



The Uganda Registration Services Bureau (URSB) Board Chairman, Rt. Hon. Amb. Francis K. Butagira and Guest of Honour, Ms. Teopista Mary Wanene, Deputy Head of Public Service and Deputy Secretary to Cabinet, cut the ribbon to officially launch the Bureau's ISO Certification, marking a landmark step in URSB's commitment to international quality standards and service excellence. Board members and Registrar General, Ms. Mercy K. Kainobwiso, look on

URSB's ISO Certification: A Milestone in Reform, A Test of Consistency Ahead

When Uganda Registration Services Bureau (URSB) secured ISO 9001:2015 certification, it marked more than compliance with an international standard. It signalled a shift in how one of Uganda's key public institutions is organising itself to deliver services, more predictably, more transparently, and with greater accountability.

The certification places URSB among a growing number of public institutions aligning their operations with globally recognised quality management systems.

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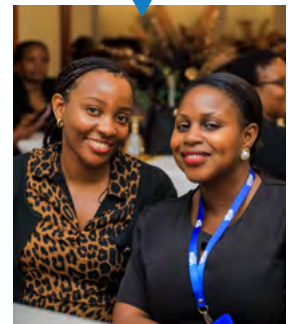
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REGISTRAR GENERAL'S FOREWORD

The Quarter III (January – March 2026) edition of the URSB Registry Magazine reflects a period of sustained institutional progress at the Uganda Registration Services Bureau (URSB), building on the momentum generated following my five-year milestone as Registrar General in December 2025.

Over the past five years, URSB has undertaken and consolidated key reforms that have repositioned the Bureau as a modern, digitally enabled institution at the heart of Uganda's economic transformation. A deliberate focus on digitalisation, operational efficiency, and improved service accessibility has significantly enhanced the ease of doing business. Today, business registration can be completed within hours, supported by strengthened compliance systems and improved service responsiveness. These reforms have contributed to a 55.2% growth in non-tax revenue, reflecting increased service uptake and growing public confidence in URSB systems.

Strengthening partnerships remains central to our approach. During this period, we continued to engage stakeholders through national platforms, reinforcing our commitment to inclusive development and collaborative service delivery. Our participation in national commemorations, including International Women's Day, underscored the vital role of women in entrepreneurship, innovation, and broader economic participation.

A key legislative milestone for our mandate was the passage of the Copyright and Neighbouring Rights (Amendment) Bill, 2025 by Parliament. This landmark reform enhances the protection of creators, strengthens enforcement mechanisms, and expands opportunities for the commercialisation of creative works across the arts, media, and cultural industries, further strengthening Uganda's creative economy.



Institutionally, URSB continues to advance reforms aimed at strengthening legal and regulatory frameworks, deepening partnerships with government, academia, and the private sector, and improving service delivery across all registry functions. These efforts remain central to Uganda's agenda for innovation, formalisation, and investment competitiveness.

As we look ahead, URSB remains committed to accelerating digital transformation, expanding stakeholder engagement, and consolidating the gains achieved over the past five years. Our focus is to ensure a responsive, efficient, and inclusive institution that continues to support Uganda's economic growth and development aspirations.

I extend my sincere appreciation to our Board of Directors, Management, staff, and stakeholders for their continued support and commitment.

Together, we will continue to build a resilient, innovative, and inclusive economy.

Mercy K. Kainobwisha
Registrar General

EDITOR'S NOTE

Dear Reader,

We hope 2026 got off to a good start for you and your families. It is always nice to turn the page on a new year, and here at URSB, we have already hit the ground running. This edition of our newsletter captures some of the key moments from the first part of the year that we think are worth sharing.

It has been a busy and exciting quarter at URSB, and this edition of our newsletter captures some of the key moments that stood out.

Earlier this year, we joined the rest of the world in marking International Women's Day. As a Bureau, we took time to celebrate the women in our team, colleagues who show up every day and contribute to the work we do here. It was a good reminder to appreciate one another and to keep pushing for a workplace where everyone feels valued. Thank you to everyone who took part in the celebrations and helped make the day special.

On the institutional side, we are proud to share that URSB has achieved ISO Certification, a significant step for the Bureau. This has been in the works for some time, and it reflects the effort that many teams put in to improve our processes and how we deliver services. Reaching this standard means we are meeting internationally recognised benchmarks for quality management, and it gives us a solid foundation to keep improving. Well done to all the staff who



were part of this journey.

We also had the pleasure of hosting colleagues from the Patents and Companies Registration Agency (PACRA) in Zambia. Their visit was a great opportunity to exchange ideas, compare how our institutions operate, and explore areas where we can learn from each other. Engagements like this one are useful because they give us perspective and open the door to ongoing collaboration across the region. We hope to stay in touch and build on the conversations we started.

As always, there is more happening at URSB than any one edition can cover, but we hope this newsletter gives you a sense of where we are and where we are headed. Thank you for reading.

Denis Nabende

**Ag. Principal Communications
Officer**

Core values



URSB'S ISO CERTIFICATION: A MILESTONE IN REFORM, A TEST OF CONSISTENCY AHEAD



The Registrar General, Ms. Mercy K. Kainobwisho, presents the ISO certification to staff during the internal ISO certification celebrations held at the Uganda Business Facilitation Centre Auditorium.



When Uganda Registration Services Bureau (URSB) secured ISO 9001:2015 certification, it marked more than compliance with an international standard. It signalled a shift in how one of Uganda's key public institutions is organising itself to deliver services, more predictably, more transparently, and with greater accountability.

The certification places URSB among a growing number of public institutions aligning their operations with globally recognised quality management systems. ISO 9001:2015, is used worldwide to ensure that organisations follow clear, documented processes, focus on customer needs, and continuously improve how they work.

For URSB, the certification covers the full scope of its operations, from core service delivery such as business registration to internal support functions like finance, administration, and human resources. In practical terms, it means the Bureau is now required to operate through structured processes that are consistently applied and regularly reviewed.


A long and uneven journey

The road to certification began in 2018, when URSB initiated efforts to establish a Quality Management System (QMS). Like many institutional reforms, progress was gradual.



Dr. Teopista Mary Wanene, Deputy Head of Public Service (5th Right) leads officials during celebrations marking URSB's attainment of the ISO 9001:2015 Quality Management System certification at the Uganda Business Facilitation Centre in Kololo, alongside other government officials.

Early stages were marked by uneven adoption across departments and limited staff buy-in. Introducing standardised procedures and documentation required a shift in how people worked, something that takes time in any organisation.

 **THE COVID-19 PANDEMIC**
further disrupted momentum, slowing implementation efforts. But the process resumed in 2023, backed by renewed leadership focus and technical support.

A decisive phase came in the 2024/25 financial year, when the Bureau reviewed and streamlined its systems, engaged consultants, and intensified staff training. This laid the groundwork for the external audit conducted in October 2025, which confirmed compliance with ISO 9001:2015 requirements. By December, URSB had been successfully recommended for certification.

ISO 9001 is built on a set of widely accepted principles: customer focus, leadership accountability, process consistency, and continuous improvement.

Applied to a public institution like URSB, these principles translate into clearer workflows, better record-keeping, and more predictable service delivery. Every service is expected to follow a defined process. Performance must be measured. Errors must be identified and addressed systematically.

For the public, this means more reliable services and fewer inconsistencies.

For the institution, however, the implications are more demanding. Certification requires that systems are not only in place, but also functioning and that they can stand up to periodic external audits.

Raising the bar for public service

URSB's certification comes at a time when public institutions are under increasing pressure to demonstrate efficiency and accountability.

By adopting ISO standards, the Bureau is aligning itself with international best practice, where quality is driven by systems rather than individual effort. This reduces dependence on informal processes and strengthens institutional

continuity.

It also enhances credibility. ISO certification is widely recognised as an independent assurance that an organisation's processes meet global benchmarks.

Maintaining the standard

If certification marks a milestone, sustaining it presents the greater challenge.

ISO systems require continuous monitoring, internal audits, and regular reviews. Staff must consistently follow documented procedures. Management must track performance and act on gaps. Improvements must be ongoing, not

occasional.

In effect, the certification commits URSB to a cycle of consistent refinement, where processes are regularly tested and updated to meet changing demands.

Failure to maintain these standards can lead to non-compliance in future audits, putting the certification at risk.

URSB has indicated plans to build on the gains made under ISO 9001 by strengthening internal systems, expanding digital services, and investing in staff capacity.

The Bureau is also pursuing ISO 27001:2022 certification, which focuses on information

security, an area of growing importance as more services move online.

Ultimately, the significance of URSB's ISO certification lies less in the document itself and more in what it represents.

It reflects an institutional effort to move from informal practices to structured systems, from reactive problem-solving to planned processes, and from inconsistent service delivery to measurable standards.

Whether those gains are sustained will depend not on the certification, but on how consistently the systems behind it are applied.



URSB Top Management led by Registrar General, Ms. Mercy K. Kainobwiso (C), Deputy Registrar General - Registries Mr. Mustapher Ntale (2nd right), Commissioner Finance and Administration Mr. Ambrose Ekaju (right), ISO Consultant, Mr. Vincent Ddamulira and Ms. Caroline Egesa, Commissioner Insolvency and Receivership cut cake during the QMS Internal Launch held at the UBFC facility.

BENCHMARKING: URSB SETS THE PACE AS INSTITUTIONS LOOK TO IT FOR REFORM AND RESULTS



Elizabeth Agiro
Communications Officer

When a growing number of public institutions begin to knock on your door, not for oversight but to learn, it says something about the standard you have set. At the Uganda Registration



For PACRA, the focus has been on the Intellectual Property Registry. Over the three-day visit led by Deputy Registrar Mr. Peter Chewe Chilufya, the team explored how URSB has streamlined its IP systems, particularly through digital upgrades that have significantly reduced turnaround times.

Services Bureau (URSB), that moment is no longer occasional, it is becoming routine.

In recent weeks, the

Bureau has hosted delegations from the Patents and Companies Registration Agency (PACRA) Zambia, Capital Markets Authority Uganda (CMA), and the Uganda National Oil Company (UNOC), all seeking to benchmark on systems that are steadily positioning URSB as a centre of excellence in public service delivery.

Across many jurisdictions, delays in IP registration remain a bottleneck to innovation and business growth. URSB's model, built on automation, process re-engineering, and user-focused services offers a hands-on solution.



The URSB team, led by the Acting Commissioner for Legal Services, engages with the Capital Markets Authority team during a benchmarking visit to URSB, recognised as a growing centre of legal reference.

Faster processing not only improves efficiency but also builds trust among inventors, creatives, and investors who depend on timely protection of their rights.

The Bureau's digital transformation journey has also drawn interest from UNOC. Their benchmarking engagement focused on how URSB has leveraged technology to simplify services and improve accessibility. From online business registration to electronic filings, the shift has reduced physical interactions, cut costs, and minimised opportunities for inefficiency.

Equally telling is the interest from CMA, which turned attention to URSB's legal and enforcement work. Discussions led by Ag. Commissioner Legal Services and Board Secretary Patience Buhikire highlighted tools like the URSB Case Digest, a growing body of legal reference that strengthens consistency and transparency in decision-making.

Beyond documentation, URSB's active prosecution of intellectual property and fraud-related offences signals a more assertive regulatory stance. Enforcement against counterfeits and copyright infringement, long seen as weak points in many systems, is gradually being strengthened. This not only protects rights holders but also promotes fair competition and

consumer confidence.

Taken together, these benchmarks paint a picture of an institution that is not just improving internally but shaping standards externally. URSB is demonstrating that public sector excellence is achievable when reforms are deliberate and sustained.

This progress is anchored in the Bureau's Strategic Plan IV, which places strong emphasis on digital transformation, stakeholder engagement, and institutional efficiency. The plan recognises that modern registries must go beyond record-keeping to become facilitators of economic activity. By prioritising innovation, strengthening legal frameworks, and investing in people and systems, URSB has aligned its day-to-day operations with long-term national development goals.

One of the key ideas within the strategy

is collaboration. Benchmarking visits like these are not one-sided exercises; they create a two-way exchange of ideas that benefits all institutions involved. For URSB, they provide an opportunity to reflect, refine, and stay accountable to the standards it promotes. For visiting agencies, they offer tested approaches that can be adapted to their own contexts.

The impact is visible with improved service delivery, reduced processing times, stronger enforcement, and increased public trust as outcomes that extend beyond the Bureau itself. They contribute to a more predictable business environment, which is key for investment and growth.

As more institutions seek to learn from URSB, the Bureau is redefining its role, from a national registry to a regional reference point for reform.



The Commissioner for ICT and Innovation, Arthur Kwesiga, engages the Uganda National Oil Company ICT team during a benchmarking visit at the Uganda Business Facilitation Centre in Kololo.

UBFC AGENCIES STRENGTHEN TIES TO IMPROVE BUSINESS COMMUNICATION



Uganda Registration Services Bureau (URSB), Capital Markets Authority (CMA) and Uganda Investment Authority (UIA) have agreed to work more closely together. The three agencies, which are all based at the Uganda Business Facilitation Centre, will coordinate their communications teams to ensure businesses and investors get clear and consistent information.

In January, communication teams from key government agencies took a deliberate step to improve how Uganda speaks to its business community, setting the tone for stronger coordination in the months ahead.

The engagement, held at the start of the year, focused on building a more coordinated approach to communication, recognising that the three agencies operate within the same space and serve closely linked roles in the investment chain.

URSB's Acting Principal Communication Officer, Denis Nabende, noted that despite sharing the same building, the teams had not previously created a platform for structured engagement.

“Although we are in the same building, we had not convened. There are many opportunities for us to support each other

The Public Relations and Communication officers from the **Uganda Registration Services Bureau (URSB), Uganda Investment Authority (UIA) and Capital Markets Authority (CMA)** met at the **Uganda Business Facilitation Centre (UBFC)** to explore how they can work more closely in telling Uganda's business story.

and present a unified communication approach,” he said.

The meeting highlighted an important reality that businesses and investors interact with these agencies as part of one journey. From registering a business at URSB, to securing investment support from UIA, and eventually exploring financing options through CMA, the

process is interconnected.

UIA Public Relations Manager, David Rupiny, said this makes coordination essential.

“The business journey often starts with URSB, moves to investment facilitation at UIA, and can extend to capital markets. Our work is interlinked, and our communication should reflect that,” he explained.

CMA Communications Lead, Lyn Tukei, welcomed the initiative, describing it as timely and necessary for improving stakeholder engagement.

Beyond discussion, the teams agreed on practical steps to guide their collaboration. These include establishing a joint communication platform for real-time coordination,

sharing events calendars to identify opportunities for joint visibility, and producing content that highlights the work of all agencies under one roof.

They also committed to working together on key programmes such as the rollout of the Non-Individual Entities Register and the Business Rescue and Aftercare Programme, where CMA’s involvement will help businesses better understand financing and capital markets.

Other areas of cooperation include joint trainings, contributing to shared publications, hosting engagements like the Government Communicators Forum, and amplifying each other’s digital content.

This coordination is expected to improve how information reaches the public, reduce duplication, and ensure that businesses receive clear and consistent messaging.

More importantly, it strengthens the overall investor experience. When agencies communicate as one, it becomes easier for entrepreneurs to navigate processes, access support, and make informed decisions.

As the year progresses, the January engagement stands out as a practical step towards a more connected and responsive business support system – one where collaboration helps institutions deliver better results for Uganda’s economy.



Public relations and communication officers from the Uganda Registration Services Bureau, Uganda Investment Authority, and Capital Markets Authority pose for a group photo during an engagement exploring opportunities for institutional collaboration.

URSB WOMEN CELEBRATE STRENGTH, CALL FOR UNITY



Rachael Niringiye

**Senior Registration Officer -
Insolvency and Receivership.**

The Uganda Registration Services Bureau (URSB) marked Women's Month with a warm celebration that was attended by female staff to recognise their contribution to the institution and the country at large.

The event, held at the Uganda Business Facilitation Centre (UBFC), was organised under this year's International Women's Day theme, "Empowered Women. Stronger Institutions." International Women's Day is celebrated every year on 8th March, and the theme spoke directly to the role women at URSB play in delivering services and strengthening public systems.

Dressed in elegant black and gold fits, the women gathered in a joyous setting that allowed them to connect, reflect, and celebrate their shared journey. The mood was both joyful and thoughtful, as staff took

time to appreciate how far they have come and the impact they continue to make.

The Chief Guest Hajjat Sharifah Buzeki, Executive Director of Kampala Capital City Authority (KCCA), praised the women for their dedication and professionalism. She encouraged them to believe in themselves and continue supporting one another.

"The world is not always kind to women, so we go the extra mile. Young women must remain focused, disciplined, and confident, and embrace leadership opportunities" she said.

Ms. Buzeki noted that



Registrar General, Ms. Mercy K. Kainobwiso (3rd Left), joins Guest of Honour, KCCA Executive Director, Hajat Sharifah Buzeki (3rd Right), in cutting the cake to mark International Women's Day, accompanied by members of URSB's top management at the Bureau's cafeteria.

women at URSB are at the centre of key services such as business registration, marriage registration, and intellectual property protection, work that directly supports families, businesses, and livelihoods.

She also highlighted the growing partnership between URSB and KCCA, especially through the Taxpayer Register Expansion Programme, which has helped improve revenue collection and service delivery.

URSB Registrar General Ms. Mercy K. Kainobwisho used the occasion to call for unity among women, urging them to support

and uplift one another both at work and in life.

“Always remember to uplift yourselves and those around you,” she said.

She cautioned against unhealthy competition and encouraged women to handle differences with maturity and respect.

“If someone is going astray, talk to them aside,” she advised, emphasising the need for empathy and understanding.

Ms. Kainobwisho described women as a strong and dependable force in society, noting that their efforts continue to shape institutions and

drive change.

The celebrations were not limited to the head office. URSB regional offices in Arua, Masaka, Mbarara, Hoima, and Mbale also marked the day in their own way. Staff came together to celebrate, dressed in the theme colours and appreciated the role women play in their workplaces.

Across all offices, the key message was that, when women are supported and empowered, institutions grow stronger. The day served as a reminder for women to keep lifting each other and working together towards excellence.



The Executive Director of Kampala Capital City Authority, Sharifah Buzeki, joins the Registrar General, Mercy K. Kainobwisho, members of top management, and URSB female staff for a group photo at the URSB head offices in Kololo during the Women’s Day celebrations.



Female staff of the Communications and Corporate Affairs Division pose for a group photo with the Registrar General, Ms. Mercy K. Kainobwisho, to mark International Women's Day



URSB female staff mark International Women's Day in striking black and gold, colours that speak to the power, elegance, and excellence of women. A celebration of womanhood in every sense.



The key message at the celebration was for women to unify and uplift each other



Black. Gold. Unstoppable. Ms. Hellen Owach showed up and celebrated the day in style



Gold for our worth. Black for our power. URSB women led by Ms. Mercy K. Kainobwisho and KCCA ED, Hajat Sharifah Buzeki, make a statement at the International Women's Day celebrations for staff



Ms. Provia Katwine, Assistant Commissioner - Administration, looked elegant in the black and gold dress code with a fascinator

BUILDING TRUST, POWERING ENTERPRISE: INSIDE UGANDA'S BUSINESS REGISTRY SYSTEM

"A strong economy is built not just on ambition, but on systems that make ambition possible."



The Registrar General, Ms. Mercy K. Kainobwiso shares a picture moment with colleagues from the Bureau, alongside the team from the Judicial Service Conversations moderated by Counsel Elison Karuhanga.

A Voice Behind the System

When Ms. Mercy K. Kainobwiso speaks, she does so with the clarity of someone who understands both the law and the lives it touches. As Registrar General at Uganda Registration Services Bureau (URSB), she stands at the intersection of governance and enterprise, ensuring that businesses in Uganda are not just formed, but sustained within a system that is fair, transparent, and efficient. What drives her is commitment to order, trust, and opportunity.

Ms. Kainobwiso featured on the Judicial Service Conversations podcast, shedding light on how URSB's registries strengthen the country's legal and economic framework.

The Registrar General explains that at

X The conversation was moderated by **Mr. Elison Karuhanga**, known as "the lawyer's lawyer" on X (formerly Twitter) Spaces and YouTube under the topic, **"Beyond Incorporation: URSB and the Future of Corporate Accountability in Uganda."**

and Business Names Registry. This is where ideas take their first legal breath. Registering a business is a formality that gives it identity and legitimacy. It allows entrepreneurs to separate personal risk from business risk, to own property, and to enter agreements with confidence. It is, in many ways, the starting line for economic participation.

URSB oversees four core registries:

Companies and Business Names, Insolvency, Intellectual Property (including Copyright and Neighbouring Rights), and Security Interests.

Managing Risk and Failure

Not every business succeeds, and that is where the Insolvency Registry steps in. Rather than allowing failure to spiral into chaos, this system provides structure. It ensures that struggling businesses can recover where possible, or close in a way that is fair to all involved. It protects both dignity and financial order, reminding us that even in failure, there must be fairness.

Protecting Ideas and Creativity

Innovation thrives when it is protected. Through the Intellectual Property and Copyright Registries, creators are given the tools to safeguard their work. Whether it is a new invention, a brand, or a piece of art, registration turns ideas into protected assets. For many Ugandans, especially young creators, this is empowerment, it

means their talent can translate into real economic value.

Expanding Access to Credit

One of the quieter revolutions lies in the Security Interests Registry. By allowing movable assets such as vehicles or equipment to be used as collateral, it opens doors for small businesses to access credit. This has shifted the financial landscape, making it possible for more people to participate in economic growth, even without traditional forms of wealth.

Justice Beyond the Courtroom

The Registrar General's office also plays a quasi-judicial role, resolving disputes that might otherwise burden the courts. From company conflicts to trademark objections, these matters are handled efficiently and professionally. This not only speeds up resolution but also keeps businesses moving forward without long delays.



The Registrar General, Mercy K. Kainobwiso, explains the URSB mandate during the Judicial Service Conversations on X Spaces.

Disputes taken to court typically clog the judicial system, delaying justice and hindering the advancement of important business transactions, which in turn impacts the economy. Quasi-judicial forums offer a more efficient, cost-effective, and adaptable option than formal litigation, enabling courts to focus on more complex and intricate legal matters.

A Digital Future

URSB operates on a largely digital technology backbone built around several specialised registry systems that support our mandates in business registration, intellectual property, insolvency, and secured transactions. Over the years, the Bureau has invested significantly in digitisation, with platforms such as the Online Business Registration System (OBRS) enabling clients to reserve names, register businesses, file returns, and

certify documents and access registry services online.

In addition to this, we have implemented other electronic registries, including the Security Interest in Movable Property Registry System (SIMPO), which supports access to credit by enabling movable assets to be used as collateral.

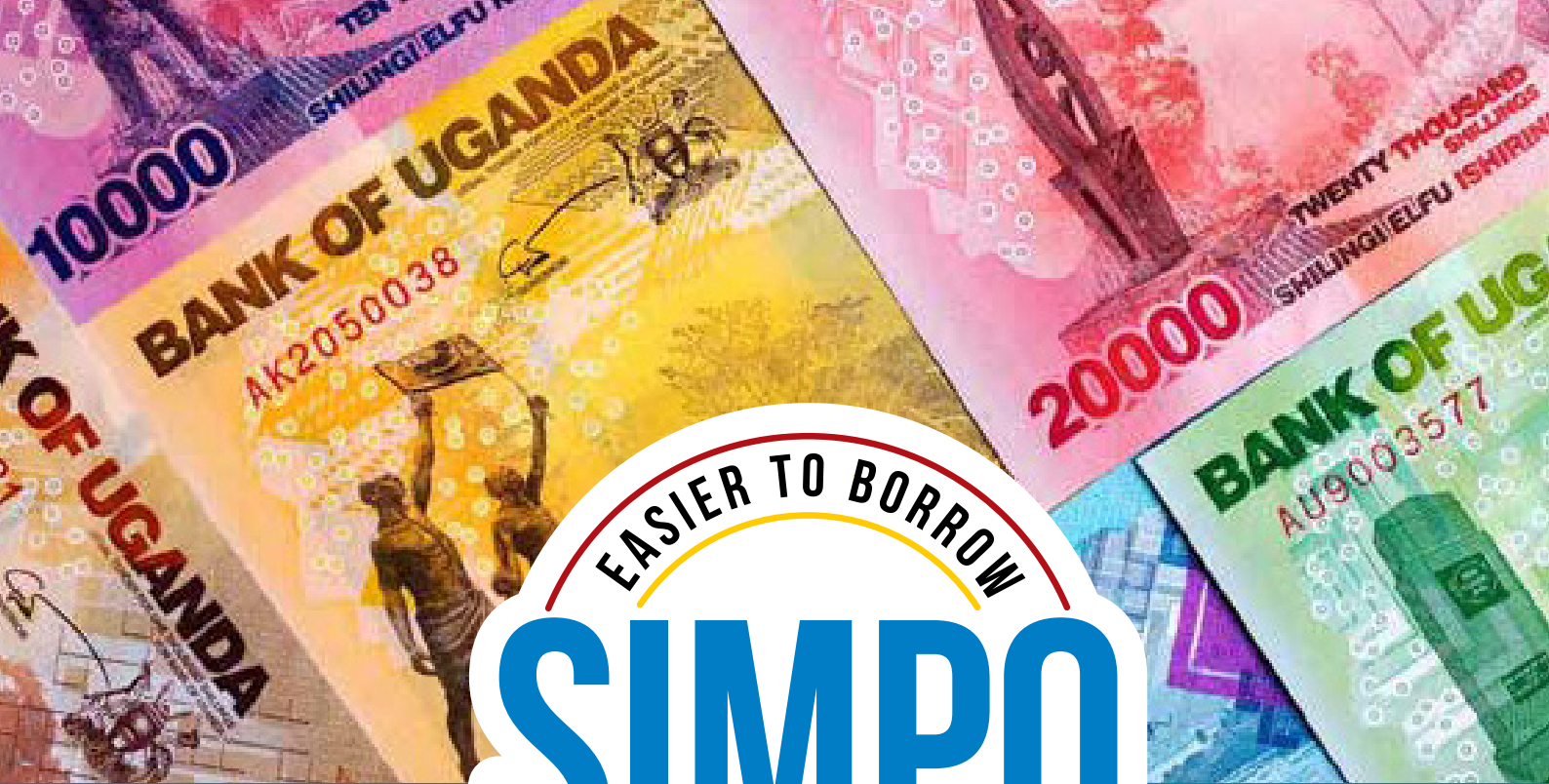
Looking Ahead

The vision for the future is a unified, fully digital registry system that strengthens trust and boosts economic confidence. With continued reforms and growing participation, Uganda's business environment is steadily becoming more transparent, inclusive, and competitive.

In this evolving landscape, Ms. Mercy K. Kainobwisho's work is a reminder that behind every thriving economy is a system that works quietly, but powerfully, for its people.



The Registrar General Ms. Mercy K. Kainobwisho gestures during the X Spaces engagement organised by the Judicial Service Conversations. Mr. Elison Karuhanga (right) moderated the 2 -hour long session.



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URSB AND PRESIDENTIAL CEO FORUM COMMIT TO DEEPEN COLLABORATION TO STRENGTHEN UGANDA'S PRIVATE SECTOR



Front row (Left to Right) Mr. Mustapher Ntale Deputy Registrar General Registries URSB, Ms. Mercy K. Kainobwisho Registrar General, URSB, Mr. Douglas Opio Board Member Presidential CEO Forum, Ms. Irene Mugisha CEO PCF and Mr. Allan Kayongo the National Planning Authority Senior Planning Officer join other officials after an engagement at the Presidential CEO Forum Head Office at the Uganda Business Facilitation Centre, Kololo

The Registrar General of the Uganda Registration Services Bureau (URSB), Ms. Mercy K. Kainobwisho, in March paid a courtesy visit to the Chief Executive Officer of the Presidential CEO Forum (PCF), Ms. Irene Birungi Mugisha, at the Forum's offices located at the Uganda Business Facilitation Centre in Kololo.

The meeting, held in a cordial atmosphere, brought together leadership from the two institutions to reflect on their shared role in supporting Uganda's private sector and explore opportunities for deeper collaboration. It also provided a platform to align on priorities that can strengthen business growth and improve the overall investment climate.

During the engagement, Ms. Kainobwisho reiterated URSB's commitment to working closely with the PCF in delivering its mandate. She emphasised that URSB remains focused on creating an

enabling environment for businesses through efficient registration services and regulatory support.

The Registrar General articulated URSB's strong belief that the formalisation of Uganda's economy is critical to national development. She noted that efforts



Ms. Kainobwisho and Ms. Birungi tour the PCF offices in Kololo

in business registration, intellectual property protection, improving access to credit, and strengthening regulatory and business rescue frameworks are essential in building confidence among investors and entrepreneurs.

She further explained that a well-structured and formal private sector not only supports economic growth but also enhances competitiveness, innovation, and sustainability, which are key pillars in Uganda's development agenda.

On her part, Ms. Birungi Mugisha expressed sincere appreciation for the continued support that URSB has extended to the PCF over time. She noted that the visit was both timely and significant, as it reaffirmed

the strong and cordial working relationship that has existed between the two institutions.

Ms. Birungi observed that the collaboration between URSB and the PCF has already contributed to advancing dialogue between the public and private sectors, and expressed optimism that the engagement would pave the way for more structured and impactful joint initiatives.

She further highlighted the importance of partnerships in addressing challenges faced by the private sector, noting that coordinated efforts between institutions are key to unlocking business potential and driving economic transformation.

As a key outcome of the meeting, the two

institutions proposed the development and execution of a Memorandum of Understanding (MoU). The MoU is expected to provide a clear and formal framework for engagement, outlining the scope, priorities, and modalities of collaboration.

The proposed partnership will focus on areas of mutual interest, particularly supporting the formalisation of businesses in line with Uganda's ten-fold growth strategy. Both parties expressed confidence that a structured approach to collaboration will enhance service delivery, strengthen the private sector, and contribute meaningfully to Uganda's long-term economic growth.



Registrar General, Ms. Mercy K. Kainobwisho, interacts with Presidential CEO Forum Board Member Mr. Douglas Opio as Ms. Irene Birungi Mugisha looks on

WHAT ARE NEIGHBOURING RIGHTS UNDER THE COPYRIGHT AND NEIGHBOURING RIGHTS (AMENDMENT) BILL, 2025?



Denis Nabende

Ag. Principal Communications Officer, Uganda Registration Services Bureau (URSB)

In 2023, Uganda Registration Services Bureau (URSB) partnered with the Ministry of Justice & Constitutional

Affairs, the Uganda Law Reform Commission, Uganda Communications Commission, representatives of Collective Management Organisations, Uganda Musicians' Association, National Cultural Forum, Uganda National Music Federation to conduct a series of nationwide consultations and provide an opportunity for artists to share their perspectives, concerns, and suggestions regarding the proposed amendments to the Copyright and Neighbouring Rights Act (2006). The consultations culminated in the Copyright and

Neighbouring Rights Amendment Bill (2025) that was presented to Parliament for the first reading by Hon. Norbert Mao, Minister of Justice and Constitutional Affairs, on 13th May 2025.

Though discussions around copyright as a form of intellectual property are dominated by musicians, the law grants authors, artists, and other creators protection for their literary and artistic creations. The Act specifically provides for the protection of literary, scientific, and artistic intellectual works, computer programs, and electronic data banks, as



Minister of Justice and Constitutional Affairs, Hon. Norbert Mao, flanked by the Registrar General, Ms. Mercy K. Kainobwiso in a group picture with URSB staff during the first reading of the Copyright and Neighbouring Rights (Amendment) Bill 2026 at Parliament in February 2026



kinds of works protected include, but are not limited to: novels, poems, plays, newspapers, advertisements, films, musical compositions, choreography, paintings, drawings, photographs, sculptures, architecture, maps, technical drawings, and computer software, programs, and databases

well as their neighbouring rights. The Copyright and Neighbouring Rights (Amendment) Bill, 2025, was passed by Parliament on 17th March 2026, almost three years after consultations commenced.

Over the weekend, social media discussion was dominated by a key aspect of the bill: neighbouring rights and who in the value chain is entitled to these rights, highlighting some level of misconception.

First, what is the difference between Copyright and Neighbouring Rights? Think of it this way: copyright protects the creator of an original work, such as the songwriter, the novelist, or the poet. Neighbouring rights, on the other hand, protect the people who bring that work to life for an audience, for example, the singer who performs it, the studio that records it, and the broadcaster who transmits it. The law calls these “neighbouring” because they sit next to copyright. They don’t replace it; they exist alongside it.

Neighbouring rights are rights attached to the supporting role played by performers, producers of sound recordings and audiovisual works, and broadcasting companies. This auxiliary role is dependent on the work of the original author, and without it, that role cannot even begin.

Groups Protected by Neighbouring Rights

Performers: These are musicians, actors, dancers, basically anyone who performs a creative work. Imagine Sheebah Karungi writes and performs a song. She has two layers of protection, i.e., copyright

as the songwriter and a neighbouring right as the performer. But even if she only performs someone else’s song at a show, she still has a neighbouring right over her performance of that song. This means if someone records her live performance without her permission and sells the recording, they have violated her neighbouring rights.

Producers of Sound Recordings & Audiovisual Works:

These are the studios and production houses that invest money and expertise in recording music or producing films. Suppose a record label spends millions of shillings to produce, mix, and master an artist’s album. Even though the artist wrote the songs, the record label holds a neighbouring right in the sound recording itself, which some may call “the finished product”. The Bill stipulates that equitable remuneration must be paid to both performers and producers if a sound recording or audiovisual fixation is published for commercial purposes or used for broadcasting or public performances. So if a supermarket in Kamwokya is playing the artist’s music all day to attract customers, both the artist and record label are owed money by the supermarket.

Media houses:

These are TV and radio stations that invest in transmitting content to the public. Imagine UBC broadcasts a live concert. Even though UBC didn’t write or perform the music, it has a neighbouring right in its broadcast of that concert. Someone cannot simply rebroadcast UBC’s signal on another platform without permission. Additionally, the amendment to the CRNR Act states that performers and producers should be paid when sound recordings or audiovisual works are used for commercial, broadcasting, or public performance. Let’s look at Caller Ring-Back Tones (CRBTs). When you call someone and hear Pallaso’s song playing, that telecom company is commercially using his work. The new law entitles Pallaso (as performer) and the aggregators to a share of the money the telecom earns from that service.

When a radio station plays Jose



Members of Parliament Hon. Elijah Okupa, and Government Chief Whip Hon. Hamson Obua alongside other Legislators interact with the URSB Team led by Registrar General, Ms. Mercy K. Kainobwisho at Parliament building

Chameleon’s song during the morning show, Jose and whoever produced that recording are owed equitable remuneration. Bars and Restaurants also have a responsibility. A bar in Kabalagala playing Afrobeats or local music to create ambience is conducting a public performance of that work. Under the new law, they may need to pay licensing fees. Neighbouring rights are therefore the legal tool designed to ensure that everyone in the chain who adds value to a creative work (the performer, the studio, the broadcaster) gets their fair share.

Collection of payments for copyright use

The Minister for Justice and Constitutional Affairs has the authority to prescribe procedures for collecting, distributing, and receiving royalties and other entitlements from the use of copyright or neighbouring rights, in consultation with the Registrar General of the Uganda Registration Services Bureau. In practice, collecting societies like the Uganda Performing Rights Society (UPRS), the Uganda Federation of Movie Industry (UFMI), and the Uganda Reproductive Rights Organisation (URRO) act as

middlemen. They collect fees from businesses using music and distribute them to the rightful performers and producers.

The requirement to register your Copyright

Under the amendments, the Uganda Registration Services Bureau, as Registrar of Copyright, shall not issue an order or notice to block, take down, or obstruct infringing content unless the owner of the copyright work has a certificate of registration as proof of ownership. For clarity, if someone uses your music, novel, etc., without permission, you can only take legal action if your work is registered with Uganda Registration Services Bureau (URSB). It is important to point out that an unregistered work still belongs to you morally, but enforcing it legally becomes very difficult.

The Bill is meant to move artists from fame without income to fame with income. It tries to ensure that creative work is treated as property that can earn money, not just as free material for public use, but enforcement is dependent on registration of the works.

NIR TO REDUCE TURNAROUND TIME FOR ENTITY REGISTRATION



Rogers Sunday
Communications Officer

In Uganda, the entity registration and licensing process has for long been a major constraint to formalisation.

To the entrepreneurs, the registration process has always been bureaucratic, fragmented and time-consuming

as they navigated through the Uganda Registration Services Bureau (URSB)'s Online Business Registration System (OBRS) for entity name registration, the Kampala Capital City Authority (KCCA) for trading license and the Uganda Revenue Authority (URA) for tax identification.

The NIR

The establishment of centralised Non Individual Register (NIR) by the Uganda Business Registration Service (UBRS) as mandated by the Tax Procedure Code Act 2025 as amended is set to consolidate entity registration procedures, reduce turnaround time and enhance transparency.

This will save potential registrants and aspiring entrepreneurs from navigating through multiple government agencies seeking formal registration, licensing and compliance services.

With the establishment of the NIR, all entities registered, incorporated or carrying out business in Uganda will be identified with ease. The NIR will also enhance easier tracking of beneficial owners among others.

All this will be in addition to enhancing operational efficiency, supporting exchange of information among Ministries Departments and Agencies, promoting growth for non-individual entities in Uganda, and increasing tax administration.



The newly branded One Stop Centre at Georgian House along George Street is ready to serve clients

NIR and authoritative data

A centralised NIR will bring together authoritative data on entities in one system to facilitate the efficient use of central information about Non-Individual entities through a nationwide centralised register.

Non-individual entities such as companies, partnerships, trusts, foundations, and similar legal arrangements play a central role in economic activity, however the absence of a single, authoritative source of information about them increases the risk of illicit financial flows.

NIR, ERN and data protection

The 2025 tax procedures

Code Act as amended also mandates URSB to issue a unique identifier number to each Non-Individual entity (Entity Registration Number-ERN) upon registration.

Whereas the ERN will facilitate information sharing between public authorities, the regulations for the centralised NIR have put measures to ensure all information sharing occurs in accordance with the applicable law.

The Centralised NIR will therefore enable efficient identification and effective tax compliance among entities with ease.

The ERN as a unique identifier will be a clear standout feature on all the entity documents to be used by all MDAs and

Local Governments for licensing and granting any required authorisations to the entity.

Receiving, storing and making accessible

The NIR can, in simple terms, be explained as a mechanism for receiving, storing and making accessible to the public certain information about registered entities.

The establishment of the NIR will facilitate the efficient use of central information about the Non Individual Entities through a nationwide Centralised Register.

The NIR will identify the entities and later serve as a link between the entities and the other associate registries.



The establishment of the NIR will facilitate the efficient use of central information about the Non Individual Entities through a nationwide Centralised Register.

MORE THAN A CERTIFICATE: WHAT ISO REALLY MEANS AT WORK



Rogers Abaho
Field Officer - Quality Assurance

“Standards don’t just shape systems - they shape behaviour.”

Imagine, on a Monday morning, emails are already piling up, a client

is waiting for feedback, and a deadline is breathing down your neck. In many workplaces, this is where shortcuts begin, files misplaced, processes skipped, and decisions made on instinct rather than structure. But in an ISO-certified environment, that moment looks very different.

Following Uganda Registration Services Bureau (URSB)’s recent celebration of attaining the ISO 9001:2015 Quality Management System certification, the Bureau has moved beyond the applause into a more demanding phase; living the standard every day.

The certification, earned after a rigorous process of audits, documentation, and alignment with global best practices, is designed to strengthen service delivery, improve efficiency, and ensure consistent, customer-focused operations.

Now that the celebrations are done, the real work begins: embedding these standards into routine decisions, sustaining a culture of continuous improvement, and holding systems accountable to the promise of quality.

ISO certification is often misunderstood as a badge on the wall, but in reality, it is a discipline. It is the quiet system behind the scenes that ensures things work the



URSB members created hype ahead of the event launch

way they are supposed to, consistently, predictably, and transparently.

Imagine walking into an office where every process has a clear path. You don't have to guess who approves what, or where a document should go next. There is a collective understanding. That's what ISO brings, clarity. It removes ambiguity, and in doing so, it reduces errors, delays, and frustration.

But more importantly, ISO is about people, mainly because it demands accountability.

It requires that each person understands their role and performs it with precision. You cannot hide behind confusion or blame the system, because the system is designed to be clear. That shift changes workplace culture. It replaces "we have always done it this way" with "this is the best way to do it."

There is also a deeper meaning to this certification. Clients may never read your internal procedures, but they feel the difference. They notice when services

are delivered on time, when communication is consistent, and when outcomes are reliable. ISO certification quietly builds that trust. Maintaining ISO standards requires constant attention, regular reviews, and a willingness to improve. Without that, the system becomes rigid, and the value fades.

In the end, being ISO certified is not about perfection but the commitment to do things right, even when no one is watching.



ISO requires that each person understands their role and performs it with precision

URSB HOSTS PACRA DELEGATION, REINFORCING BENCHMARK STATUS



Registrar General, Ms. Mercy K. Kainobwiso, poses for a photo with the delegation from Zambia led by Mr. Chewe Peter Chilufya, Deputy Registrar of the Patents and Companies Registration Agency (PACRA)

The Uganda Registration Services Bureau (URSB) this week reaffirmed its standing as a centre of excellence in registry operations by hosting a six member delegation from the Patents and Companies Registration Agency (PACRA) of Zambia for a three day benchmarking visit.

PACRA, a statutory agency under the Ministry of Commerce, Trade and Industry (Zambia), is responsible for business and intellectual property registration, including trademarks, patents and copyright. It serves as the legal repository for business information and IP rights in Zambia, with

a mandate to support enterprise development and regulatory compliance.

The visiting team, led

by Deputy Registrar Mr. Chewe Peter Chilufya, engaged extensively with the URSB Intellectual Property Registry to learn about URSB's



As a sign of appreciation for hosting the team, Mr. Chilufya hands Ms. Kainobwiso a gift pack



Officials from the Patents and Companies Registration Agency (PACRA) of Zambia engage in discussions with the Uganda Registration Services Bureau (URSB) team during a benchmarking visit to URSB offices. The visit provided an opportunity for PACRA to learn from URSB’s best practices in business registration, intellectual property rights, management, and service delivery innovation

digital systems, process improvements, and reforms that have significantly reduced client turnaround times.

During the discussions, Registrar General Ms. Mercy K. Kainobwiso commended PACRA’s statistical reporting systems and stressed the value of mutual learning in enhancing registry performance across

Africa. She proposed an exchange programme to deepen collaboration and enable continuous learning among African registry institutions.

“Our shared goal is to strengthen service delivery and make registry services more accessible, efficient and responsive to the needs of businesses and innovators,” Ms. Kainobwiso said.

The visit highlights URSB’s growing reputation as a benchmark institution for registry excellence in the region and underscores the importance of regional cooperation in building robust business and intellectual property systems that support economic growth and innovation.



The Patents and Companies Registration Agency (PACRA) of Zambia team tours the Uganda Registration Services Bureau (URSB) Copyright Department as part of their benchmarking visit. The tour offered PACRA officials a firsthand look at URSB’s copyright registration processes, systems, and service delivery frameworks, drawing valuable lessons to inform the development and strengthening of intellectual property services back home



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FROM IDEAS TO INCOME: HOW UGANDA'S TISCS ARE TURNING INNOVATION INTO ENTERPRISE



Peninah Nyangoma
Field Officer - Communications

Across Uganda's research institutions and universities, a quiet revolution is taking shape one that is turning

A fast-growing national network is quietly transforming research into real economic value.

laboratory ideas into market-ready products. At the heart of this shift is a rapidly expanding network of Technology and Innovation Support Centres (TISCs), positioning intellectual property (IP) as a catalyst for commercialisation and economic growth.

Established under the framework of the World Intellectual Property Organisation, TISCs are designed to equip innovators with access to global patent databases, scientific literature, and

technical expertise. Their goal is help researchers create, protect, and commercialise their ideas.

In Uganda, the initiative is spearheaded by the Uganda Registration Services Bureau (URSB), which serves as the national focal point. From just a handful of centres a few years ago, the network has grown steadily, reaching 37 host institutions by early 2024 and now expanding further with four new TISCs launched this quarter.



Mr. Ambrose Ekaju, Ag. Deputy Registrar General Finance and Administration (L), Dr. Samuel Okware, Director General of the Uganda National Health Research Organisation (C), Prof. Pontiano Kaleebu, Director of UVRI (R) launch the 38th Technology and Innovation Support Centre (TISC) at Uganda Virus Research Institute



The Technology and Innovation Support Centres (TISCs) are designed to equip innovators with access to global patent databases, scientific literature, and technical expertise

The newest additions, TISC 38 at the Uganda Virus Research Institute, TISC 39 at St. Joseph’s College Ombachi, TISC 40 at Soroti University (SUN-TISC), and TISC 41 at the National Drug Authority reflect a deliberate strategy to embed IP support directly within institutions that generate knowledge and innovation.

Each centre brings a unique strength to the network.

At the Uganda Virus Research Institute, the TISC is expected to translate high-impact scientific research into protected technologies and health solutions with

commercial potential. The centre will support patent searches, IP strategy, and commercialisation pathways, ensuring that breakthroughs move beyond publication into practical application.

St. Joseph’s College Ombachi represents a growing inclusion of academic institutions at different levels, signalling that innovation is no longer confined to elite research hubs but is being nurtured across the education ecosystem.

Soroti University’s SUN-TISC is equally demonstrating progress. Students showcased ground-breaking projects shaping the future of

Ugandan engineering such as Smart KARA, an AI Fruit Sorter among others. The institution has also filed a trademark application for its acronym and is actively developing an institutional IP policy, key steps toward structuring how research outputs are protected and monetised. Plans are also underway to register additional IP assets, including its logo.

At the National Drug Authority, the TISC is strategically positioned to support regulatory science and pharmaceutical innovation, bridging the gap between compliance, research, and commercial viability in Uganda’s

health sector.

Before launch, URSB conducts intensive training for host institutions, covering IP management, patent searches, commercialisation strategies, and the role of TISC focal persons. Institutions must meet strict criteria, including a mandate for research, evidence of innovation activity, computing infrastructure for patent searches, and management support for IP integration.

This structured approach is already yielding results. At Mbarara University of Science and Technology's Centre of Innovation and Technology Transfer, a recent URSB follow-up engagement led to two patents under drafting, seven trademarks, and four copyrights, indicators of a maturing IP culture.

By decentralising IP services through TISCs, the bureau is extending its reach beyond registration into active innovation support. This strengthens its mandate while increasing filings, improving IP awareness, and positioning the bureau

as a driver of enterprise development rather than just a registry.

With institutions like Kyambogo University already submitting patent applications and more centres coming online, Uganda is steadily building an innovation ecosystem where ideas are commercialised.

In that transformation lies the main goal of TISCs which is turning knowledge into wealth, and innovation into a cornerstone of national development.



For Uganda's economy, TISCs are helping to eliminate duplication of research, improve the quality of innovations, and connect local inventors to global knowledge systems. Further, they are shifting the national mind-set—encouraging researchers to think about protection, scalability, and market value.



As part of the training, beneficiaries include principal researchers, senior researchers, junior researchers, PhD researchers and volunteers

MY JOURNEY AS A QMS CHAMPION AT URSB



Wilbrood Sekitto
Senior Monitoring & Evaluation Officer

When I look back at our journey toward ISO 9001 certification at URSB, it doesn't feel like a single project we completed, it feels more like a learning journey we grew into overtime.

I still remember when

I was nominated as a QMS Champion for the Department of Policy and Planning. At the time, I knew it was important, but I didn't fully grasp how much it would shape the way we work as an institution.

URSB had tried before to implement ISO standards. Those earlier attempts didn't lead to certification, but they weren't wasted efforts. In fact, they introduced many of us to quality management principles and helped us start documenting how we actually do our work. Looking back now, that was the foundation, we just didn't realise it yet.

Things really changed when a new consultant, Mr. Vincent Ddamulira

Kyomubi came on board. That is when the process stopped being theoretical and became something we lived every day. The weekly QMS Champion meetings every Wednesday quickly became part of our routine. They weren't just meetings but spaces where we learned from each other, asked questions, and kept each other accountable.

One of the biggest turning points for me was seeing how involved everyone became. Instead of just receiving procedures, we were actively developing them. With guidance from the consultant, each department worked on its own SOPs and work instructions. But more importantly, we didn't



Wilbrood Sekitto, from the division of monitoring and evaluation, poses with his certificate of appreciation for the role he played in the ISO certification process

just accept them, we questioned them, refined them, and made sure they actually made sense for how we work.

For the first time, we clearly mapped out our processes from start to finish. Roles became clearer. Responsibilities were no longer assumed, they were defined. And in doing that, we started noticing gaps we had always worked around without addressing. Some processes were redundant, others inefficient, but now we could actually fix them.

Another unexpected benefit was how much we started understanding each other's work. Before, departments often operated in silos. But through this process, we began to see how everything connects. It improved coordination in ways we had not anticipated.

At the beginning, many of us did not fully understand the ISO requirements. The language felt technical, and the expectations seemed overwhelming. On top of that, documentation felt like a heavy task. Writing SOPs and keeping records was time-consuming, and at times it felt like extra work on top of our normal duties. But we found our way through.

The continuous training during our Wednesday meetings helped a lot. The more we engaged, the more things started to

make sense. Leadership support also played a big role, they kept emphasising why this mattered, which helped us stay committed.

Over time, we also leaned on each other more. The Champion network became a space for sharing ideas, solving problems, and encouraging one another.

Then came the internal audits. At first, they felt intimidating, but they turned out to be incredibly useful. They helped us identify gaps early and prepare for the external audit. More importantly, they changed our mindset, we stopped doing things just to "pass" and started focusing on actually improving how we work.

One of the biggest lessons for me personally was the need to unlearn old habits. We were used to informal ways of working, quick fixes, verbal processes,

undocumented steps. Moving to structured, documented systems wasn't easy, but it was necessary.

The success of the QMS certification at URSB in compliance with ISO 9001:2015 Standard requirements is not merely a technical achievement but a reflection of deliberate staff engagement, institutional learning, and leadership in Quality Management. Sustaining these gains will require continued investment in staff capacity, strengthening of the QMS Champion network, and ongoing commitment to continual improvement of the documented and certified QMS.

Today, when I think about the certification we achieved, I see it as proof of what we can do when we work together, learn continuously, and take ownership.



Ms. Kainebwiso poses with QMS consultants Mr. Vincent Ddamulira and Commissioners Ms. Carol Egesa and Mr. Arthur Kwesiga

THE SILENT STRUGGLE AT WORK: WHY DIABETES AWARENESS CAN'T WAIT



Stella Namuganza
Communications Officer

Across many workplaces today, there is a quiet struggle that often goes

unnoticed. Colleagues who once seemed energetic begin to tire easily, concentration slips, and small health complaints become frequent. These changes are easy to dismiss as stress or workload, yet for many, the real issue is something else, an underlying health condition they may not even know they have.

This silent battle is becoming increasingly common, and one of its biggest drivers is diabetes.

In Uganda, public health attention has long focused on diseases like malaria, HIV/AIDS, and cancer, conditions that show immediate and visible impact. But diabetes operates differently. It develops quietly, often without obvious warning signs, thus a “silent killer.”

While estimates suggest that about 2–3% of Ugandan adults live with diabetes, the reality is likely much higher. Many people remain undiagnosed, only discovering the condition when serious



Regular blood pressure monitoring is a critical component of diabetes management. People living with diabetes are at a significantly higher risk of developing high blood pressure (hypertension), which can lead to serious complications including heart disease, kidney damage, and stroke. PHOTO: Internet

complications have already developed. In some families, it is no longer just one person affected, multiple members may fall ill within a short period, turning it into a household crisis.

A major challenge is awareness. Symptoms such as constant thirst, unexplained weight loss, or fatigue are often misunderstood. Some people delay seeking medical care, attributing these signs to stress, spiritual causes, or minor illnesses. By the time they reach a health facility, the damage may already be severe.

If left unmanaged, diabetes can lead to life-altering complications. It affects vital organs like the heart, kidneys, and

eyes. One of the most devastating outcomes is loss of sensation in the feet, where small wounds can go unnoticed and develop into serious infections, sometimes leading to amputation.

Why Awareness Matters

The good news is that diabetes can be managed and in many cases, prevented. Simple steps like eating a balanced diet, staying physically active, maintaining a healthy weight, and going for regular check-ups can make a big difference. When people understand the signs and risks, they are more likely to seek help early. Early diagnosis not only saves lives but also prevents long-term complications that affect families emotionally and

financially.

In the workplace, this awareness is even more important. A healthy employee is more focused, productive, and present. When health issues go unnoticed, performance suffers, not because of lack of effort, but because the body is struggling silently.

A Shared Responsibility

Diabetes may not be loud, but its impact is real. Recognizing it early can change outcomes completely. For individuals, families, and workplaces alike, paying attention to this silent struggle is necessary.

Because sometimes, the biggest health threats are the ones we do not see.



What you eat directly impacts your blood sugar levels. For people living with diabetes, checking blood glucose before and after meals is an essential part of daily disease management. A simple finger-prick test provides immediate insight into how the body is responding to food, enabling timely adjustments to diet, medication, or insulin, and helping to prevent both short-term and long-term complications. PHOTO: internet

FROM INTERN TO FIELD OFFICER: SEMU HIGENYI'S JOURNEY WITH URSB

Semu Ernest Higenyi's connection with the Uganda Registration Services Bureau began long before his official appointment. As a former intern turned Field Officer, he now travels across the country sensitising entrepreneurs and helping them formalise their businesses. Guided by values of integrity, humility, and resilience, Semu brings enthusiasm and purpose to every client interaction, even the difficult ones. With ambitions stretching from specialised certifications to strategic partnerships in innovation and creativity, he is clearly playing a long game. In this interview, he opens up about his journey, his motivations, and the career he is steadily building at URSB.

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

My name is Semu Ernest Higenyi a graduate of business studies with a major in marketing. I have experience working in the logistics industry where I learnt a few important skills that have enabled me to be of value in the work place. I currently serve as a field officer under the non-individual register/business department where my main role has been to sensitize people in different parts of the country about the services offered by URSB and assist them to register business names, companies, legal documents and file annual returns.

2. When did you join URSB as a field officer, and how has your experience been so far?

I joined URSB in September 2025 and my experience so far has been positive, The work culture is vibrant, there is support from colleagues



Semu Ernest Higenyi joined URSB as a field officer and travels around the country educating business owners on the importance of registering their businesses

and supervisors, many opportunities for career growth and the work has purpose in the sense that I get to provide support to people in need.

3. What attracted you to this role at URSB?

I had the privilege of doing my internship at URSB and I remember it being a rewarding experience, which is why I happily applied when I saw the vacancy that matched my work experience and aligned with my ambitions for career growth. I must say that it is really impressive to see how much URSB has grown from my time as an intern several years ago to now where we have one of the best digital service solutions, personnel and facilities in the country.

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

My aim is to use the organisation's core values as a guide in executing my day-to-day roles, especially customer centricity, professionalism and teamwork. I am also going to continue communicating to people within my networks about the value they can get from URSB's services and how easier it has become to get their registration needs met. In addition to that, I am passionate about supporting innovation and I have purposed to increase my knowledge on IP protection in order to have the ability to serve a wider range of clients.

5. What professional goals do you hope to achieve during your tenure as a field officer?

Obtaining specialized certifications is at the top of my list, particularly in the areas of business, marketing and Intellectual property. I am also actively seeking mentors within the organisation that I can learn from and get guidance on my career especially with the ambition to achieve a leadership role. In addition to that, I strongly believe in connecting people I know with opportunities that align with their ambitions, so I would love

to be involved in strategic partnerships between the bureau and creatives, innovators, people in the sports world and philanthropists.

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

My experience at URSB has been positive, the work is rewarding, there is room for growth, collaboration among colleagues, the experiences in the field have been fun because we get to meet other colleagues from different workstations and we get to visit parts of the country we have never been to. I love the fact that people from all departments are welcome to attend events that are organized by other departments because they get to be informed and updated about the progress of the different registries within the bureau. In addition to that, staff have access to aerobics, fellowship and other activities outside their cooperate roles that allow them to maintain a positive work life balance

7. Can you share a recent project,



Mr Higenyi at his work station at the URSB offices

initiative, or accomplishment that you are particularly proud of since joining URSB?

I am proud to have served with the Hoima business clinic team, where we didn't just meet our Non Tax Revenue targets but exceeded them. Our team leader Mr. William Draku encouraged teamwork and provided support whenever we needed it. The team had the opportunity of visiting the Hoima city stadium as part of our activities, which was a lovely climax to our experience in that place.

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

Dealing with clients in the field has taught me how to be resilient. My role involves approaching people in their shops to convince them to register their businesses, however, a good number of them have a certain perception about the government and will use that opportunity to complain. It is my duty to listen to them, understand their perspective but proceed to encourage them to formalize their business and sensitise them on the benefits.

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

My motivation comes from my family, my parents have managed to achieve a lot and exceed expectations despite their humble backgrounds. They have both managed to cultivate successful careers and still have enough time for their children to provide guidance, show love and impart the right values into us while we were growing up. Even after all they have achieved, they still have the desire to accomplish more. I look up to the example they have set out for me and it gives me the drive to accomplish my goals, stay focused, practice discipline, remain humble and faithful in every situation.

10. What leadership values or principles guide your approach to work and decision-making?

The leadership values that guide my work

are integrity, accountability, humility, empathy and resilience. These values enable me to represent the organization in a positive way, be approachable to my colleagues, serve customers diligently and stay ambitious.

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

I would advise them to increase their knowledge in their specialty, seek out credible mentors, network as much as possible and make the best of their current situation.

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

I see myself in a more advanced role that utilizes my skills better and enables me to make decisions at a larger scale. I aim to be a facilitator of innovation and creativity, working with clients who need protection for their copyright, patents, trademarks and industrial designs. In addition to that. In addition to that, I look forward to negotiating strategic partnerships that will benefit URSB and contribute to its growth.



Semu Higenyi, a Field Officer, engages a business owner on the streets of Hoima during the URSB Business Clinic. At the heart of URSB's outreach mission is meeting entrepreneurs where they are, listening to their concerns, addressing their questions, and guiding them through the process of formalising their businesses for a more secure and prosperous future

REGIONAL OFFICE CONTACT NUMBERS

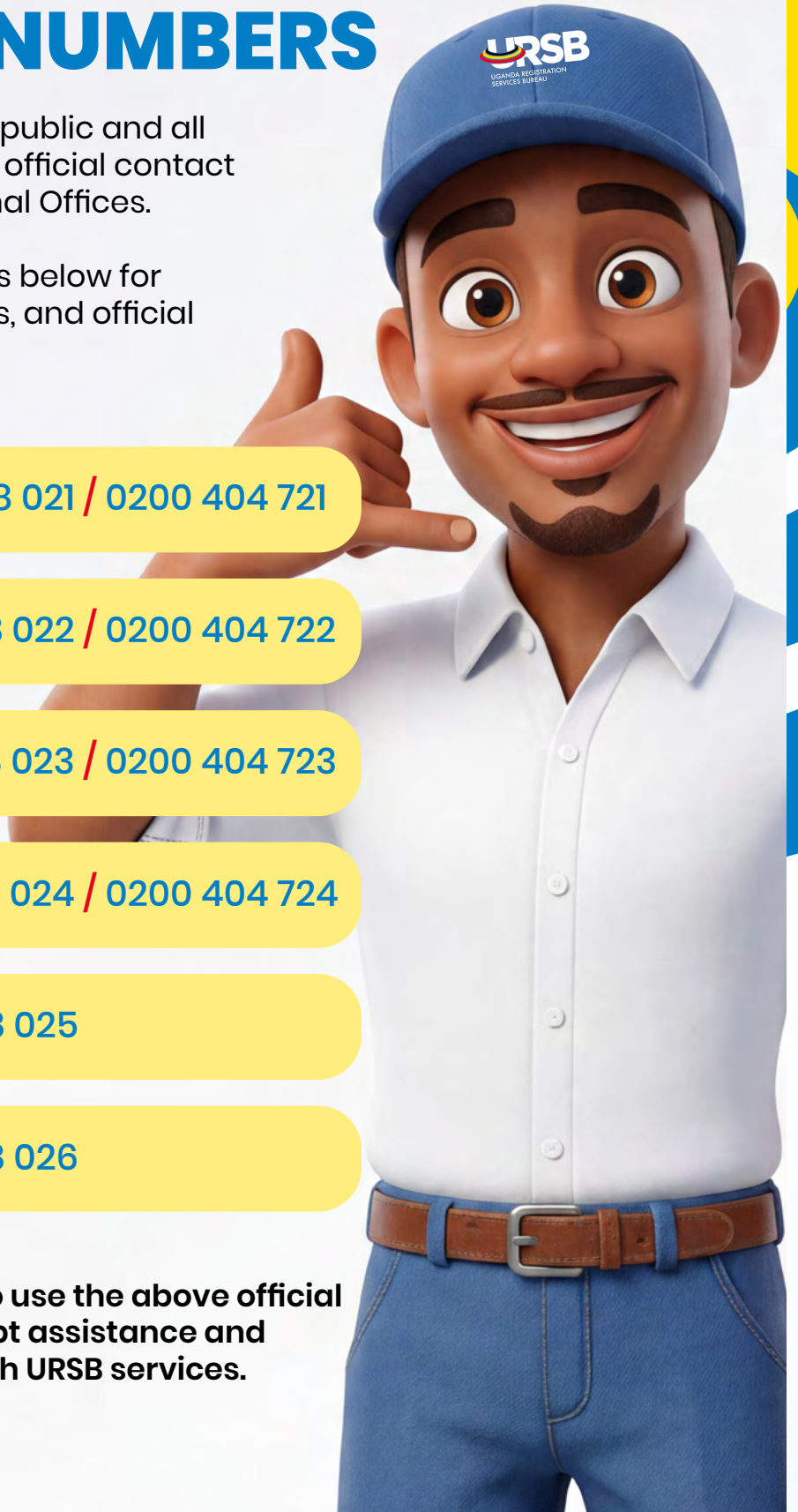
This is to formally inform the public and all stakeholders of the updated official contact numbers for the URSB Regional Offices.

Kindly take note of the details below for all inquiries, communications, and official engagements.

Gulu	0326 338 021 / 0200 404 721
Masaka	0326 338 022 / 0200 404 722
Mbale	0326 338 023 / 0200 404 723
Mbarara	0326 338 024 / 0200 404 724
Arua	0326 338 025
Hoima	0326 338 026

We encourage the public to use the above official contact numbers for prompt assistance and continued engagement with URSB services.

MANAGEMENT





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Regional offices:

- ▶ Arua – Plot 42/44 Pakwach road
- ▶ Mbale - Plot 3, Park Crescent.
- ▶ Mbarara- Plot 1, Kamukuzi Hill
- ▶ Mbarara- Plot 1, Kamukuzi Hill
- ▶ Kasingo District Headquarters, Hoima Service Uganda Centre
- ▶ Gulu – Plot 6B Princess Road
- ▶ Masaka -Plot 28, Edward Avenue, Mayor's Chambers

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