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July - September 2026

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UGANDA REGISTRATION SERVICES BUREAU



URSB staff pose for a group photo after taking part in the 15th Rotary Cancer Run on 30th August 2026. The run raises resources to complete and equip the Cancer Treatment Centre at St. Francis Hospital Nsambya, including advanced radiotherapy equipment.

Running To Restore Hope

The Uganda Registration Services Bureau (URSB) joined thousands of Ugandans on Sunday, 30th August 2026, for the 15th Rotary Cancer Run, raising awareness and supporting efforts to improve access to cancer treatment in Uganda.

Inside this Issue:

Page 13 — One registration at a time, local businesses are growing up

Page 42 — The day URSB staff traded paperwork for team colours at the Sports Gala

Page 18 — A Growing Record Of Commercial Justice In The Registry



CONTENTS

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24 The wager that changed everything



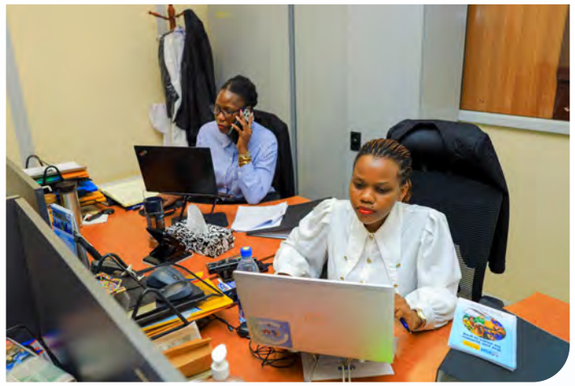
16 Running to Restore Hope: URSB Staff Join Efforts to Raise UGX 5BN for Cancer Care





18 URSB Case Digest, Volume II: A Growing Record of Commercial Justice in the Registry





28 New Staff Perspective: The man who loves fixing how things work

38 Nobody thanks the wi-fi until it goes down

REGISTRAR GENERAL'S **FOREWORD**



A quarter of progress, a year of possibilities

The conclusion of the first quarter of the 2026/2027 Financial Year marks an important milestone in our continued pursuit of institutional excellence and improved service delivery. At the Uganda Registration Services Bureau (URSB), we began the year with a clear mandate, to consolidate the gains achieved in FY 2025/2026, accelerate our transformation agenda and deliver value to our clients, stakeholders and the Government of Uganda.

Our focus remains firmly anchored in our strategic ambition of positioning Uganda as the best destination for doing business. Achieving this requires more than efficient service delivery, it demands continuous innovation, internal re-organisation, stronger institutional partnerships, improved compliance and a business environment in which enterprises can formalise grow and thrive.

e-Registry: Transforming how we serve

A defining milestone in our digital transformation journey has been the introduction of the e-Registry, a converged platform bringing together URSB's range of services in one integrated digital environment. With improved navigation, faster speeds and a more seamless user experience, the platform represents a significant step towards making our services more accessible, efficient and convenient.

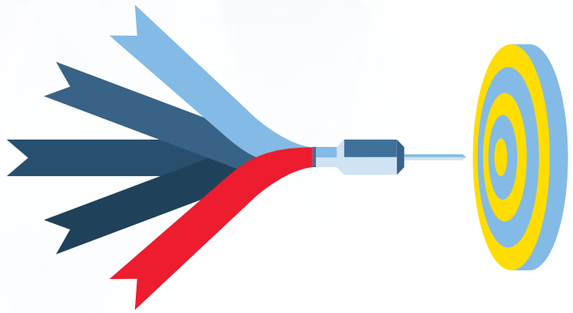
This transition reflects our determination to harness technology to simplify processes, improve operational efficiency and respond to the evolving needs of businesses and individuals. As we continue to strengthen the platform, our priorities include client sensitisation, system optimisation and responsive support to ensure that every user can benefit from the opportunities presented by digital service delivery.

Every entity counts: Advancing digital identification

The full rollout of the Non-Individual Register (NIR) further demonstrates our commitment to modernising entity identification and strengthening public service delivery. Through the issuance of Entity Registration Numbers (ERNs), the initiative provides a framework for easier and more consistent digital identification of non-individual entities across Government.

Crucially, the NIR preserves the respective mandates of parent agencies in capturing and managing entity information while promoting coordination and identification across the public sector. This collaborative approach is essential to building a more efficient, connected and responsive Government service ecosystem.

OUR AMBITION



- To build a more accessible, digitally enabled and client-centred institution that strengthens formalisation, supports enterprise growth and advances Uganda's position as the best destination for doing business.

Formalisation: The foundation of a competitive economy

URSB's mandate is central to Uganda's economic transformation. Through business registration, intellectual property protection, copyright administration, secured transactions and insolvency services, we support the development of a formal, transparent and competitive economy.

During the quarter, we continued to prioritise public awareness compliance and the value of formalisation. Our ambition is to ensure that businesses, innovators and creators understand and can access the services and protections available to them.
A more formalised economy strengthens enterprise visibility, expands opportunities and contributes to sustainable economic growth.

Delivering value, strengthening public trust

As a Government institution, URSB remains committed to supporting national development through effective administration of mandate and mobilisation of Non-Tax Revenue (NTR). We recognise, however, that revenue performance must be accompanied by service excellence, accountability and a consistently positive client experience.

As we enter the second quarter of FY 2026/2027, our resolve is to build on the progress achieved, address emerging challenges and strengthen collaboration with Government institutions, the private sector, development partners and the public.

Mustapher Ntale
Ag. Registrar General

EDITOR'S **NOTE**



Dear Reader,

Welcome to the July - September edition of The Registry, our quarterly window into the work, people and ideas shaping the Uganda Registration Services Bureau.

First, we thank you. Your continued support, trust and engagement with the Bureau keep us focused on delivering services that matter, and we do not take it for granted.

This issue opens with a story about opportunity. URSB's Movable Asset Based Lending (MABL) Project is working to turn movable assets, such as machinery, vehicles and stock, into a pathway to finance, so that entrepreneurs are asked about more than land and buildings when they seek credit. Both sides must understand it and trust it. We take you inside the recent working sessions and the plan to grow registrations on the SIMPO registry.

Innovation takes centre stage too. Through the story of a Senior Four student determined to make boda-boda transport safer, we explain how patents and utility models protect young inventors and help them earn from their ideas.

Closer to home, we look at the staff journey through ICT. From a new employee's first login to the support teams working quietly behind the scenes, discover how technology keeps our service delivery moving, and why security is everyone's responsibility.

And because work is not everything, we take you to the Annual Sports Gala, where six teams, a lot of laughter and a first-ever arm wrestling finale reminded us that colleagues are also teammates. Find out who took the crown.

To the clients we serve each day, thank you for your continued support and for trusting URSB with your businesses, ideas and investments. Your confidence drives us.

We invite you to settle in, scroll through each page and read the full newsletter for the details. Share it with a colleague, a client or a friend of the Bureau, and let us know what you think.

Happy reading.

Denis Nabende
Principal Communications Officer

URSB
UGANDA REGISTRATION SERVICES BUREAU

Core values



www.ursb.go.ug



FROM 155 STAMPS TO SIMPLE CLICKS:

Prior to URSB's digital transformation, files were squeezed into every inch of space, from crowded floors to cabinets bursting at the seams. Today, records are a click away.

The REGISTRY July - September 2026 | URSB UGANDA REGISTRATION SERVICES BUREAU

HOW URSB REINVENTED BUSINESS REGISTRATION SERVICES



Denis Nabende - Principal Communications Officer

If you wanted to register a company in Uganda in 2019, you needed a great deal of patience, a stack of documents, voluminous articles and memorandums of association, multiple forms, and enough paperwork to fill a modest filing cabinet. You also had to visit several floors of Georgian House in Kampala, generate a payment advice from the Uganda Revenue Authority portal, and then queue again at a bank to make your payment.

You needed a "contact in the system" if you wanted your application to move at any reasonable speed. When your documents finally landed on a registrar's desk, you would hear it before you saw it: the sound that became an unofficial symbol of the institution.

Some called it a "choir of stamps", the rhythmic percussion of registrars stamping pile after pile of documents, each thud a reminder that Uganda's formal economy was still being administered largely by hand.



Due to shortage of space, files were crammed into every available space

The fifteen steps, twenty-seven stamps and nearly thirty working days from application to completion were a formidable barrier to formalisation for the thousands of entrepreneurs, investors and enterprises who had to navigate it every year.

That barrier no longer exists in the same form. Today, a company can be registered online, from anywhere in the world, in a fraction of the time and without a single physical stamp. The transformation behind this is one of the most visible institutional-reform stories at the Uganda Registration Services Bureau.

A Presidential Directive and a National Imperative

On 17th December 2019, the first-ever ICT Expo was held at the Uganda Institute of ICT in Nakawa, Kampala. While presiding over the event, President Yoweri Museveni directed all government ministries, departments and agencies to adopt ICT solutions, digitise their services and automate their records.

The rationale was clear: reduce human contact in service delivery to curb corruption, improve efficiency, and reposition Uganda's public institutions for the demands of a modern, knowledge-based economy.
To support the initiative, the President inaugurated the National ICT Initiatives Support Programme (NIISP), a UGX13 billion initiative designed to create an ecosystem and marketplace for Ugandan-made ICT products and innovations.

For URSB, the directive and its timing were welcome. By its own institutional assessment, the Bureau was operating what ICT developers call a "spaghetti system", a term borrowed from the famous Italian dish. A spaghetti system is complex, unstructured, and difficult to maintain and understand.

It is built incrementally, without a coherent architecture, until its components are so entangled that no single part can be changed without affecting, and potentially disrupting, everything else. That was URSB in 2019, and the Presidential directive was a mandate to untangle it.

The Pandemic as a Catalyst

A crisis arrived in March 2020, when Uganda announced its first COVID-19 lockdown and restricted the physical movement of people, including to government offices. For an institution whose service delivery model was built around physical presence, queues, counters, stamp pads and dispatch desks, the pandemic was an existential operational challenge. Clients could not access URSB offices, and staff could not carry on as before. The spaghetti system, already under strain, now faced a test it was never designed to pass.

To deal with the restrictions, URSB implemented the "All-Digital, All-Online" strategy, a set of ICT-driven business continuity interventions that began to reshape the institution's operations. The Electronic Document Management System (EDMS) was rolled out, enabling the digitisation of records and back-office files that had previously existed only as physical documents in physical folders in physical offices. The bulky, multi-page memorandums and articles of association that had defined company registration were replaced with a streamlined one-page memorandum. An SMS notification service was introduced, allowing clients to track their applications in real time rather than relying on personal contacts for updates.



Before URSB's digital transformation, records were managed manually. Here, folders are arranged on the floor to begin a file census, a painstaking exercise that shows how far the Bureau's registration services have come.

The Choir of Stamps and Why It Had to Fall Silent

Even with the EDMS in place and the SMS service running, the "pink forms" persisted. Clients continued to submit documents manually. Registrars continued to verify them, stamp them and forward them to the dispatch desk. The choir of stamps played on.

There was, in the institutional culture of the time, something almost affectionate about the stamp: a half-joking recognition of the "authority" it conferred on the officers who wielded it, a symbol of power of sorts. But jokes about institutional culture often point to realities that deserve examination. The persistence of the stamp was the persistence of a process that had not yet been thoroughly rethought.

The consequences were visible in delays in service delivery. Once documents had been dispatched, copies were forwarded to the records unit for indexing and scanning into the EDMS. Given the sheer volume of applications flowing through the system, the lag between a company's registration and the availability of its file in electronic form could be considerable. In some instances, a company had been formally registered but its data was not yet accessible in the EDMS, which slowed company searches. A half-digital system in an era of real-time everything was not good enough.

Building the Online Business Registration System

The solution took shape through a collaboration between URSB and the Ministry of ICT and National Guidance, a partnership

in line with the presidential directive and the resourcing of the NIISP programme. The Online Business Registration System (OBRS) is a fully-fledged electronic registration platform that enables clients to create accounts, submit applications, receive real-time feedback, make payments and complete the entire registration process without a single physical interaction with a URSB officer. No queues. No pink forms. No stamps. No contacts required. These were things the spaghetti system could never offer.

URSB then rolled out the system in two deliberate phases. The first phase focused on new registrations, including name reservations, company incorporation, business name registration and all related subsequent filings for entities registered through OBRS, as well as the filing of legal documents for individuals. This phase addressed the highest-volume entry point into the formal economy and demonstrated that digital registration was not only possible but also preferred by clients.

The second phase extended the system's reach to entities already registered with URSB, enabling them to create OBRS accounts and access all filing options through the platform. It also brought insolvency services into the digital fold, expanding the system's scope and reflecting URSB's mandate beyond business registration.



Filing cabinets restored a sense of sanity to the records office, a welcome change from folders piled on the floor.

What Transformation Actually Looks Like

It is easy to describe digital transformation in the language of systems and platforms, but harder to describe it in the language of human experience. For the entrepreneur in Bugusege village who previously had to travel to Mbale City to register a business, OBRS means the formal economy is now accessible from a smartphone.

For an investor in Nairobi or London deciding whether to establish a presence in Uganda, a streamlined, transparent and time-efficient registration system speeds up the decision. For the small business owner who previously needed a "contact" to navigate the system, OBRS removes the informal gatekeeping that disadvantaged those without connections.

Formalisation, the act of bringing an enterprise into the legal and regulatory framework, is the gateway to bank accounts, contracts, loans, market opportunities and the full range of economic benefits and protections that formal status confers. Every barrier removed from the registration process is a door opened in the formal economy. URSB has removed barriers that, for many Ugandans, defined the limits of their economic participation.

The Road Ahead

The transformation documented here is a milestone within URSB's digital-first journey. The Bureau's broader reform agenda continues to evolve, encompassing intellectual property administration, insolvency services, the Collateral Registry and the full suite of its statutory mandate. Digital transformation is a continuous commitment to using technology in service of the clients and enterprises URSB exists to serve.

What the journey from 155 stamps to simple clicks demonstrates, above all, is that institutional transformation is possible. It requires political will, institutional leadership, technological investment, and the willingness to confront uncomfortable truths about systems that served the past but cannot serve the future.

MASS BUSINESS REGISTRATION

URSB MASS REGISTRATION INITIATIVES DRIVE TRANSFORMATION OF COMMUNITY BUSINESSES"



Steven Douglas Baryevuga - Senior Communications Officer

From market stalls and roadside shops to small workshops and growing family enterprises, the Uganda Registration Services Bureau (URSB) is taking business registration closer to entrepreneurs, helping them formalise their businesses and build stronger foundations for growth.

Now in its fourth year, the Mass Business Registration Initiative, dubbed 'Kiri Easy' to identify with the target of enhancing ease of registration, is making it smoother for entrepreneurs to access registration services within their communities, understand their obligations and appreciate the benefits of operating formally.

Since its launch in Financial Year 2023/24, the initiative has conducted 187 mobile registration clinics, reached 60,199 clients and registered 17,790 businesses, generating UGX 8.66 billion in Non-Tax Revenue.

The initiative's impact has grown steadily, with annual registrations increasing from 3,195 in FY2023/24 to 6,856 in FY2024/25 and 7,739 in FY2025/26. In the last financial year alone, 65 clinics reached 26,361 clients across the country.

Bringing registration closer to the people

For many small business owners, formalisation begins with understanding what registration means for their enterprises and how to access the service. By conducting mobile clinics in markets, trading centres and communities, URSB is reducing the distance between entrepreneurs and essential government services.

8.66 Bn

Generation of UGX 8.66 billion 17,790 registered businesses in Non-Tax Revenue.

Increase of registrations from 3,195 in FY2023/24 to 6,856 in FY2024/25 and 7,739 in FY2025/26.



A URSB staff member guides a client through the business registration process

The clinics also provide opportunities for business owners to interact directly with URSB officers, receive guidance on registration requirements and obtain answers to questions about formalising their enterprises.

For entrepreneurs, the benefits extend beyond receiving a registration certificate. Hanifa Nakakande, a pineapple trader at Kalerwe Market who registered during a URSB outreach clinic says the process of registration has opened up doors for her to now supply bigger entities. “I am happy. Registration of my small business has enabled me to supply my goods to bigger entities that previously shunned working with me because I was trading informally,” she explains.

Another beneficiary, George Nkata, who operates a fish stall in Kamuli, said business registration had improved his business credibility, opened opportunities for partnerships and helped him grow. “Today, I employ more people than I did and have opened up more stalls in Jinja since I got funding from the bank using my formal status,” he added.

These experiences reflect the importance of making registration services accessible, particularly to entrepreneurs who may face challenges travelling to service points or navigating registration procedures independently.

Formalisation opens doors to growth

A registered business has formal recognition that can strengthen its credibility when dealing with customers, suppliers, financial institutions and potential business partners. Depending on the applicable requirements, formalisation can also support access to financing, business contracts and participation in formal supply chains.

For communities, these opportunities can contribute to enterprise growth, employment creation and improved household incomes.
The initiative also benefits Government by expanding the national business register, strengthening economic data and contributing to Non-Tax Revenue collections. Equally important, the outreach clinics enable URSB to gather feedback directly from customers and identify ways to improve service delivery.

Sustaining the momentum

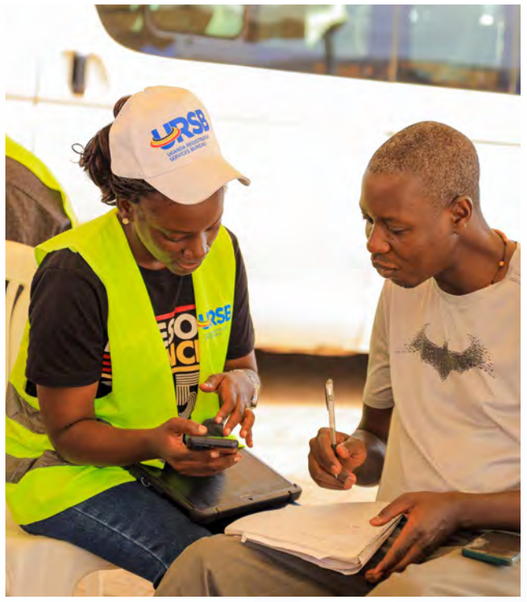
As the initiative enters FY2026/27, URSB will continue collaborating with local authorities, business associations and community leaders to mobilise entrepreneurs and increase awareness of registration services.

The Bureau encourages business owners operating without formal registration to take advantage of community outreach clinics and establish a stronger foundation for their enterprises.
Ultimately, the Mass Business Registration Initiative is about bringing government closer to communities, building trust and helping Ugandan entrepreneurs move from informal operations towards sustainable, recognised and growth-oriented enterprises.



The Kiri Easy van makes it easy for entrepreneurs to register, ask questions and get guidance on the spot at the URSB Mass Business Clinics.





Clients receiving personalised assistance from URSB staff at the Mass Business Clinic.

RUNNING TO RESTORE HOPE:

URSB STAFF JOIN EFFORTS TO RAISE UGX 5BN FOR CANCER CARE



Peninah R. Nyangoma
Field Officer – Communications Division

The Uganda Registration Services Bureau (URSB) joined thousands of Ugandans on Sunday, 30th August 2026, for the 15th Rotary Cancer Run, raising awareness and supporting efforts to improve access to cancer treatment in Uganda.

Held at Kololo Independence Grounds in Kampala, with participants also taking part in 62 towns across the country, the annual event brought together government institutions, businesses, families, health workers and community organisations under the theme "Ggwanga Mujje" — a call for Ugandans to unite in the fight against cancer.

URSB staff joined the 5-kilometre, 10-kilometre and 21-kilometre races, with participants choosing their distance as they ran or walked for a cause that affects thousands of families.

For the Bureau, taking part was a chance to stand with cancer patients, survivors, caregivers and families who have lost loved ones to the disease.

Running to bring treatment closer

This year's run aimed to raise UGX5 billion towards completing and equipping the Cancer Treatment Centre at St. Francis Hospital, Nsambya. The centre is expected to improve access to specialised cancer care, particularly radiotherapy services, which remain limited in Uganda.

The campaign raised UGX5.62 billion, surpassing its target and covering the UGX15 billion fundraising requirement for the centre's superstructure. The achievement brought the project closer to completion and thus an important step towards expanding cancer treatment services.

The centre is planned to house two Linear Accelerator (LINAC) machines used in radiotherapy. Once equipped and operational, the facility is expected to help more patients access specialised treatment closer to home.

The funds raised offer hope to patients and families who often face the added burden of travelling long distances to seek treatment.

> **The run aimed to raise UGX5 BILLION towards completing and equipping the Cancer Treatment Centre at St. Francis Hospital, Nsambya and raised UGX5.62 BILLION, surpassing its target and covering the UGX15 BILLION fundraising requirement for the centre's superstructure.**

The Rotary Cancer Run began in 2012 to raise awareness about cancer, support early diagnosis and treatment, and mobilise funds for better cancer care in Uganda.

Over the years, it has grown into a nationwide campaign that brings together people from different backgrounds to support a shared cause. Its achievements include the construction of a 36-bed cancer treatment ward at Nsambya Hospital, which helped strengthen the hospital's capacity to care for patients.

Cancer remains a major public health concern. International estimates indicate that Uganda recorded about 35,968 new cancer cases and 24,629 deaths in 2022. Behind these numbers are people and families dealing with difficult diagnoses, costly treatment and emotional strain.
Improving access to treatment, encouraging regular screening and promoting early diagnosis are important steps in reducing the impact of the disease.

URSB stands with the cause

Through its participation, URSB joined the wider effort to support cancer care and encourage public awareness. The Bureau's involvement reflects its role in supporting community initiatives that address issues affecting the lives and wellbeing of Ugandans.

The activity also served as a reminder of the importance of seeking medical advice early and going for cancer screening. Detecting cancer early can improve treatment options and outcomes.

With thousands turning up and the fundraising target surpassed, the 2026 run showed what people can achieve when they come together for a common cause.



A cross section of URSB staff members who participated in the Cancer Run

URSB CASE DIGEST, VOLUME II:

A GROWING RECORD OF COMMERCIAL JUSTICE IN THE REGISTRY



Patience K. Buhikire
Ag. Commissioner Legal Services and Board Affairs

URSB launched the first edition of its Case Digest on 25th June 2025. Since then, legal practitioners, researchers, entrepreneurs and students have welcomed the publication as a useful resource for understanding the decisions that shape Uganda's commercial and investment environment.

The release of Volume II builds on that response, taking readers into disputes over business ownership, company management, trademarks and access to credit and showing why their outcomes matter beyond the parties involved.

The annual publication brings together key decisions relating to the Bureau's mandate and tell a wider story about the Bureau's role in commercial justice. It demonstrates that in addition to simplifying access to registration services, URSB is determined to become the best forum for resolving disputes within its statutory mandate and realise its strategic Vision of becoming The Centre of Excellence in Providing Registration Services for Business Facilitation. After all, a favourable business environment depends on both the ease of starting a business and the confidence that rights will be protected when disputes arise.

Behind the legal arguments are familiar business concerns. Can a shareholder lose control of an investment through documents they never signed? Can a director be removed without being heard? What protection does an entrepreneur have when the seller of a business later seeks to register the trademark associated with it? The Digest makes the outcomes and lessons of these questions available to the public.

In Fuchigami Koji V. Sembuya Edward & Bogezi Fredrick (Company Petition Cause No. 31928 of 2024), the consequences of a disputed share transfer were substantial. Two shareholders established a motor vehicle importation business, with one overseeing exports from Japan while the other managed operations in Uganda. The shareholder based in Japan later discovered that 40 of his original 70 shares had been transferred to his business partner, making him a minority shareholder. The Registrar found that the transfer documents were invalid and that changing the petitioner's shareholding without his knowledge amounted to oppressive conduct. The disputed resolution and related documents were ordered to be expunged.

For investors who entrust the daily management of their businesses to others, the decision illustrates both the vulnerability of an investment to improper dealings and the remedies available when ownership rights are violated.

In another company dispute, Opolot John Robert V. Jian Lifeng & 2 Ors (Company Application Cause No. 36742 of 2025), concerned the unlawful removal of a director, forged signatures on company resolutions and the concealment of company information. Drawing on established judicial authority, the Registrar described oppression as a "visible departure from the standards of fair dealing". The Registrar found in favour of the applicant and ordered the expungement of illegally obtained documents.

These cases give practical meaning to corporate governance in private companies and highlight solutions for aggrieved shareholders and investors. Notices, meetings, signatures and resolutions are safeguards for the people whose money, ownership and responsibilities are affected by company decisions. Disregarding them can have consequences for both the business and those who manage it.

The trademark decisions offer equally valuable lessons. In Ninsiima Moreen V. Trust Sate Uganda Ltd (Trademark Application No. UG/T/2024/082777 "IMITRUST" In Class 1), a businessman sold his business and associated rights, but subsequently sought registration of the same trademark through another company. In finding that the application had been filed in bad faith, the Assistant Registrar captured the commercial injustice at the heart of the dispute:



The Case Digest continues to grow as a reference for practitioners and the public.

The opposition succeeded with costs. For an entrepreneur who has paid to acquire a business, the decision offers a powerful assurance that attempts to use trademark registration to undermine the transaction can be challenged. It



> ***"How will the opponent operate freely when Mr. Bashaija transferred the rights through one hand vide a legitimate sale, for which he was paid adequate consideration, and now attempts to take them back using another hand—filing for registration of a trademark? To permit this is to allow an injustice, insulated in legal machinations."***

illustrates how URSB's dispute resolution mandate protects commercial interests and upholds fair dealing in business.

Beyond these examples, Volume II examines the territorial nature of trademark rights, confusing similarity between marks, the validity of company resolutions, and disputes arising in insolvency and liquidation. Readers can follow how legal principles are applied to particular facts and draw lessons for their own business decisions.

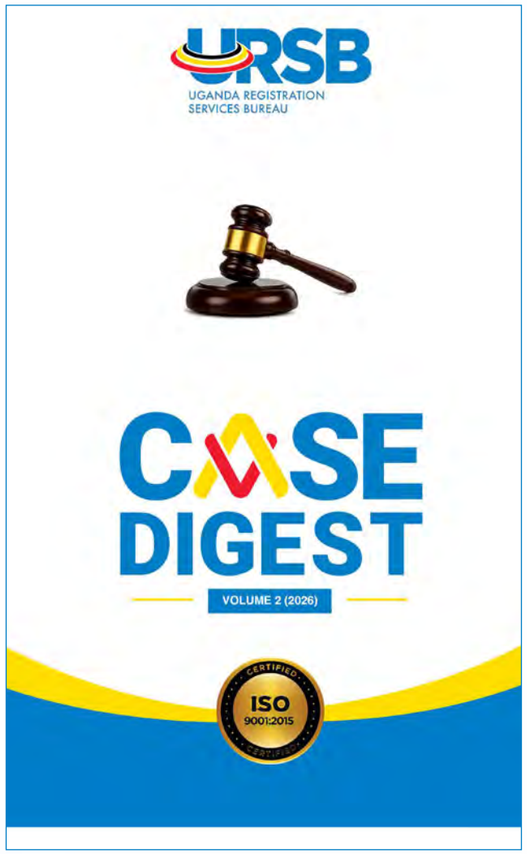


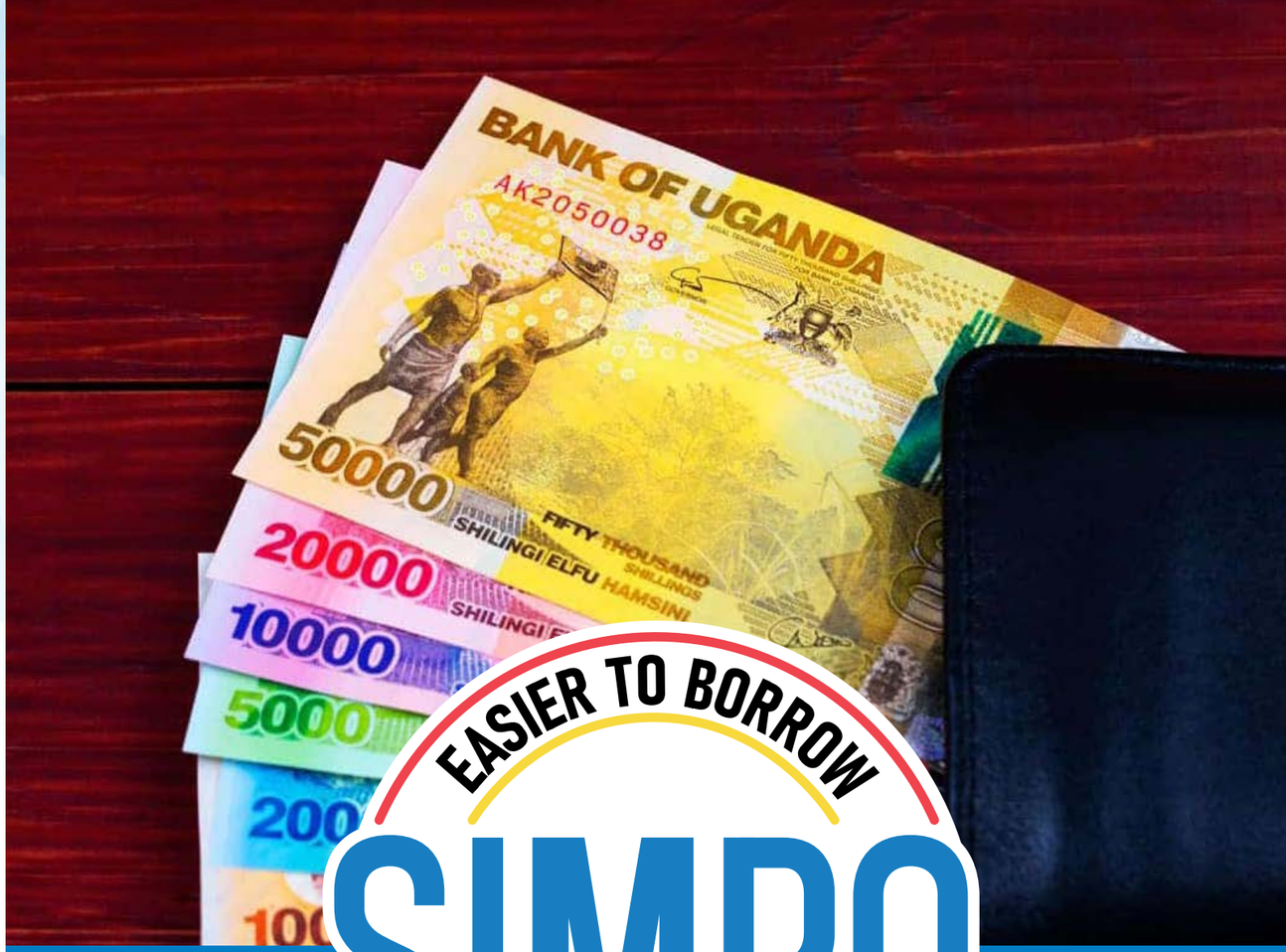
Justice Mike Chibita signs the dummy at the 2025 launch of the Case Digest. The recently published second edition carries the work forward.

A significant addition to this edition is its coverage of court decisions concerning security interests in movable property. These decisions show how the Security Interest in Movable Property (SIMPO) framework operates when rights over assets used as collateral are contested. For lenders and borrowers, they offer practical guidance on the legal protections and obligations that accompany this form of financing, supporting greater understanding of a framework intended to expand access to credit.

The publication therefore speaks to several audiences. Legal practitioners can track developments in company law, intellectual property and insolvency. Entrepreneurs and investors can better understand how to safeguard their interests. Directors and company secretaries can learn from the consequences of procedural failures, while researchers, students and policymakers can identify recurring issues in Uganda's commercial law framework.

The full URSB Case Digest, Volume II (2026) is available on the URSB website at https://ursb.go.ug/ursbcasedigest/





The Security in Movable Property Registry reveals real identity and credibilityof both the lender and borrower.

Terms and conditions apply

www.simpo.ursb.go.ug

TURNING MOVABLE ASSETS INTO A PATHWAY TO FINANCE:

INSIDE URSB'S MABL PROJECT



Steven Amenya - Registration Officer – SIMPO

For an entrepreneur, every asset tells a story: the machinery that keeps production moving, the vehicle that delivers goods to customers, the stock on the shelves, the equipment in a workshop, and other valuable movable assets built up over years of hard work. Each is evidence of a business that is growing and creating value. Yet for many business owners seeking finance, one question still stands between that value and the credit they need: ***What collateral do you actually have?***

For too long, that question has been associated mainly with land and buildings. But businesses do not operate only from fixed property. They run on assets that move, produce, transport, trade and generate income. This is where Movable Asset Based Lending (MABL) offers an exciting opportunity for Uganda's borrowers.

Through the Security Interest in Movable Property Division (SIMPO) of the Uganda Registration Services Bureau (URSB), the MABL Project is working to increase the uptake of movable asset-based lending and expand access to affordable credit in Uganda. Its interventions include strengthening the legal and regulatory framework for MABL, developing movable asset valuation and disposal mechanisms, and promoting knowledge and literacy. In short, the aim is to make the value already held within a business more visible and usable when that business seeks finance to expand its operations. For this to work, borrowers and lenders must understand how the system works and, more importantly, have confidence in it.

Barriers on both sides of the market

The project's recent engagements have brought some of these barriers into sharper focus. Among borrowers, they include limited awareness and understanding of MABL; uncertainty about which movable assets qualify; questions about costs and rights; concerns about continued use of assets after financing; and misconceptions about what happens in the event of default or failure to pay within the stipulated period, as well as about the term "caveat."

Among lenders, the challenges include limited knowledge of and confidence in lending against movable assets, inadequate training, valuation concerns, and perceived difficulties with monitoring and enforcement. These are not merely technical issues. They affect whether a lender is comfortable offering the product and, ultimately, whether movable asset-based finance translates into actual credit.

Why communication matters

This is why communication is central to the project. The MABL Project aims to increase notice registrations on the movable collateral registry (SIMPO) from approximately 80,000 to 300,000. Reaching that target requires more than improved systems. Borrowers and lenders must know the system exists, understand how it works and see its relevance to their financial needs.

A significant step in this direction was taken from 2nd to 4th September 2026, when members of the SIMPO Division hosted three days of in-person working sessions at the Uganda Business Facilitation Centre. They were joined by Zeleman Communications of Ethiopia, the consultants supporting development of the MABL/SIMPO communication strategy, and by a Data Analyst from the International Finance Corporation (IFC).

Zeleman's engagement focused on simplifying SIMPO information and developing messages tailored to different audiences. MSMEs were identified as the primary demand-side audience, with women- and youth-owned businesses among the priority groups. On the supply side, the strategy will engage commercial banks, credit institutions, microfinance deposit-taking institutions (MDIs), SACCOs, non-deposit-taking microfinance institutions and money lenders.

Building the evidence base

Alongside communication, the project is strengthening the evidence needed to measure its progress. During the September sessions, the IFC Data Analyst examined SIMPO registry information covering registrations, searches, clients, amendments and other registry activities. This work will help establish a credible baseline against which the project can measure its progress and outcomes.

Meanwhile, online technical engagements with Dr. Marek Dubovec of the International Law Institute have supported the project's legal and regulatory review. These discussions allowed the registry to raise issues, drawn from its knowledge of Uganda's prevailing financial landscape, for consolidation with the review's findings. Together, they will form the foundation for reforming the current law on secured transactions, specifically the Security Interest in Movable Property Act, Cap. 293.

The road ahead

The project has now reached an important transition point. The market assessment and the legal and regulatory assessments are complete, and the communication strategy is in its final stages of development. The September engagements provided a basis for refining that strategy, identifying priority audiences, shaping key messages and considering a phased five-year approach to communication and knowledge promotion.

The journey ahead is therefore not only about registering more security interests. It is about building an ecosystem in which borrowers understand their options and rights, lenders have greater confidence in movable asset-based lending, and the systems supporting both sides become increasingly reliable. For the entrepreneur looking for a chance to expand, the significance is tangible: the assets already working within a business could become part of the conversation about how that business accesses finance.

HOW A ONE THOUSAND DOLLAR BET TURNED ME INTO AN ADRENALINE JUNKIE



Catherine Alowo - Communications Officer

It started, as many dumb decisions do, with my brother taunting me. He had just summited Mount Kilimanjaro (Kili) and, somewhere in our conversations, made it clear he didn't believe I could do the same. ***"I can bet you $1,000 that even if I gave you a whole year to prepare for Kilimanjaro, you still wouldn't climb it."***

Now, there are probably mature ways to respond to statements like that. However, this petty mind of mine did not choose any of them. Instead, I started asking around and found outdoor communities that organised hikes year-round. I needed to experience real terrain, build endurance and get used to the kind of discomfort that comes with hiking. I decided that if Kili was the goal, I needed to start somewhere.

So I started small. Or at least I thought I did. My very rude introduction to hiking was to Griffin Falls in Mabira Forest. I packed what I thought I needed and arrived wearing very short shorts. Comfort, I told myself. Yusuf, our guide, looked at me. Then looked at my shorts. Then looked back at me. "Are you sure about those?" He explained that parts of the forest could be wild and if I had sensitive skin, I might find it highly uncomfortable. Not exactly the confidence boost I hoped for.

Now, in my head, hiking trails looked like those on National Geographic. You know the type. Very cinematic. Wide, neat and peaceful. Mabira was nothing like that, and that is the part he didn't mention. Fine, I thought to myself. Some leaves. Maybe a scratch or two. Little did I know this was a forest. A real one.

Huge trees leaned into the path. Branches slapped me. Fallen trunks blocked the way. Parts of the trail demanded climbing, ducking, stepping over things and occasionally trusting that the ground beneath your foot was actually solid. At one point, I stepped onto a rotten tree trunk. Bad idea. My foot went through. Insects and some brown slime got onto my skin and in my shoes.

This, apparently, was hiking. Strangely, amid the insects, slime, moss and the branches, I started



Every adventure starts with a first step into the unknown, even when the trail disappears into the bush

enjoying myself. The city noise had disappeared. Green stopped being just green. Brightly coloured flowers, moss, tiny mushrooms, insects, and layers of colour were everywhere. The forest felt different. Birds were heard before they were seen. A distant branch snapping made everyone look around. Water dripped from the leaves, while the wind brushed against my skin. Very clean and natural.

I had gone there to train my body. I had not expected the forest to slow my mind down. Then came the river. We reached the riverbank and, for some reason, I assumed we were simply going to walk alongside it. The guide casually turned to us. "Remove your shoes. We are crossing." Pardon? The water was brown. It was not the beautifully edited, clear water you see in videos. You could not see what was underneath. When moving blindly, every move feels suspicious. Something brushes your leg, and suddenly you are anxious and afraid.

At that point, curiosity was not useful. I kept walking, but it didn't make it any less unsettling. We made our way uphill toward the falls, climbed rocks, and eventually reached the ziplining area. That was another first. Standing high above the forest, strapped into a harness, looking down at trees that suddenly seemed much farther than they had on the ground, I remember thinking, "My ancestors are going to use me as an example." Mind you, I am afraid of heights, so you can imagine fear at my core. But I did it.

Amidst all of this, something else surprised me. My pace. I had gone into the hike assuming I would be the one struggling at the back. Instead, I kept finding myself near the front. Sometimes I kept wondering why everyone else had slowed down. That did something to me. That was when Kilimanjaro changed from "impossible" to "maybe." Of course, the guides were not helping with the psychological warfare. Once our legs started hurting, we kept asking: "How much farther?" "Almost there." Twenty minutes later: "How much farther?" "Almost there." At some point, I stopped believing the phrase "almost there."

The strange thing about hiking is that once you are deep enough into the trail, there is no exit. You cannot change your mind because you don't know your way back, and you don't know exactly how far forward is. You have one option. Keep going. By the end, I had walked a distance of 22 kilometres in 5 hours. I was exhausted. My legs hurt. I had been attacked by plants, insects and my own wardrobe decisions. And I loved it. It was terrifying. It was beautiful. And I would do it again.

Griffin Falls was only the beginning. After that came hiking Sezibwa Falls, water tubing at Bungee Uganda and bungee jumping over the Nile, all of which made me realise that I was no longer doing these things simply because of a bet. I have not climbed Kili yet. But every forest, every hill, and every ridiculous decision is taking me a little closer. And as for my brother? He is about to be $1,000 short.



Here she is at the summit, and the bet is already paying off.

THE INVISIBLE MACHINE BEHIND EVERY URSB APPLICATION



Jerry Collins Opolot - Assistant Commissioner – Systems

When a business owner clicks submit on a URSB online service, the process that follows is far more complex than the screen suggests. An application is received, information is validated, payments are confirmed, records are updated and, where necessary, information is exchanged with other government systems. All of this happens within seconds or minutes, often without the client ever seeing what sits behind the service.

At the Uganda Registration Services Bureau (URSB), digital transformation has therefore become about building an interconnected technology environment that allows the Bureau to deliver services that are accessible, reliable and secure, not just putting services online.

A key part of this journey is the continued development of the Online Business Registration System (OBRS), now the e-Registry, which has evolved into a central platform supporting a growing range of registration services. During the quarter, the platform continued to be enhanced to respond to changes in the legal and business environment while supporting new services and improving existing processes.

The rollout of the Non-Individual Register (NIR) represents another significant step in this transformation. The Register provides a centralised repository for non-individual entities and is intended to improve information management, transparency and coordination across government. Its value, however, extends beyond the application that users interact with. It depends on databases, APIs, integrations and supporting infrastructure working together to provide a consistent source of information.

Increasingly, URSB's systems also need to communicate with systems outside the Bureau. Integrations with government institutions such as the National Identification and Registration Authority (NIRA) and Uganda Revenue Authority (URA) demonstrate the move towards a more connected public service environment. Rather than requiring citizens and businesses to repeatedly provide information that government already holds, secure system-to-system exchange can allow services to be delivered more efficiently.

Behind these digital services is an ICT infrastructure that receives little attention when everything is working as expected. Servers, virtualisation platforms, databases, storage, networks, firewalls, application infrastructure, backups and monitoring systems form the foundation on which URSB's digital services operate.

Security is equally important. As more registration services move online, protecting information and maintaining public confidence in digital platforms becomes an essential part of service delivery. Security monitoring, vulnerability assessment, access controls, secure communications and log management are therefore becoming integral to the way URSB operates.

The technology journey is not ending with digitisation. The next phase is about making better use of the information generated by these systems, increasing automation, strengthening integration and exploring technologies that can improve decision-making and customer experience.



For the client, the measure of this transformation is simple:

1. **A service that can be accessed more easily, processed more efficiently and delivered securely.**
2. **Every successful online application, verified payment, system integration and service delivered without a visit to an office represents technology doing its job.**
3. **Behind every click is an ecosystem of people, systems and infrastructure working together to make registration simpler, faster and more accessible.**



NEW STAFF PERSPECTIVE:

THE MAN WHO LOVES FIXING HOW THINGS WORK

Every process, says Frank Barigye, ends with a Ugandan waiting on the other side of the counter. Since joining URSB as Assistant Commissioner for Business Process Reengineering last November, he has been asking how to make that wait shorter. He tells ***Peninah Nyangoma*** about mapping the Bureau's processes, testing the systems behind e-registration, and building a team that outlasts him.



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

I usually describe myself as a Digital Transformation Strategist, but at heart I'm simply someone who loves fixing how things work. Over the past ten-plus years, I've built my career around Business Process Analysis, Data Analysis, Project Management, and IT-driven business solutions, always guided by one question: how can we serve people better? Today, I have the privilege of serving as the Assistant Commissioner, Business Process Reengineering at URSB, where I get to ask that question every single day.

2. When did you join URSB and how has your experience been so far?

I joined URSB in November last year, and honestly, the experience has been wonderful. Every new environment comes with a learning curve, of course, but what has stood out for me is how welcoming people have been. Colleagues have been generous with their time and knowledge, which made settling in feel less like starting over and more like joining a family that was already in motion.

3. What attracted you to this role at URSB?

What drew me in was the opportunity to contribute directly to Uganda's government e-service delivery agenda; something I have cared about for a long time. This role sits right at the heart of the Bureau's Strategic Objectives 1 to 4: delivering accessible, quality registration services; strengthening communication and public awareness; supporting a sound legal and institutional framework; and contributing to an innovation-led, competitive economy. It is rare to find a role where your day-to-day work connects so clearly to a national purpose, and that was simply irresistible to me.

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

I have anchored my contribution on four pillars. First, customer-centric services; everything we reengineer must begin and end with the person we serve, so I constantly ask how a change will make life easier for the citizen on the other side of the counter.

Second, process optimisation and transformation: mapping how we work today, challenging every step, and removing whatever does not add value.

Third, team leadership and development: because transformation is never a one-person job; I want to grow a team that thinks critically and carries the improvement mind-set forward. And finally, data analytics: the deliberate use of data, harnessing the information every process generates to make evidence-based decisions, track performance, spot bottlenecks early, and anticipate client needs rather than react to them.

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

My biggest goal is to lead meaningful process transformation: streamlining business processes, reducing bureaucracy, strengthening efficiency, and embedding a culture of continuous improvement across the Bureau. But beyond the systems and the process maps, I want to build a high-performing BPR team that outlasts me. If, at the end of my tenure, we can point to measurable improvements in how quickly and easily Ugandans access our services, I will consider that a job well done.

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

It has been genuinely positive and rewarding. There is a supportive culture here that encourages teamwork, collaboration, and learning; people are willing to sit down, share ideas, and wrestle with a problem together. I have particularly enjoyed working with colleagues across different functions; those cross-departmental conversations are often where the best ideas come from, and it has been refreshing to contribute to initiatives that visibly improve how we deliver services.

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

One accomplishment I am particularly proud of is completing the User Acceptance Testing for the National Information Register (NIR), which paved the way for the successful implementation of the e-registration system currently running in



Frank Barigye shares a moment with a staff member from the ICT department

the Bureau. Seeing something you have tested and refined go live and serve real people is deeply satisfying. And there is more on the way; we are in the final stages of developing the Enterprise BPR Governance Framework, the Process Compendium, the Service Catalogue, and a High-Level Process Architecture Map. These may sound technical, but they are essentially the blueprint for how the Bureau will work for years to come, and I cannot wait to see them come to life.

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

Without a doubt, it has been seeing how business process reengineering can transform the way URSB delivers services, from identifying inefficiencies and cutting out unnecessary steps to promoting digitalisation, faster service delivery, and a better customer experience. We have already redesigned some internal processes, for example within the HR function, and they are now awaiting piloting. Watching that happen has stretched me professionally: it has strengthened my ability to think beyond individual processes and to contribute to wider organisational transformation.

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

I stay motivated by keeping my eyes on the impact of the work. On the demanding days, and there are demanding days, I remind myself that behind every process we improve, there is a Ugandan who will be served faster and better.

I also set clear priorities and keep learning, because growth itself is energising. Above all, I draw strength from my faith. Colossians 3:23 (NIV) says, "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters." That verse reframes even the hardest tasks for me.

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

For me, leadership begins with integrity, humility, accountability, and a genuine desire to serve others. I try to lead by example, to listen before I decide, and to treat everyone with respect, titles aside. I also believe in giving my very best to whatever is entrusted to me, guided by my faith and by the principle of "doing it heartily, as to the Lord." When your motivation is service rather than status, decisions become much clearer.

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

My advice would be simple: serve before you seek to lead, stay grounded in integrity, and never stop learning. Public service is ultimately about the people we serve, so focus on making a meaningful difference, even in small ways; those small wins compound. Build strong relationships, be willing to take on the difficult assignments others avoid, and learn from both your successes and your mistakes. Let your character, competence, and consistency speak for you. Above all, remain humble and allow God to guide your journey.

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

In five years, I see myself as a more accomplished and influential leader in public service, someone with deeper expertise in business process transformation and a proven track record of improving organisational performance and service delivery. Just as importantly, I hope to be mentoring and developing others, passing on what I have learned, while continuing to grow personally and professionally. For me, success will be measured not only by what I achieve, but by the people I help rise along the way.



Frank Barigye, Assistant Commissioner for Business Process Re-engineering, at work on his laptop. Since joining URSB, he has been mapping the Bureau's processes and testing the systems behind e-registration.

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WHAT IS THE KAMPALA PROTOCOL?

EVERYTHING YOU NEED TO KNOW

Stella Muheki
Assistant Commissioner - Registration Services



Imagine a songwriter in Kampala whose music becomes a hit in Lusaka, Accra and Dar es Salaam. The music travels across borders, captures hearts, generates revenue and creates opportunities for the radio stations that play it. But does the money always find its way back to the creator?
Now, imagine a filmmaker, music producer or creative entrepreneur in Kenya wishing to use that song to create something new.

Traditionally, identifying and contacting the rightful owner could be a long, tedious and costly process, often involving multiple searches across different jurisdictions.

This is where the Kampala Protocol comes into play. The Kampala Protocol on Voluntary Registration of Copyright and Related Rights (2021) is an Instrument that establishes a framework for voluntary registration and notification of copyright and related rights among Contracting States, and advances ARIPO's objectives to promote cooperation, coordination and harmonisation of intellectual property systems across ARIPO Member States.

Through the Protocol, a single search of the ARIPO regional copyright registration system can help identify the rights holder and provide a reliable starting point for establishing contact and facilitating the licensing of the work. In essence, the Protocol makes it easier to find the creator, seek permission and unlock opportunities for the lawful use and commercialisation of creative works across borders.

Presently twelve countries have signed, three have ratified (Namibia, Liberia and Sierra Leone), and Uganda shall be the fourth. The Protocol will take effect three months after five have ratified the Protocol. Presently, the Protocol is before the Cabinet for clearance for ratification.



Two points are worth noting: registration is voluntary, as copyright arises automatically upon creation of a work. Registration does not create rights; it provides prima facie evidence of ownership, presumed valid unless successfully challenged.

And why does this matter?

Because the creative economy is no longer just about entertainment; it is an increasingly important driver of employment, exports, investment and youth empowerment. For Uganda, effective protection of copyright and related rights is a critical enabler of economic transformation. It incentivises creativity, rewards innovation and facilitates the production, commercialisation and dissemination of original works.

That is the gap the Kampala Protocol on Voluntary Registration of Copyright and Related Rights was built to close.

Why does the Protocol matter to the economy?

As recognised under NDP IV, weak intellectual property protection and limited commercialisation of innovation constrain private-sector competitiveness and the growth of the creative economy. These challenges are compounded by fragmented national systems, limited regional cooperation, inadequate institutional capacity and high costs of licensing copyright across borders.

The Protocol provides a regional framework for identification of rights holders and simplifies cross-border searches. This in turn facilitates licensing, reduces transaction costs, and promotes the lawful commercialisation of creative works.

What stands in the way?

As we embrace the opportunities presented by the Kampala Protocol, we must also acknowledge the practical challenges that could affect its effectiveness.

Firstly, the Protocol's benefits depend on regional uptake. The centralised registration system becomes operational only upon ratification by five countries. Until fully into force, gaps remain, particularly for artists and creators whose works and collaborations extend across borders.

Secondly, affordability and accessibility matter. Although the registration fee of USD 10 per application may appear modest, it is not insignificant for a young or emerging creator operating informally.

Thirdly, awareness and enforcement remain critical. The Protocol's potential will only be realised if creators understand and use the system.

The bottom line

Beyond the measurable economic benefits, the Protocol will strengthen regional cooperation in intellectual property administration, and support implementation of National Development Plans and Visions.

The Kampala Protocol will help musicians, authors, filmmakers, and other creatives prove they own their work. Once Uganda ratifies it, creatives will be able to register their copyright across many African countries and protect their work more easily

WHY THE NON-INDIVIDUAL REGISTER IS IDEAL FOR UGANDA'S ECONOMIC GROWTH



Rogers Sunday
Communications Officer – Non-Individual Register

Business formalisation

Uganda's economy has historically suffered from an invisible majority informal sector. The Non-Individual Register plays a critical role in formalisation by making registration all-in-one. Operating a business in Uganda requires interacting with various separate agencies for licensing, social security, public procurement and taxation.

The unique Entity Registration Number (ERN) as a single identifier serves as a common reference point, enabling smooth data sharing between agencies. This reduces red tape, speeds up processing time, and lowers administrative costs for businesses.

Under the Tax Procedures Code Act, the unique Entity Registration Number is a prerequisite for government agencies and local authorities while granting or renewing any operational license of a given Entity. This structural mandate gently moves enterprises from the informal shadows into the formal economy.

Transparency and accountability

The Non-Individual Register links all financial and legal footprints of the Entity to one source. This transparency prevents illicit corporate practices and builds global confidence in Uganda's markets through eased compliance. A more transparent framework helps secure Uganda's position as a stable, competitive destination for international trade.

"The establishment of the Non-Individual Register (NIR) by the Uganda Registration Services Bureau (URSB) is a foundational step towards driving Uganda's economic growth and achieving the long-term tenfold economic transformation goals.

Non-Individual Entities that include companies, businesses, partnerships, SACCOs, Trusts, NGOs among others have historically operated under fragmented names and numbers across various regulatory bodies.

By creating a centralised repository for all Non-Individual Entities registered, licensed, incorporated, issued with any other authorisation or carrying on business in Uganda, the Non-Individual Register replaces a fragmented system with a single, trusted identifier for every entity.

Under the Non-Individual Register, each entity will be assigned a unique Entity Registration Number (ERN) as its identifier.

Financial Inclusion and Investment

The Entity's existence on the Non-Individual Register builds institutional trust. This allows financial institutions to easily verify the Entity's credibility, legal standing and creditworthiness to ease access to credit.

A verifiable legal status improves an Entity's credibility, making it much easier to Participate in formal procurement and bid for profitable government contracts as well as attract foreign direct investment (FDI) from international entities requiring compliance and transparency.

Accurate data for planning

For proper national planning, the Non-Individual Register will provide the government with an accurate account and a clear visibility of the country's economic organisational landscape for effective planning. This visibility provides planners with the credible economic metrics needed to allocate resources effectively, design targeted support programmes, and formulate growth-oriented fiscal policies.

The shifting from separate databases into one centralised system, the initiative directly integrates informal entities into the formal economy and builds a more reliable environment for both domestic commerce and international investment.

The establishment of the Non-Individual Register is therefore a fundamental component of Uganda's socio-economic transformation agenda.



THE HELMET THAT WON'T LET YOU RIDE

FROM BODA-BODA TRAGEDY TO INVENTION:



Henry Yiga Jr.
Project Support Officer – Biochemistry

When Doreen Nanguni, a Senior Four student at Kololo Senior Secondary School, began her school project, she had more than a good grade in mind. She had lost a cousin and another close relative in separate boda-boda accidents, and she wanted to find a practical way of making boda-boda transport safer.

Her first idea was a technology that links a motorcycle to the rider's and passenger's helmets, so the motorcycle would not start unless both were wearing them.

Suppose Ms. Nanguni takes this invention to the Uganda Registration Services Bureau (URSB) to seek protection. It may qualify for a patent because it meets three requirements: Novelty: it has not been disclosed anywhere in the world before the filing date; Inventive step: the solution is not obvious to a person skilled in the field; Industrial applicability: it can be made or used in the boda-boda industry.



PHOTO: Internet

Idea NO. 1

Her first idea was a technology that links a motorcycle to the rider's and passenger's helmets, so the motorcycle would not start unless both were wearing them.

Idea NO. 2

She does not stop there. Her next idea is a small alcohol detector fitted inside a helmet. It measures the rider's alcohol level and sounds an alarm when the level becomes unsafe.

This time, she may qualify for utility model protection. The invention is new and industrially applicable, but it may not involve the inventive step a patent requires. It improves an existing technology, the helmet, and a person skilled in the field could readily arrive at such an incremental solution.

The distinction matters. A patent is protected for 20 years from the filing date, while a utility model is protected for 10 years from the date of registration.

But why should Ms. Nanguni register her inventions at all? Because a great idea needs not just applause, but also protection from competitors and free riders. Registration gives her the exclusive right to control the commercial use of her invention, and a legal basis to act against anyone who exploits it without her consent.

Registration also helps her earn from her work. She can license her inventions to a motorcycle manufacturer, assign her rights to an industry player, or use the protected rights to attract investment.



PHOTO: Internet

Ms. Nanguni's story reminds us that innovation does not only begin in a classroom or laboratory. Sometimes it begins with a personal experience and a curious mind asking, "How can I make things better?" URSB's role is to ensure that when such an idea becomes an invention, the innovator can protect it from copycats, develop it and earn from it.

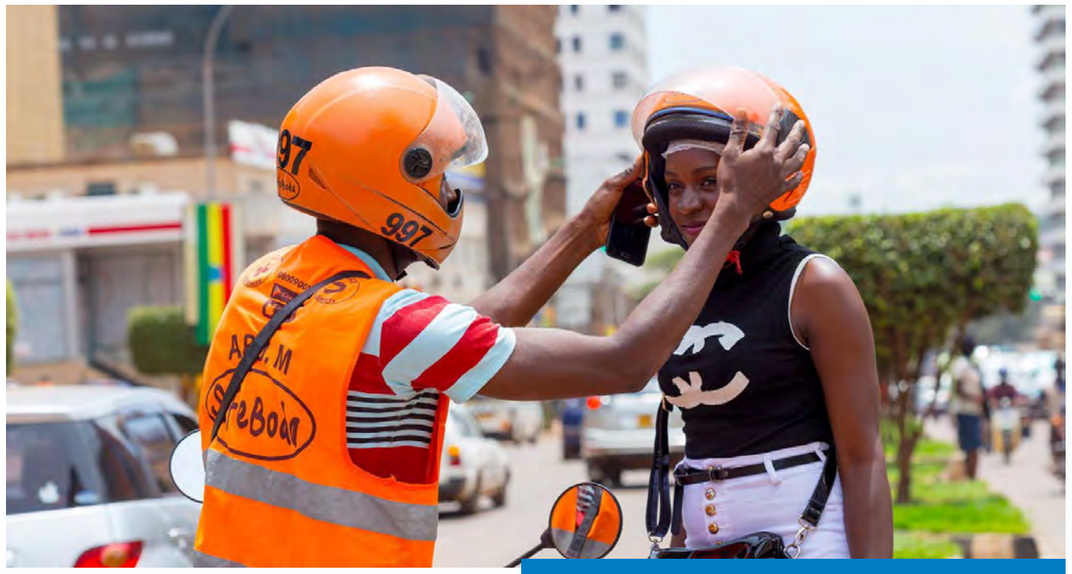


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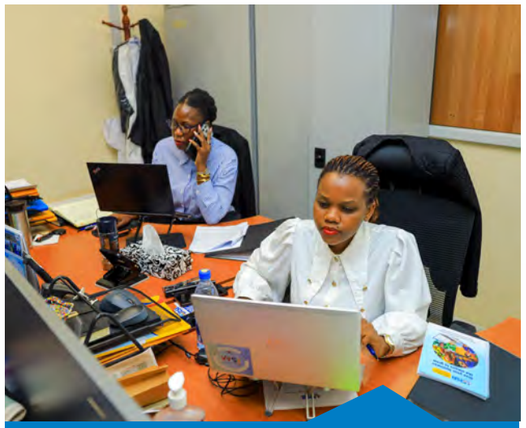
NOBODY THANKS THE WI-FI UNTIL IT GOES DOWN

THE ICT JOURNEY OF A URSB STAFF MEMBER



Norman Gadenya - Business Support Officer

The staff experience of ICT begins before an employee completes their first assignment. Access to a computer, the network, email and the applications required for their role are some of the basic tools that allow a new staff member to become productive. Behind these seemingly simple services is a process involving user accounts, network access, security controls, devices and enterprise systems.



Once at work, technology becomes part of the daily routine. Staff connect to the Bureau's network, access online systems, communicate through email and other collaboration tools, print documents, access information and use specialised applications supporting URSB's different mandates. For many employees, ICT is simply the environment in which work happens.

When these services work well, they can easily be taken for granted. When something stops working, however, the impact is immediate.

That is why the staff journey is also a story of ICT support. From resolving a connectivity problem or restoring access to an application, to supporting a system during a critical transaction, ICT teams work behind the scenes to minimise disruption to business operations. The objective is not simply to fix computers, but to ensure that staff can continue delivering services to the public.

For a new member of staff joining the Uganda Registration Services Bureau (URSB), the first interaction with ICT may be as simple as receiving a computer, an email account and access to the systems needed to do their job. But from that first day onwards, technology becomes part of almost every stage of their journey at the Bureau.

The journey also extends beyond individual devices. Staff increasingly depend on interconnected systems. Information moves between applications, databases and government platforms, while digital services require reliable infrastructure, secure networks and continuous monitoring. What appears to an employee as a simple login or application screen may depend on multiple technologies working together in the background.

Security is another part of the journey. Every staff member is also a user of URSB's information environment, making secure access, responsible use of systems, protection of information and awareness of cyber risks important parts of everyday work. As more services become digital, protecting the Bureau's information is no longer solely an ICT responsibility. It is part of everyone's role.

The journey continues as staff roles and the Bureau's services evolve. New systems are introduced, existing applications are enhanced, processes are automated and employees have to adapt to new ways of working. ICT therefore has to evolve alongside the institution.

Ultimately, the staff journey tells a simple story. ICT is not just the computers on our desks or the systems we log into. It is the digital environment that enables URSB staff to perform their work every day.

From the first day a staff member joins the Bureau, through everyday service delivery, collaboration, system access, support and continuous change, ICT remains a constant part of the journey.

When technology works well, staff can focus less on the technology and more on the work that matters: delivering URSB's mandate.



A URSB staff member operates a printer at work, one of the everyday tools that keep services running as the Bureau grows its ICT capability.

REBUILDING CONFIDENCE AT WORK:

FROM SELF-DOUBT TO PROFESSIONAL PRESENCE



Stella Namuganza - Communications Officer

Confidence is a critical part of professional life. It shapes how we communicate, participate in meetings, make decisions, and respond to challenges. But confidence can diminish after repeated criticism, workplace conflict, fear of mistakes, or experiences that undermine our sense of worth.

Losing confidence does not mean losing ability. Often, what has been affected is simply the courage to make our knowledge, experience, and ideas visible. When confidence declines, even highly capable professionals may hesitate to speak, share ideas, accept challenging assignments, or make decisions. The fear of being misunderstood or criticised can make silence feel safer.

Rebuilding confidence begins with small, deliberate steps: speaking up in a meeting, asking a question, sharing an idea, accepting a new responsibility, or respectfully expressing a different view. Each step is evidence that you remain capable of contributing and growing.

Confidence is also reflected in how we present ourselves. Dressing appropriately, maintaining good grooming, and choosing a professional style can create a sense of readiness and self-assurance. Professional appearance, however, does not require expensive clothing or adherence to every trend. Whether it is natural hair, braids, locs, wigs, weaves, a well-maintained haircut, or a simple professional outfit, the objective is to project confidence, dignity, and competence.

Appearance may create presence, but knowledge, integrity, and performance create credibility. True professional confidence is not about dominating conversations or proving superiority over others. It is grounded in integrity, respect, accountability, fairness, confidentiality, and responsibility.

When difficult experiences call our self-worth into question, our conduct can become our strongest foundation. We do not always need to convince others of our worth. Often, the most effective response is to continue delivering quality work with professionalism and integrity. Let conduct rebuild what words attempted to destroy.



Confidence shows in the small things: a clear focus, a steady pace and the quiet certainty of knowing you can deliver.

Being confident also does not mean never feeling nervous. Even experienced professionals feel uncertain before a presentation, a meeting, or a new responsibility. Confidence is choosing to act professionally despite the fear. You can be nervous and still speak. You can make a mistake and still learn. You can face criticism and still continue growing.

Not every criticism defines us, and not every opinion about us is a fact. When facing a difficult workplace experience, it helps to ask: What actually happened? What can I learn from it? What is within my control? Is this a fact or simply someone's opinion? This mindset allows us to learn from criticism without allowing it to become a permanent measure of our professional worth.



Professional confidence grows when several qualities work together: Appearance creates presence; Knowledge creates competence; Ethics create credibility; Communication creates visibility; and Courage creates growth.

You do not have to become the person you were before. You can become a stronger professional, one whose confidence rests not on constant approval, but on competence, character, and self-respect.



Rebuilding confidence starts with people who feel they belong

Losing confidence does not mean losing professional value. Your experience, knowledge, creativity, and contribution remain intact, and criticism, difficult experiences or past mistakes should not permanently silence you. Show up. Speak up. Keep learning. Dress with confidence. Work with integrity. You are not rebuilding yourself from nothing.

ARM WRESTLING, COLOURS AND SOLIDARITY:

EGP TAKES THE CROWN AT URSB'S ANNUAL SPORTS GALA



Elizabeth Agiro - Communications Officer

On a raised platform, two opponents sat at opposite ends of a table, arms locked in a fierce grip, and eyes fixed on each other. The male and female teams battled for which team could pin the other's arm faster.

Muscles strained and bodies trembled from the effort as wills contested for supremacy. Some won while others lost. The noise levels of the cheering crowd attested to the excitement and novelty of this particular game. It was the first time arm wrestling had been included on the line up of URSB's Annual Sports Gala activities, and provided a befitting finale to the day.



EGP carried the day with the most wins in many of the races including the 100m race



The arm-wrestling contests tested individual strength and stamina

Six teams, named after the departmental systems the organisation uses, battled for the top prize at the Kampala Parents School sports grounds. The men and women competed in 100-metre race, 200-metre race, 100 x 4-metre relay, 3-legged race, sack race, egg race and tug of war. The three-legged race provided an avenue for teams to showcase their collaboration and coordination skills.

EGP, which stands for Electronic Government Procurement, decked in yellow jerseys, emerged winners of the 2026 edition, trouncing the other teams in nearly every category. PBS, Planning and Budgeting System, shining in brown, came second. IPAS, the Intellectual Property Administration System, resplendent in green, came third. SIMPO, Security Interest in Movable Property online platform, regal in purple, finished outside the medal bracket, claiming fourth position. E-registry, the integrated online registration platform, blue as the skies, finished fifth. And finally, IFMS, Integrated Financial Management System, in fiery red jerseys, trailed in sixth.

The final ranking, however, only told part of the story.
From the first events, the field buzzed with a different energy. Officers who normally exchange files and figures exchanged friendly banter instead. In the three-legged race, colleagues from different departments, strapped together at the ankle, quickly learned that success depended on a shared rhythm. Some pairs crossed the line in perfect step. Others tumbled to the ground, and the crowd cheered them just as loudly.

The sack race brought its usual comedy, with competitors hopping, wobbling and sometimes toppling before the finish. The egg race demanded a firm jaw grip and quietly humbled a few of the day's fastest sprinters. In the tug of war, teams dug in their heels and pulled as one.

Then came the arm wrestling. As a new addition to the programme, it drew colleagues who had watched from the side-lines all day to crowd around the platform, phones raised and voices rising with every close contest. It was a fitting finale, and will hopefully become a regular feature of the gala.



EGP's victory was well earned. Their yellow jerseys were hard to miss, and they finished first in most events. Yet the spirit of the day extended beyond the winners. PBS, IPAS, SIMPO, E-registry and IFMS each carried their colours with pride.



As the sun lowered and teams gathered for the award ceremony, the six colours blended into one crowd. Until next year, the challenge stands: who will unseat the champions?



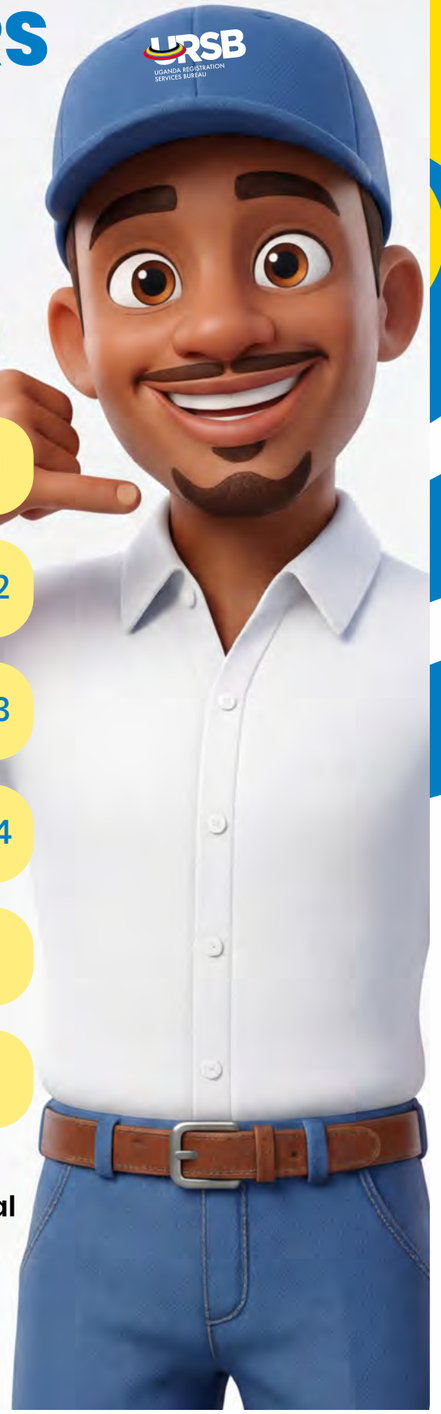
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REGIONAL OFFICE CONTACT NUMBERS

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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- Mbale - Plot 3, Park Crescent.
- Mbarara- Plot 1, Kamukuzi Hill
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- Kasingo District Headquarters, Hoima Service Uganda Centre
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