doubled over the period, increasing

from an average of UGX 15.13 billion in the preceding five-year period to an average of UGX 38.24 billion during FY 2020/21–FY 2024/25. This increase coincided with heightened national priorities related to business formalisation, domestic revenue mobilisation, and digital public service delivery. The expanded budget envelope enabled investments in digital infrastructure, expanded service delivery, systems integration, and institutional strengthening, complementing gains from internally generated revenue.

**Figure 2: Trends in URSB's budget allocation from 2015/16 to 2024/25**



Source: URSB finance reports



The Commissioner of ICT and Innovation, Mr Arthur Kwesiga, presenting URSB Services to a team of permanent secretaries led by the Head of Public Service, Ms Lucy Nakyobe, at the Uganda Business Facilitation Centre in Kololo.

Financial governance and accountability frameworks were also strengthened during the period. Contract management oversight was enhanced under the Procurement and Disposal Unit, while the institutional Risk Register was regularly updated, with risk appetite and

mitigation measures approved by the Board. Financial reporting was strengthened through the Integrated Financial Management System (IFMS), with increased compliance with the Public Finance Management Act, Cap. 171. Budget execution monitoring improved through quarterly performance reporting aligned with national planning and budgeting instruments, including the National Development Plan and Ministerial Policy Statement processes.



**Financial reporting was strengthened through the Integrated Financial Management System (IFMS), with increased compliance with the Public Finance Management Act, Cap.**

**3.4 Legal, regulatory, and policy reforms.**

Legal, regulatory, and policy reform constituted a core enabler of URSB's performance. As the statutory custodian of multiple national registers, the Bureau's effectiveness is intrinsically linked to the adequacy, coherence, and enforceability of the legal frameworks governing registration,

compliance, and data integrity. During the period FY 2020/21 to FY 2024/25, URSB advanced a focused legal reform agenda to address structural gaps, strengthen compliance mechanisms, and align registration laws with evolving service delivery models and national policy priorities.

At the beginning of the period under review, several registration-related legal frameworks faced limitations arising from legacy provisions that had not fully anticipated digital service delivery, enhanced transparency requirements, or the growing emphasis on regulatory compliance. In response, URSB prioritised amendments to primary legislation and the issuance or revision of subsidiary legislation to strengthen the legal basis for registration, enforcement, and oversight functions.

The reforms advanced during the period addressed key thematic areas, including clarity of institutional mandate, corporate transparency

through Beneficial Ownership disclosures, insolvency and corporate rescue administration, and the modernisation of company and partnership regulation. In addition, new and revised regulations were issued under existing Acts to operationalise amended provisions, update administrative procedures, and provide legal certainty for emerging compliance requirements.



**In addition, new and revised regulations were issued under existing Acts to operationalise amended provisions, update administrative procedures, and provide legal certainty for emerging compliance requirements.**

**Table 5: Key legal instruments amended/issued (FY 2020/21–Half-Year 2025/26)**

Reform area	Legal Instrument	Cap. / S.I.	Nature of Legal Change	Status during the Period	Institutional Significance
Institutional mandate	Uganda Registration Services Bureau Act	Cap. 217	Amendment transferring civil (marriage) registration functions to NIRA	Amended and implemented	Clarified the URSB mandate and aligned functions with the Government rationalisation policy
Company law/ compliance	Companies Act	Cap. 106	Amendment strengthening company administration and Beneficial Ownership framework	Amended	Strengthened corporate transparency, compliance, and register integrity
Company law (subsidiary)	Companies (Amendment) Regulations	S.I. No. 73 of 2023	Revised operational provisions under the Companies Act	Issued	Updated procedures to support modern company administration

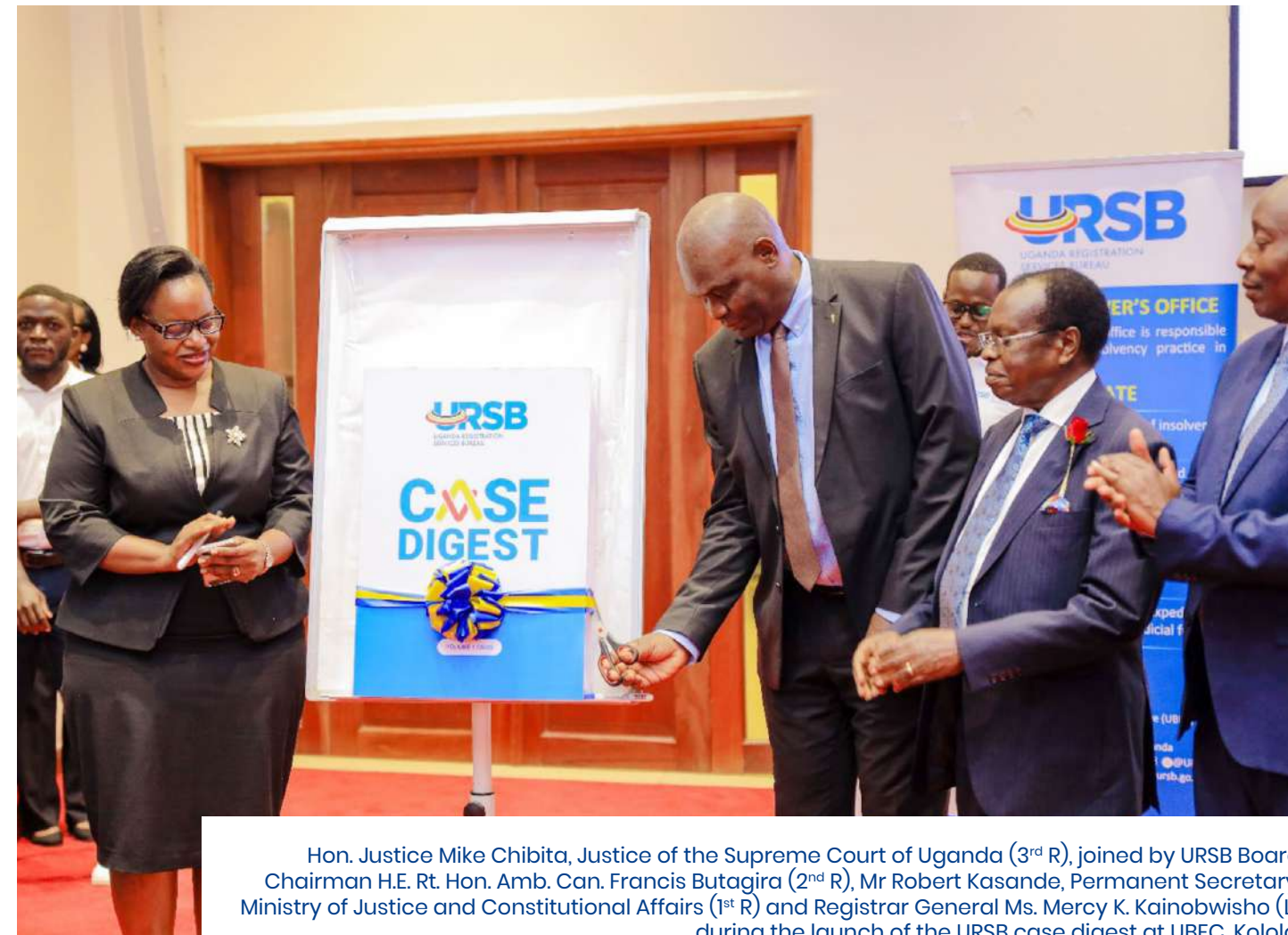
Reform area	Legal Instrument	Cap. / S.I.	Nature of Legal Change	Status during the Period	Institutional Significance
Company law (subsidiary)	Companies (Fees) Regulations	S.I. No. 44 of 2024	Revised fees framework	Issued	Improved pricing clarity and strengthened NTR administration
Partnerships/ transparency	Partnerships Act	Cap. 110	Amendment introducing Beneficial Ownership requirements for partnerships	Amended (August 2022)	Extended transparency and compliance obligations beyond companies
Partnerships (subsidiary)	Partnerships (Beneficial Owners) Regulations	S.I. No. 5 of 2023	New BO regulations for partnerships	Issued	Strengthened compliance and data integrity for partnerships
Insolvency framework	Insolvency Act	Cap. 108	Amendment strengthening insolvency administration and corporate rescue provisions	Amended	Improved effectiveness of the insolvency regime and professional oversight
Insolvency (subsidiary)	Insolvency (Amendment) Regulations	S.I. No. 76 of 2023	Revised insolvency procedures	Issued	Enhanced operationalisation of insolvency reforms
Insolvency (subsidiary)	Insolvency (Fees) Regulations	S.I. No. 44 of 2024	Revised fee structure	Issued	Strengthened cost recovery and revenue administration
Intellectual Property (trademarks)	Trademark Regulations	S.I. No. 85 of 2023	Revised trademark administration regulations	Issued	Modernised IP processing and enforcement
Copyright reform	Copyright and Neighbouring Rights (Amendment) Bill	Cap. 222	Amendment Bill strengthening copyright protection and enforcement	Cabinet approved; tabled for first reading in Parliament (May 2025)	Strengthened legal framework for the creative economy (pending enactment)



The Uganda Registration Services Bureau (URSB) team, led by Board Member Annie Katushabe, along with Registrar General Ms. Mercy K. Kainobwisho and URSB members of top and senior management, appear before the Parliamentary Committee on Legal and Parliamentary Affairs to present their position on the proposed Copyright reforms.

In addition to law reform, URSB strengthened litigation management and legal advisory functions to safeguard the integrity of public registers. Strategic handling of cases involving fraudulent registrations, misrepresentation, and statutory non-compliance reinforced the

credibility of URSB's registers and supported enforcement of regulatory standards. These efforts complemented preventive reforms and enhanced confidence among users of registration data.



Hon. Justice Mike Chibita, Justice of the Supreme Court of Uganda (3<sup>rd</sup> R), joined by URSB Board Chairman H.E. Rt. Hon. Amb. Can. Francis Butagira (2<sup>nd</sup> R), Mr Robert Kasande, Permanent Secretary, Ministry of Justice and Constitutional Affairs (1<sup>st</sup> R) and Registrar General Ms. Mercy K. Kainobwisho (L) during the launch of the URSB case digest at UBFC, Kololo.

Beyond domestic legal amendments, the reforms implemented during the period strengthened Uganda's international compliance posture. In alignment with the standards of the Financial Action Task Force (FATF), URSB introduced targeted measures to enhance beneficial ownership transparency, improve the accuracy of company and partnership registers, and ensure timely access to verified ownership information by competent authorities. These reforms formed a

core component of Uganda's national response to Anti-money laundering and counter-terrorism financing requirements and contributed significantly to the country's removal from the FATF grey list.

The impact extended beyond technical compliance. By reinforcing corporate transparency and the integrity of public registers, the reforms strengthened investor confidence, safeguarded correspondent banking relationships, enhanced the credibility of Uganda's financial system, and elevated the country's standing in international governance and financial integrity assessments. Public registers were thus repositioned as active instruments of national financial integrity and economic stability, rather than passive repositories of corporate data.



**URSB introduced targeted measures to enhance beneficial ownership transparency, improve the accuracy of company**

### 3.5 Intellectual property and innovation ecosystem strengthening

During the reporting period, URSB's intellectual property function evolved from a predominantly administrative registry role into a strategic platform for strengthening Uganda's innovation and creative economy. Building on domestic legal and regulatory reforms outlined in Section 3.4, the Bureau focused on operationalising IP frameworks, expanding innovation support infrastructure, strengthening institutional collaboration, and embedding intellectual property within national competitiveness and value-creation strategies.

A central pillar of ecosystem strengthening was the expansion of national innovation support infrastructure. URSB scaled up the Technology and Innovation Support Centre (TISC) network to 37 centres nationwide by the end of FY 2024/25, including seven new centres established during the period at Gulu University, Mbarara University of Science and Technology, Kampala International

University, Lira University, Comboni College, Dr Obote College, and Uganda Technical College-Lira. Through access to global patent databases, technical advisory services, and innovation support, TISCs enabled researchers, SMEs, and start-ups to identify, protect, and commercialise innovations, strengthening geographic reach and deepening linkages between academia, industry, and enterprise development.

Complementing this institutional expansion, URSB piloted community-based Appropriate Technology initiatives in collaboration with the World Intellectual Property Organisation (WIPO), including rainwater harvesting and alternative brick-firing technologies. These initiatives demonstrated the practical application of patent information to local development challenges, reinforcing the role of intellectual property as a tool for inclusive and context-responsive innovation.

At the regional and international level, Uganda

transitioned from participant to agenda-shaping actor in intellectual property governance. Accession in 2022 to key international treaties administered by WIPO, including the Berne Convention, the WIPO Copyright Treaty, the WIPO Performances and Phonograms Treaty, and the Beijing Treaty on Audiovisual Performances, expanded protection for Ugandan creators and performers beyond national borders while aligning national practice with evolving global standards.

Regionally, Uganda assumed a leadership role within the African Regional Intellectual Property Organisation (ARIPO) through the adoption of the Kampala Protocol on Voluntary Registration of Copyright and Related Rights (2021), co-hosted by URSB and adopted by 20 member states at a diplomatic conference. This positioned Uganda not merely as an implementer of regional IP instruments, but as a contributor to continental norm-setting. Further, ratification of the WIPO

Treaty on Intellectual Property, Genetic Resources and Traditional Knowledge in 2024 placed Uganda among early global adopters, reinforcing its leadership in governance of traditional knowledge and genetic resources.

Collectively, these reforms repositioned intellectual property from an administrative compliance function to a strategic economic pillar supporting innovation ecosystems, creative industries, technology transfer, and long-term national competitiveness



**Uganda assumed a leadership role within the African Regional Intellectual Property Organisation**



H.E President Yoweri Kaguta Museveni interacts with Director General, Africa Regional Intellectual Property Organisation (ARIPO) Mr. Bemanya Twebaze (2<sup>nd</sup> R) and team during the ARIPO Diplomatic Conference held at Speke Resort Munyonyo.



Hon. Norbert Mao (C), H.E. Rt. Hon. Amb. Can. Francis Butagira, Mr. Bemanya Twebaze (2<sup>nd</sup> L), Ms. Mercy K. Kainobwiso (1<sup>st</sup> L) Mr. Arthur Kwesiga 1<sup>st</sup> R) join officials from the Africa Regional Intellectual Property Organisation (ARIPO) for a photo during a working visit to the ARIPO Secretariate.



Delegates pose for a photo during the ARIPO Diplomatic Conference, held from 26<sup>th</sup> to 28<sup>th</sup> August 2021 and hosted by Uganda, which led to the adoption of the Protocol on Voluntary Registration of Copyright and Related Rights by 20 ARIPO member states.



The Registrar General, Ms. Mercy K. Kainobwiso, and the Commissioner of Business Registration, Mr Gilbert Agaba, participated in the World Intellectual Property Organisation Assemblies 2025 in Geneva, Switzerland.



Minister of Justice and Constitutional Affairs, Hon Norbert Mao and Registrar General Uganda Registration Services Bureau (URSB) Ms. Mercy K. Kainobwiso (2<sup>nd</sup> R) and other stakeholders during the African Regional Seminar on Copyright and Related Rights in the Audiovisual Sector.

Strengthened enforcement and inter-agency collaboration formed another critical pillar of ecosystem development. URSB worked closely with the Uganda Police Force, the Office of the Director of Public Prosecutions, the Uganda Revenue Authority, the Uganda National Bureau of Standards, and INTERPOL through the USALAMA X operations to address counterfeiting, piracy, and related offences. Over 100 enforcement operations were conducted during the period, resulting in the seizure of counterfeit goods valued at approximately UGX 18.5 billion. Collaboration with the Office of the Director of Public Prosecutions, formalised through a Memorandum of Understanding establishing URSB public prosecutors, resulted in 89 concluded cases with an 85 per cent conviction rate. Internally, strengthened investigation procedures, adherence to standard operating procedures,

and improved evidence handling enhanced case quality and reduced procedural risks.

URSB also placed strong emphasis on building a national culture that recognises and values intellectual property. Large-scale public sensitisation initiatives were implemented through national media campaigns, targeted training for universities, MSMEs, innovators, and creative industry actors, and sustained stakeholder engagement across government, academia, the private sector, and civil society. Annual commemoration of World IP Day and the hosting of the Women in IP Conference (2024) for ARIPO member states elevated public discourse on IP, strengthened regional engagement, and enhanced Uganda's visibility within the regional IP community.



The Rt. Hon. Prime Minister Robina Nabanjja (3<sup>rd</sup> L), Hon. Norbert Mao (3<sup>rd</sup> R), H.E Rt. Hon. Amb. Can Francis (2<sup>nd</sup> L) Butagira Board Chairman URSB, Ms. Nwanne Vwede-Obahor (1<sup>st</sup> L) UNDP Resident Representative in Uganda, Registrar General Ms. Mercy K. Kainobwiso (2<sup>nd</sup> R) and Prof. Bernabus Nawangwe Vice Chancellor Makerere University join students and school leaders during celebration of World Intellectual Property day held at UBFC, Kololo.



H.E Maj (Rtd) Jessica Alupo, Vice President of Uganda (5<sup>th</sup> R), Hon. Norbert Mao, Minister of Justice and Constitutional Affairs (7<sup>th</sup> L), Hon. Monica Musenero, Minister of Science, Technology and Innovation (4<sup>th</sup> R), Mr. Bemanya Twebaze, Director General ARIPO (6<sup>th</sup> L) join other delegates for a group photo during the Women In IP Conference for ARIPO Member states held at Speke Resort Munyonyo.



The State Minister for Gender, Labour and Social Development in Charge of Children and Youth Affairs, Hon. Balaam Barugahara Ateenyi, Board Chairman H.E. Rt. Hon. Amb. Can. Francis Butagira, alongside the Registrar General, Ms. Mercy K. Kainobwisho, pose for a photo during the UGYOUTH4IP training workshop.

As part of strengthening the intellectual property ecosystem, URSB engaged artists, musicians, and other creatives to enhance awareness of copyright protection and compliance. These engagements expanded outreach to Uganda's creative industry, promoting registration of

works, respect for intellectual property rights, and structured dialogue between creators and regulators. The initiative reflected a deliberate shift from administrative processing to proactive ecosystem leadership in the creative economy.



A participant shares his thoughts during an engagement on the Copyright and Neighbouring rights bill held at Wash and Wills Hotel in Mbale City.

### 3.6 Corporate rescue, insolvency and access to credit (SIMPO)

During the reporting period, URSB strengthened its role in supporting business continuity, financial stability, and orderly market exit through reforms in insolvency administration and corporate rescue. These functions assumed heightened importance amid economic shocks, enterprise restructuring needs, and the growing emphasis on preserving value in distressed but viable businesses.

At the start of the period, insolvency administration was characterised by manual processes, fragmented records, and limited automation, which constrained efficiency, transparency, and oversight. In response, URSB undertook phased institutional and operational reforms between FY 2020/21 and FY 2024/25 to modernise insolvency administration and professionalise practice standards. Insolvency filings, practitioner registration, and licence renewals



In response, URSB undertook phased institutional and operational reforms between FY 2020/21 and FY 2024/25 to modernise insolvency administration and professionalise practice standards.

were progressively digitised, initially through the Electronic Document Management System and later through integration with the Online Business Registration System. In parallel, historical insolvency records were digitised, enabling more than 90% of insolvency records and workflows to be available electronically, significantly improving auditability and reducing the risk of file loss.



The Deputy Speaker of Parliament, Rt. Hon. Thomas Tayebwa launching the 3<sup>rd</sup> Edition of the URSB Insolvency Journal during the URSB 8<sup>th</sup> Annual Insolvency Conference at the Sheraton Hotel on April 10, 2025. Looking on are the Registrar General, Ms. Mercy K. Kainobwisho, and Board Members.



Hon. Attorney General, Kiryowa Kiwanuka (2<sup>nd</sup> R), Justice Musa Ssekana (1<sup>st</sup> R), H.E Rt. Hon. Amb. Can. Francis Butagira, URSB Board Chairman (2<sup>nd</sup> L), Ms. Mercy K. Kainobwiso Registrar General join other delegates for a group photo during the Insolvency conference held at Mestil Hotel in Kampala.

Governance and compliance within the insolvency regime were strengthened alongside system improvements. URSB enhanced oversight of insolvency practitioners through structured inspections, mandatory continuous professional development requirements, and tighter reporting obligations. Collaboration with the Judiciary, the Office of the Director of Public Prosecutions, the

Uganda Police Force, and the Uganda Revenue Authority improved coordination on investigations, enforcement, and debt recovery. Engagement with the Standards, Utilities and Wildlife Court further contributed to more consistent handling of insolvency-related matters and reduced procedural delays.

Beyond administration and enforcement, URSB promoted a gradual shift towards corporate rescue and early intervention. Sensitisation initiatives targeted at businesses and practitioners increased awareness of restructuring options as alternatives to liquidation, supporting business recovery where viable and reducing unnecessary firm exits. These efforts strengthened creditor confidence, improved protection of insolvent estates, and contributed to the more orderly resolution of distressed enterprises.

**Engagement with the Standards, Utilities and Wildlife Court further contributed to more consistent handling of insolvency-related matters and reduced procedural delays.**



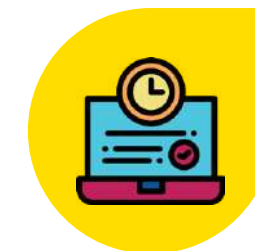
Business owners pose for a group photo after the conclusion of the Business Rescue and After-Care Training Cohort Three, held at UBFC in Kololo in February 2024.

Building on insolvency and corporate rescue reforms, URSB also expanded access to finance through the Security Interest in Movable Property Registry (SIMPO), which evolved into one of the Bureau's most consequential structural reforms. During the reporting period, registrations of security interests in movable property increased by 947.8% compared to the pre-2020 period, reflecting growing acceptance of movable assets such as vehicles, equipment, inventory, and receivables, as bankable collateral within Uganda's credit markets.

SIMPO's fully digital platform enabled real-time registration, searches, and amendments, strengthening lender confidence, improving transparency, and significantly lowering transaction costs. Beyond operational efficiency, the reform functioned as a national financial infrastructure tool, expanding access to credit for micro, small and medium enterprises

(MSMEs), including women-owned enterprises and businesses recovering from the economic disruptions of the COVID-19 period. By reducing reliance on fixed-asset collateral, SIMPO broadened participation in formal lending markets and embedded secured transactions as a sustainable mechanism for financial inclusion, enterprise resilience, and inclusive economic growth.

**SIMPO's fully digital platform enabled real-time registration, searches, and amendments, strengthening lender confidence, improving transparency, and significantly lowering transaction costs**





Ms Stella Kakwezi Olimi, Assistant Commissioner Registration Services -SIMPO, makes a presentation during a training on the Security Interest in Movable Property Registry held at UBFC, Kololo.



Her worship Kamasanyu Gladys (L) and the Registrar General, Ms. Mercy K. Kainobwiso(R) after a courtesy visit to the Standards, Utilities and Wildlife court in Kampala

### 3.7 Institutional credibility and regional visibility

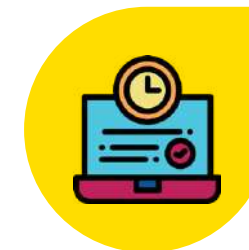
The reporting period marked a significant elevation of URSB's institutional credibility and regional visibility, reflecting growing international confidence in Uganda's registry reforms, digital transformation, and governance architecture. A notable milestone was the official visit by the Director General of the World Intellectual Property Organisation (WIPO) in December 2025, which underscored Uganda's strengthened standing within the global intellectual property community. The visit signified high-level institutional

recognition of the reforms undertaken, particularly in intellectual property governance, innovation ecosystem development, and regional treaty leadership.

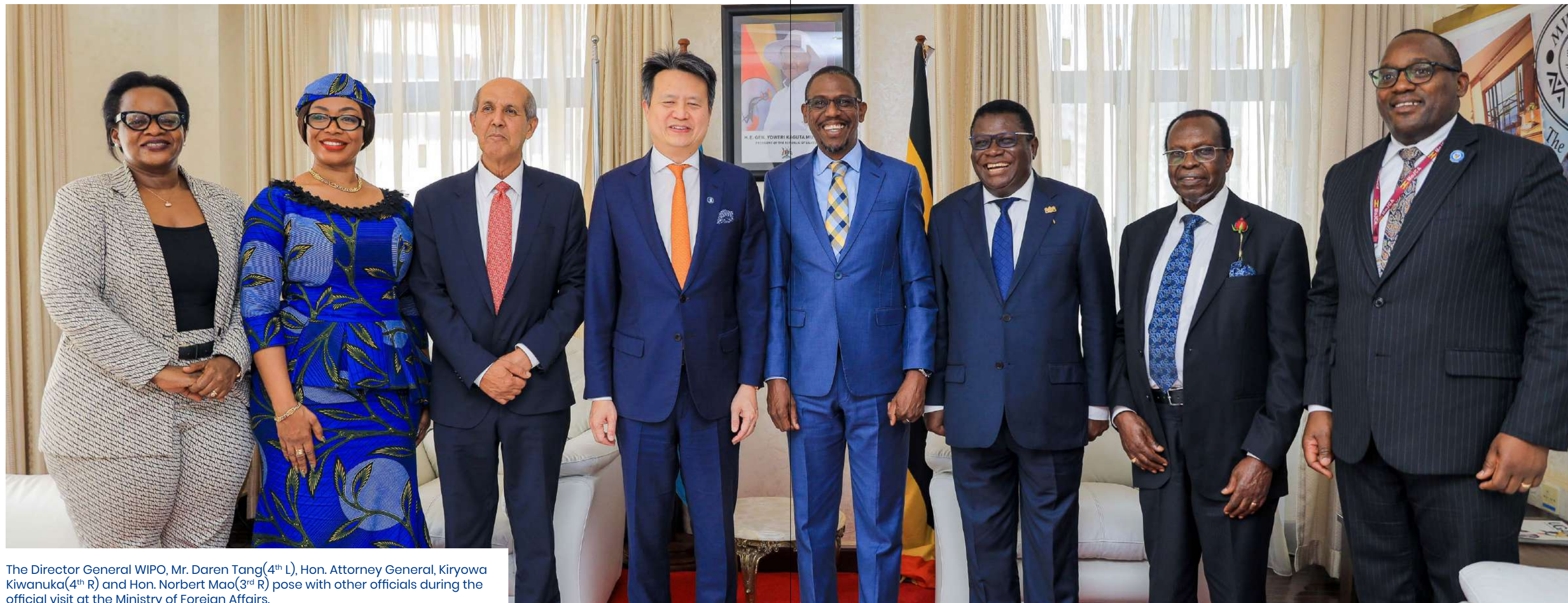
In November 2021, Uganda demonstrated its leadership within the global corporate registry community by hosting the 16th Corporate Registers Forum (CRF), becoming the first African country to convene the Forum in a hybrid format during the COVID-19 period. The event brought together registry officials from multiple jurisdictions worldwide to deliberate on corporate transparency, digitalisation, and regulatory reform,

reinforcing international confidence in Uganda's registry governance systems.

URSB also hosted and facilitated major regional engagements under the auspices of WIPO and the African Regional Intellectual Property Organisation (ARIPO), while receiving benchmarking delegations from peer countries seeking to learn from Uganda's reform experience. These engagements collectively reflect institutional maturity, diplomatic credibility, and growing regional and international trust in URSB's reform trajectory.



The visit signified high-level institutional recognition of the reforms undertaken, particularly in intellectual property governance, innovation ecosystem development, and regional treaty leadership.



The Director General WIPO, Mr. Daren Tang (4<sup>th</sup> L), Hon. Attorney General, Kiryowa Kiwanuka (4<sup>th</sup> R) and Hon. Norbert Mao (3<sup>rd</sup> R) pose with other officials during the official visit at the Ministry of Foreign Affairs.

## 04

## 4. Institutional strengthening, governance, partnerships, and human capital

Effective delivery of URSB's mandate over the reporting period was supported by deliberate investments in institutional systems, people, and partnerships. As service delivery expanded, became increasingly digital, and adopted a more rigorous enforcement and regulatory orientation, the Bureau prioritised strengthening its internal foundations to ensure that performance gains were credible, well-governed, and sustainable.

### 4.1 Institutional Governance, Accountability, and Strategic Partnerships

URSB progressively strengthened governance and accountability frameworks to manage growth and rising institutional complexity. The Board and Top Management provided strategic oversight through regular performance reviews, risk monitoring, and compliance assessments. The institutional Risk Register was routinely updated, with defined risk appetite statements and approved, tracked mitigation measures, enabling more proactive management of operational, financial, and reputational risks.

Financial governance and accountability systems were reinforced alongside service expansion. Improvements in budget execution monitoring, quarterly performance reporting, and alignment with national planning and budgeting frameworks enhanced discipline and transparency in resource use. Strengthened procurement

oversight, contract management controls, and compliance with the Public Finance Management Act supported value-for-money and reduced exposure to fiduciary risk. Increased reliance on electronic financial management and reporting systems further improved traceability and audit readiness.

A significant institutional milestone was achieving ISO 9001:2015 Quality Management System (QMS) certification in the first half of FY 2025/26. While the certification provided independent validation of URSB's service delivery processes, internal controls, and commitment to continuous improvement, its significance extended beyond compliance. The multi-year reform process required systematic documentation of workflows, clarification of decision authority, strengthened internal audit mechanisms, and measurable performance tracking across departments.

Through this process, URSB transitioned from practice-based administration to system-driven governance, reducing reliance on individual discretion and embedding structured accountability within institutional operations. ISO certification therefore marked not only the culmination of efforts to standardise procedures and clarify roles, but also a deeper cultural transformation toward disciplined decision-making, predictable service delivery, and sustainable institutional performance.



URSB staff follow proceedings during the official rollout of the Quality Management System (QMS) Guidelines at UBFC in Kololo.

Closely linked to these governance and quality improvements was URSB's relocation into its permanent premises at the Uganda Business Facilitation Centre on 16 September 2022. The move positioned URSB within a purpose-built, multi-agency facility alongside the Uganda Investment Authority and the Capital Markets Authority, strengthening inter-institutional coordination and service integration. Designed as a central hub for business and investment facilitation, the Centre brings together over 20 institutional service points, providing a one-stop interface for the registration and licensing of both foreign and domestic investors and companies. Beyond operational efficiency, the relocation marked a significant step in institutional consolidation and maturity, while

improving staff working conditions and enhancing client accessibility and convenience.

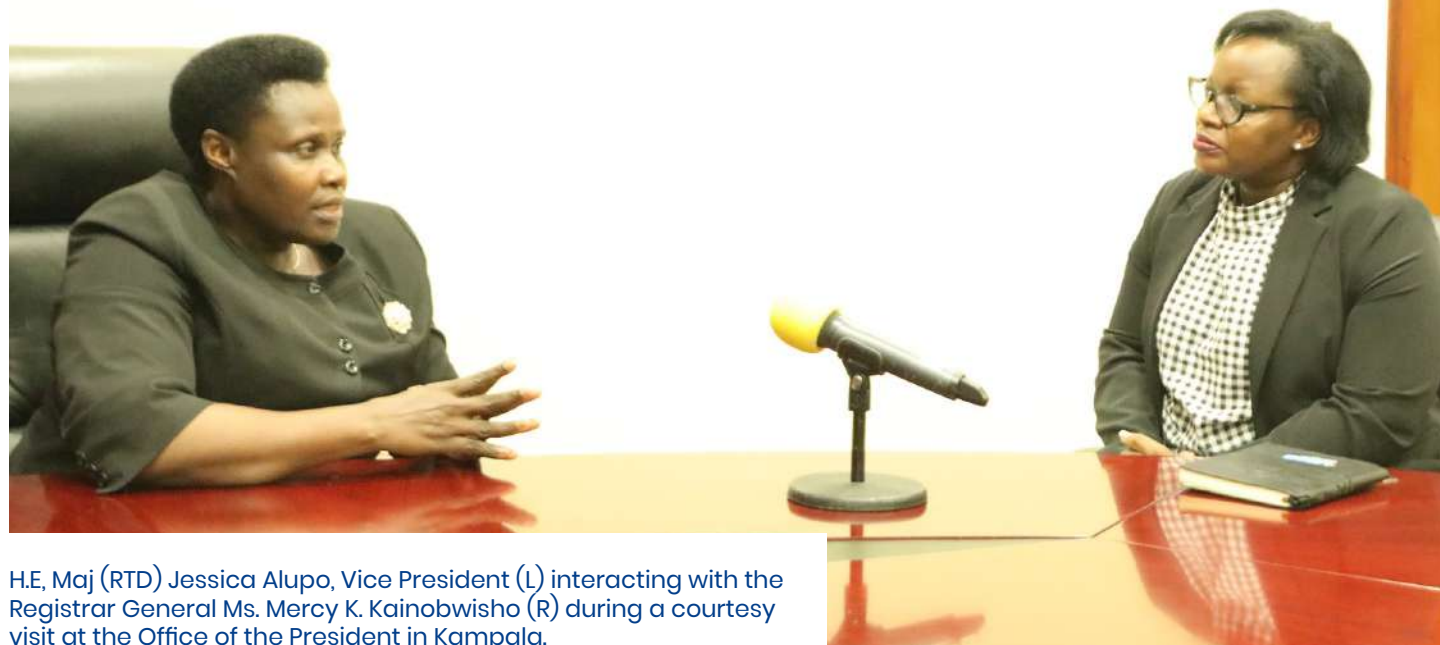


**Beyond operational efficiency, the relocation marked a significant step in institutional consolidation and maturity, while improving staff working conditions and enhancing client accessibility and convenience.**

**Strategic partnerships and high-level engagement**

Strategic partnerships extended URSB's institutional reach and credibility. National collaboration with key Government entities, including the Ministry of Finance, Planning and Economic Development, the Uganda Revenue Authority, the Office of the Director of Public Prosecutions, the Judiciary, and the Uganda Police Force, supported coordinated enforcement and service integration across the regulatory lifecycle. Regionally and internationally, engagement with bodies such as ARIPO and WIPO deepened knowledge exchange and capacity building.

During the reporting period, URSB engaged senior national leadership to align institutional reforms with Government priorities. In FY 2020/21, the Bureau briefed H.E. the Vice President at her offices on service delivery transformation and regulatory strengthening. The Registrar General also engaged Rt. Hon. the Prime Minister at her office to discuss URSB's contribution to national development objectives and private-sector formalisation. Engagements at State House with the First Lady further reinforced high-level support for institutional strengthening and human capital development.



H.E. Maj (RTD) Jessica Alupo, Vice President (L) interacting with the Registrar General Ms. Mercy K. Kainobwiso (R) during a courtesy visit at the Office of the President in Kampala.

Engagements also extended to cultural and traditional leadership, including meetings with the Katikkiro of Buganda at Bulange, reflecting URSB's commitment to inclusive stakeholder engagement.



Owek. Charles Peter Mayiga, Katikkiro of Buganda, (3<sup>rd</sup> right) and Registrar General, Mercy K. Kainobwiso (3<sup>rd</sup> left) pose for a photo with other participants after a meeting with the Buganda Kingdom at Bulange, Mengo.

A landmark engagement in the first half of FY 2025/26 was the hosting of the WIPO Director General in Uganda, which underscored international confidence in Uganda's IP administration and elevated URSB's standing within the global IP community.



World Intellectual Property Organisation (WIPO) Director General, Daren Tang (right), joined by the board chairman, H.E. Rt. Hon. Amb. Can. Francis Butagira, the Registrar General, Ms. Mercy K. Kainobwiso, students and other stakeholders launching the Intellectual Property Program in School at URSB Offices in Kololo on December 05, 2025.



From Left to Right: Deputy Solicitor General, Mr. Charles Ouma, Solicitor General, Mr. Pius Perry Biribonwoha, Minister of Justice and Constitutional Affairs, Hon. Norbert Mao, Director General World Intellectual Property Organisation (WIPO) Mr. Daren Tang, URSB Board Chairman H.E Rt. Hon. Amb. Can Francis Butagira, Deputy Director General WIPO, Amb. Hasan Kleib and Registrar General, Ms. Mercy K. Kainobwiso pose for a photograph during a meeting at the Ministry of Justice and Constitutional Affairs in Kampala.

Mechanisms for integrity and ethics were strengthened as part of broader governance reforms. The operationalisation of whistleblowing channels, routine compliance inspections, and ethics oversight structures reinforced accountability, deterred misconduct, and improved organisational culture and public confidence in URSB's operations. (Remove this text)

**Institutional Recognition and Governance Milestones**

URSB's reform trajectory, digital transformation, and service delivery improvements received sustained national and international recognition during the reporting period, reflecting growing confidence in the Bureau's professionalism, regulatory leadership, and contribution to private-sector development.

In December 2021, URSB received the Uganda Revenue Authority Commissioner General's Strategic Partner Award at the Taxpayers' Recognition Ceremony, in recognition of its role in strengthening revenue administration and compliance coordination. In May 2022, the Bureau was recognised under the Buy Uganda Build Uganda (BUBU) Awards as the Most Efficient Service Delivery Agency, affirming improvements in operational efficiency and client service standards.

URSB's digital transformation agenda also received sectoral recognition. The National Information Technology Authority awarded URSB the E-Service of the Year Award under the Justice, Law and Order Sector, recognising the Security Interest in Movable Property Registry (SIMPO) as an innovative system enabling the use of movable assets such as vehicles, machinery, livestock, and

equipment, as collateral to expand access to finance for micro, small, and medium enterprises. In November 2023, URSB received the Best Utilities and Government Services Digital Excellence Award, organised by HiPipo and supported by the Bill & Melinda Gates Foundation, underscoring its leadership in technology-enabled public service delivery.

The Bureau's contribution to entrepreneurship and private-sector growth was further recognised in November 2023 when it received the Government Agency of the Year Award for Private Sector Development from the Private Sector Foundation Uganda. During the same period, the Presidential CEO Forum recognised URSB for its contribution to advancing Uganda's socio-economic transformation agenda.

Institutional credibility also extended to the international arena. The Registrar General was elected Vice Chair of the World Intellectual Property Organisation (WIPO) General Assemblies, marking a significant milestone for Uganda's leadership in intellectual property governance and reinforcing URSB's standing within the global IP community.

In 2024, the Kampala City Traders Association (KACITA) Quality Awards honoured the Registrar General with the Outstanding Public Officer of the Year Award, recognising leadership in public service innovation and corporate governance. Collectively, these recognitions reflect institutional maturity, strengthened governance, digital leadership, and URSB's growing role as a strategic enabler of Uganda's private-sector development and economic transformation.



Ms. Mercy K. Kainobwiso, the Registrar General and Accounting Officer of URSB, was honoured with the 2024 Outstanding Public Officer of the Year award by the KACITA Quality Awards.

## Some of the Awards Received by URSB



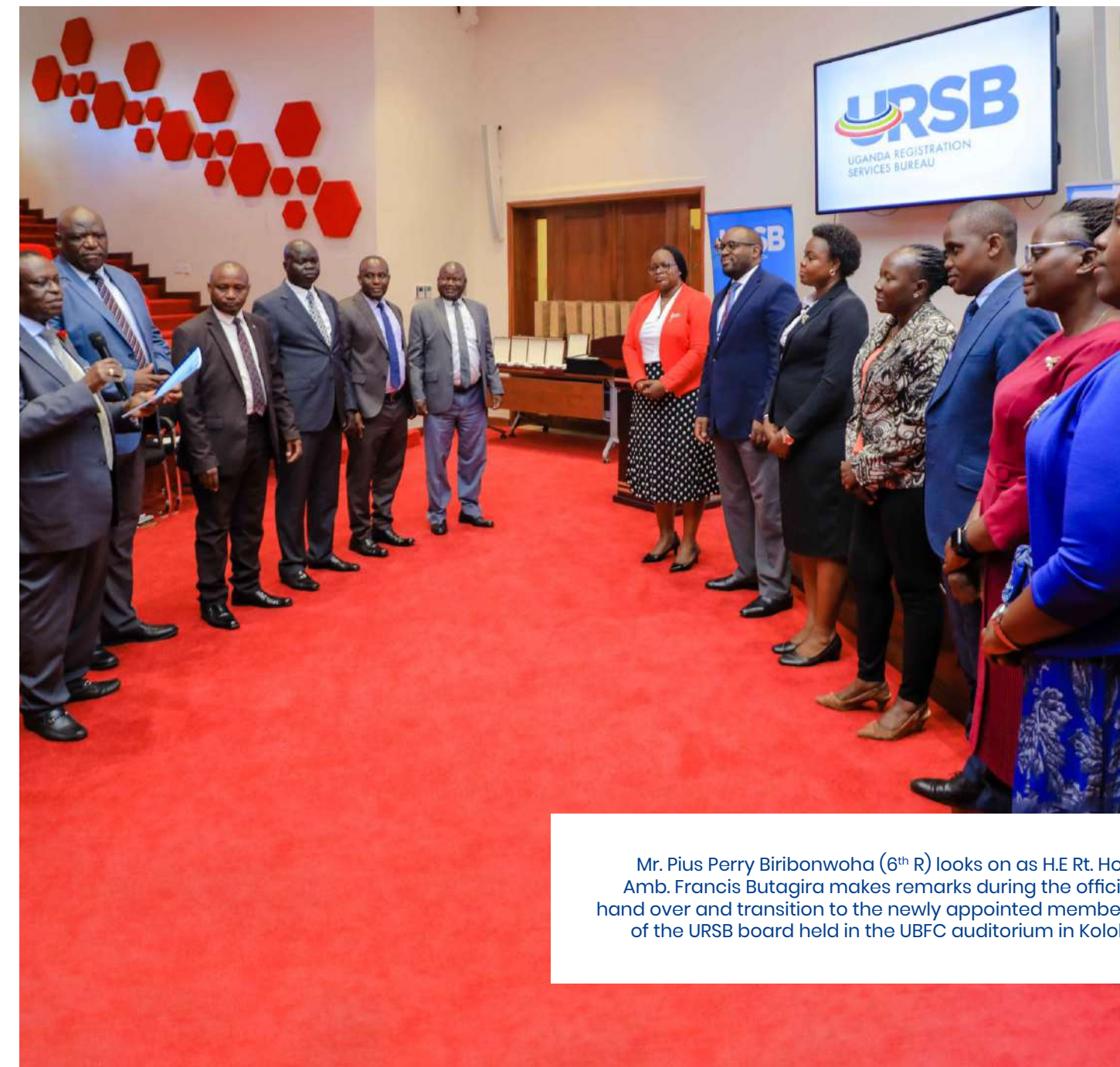


A delegation from Malawi, led by the Malawian Minister of Justice, Hon. Titus Mvalo (Centre), poses for a photo moment with the Rt. Hon. Speaker of Parliament, Anita Among, alongside the Minister for Justice and Constitutional Affairs, Hon. Norbert Mao, Permanent Secretary Minister for Justice and Constitutional Affairs, Robert Kasande, Registrar General URSB Ms. Mercy K. Kainobwiso, and Mr Gilbert Agaba, Commissioner of Business Registration URSB.



A delegation from the Registrar of Companies, Lesotho, poses for a photo with the URSB Registrar General, Ms. Mercy K. Kainobwiso, during a benchmarking visit at the Uganda Business Facilitation Centre.

A significant governance milestone was the orderly transition from the previous Board of Directors to the current Board. The formal handover reflected continuity, stability, and sustained strategic oversight, underscoring the strength and maturity of URSB's corporate governance framework.



Mr. Pius Perry Biribonwoha (6<sup>th</sup> R) looks on as H.E Rt. Hon. Amb. Francis Butagira makes remarks during the official hand over and transition to the newly appointed members of the URSB board held in the UBFC auditorium in Kololo.

**Integrity, Ethics, and Corporate Citizenship**

Mechanisms for integrity and ethics were strengthened through operationalisation of whistleblowing channels, routine compliance inspections, and reinforced ethics oversight structures. These measures deterred misconduct

and strengthened public confidence.

URSB also implemented targeted Corporate Social Responsibility initiatives focused on education, health, and community engagement, reinforcing its role as a responsible public institution serving broader societal interests.



URSB staff carry donations to the Bakateyamba Old Age Home in December 2021.



The Registrar General, Ms. Mercy K. Kainobwiso hands over donations to officials from Bakateyamba Old Age Home as part of Corporate Social responsibility activities in December 2021.



The Registrar General hands over medical equipment to officials from Kawempe Regional Referral Hospital as part of activities to mark Corporate Social Responsibility (CSR)



Staff from URSB share a light moment with pupils from Aleni Primary school, Arua during the handover of a sanitation facility below built as Corporate Social responsibility in 2022.



Donation of 100 bags of cement to Kabukara Primary School in Rwampara District.

### 4.2 Human capital development and organisational capacity

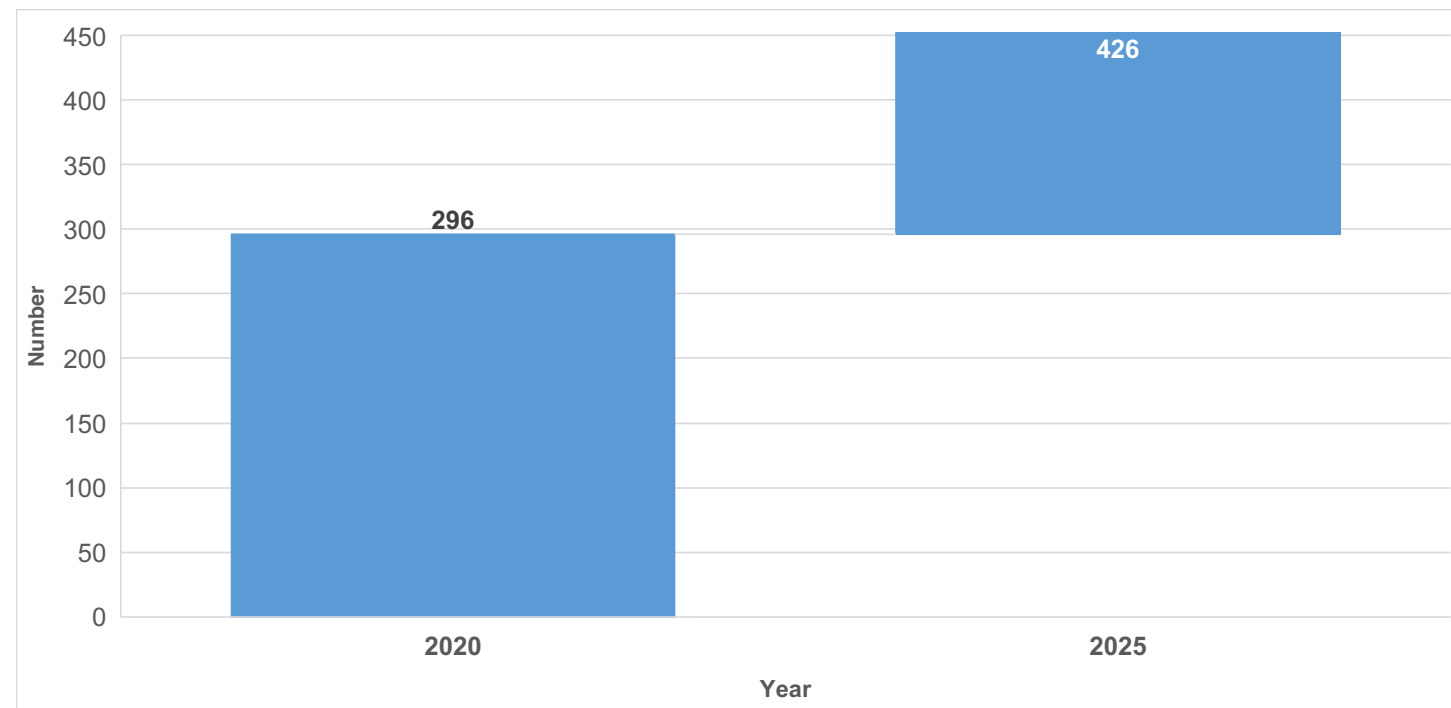
Human capital development was treated as a strategic priority, recognising that people, skills, and organisational alignment ultimately drive institutional performance. Between FY 2020/21 and FY 2024/25, URSB's workforce expanded by approximately 44 per cent, reflecting increased service demand and the introduction of new mandates. By December 2025, the Bureau had 426 staff with a diversified skills mix spanning registration services, legal and regulatory functions, ICT, enforcement, policy, and project management. Gender balance remained strong,

with women slightly outnumbering men, reflecting sustained attention to inclusion alongside institutional growth.



Between FY 2020/21 and FY 2024/25, URSB's workforce expanded by approximately 44 per cent, reflecting increased service demand and the introduction of new mandates.

Figure 3: Growth in Staffing Levels (2020 vs



Source: Human Resource reports as of December, 2025



URSB Staff members share a light moment during the Staff Annual General Meeting held at UBFC in Kololo.

Organisational restructuring accompanied this expansion to ensure alignment with strategic priorities and emerging service delivery models. New specialist units and roles were created to support digital services, intellectual property administration, mass registration initiatives, enforcement, and non-individual entity registration. Legacy roles that were no longer fit for purpose were phased out and replaced with more specialised, skills-based positions. Structural reforms included the establishment of dedicated departments for Copyright and Neighbouring Rights and for Non-Individual Registration, harmonisation of directorates under a Commissioner/Assistant Commissioner framework, and creation of a Quality Assurance Unit to strengthen service standards and internal compliance.

Investment in skills development and leadership capacity complemented structural reforms.

Over the period, more than 100 staff participated in local and international training programmes covering intellectual property administration, insolvency and dispute resolution, leadership and governance, digital transformation, records management, project management, and emerging risk areas. These investments strengthened technical depth, leadership capability, and institutional readiness to manage increasingly complex regulatory functions.



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URSB staff attending a virtual workshop organised by WIPO.

A notable milestone in leadership development during the period was the graduation of the first cohort of the URSB Young Leaders Programme. The Programme identifies and mentors high-potential officers, preparing them for future leadership roles and strengthening succession planning. Through structured mentorship, leadership training, and

cross-departmental exposure, the inaugural cohort signified the institutionalisation of a deliberate leadership pipeline anchored in merit and accountability. The initiative reinforces URSB's commitment to long-term institutional resilience and complements broader reforms in staff development and organisational transformation.



The Registrar General (5<sup>th</sup> L) posing for a photo with the first cohort of URSB Young Leaders Programme

Staff welfare and performance management reforms further reinforced organisational cohesion and productivity. URSB introduced a Graduate Trainee Programme to attract and nurture young talent, approved a revised Human Resource Manual, and re-engineered its performance management system to emphasise SMART targets aligned with institutional objectives. Welfare measures were enhanced through expanded medical insurance coverage, provision of meals at workstations, improved facilitation for field operations, introduction of an ex gratia benefit, and an increase in gratuity from 25% to 35%.

By and large, URSB progressively strengthened the institutional foundations required to deliver an expanded and increasingly complex mandate. Improvements in governance and accountability, attainment of internationally recognised quality standards, consolidation into permanent premises, deepened national and international partnerships, and sustained investment in human capital enhanced organisational credibility and effectiveness. These enablers supported the performance outcomes achieved during the period and positioned the Bureau to consolidate gains, sustain reforms, and respond effectively to future service delivery and regulatory demands.



A URSB Registration Officer hands over a certificate of registration to a client during the UMA Trade fair held at the Lugogo show grounds in Kampala.

# 05

## 5. Flagship and transformative initiatives

Beyond routine service delivery and regulatory reforms, the reporting period was marked by a set of flagship initiatives that translated strategy into action and accelerated institutional transformation. These initiatives were distinguished not only by scale but also by their ability to address systemic constraints, pilot new delivery models, and generate learning that informed broader reforms.

### 5.1 Mass business registration initiative

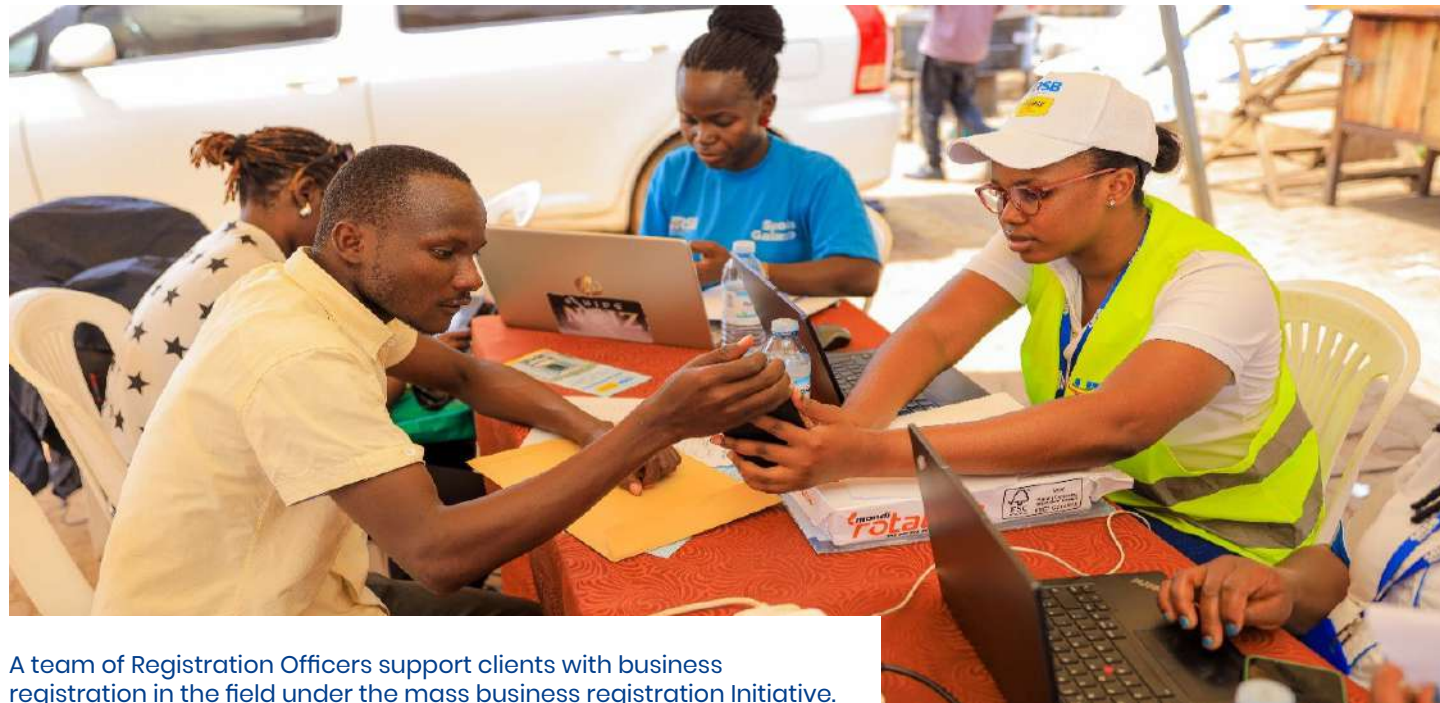
The Mass Business Registration Initiative represented a deliberate shift from passive service provision to proactive outreach for formalisation. Launched in FY 2023/24, the initiative was designed to expand the national business register, deepen awareness of registration requirements, and lower entry barriers for micro and small enterprises operating outside the formal economy.

What distinguished the initiative was its outreach-led delivery model. Business clinics were taken directly to districts and cities, combining on-the-spot registration services with sensitisation on the benefits and obligations of formalisation. In doing

so, the initiative reached first-time registrants who would otherwise not have engaged with registry services. Importantly, implementation experience revealed that low awareness and fear of taxation remained significant deterrents to formalisation. These insights informed refinements to URSB's district-level engagement approach, including stronger pre-clinic sensitisation and closer coordination with local government structures. The initiative demonstrated that formalisation outcomes improve when registration services are paired with targeted outreach and trust-building, providing a scalable model for future registration drives.



These insights informed refinements to URSB's district-level engagement approach, including stronger pre-clinic sensitisation and closer coordination with local government structures.



A team of Registration Officers support clients with business registration in the field under the mass business registration Initiative.



The URSB team, during an experiential drive in the Kampala suburbs, created awareness on the Kiri Easy Mass Business Registration Campaign.

## 5.2 Creation of the Copyright and Neighbouring Rights Department

A major institutional milestone during the reporting period was the establishment of the Copyright and Neighbouring Rights Department as a distinct and specialised function within the Bureau. While copyright administration had previously been undertaken within broader intellectual property structures, the increasing complexity of the creative economy, heightened enforcement demands, and evolving digital content ecosystems necessitated a more structured and focused institutional response.

The creation of a dedicated department signalled a strategic elevation of copyright governance within URSB's mandate. It strengthened regulatory clarity, enhanced stakeholder engagement with artists and creative industry actors, improved coordination with enforcement agencies, and reinforced Uganda's alignment with regional and international copyright standards.

This reform is expected to contribute to improved protection of rights holders, enhanced enforcement credibility, and long-term support for innovation, cultural production, and intellectual property-driven economic growth.

## 5.3 Establishment of the Non-Individual Register

The establishment of a centralised Non-Individual Register marked a foundational institutional reform aimed at addressing long-standing fragmentation in the registration of entities such as trusts, religious institutions, NGOs, SACCOs, and diplomatic missions. Before this initiative, registrations for non-individual entities were dispersed across multiple institutions, creating gaps in oversight, data consistency, and compliance monitoring.

During the reporting period, URSB focused on laying the institutional, legal, and operational foundations for the register. This included securing legal enabling reforms, recruiting specialised staff, developing system architecture, and

establishing structured stakeholder engagement with key agencies and regulated entities. While full operationalisation extends into the subsequent period, the initiative represents a strategic investment in strengthening regulatory coherence, transparency, and data integrity across the non-individual entity landscape.

As a flagship reform, the Non-Individual Register signals a forward-looking shift towards integrated registries that can support compliance, oversight, and service delivery in an increasingly complex regulatory environment.

## 5.4 Beneficial Ownership and Anti-money laundering and counter-financing of terrorism compliance reforms

Reforms to strengthen transparency of beneficial ownership constituted a critical, transformative intervention with national and international implications. Through enhancements to company and partnership registers, URSB improved the availability, accuracy, and accessibility of ownership information for competent authorities, supporting broader efforts to combat money laundering and terrorism financing.

These reforms were not implemented in isolation but formed part of a coordinated national response aligned with international standards. Their impact extended beyond registry operations, contributing to improved regulatory credibility and confidence in Uganda's corporate transparency framework. As a flagship outcome, beneficial ownership reforms underscored the strategic importance of public registers in safeguarding financial integrity and supporting an improved investment climate.

## 5.5 Strategic partnerships for inclusion and institutional innovation

URSB also leveraged strategic partnerships to pilot inclusive and innovative delivery approaches that complemented core reforms. Collaboration with development partners enabled targeted interventions in areas such as intellectual property awareness, business rescue and aftercare, and formalisation support for women,

youth, and refugee communities. Under a new direct-financing model with the International Development Law Organisation, URSB mobilised resources to extend services to underserved groups while strengthening internal capacity in customer care, monitoring and evaluation, cybersecurity, and data management.

These partnerships served as innovation platforms, enabling URSB to test new approaches, reach new constituencies, and build institutional learning without diverting attention from its core statutory functions. Lessons from these collaborations informed mainstream service

delivery and reinforced the value of partnerships as catalysts for inclusive reform.

Overall, the flagship initiatives implemented during the reporting period illustrate how targeted, well-designed interventions can accelerate reform, deepen impact, and generate learning beyond their immediate outputs. Together, they contributed to expanding formalisation, strengthening regulatory coherence, enhancing transparency, and positioning URSB as a responsive and adaptive public institution capable of driving system-level change.



A URSB Field officer interacts with a client during the community outreach activity. The outreaches are part of the mass registration programme rolled out throughout the country in a bid to increase uptake of business registration services.

# 06

## 6. Institutional legacy, lessons, and priorities for the next term

The first term of the Registrar General's leadership was characterised by institutional consolidation, system modernisation, and clarity of mandate. Beyond individual outputs and annual performance indicators, the period delivered structural shifts that have reshaped how URSB operates, how services are accessed, and how public registers support Uganda's broader economic and governance objectives. These changes constitute the Bureau's enduring institutional legacy.

### 6.1 Institutional legacy

A central element of this legacy is the establishment of a digitally anchored registration ecosystem. Over the period, URSB transitioned from predominantly manual and fragmented processes to integrated digital platforms that now underpin business registration, intellectual property administration, insolvency processes, and secured transactions. This shift improved service efficiency, strengthened data integrity, and enhanced resilience, positioning the Bureau to support growing demand and regulatory complexity.

The period also strengthened the credibility and integrity of public registers. Through targeted legal reforms, improved litigation management, and enhanced compliance mechanisms, including beneficial ownership transparency, URSB reinforced trust in its registers as reliable sources of legal and commercial information. These reforms elevated registration systems from administrative tools to critical enablers of financial integrity, investment confidence, and regulatory oversight.

Institutional reach and accessibility expanded significantly. By combining digital platforms with

an expanded physical footprint, through regional offices and TREP centres, URSB improved access to services across the country, reducing geographic and cost barriers. The successful transition of the civil registration function to the National Identification and Registration Authority further clarified institutional mandates. It reflected the Bureau's capacity to manage complex reforms within the broader public-sector rationalisation agenda.

Equally important was the strengthening of organisational foundations. Investments in infrastructure, systems, and quality management processes, including the attainment of ISO 9001:2015 certification, improved operational discipline and service consistency. Strategic partnerships with national, regional, and international institutions enhanced technical capacity, broadened outreach, and positioned URSB as a credible and respected regulatory institution.

These changes reflect a shift from institution-building to institutional maturity. By the end of the first term, URSB had evolved into a more agile, data-driven, and service-oriented organisation with a more explicit mandate and stronger public trust.

### 6.2 Key lessons learned

Digital transformation delivers the most significant impact when paired with deliberate investments in user support and service culture. Systems alone do not guarantee uptake; sustained improvements in customer engagement, communication, and trust are essential to translating technology into results.

Formalisation is as much a behavioural challenge as a technical one. Initiatives such as mass business

registration demonstrated that outreach, sensitisation, and proximity to users are critical in addressing misconceptions and lowering perceived risks associated with compliance. Data-driven learning from such initiatives proved valuable in refining service delivery approaches.

Effective regulatory reform requires strong inter-agency coordination. Reforms related to beneficial ownership transparency, secured transactions, and mandate rationalisation highlighted the importance of collaboration across government institutions to achieve national outcomes and meet international standards.

Finally, institutional resilience depends on aligning people, systems, and governance. Investments in infrastructure and technology must be matched with skilled personnel, clear accountability frameworks, and quality management systems to sustain performance over time.

These lessons provide a strong foundation for the next phase of URSB's development, informing strategic

priorities and guiding the consolidation of reforms in the period ahead.

### 6.3 Future Outlook (2025/26–2029/30)

Looking ahead, the next phase of URSB's development builds on the foundations laid during the first five years, with a clear focus on consolidation, scale, and sustained institutional impact. As articulated in Strategic Plan IV (2025/26–2029/30), URSB's future trajectory positions the Bureau as a central enabler of private-sector competitiveness, innovation, and national transformation, with a deliberate emphasis on improving Uganda's overall business environment.

The Bureau's long-term vision, to be a centre of excellence in the provision of registration services for business facilitation, reflects an ambition not only to deliver efficient registry services, but also to anchor trust, transparency, and confidence in Uganda's economic and legal systems. This vision is underpinned by a mission to provide secure, efficient and innovative registration services



(L-R) Ann Ninkijuka, board member URSB, Ms. Mercy K. Kainobwisho, Registrar General URSB, H.E. Rt. Hon. Amb. Can. Francis Butagira, Board Chairman, look on as Moses Kaggwa (Centre), Director of Economic Affairs, Ministry of Finance, launches the URSB Strategic Plan IV. This was at the Uganda Business Facilitation Centre, Kololo.

Over the next five years, strategic focus will centre on improving access to and the quality of registration services, ensuring that efficiency gains from digitisation translate into consistently high service standards across all user segments. This includes deepening digital transformation to achieve a fully automated, secure, and resilient registration ecosystem, while maintaining complementary physical access points to ensure nationwide inclusivity.

Innovation, creativity, and competitiveness will remain core priorities. URSB will continue to strengthen the intellectual property ecosystem,



**Innovation, creativity, and competitiveness will remain core priorities.**

with increased emphasis on protection, commercialisation, and integration of IP into enterprise development and industrial policy. Parallel efforts will focus on strengthening secured transactions through the Security Interest in Movable Property Registry, further unlocking access to credit for small and medium enterprises and supporting financial inclusion.

Institutional strengthening will also remain central to the future agenda. Planned investments in ICT infrastructure, data security, and systems integration will support service resilience and business continuity. At the same time, ISO-certified processes and strengthened risk management frameworks will reinforce quality, accountability, and operational discipline. The operationalisation and roll-out of the Non-Individual Register will further expand URSB's regulatory reach, improve data coherence, and support compliance across a broader range of entities.

Partnerships will continue to play a critical role in achieving these ambitions. URSB will deepen

collaboration with government agencies, the private sector, development partners, and regional and international bodies to align registry services with broader national and regional reform agendas. At the same time, deliberate efforts will be made to strengthen communication and awareness of URSB services, ensuring that reforms are well understood and widely utilised. Inclusivity will cut across all strategic priorities. The next phase will place renewed emphasis on gender equity, youth participation, and improved access for persons with disabilities, ensuring that the benefits of formalisation, innovation, and regulatory reform are shared broadly across society.

Overall, the outlook points to a transition from reform initiation to consolidation. Building on the institutional maturity, credibility, and systems established during the first term, URSB is positioned to deepen impact, sustain performance, and play an increasingly strategic role in supporting Uganda's private-sector growth and long-term development



**Building on the institutional maturity, credibility, and systems established during the first term, URSB is positioned to deepen impact, sustain performance, and play an increasingly strategic role in supporting Uganda's private-sector growth and long-term development aspirations.**

## Conclusion

Over the five-year period under review, URSB underwent a decisive transformation from a predominantly process-driven administrative entity into a digitally enabled, institutionally mature, and strategically positioned public authority. The reforms implemented during this term strengthened the integrity, accessibility, and reliability of public registers, expanded business and legal formalisation, enhanced compliance and transparency, and significantly improved service delivery nationwide.

Beyond measurable operational gains, the period was characterised by deep institutional strengthening anchored in people-centred leadership and accountability. Deliberate investment in human resource empowerment, staff welfare, organisational culture, and professional discipline created the foundation upon which system modernization and service improvements were sustained. This approach ensured that increasing demand and complexity were managed without compromising service continuity, quality standards, or public trust.

Key institutional milestones achieved during the term included the consolidation of governance and accountability systems, clearer mandate alignment within Government's rationalization framework, strengthened financial and budgetary credibility, enhanced international standing, and sustained investment in people, systems, and infrastructure. Together, these reforms elevated URSB from a service provider to a trusted custodian of national registers and a credible manager of public resources, evidenced by increased public confidence, voluntary compliance, and Parliamentary support.



The first term also repositioned URSB as a central enabler of private-sector development, financial integrity, innovation, and economic formalisation. Through reforms in business registration, secured transactions, insolvency, intellectual property, and beneficial ownership, the Bureau made meaningful contributions to national objectives related to competitiveness, investment confidence, financial inclusion, and inclusive growth, including Uganda's enhanced regulatory credibility at regional and international levels.

As URSB transitions into the next strategic phase under Strategic Plan IV, the emphasis shifts from reform initiation to consolidation, scale, and sustained impact. The foundations laid during the first term, strong institutions, empowered and accountable human resources, standardised systems, credible partnerships, and public trust, provide a firm platform for deepening impact, sustaining service quality, and continuing to support Uganda's development, innovation, and competitiveness aspirations.

**the Bureau made meaningful contributions to national objectives related to competitiveness, investment confidence, financial inclusion, and inclusive growth, including Uganda's enhanced regulatory credibility at regional and international levels.**

## Annex I: Technology and Innovation Support Centres (TISCS) in Uganda since

S/N	Institution	Location	Year launched
1	Uganda Registration Services Bureau	Kampala	2014
2	Mbarara University of Science & Technology	Mbarara	2014
3	Kyambogo University	Kampala	2015
4	Busitema University	Tororo	2015
5	Uganda National Council For Science and Technology	Kampala	2015
6	Pharmaceutical Society Of Uganda	Kampala	2015
7	Uganda Industrial Research Institute	Kampala	2015
8	Infectious Disease Institute	Kampala	2015
9	National Agricultural Research Organisation Secretariat	Entebbe	2017
10	National Crops Resources Research Institute	Gayaza	2017
11	National Forestry Resources Research Institute	Mukono	2017
12	Nabuin Zonal Agricultural Research & Development Institute	Moroto	2017
13	Mukono Zonal Agricultural Research & Development Institute	Mukono	2017
14	National Livestock Resources Research Institute	Tororo	2017
15	Rwebitaba Zonal Agricultural Research And Development Institute.	Fort Portal	2017
16	National Agricultural Research Laboratories	Kawanda	2017
17	National Semi-Arid Resources Research Institute	Serere	2017
18	National Coffee Research Institute	Mukono	2017
19	Kachwekano Zonal Agricultural Research And Development Institute	Kabale	2017
20	Abi Zonal Agricultural Research And Development Institute	Arua	2017
21	Mbarara Zonal Agricultural Research and Development Institute	Mbarara	2017

S/N	Institution	Location	Year launched
22	Bugiyanya Zonal Agricultural Research and Development Institute	Bulambuli	2017
23	Ngetta Zonal Agricultural Research and Development Institute	Lira	2017
24	Bulindi Zonal Agricultural Research and Development Institute	Masindi	2017
25	National Fisheries Resources Research Institute	Jinja	2017
26	Makerere University, Kampala	Kampala	2018
27	Kampala International University-Ishaka	Ishaka	2018
28	Kabale University	Kabale	2019
29	Ndejje University	Kampala	2019
30	Gulu University	Gulu	2022
31	Islamic University In Uganda	Kampala	2022
32	Lira University	Lira	2022
33	Kampala International University	Kampala	2023
34	Uganda Technical College - Lira	Lira	2024
35	CoMboni College Lira	Lira	2024
36	Dr Obote College, Lira	Lira	2024
37	Centre Of Innovation And Technology Transfer, Mbarara University Of Science And Technology	Mbarara	2024

### Annex 2: List of URSB offices countrywide

LOCATION	HEADQUARTERS
Kampala	Uganda Business Facilitation Centre Plot 1, Baskerville Avenue, Kololo P.O. Box 6848 Kampala
LOCATION	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).

**Annex 3: Taxpayer Register Expansion Programme centres across Uganda**

S/N	TREP STATIONS		
1.	APONYE	25	KAMULI
2.	CITY HALL	26	KASESE
3.	DTB	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		

**Annex 4: Mass business mobile clinics held in FY 2023/24 and FY 2024/25**

No.	Location	No.	Location
1	Adjumani	56	Koboko
2	Agago	57	Kole
3	Amuru	58	Kyankwanzi
4	Apac	59	Kyengera
5	Arua	60	Kyenjojo
6	Arua City	61	Lira
7	Bombo / Wobulenzi	62	Lukaya
8	Bugiri	63	Lugazi
9	Bugolobi	64	Luwero
10	Buikwe	65	Luzira
11	Bukedea	66	Lyantonde
12	Bukwo	67	Magale (Manafwa)
13	Buloba	68	Makindye
14	Buvuma	69	Maracha
15	Bweyogerere	70	Masaka
16	Bushenyi	71	Masindi
17	Butambala	72	Matugga
18	Busia	73	Mbale
19	Dzaipi	74	Mbarara
20	Dokolo	75	Mityana
21	Entebbe Road	76	Moroto
22	Fort Portal	77	Mpigi
23	Gayaza	78	Mubende
24	Gomba	79	Mukono
25	Gulu	80	Moyo
26	Hoima	81	Madi-Okollo (Uleppi)
27	Iganga	82	Nakasongola

28	Isingiro	83	Nakawa
29	Ishaka	84	Nakiwogo
30	Jinja	85	Namayingo
31	Kaabong	86	Namugongo
32	Kabale	87	Nansana
33	Kabale Municipality	88	Nateete
34	Kajjansi	89	Ndeeba
35	Kakiri	90	Nebbi
36	Kalangala	91	Ngora
37	Kalungu	92	Ntungamo
38	Kampala Central Division	93	Nyendo
39	Kamuli	94	Obongi
40	Kamwenge	95	Oyam (Kamdini)
41	Kamwokya	96	Pader
42	Kansanga	97	Paidha
43	Kasenya	98	Pakele
44	Kasese	99	Pallisa
45	Kayabwe	100	Pakwach
46	Kayunga	101	Rubaga
47	Kawempe	102	Sembabule
48	Kihiihi (Kanungu)	103	Soroti
49	Kira	104	Terego
50	Kiryandongo	105	Tirinyi
51	Kisaasi	106	Tororo
52	Kisenyi	107	Wakiso
53	Kisoro Municipality	108	Wandegeya
54	Kitgum	109	Yumbe
55	Kitooro		

### Annex 5: 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.I 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		

S/N	Category	Laws/Regulations
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 (Fees) Regulations, S.I. No. 44 of 2024
		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.1 of 2010



Ms. Barbara Kilei, Country Manager for Uganda at the International Development Law Organisation (IDLO), looks at products from SMEs attending the 4<sup>th</sup> Cohort of the Business Rescue and Aftercare Programme. Looking on is the Registrar General, Ms. Mercy K. Kainobwiso.

**Annex 6: Detailed registration trends by services**

Dept	Item	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Business Registration	New Companies registered	19,267	19,404	21,406	23,167	21,293	25,675	18,614	23,789	28,414	28,408
	Business Names	11,578	30,550	54,408	50,239	39,043	34,319	27,710	27,104	27,297	21,695
	Legal Documents (POA, Deeds, Constitutions, Agreements, Affidavits & Declarations)	37,782	38,744	47,182	48,586	45,906	47,476	56,505	86,375	123,552	123,971
	Debentures/Mortgages	1,076	983	1,080	1,896	1,238	1,133	918	1,483	508	666
	Annual Returns filed		0	0	26,389	27,621	32,115	40,467	44,772	95,023	92,956
	Company Forms and Resolutions		0	71,597	58,119	55,410	69,130	54,970	93,443	116,411	106,852
	Searches on Business Names and Companies		0	3,176	853	671	550	813	18,541	54,057	49,386
	Registration of building societies		0	0	0	-	-	-	-	-	46
	Certifications		0	29,350	42,562	23,414	32,814	19,644	25,612	60,810	37,929
	Company, business name and building society Reservations		0	0	33,331	31,893	35,527	25,817	113,307	97,787	115,163
	Correspondences		0	3,693	4,096	3,252	2,676	7,560	4,110	8,563	3,810
	Business name amendments (notice of change in particulars, notice of cessations)		0	0	0	-	-	-	-	-	2,414
	Business name return (form e) filled		0	0	0	-	-	-	-	-	-
Insolvency and Receivership	Resolutions received	99	97	174	92	91	58	88	172	119	203
	Declaration of Solvency		0	0	76	72	58	82	154	108	196
	Companies in Administration		0	3	3	10	2	3	-	-	2
	Insolvency Documents registered		0	30	196	225	475	689	1,193	866	944

Dept	Item	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Liabilities settled		0	22	215	200	102	8	6	1	-
	Insolvency Practitioners registered (Female)		0	16	59	64	102	87	40	12	25
	Insolvency Practitioners registered (Male)		0	0	0	-	-	-	78	61	64
	Companies dissolved without assets		10	31	6	15	28	20	53	25	63
	Companies dissolved with assets/liabilities		0	0	0	-	-	-	-	60	27
	Companies in Receivership/ Notice of Receivership		0	0	0	-	-	-	1	1	2
	Property Sold/disposed of		0	0	0	-	-	-	-	-	-
	Number of Annual Returns submitted by the insolvency practitioners		0	0	0	-	-	-	-	56	74
	Number of Foreign companies deregistered		0	0	0	-	-	-	-	-	8
Intellectual Property Rights	Local Trademark applications	1,285	1,225	1,314	1,613	1,267	1,711	3,276	2,214	2,121	2,363
	Local Trademark Registrations	920	1,186	1,082	1,204	1,039	992	2,446	1,360	1,241	1,476
	Foreign Trademark applications	1,763	1,582	1,325	1,827	1,557	1,364	3,197	1,431	1,756	1,385
	Foreign Trademark Registrations	1,086	1,603	1,589	1,723	1,623	1,226	3,020	2,105	1,607	1,662
	Local Trademark Renewals	442	0	219	751	659	299	422	336	503	552
	Foreign Trademark Renewals		1,108	1,312	1,404	1,318	1,644	3,151	2,228	1,969	1,685
	Patent Grants		0	1	5	4	2	-	-	1	1
	Patent applications	6	30	22	7	10	15	21	15	27	35
	Utility model certificate/ grant		0	3	6	5	3	-	6	7	9

Dept	Item	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Utility model applications		0	11	17	16	19	17	27	17	19
	Industrial Design applications		0	71	117	94	76	100	43	24	41
	Industrial Design registrations		0	10	27	48	17	59	16	7	30
	Geographical indications profiled		0	0	0	-	-	-	-	-	-
	Geographical indications registered		0	0	0	-	-	-	1	-	-
Copyright and Neighbouring Rights	Number of Copyright Applications	120	71	134	128	138	119	213	139	167	165
	Number of copyrights registered	24	30	62	74	51	49	194	80	82	117
	Number of Contracts registered		0								-
	Number of assignments, transfers and licenses		0								-
	Number of non-exclusive licenses issued.		0								-
	Number of Orphan works licenses issued.		0								-
SIMPO / Chattels	Official Searches on the system (Paid searches)		0	0	0	1,637	6,141	4,872	5,044	4,680	7,149
	Unofficial Searches on the system (Free searches)		0	0	0	-	-	-	-	2,196	2,299
	Registrations (security interest notices)	155	425	302	170	3,353	5,141	4,530	6,179	11,394	18,913
	Amendments to already existing notices		0	0	0	574	529	2,113	1,779	454	650
	Cancelations notices		0	0	0	67	47	19	120	64	376
	Default and Enforcement Notice		0	0	0	63	255	740	427	334	303
	Default and Enforcement Cancellations Notice		0	0	0	2	19	56	50	-	2
	Discharges		0	0	0	133	379	453	734	634	3,564
	Disposal Notice		0	0	0	-	16	28	3	134	229



Registrar General Ms. Mercy K. Kainobwisho (4<sup>th</sup> R), Mr. Semmambo Rashid, President of Uganda Muslim Lawyers Association (C) pose for a photo with other officials after a meeting held at URSB Head Office in Kololo.



Registrar General Ms. Mercy K. Kainobwisho addresses "Abogezi"-customary wedding spokespersons during the "Abogezi Concretion" hosted at Bulange Mengo in Kampala.



The Archbishop of Kampala Most Rev. Paul Ssemogerere (4<sup>th</sup> R) posing for a photo after a courtesy visit by a team from URSB led by Registrar General Ms. Mercy K. Kainobwisho (6<sup>th</sup> L) at Lubaga Hill, Kampala.



Hon. Amelia Kyambadde (4<sup>th</sup> R) Registrar General Ms. Mercy K. Kainobwisho (5<sup>th</sup> L) pose for a group photo with women exhibitors during World Intellectual Day celebrations in Kololo.



The Most Rev. Dr Stephen Samuel Archbishop of Uganda (3<sup>rd</sup> L) with members of URSB Board of Directors pose for a photo after thanksgiving prayers held at the URSB Headquarters in Kololo.

# Our Mandate

## Business Registration

- Companies
- Business names
- Partnerships
- Documents
- Debentures
- Chattels securities

## Intellectual Property Registration

- Patents
- Utility models
- Trademarks
- Geographical Indications
- Traditional knowledge

## Handling of Insolvency matters

- Bankruptcy
- Winding up of Companies
- Corporate rescue mechanisms

## Registration of Copyright and Neighboring Rights

- Literary works
- Scientific works
- Artistic works





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