PUTTING OUR CUSTOMERS FIRST

We are committed to making the Authority easy to do business with by providing high quality, responsive and accessible service for the public. We want to make sure that we put our customers first in everything we do. We can only achieve this through our staff and by:

- Understanding what our customers expect of us
- Letting our customers know what we can do for them
- Striving for improvement all the time
- Being consistent in the way we deliver the service/services
- Regularly reviewing and monitoring our performance and asking our customers how they think we are doing
- Accepting collective responsibility for the quality of the service we provide.

This charter describes the Authority’s commitment to customer service and what we have told our customers they can expect from us. It provides practical guidance on what we need to do to provide our customers with high quality, responsive and accessible services. The targets described in this booklet will be reviewed on a regular basis and our aim is to improve the quality and speed of our response to customers over time. Ideas on how we can further improve our services are welcome.

David N. Bonyi
CHIEF EXECUTIVE OFFICER
THE SERVICE CHARTER INFORMS YOU ABOUT:

- WHO WE ARE
- OUR SERVICES/MANDATE OF THE AUTHORITY
- OUR CLIENTS
- OUR COMMITMENT TO YOU
- OUR SERVICE GUARANTEE
- OUR SERVICE STANDARDS
- HOW WILL WE BE ACCOUNTABLE
- HOW YOU CAN HELP US
- INFORMATION ABOUT THE AUTHORITY
- HOW TO CONTACT US

WHO WE ARE

The Uganda Retirement Benefits Regulatory Authority (URBRA) was established by virtue of section 2 of the Uganda Retirement Benefits Regulatory Authority Act 2011, No. 15 of 2011. It is an autonomous body responsible for regulating establishment, management and operation of retirement benefits schemes in Uganda in both private and public sectors. The Authority is responsible for supervising institutions which provide retirement benefit products and services.

Our Vision

A vibrant, secure and sustainable Retirement Benefits System.

Our Mission

To regulate, supervise and promote the development of a stable and effective Retirement Benefits Sector

Our Core Values

In pursuit of the objectives of the Authority, the following Core Values serve as the guidelines for the Authority as well as its officials in the conduct of its work. These values are the creed of the Authority and serve as a reminder of the Authority’s firm commitment to its customers.

- Professionalism
- Integrity
- Transparency
- Innovativeness
The primary objectives of establishing a Retirement Sector Regulatory Authority & a strong supervisory framework include:

- Protection of funds, pension members and beneficiaries’ interest by promoting transparency and accountability.
- Ensuring the stability and integrity of the financial sector through the stability and security of pension funds.
- Ensuring sustainability of the pension sector as a whole and encouragement of pension provision with a view to promoting long term capital development.
- Finally, setting the foundation for the gradual liberalization of the sector

The Authority comprises of four directorates
The Authority is responsible for the implementation of the URBRA Act, its functions among others include:

- Regulating the establishment, management and operation of retirement benefits schemes in Uganda in both the private and public sectors;
- Supervision of institutions which provide retirement benefits products and services;
- Promoting the development of the retirement benefits sector; Licensing the retirement benefits schemes;
- Licensing of custodians, trustees, administrators and fund managers of retirement benefits schemes.

**OUR CLIENTS**

**Our clients are essential to our success.**

They include:

- Retirement Benefits Schemes both public and private
- Custodians
- Administrators
- Fund Managers
- Trustees
- Financial Sector Institutions
- Development partners
- The general public
- Training Institutions
- Research Institutions
Our Commitment To You

We are committed to respecting the rights of our clients, including:

- The right to review an appeal
- The right to lodge a complaint
- The right to privacy and confidentiality
- The right to access to information
- The right to access services, facilities and information in a manner which meets client needs

OUR SERVICE GUARANTEE

To fulfill our service guarantee to you we are committed to having well trained and supportive staff and to developing and maintaining an open and accountable culture that is fair and reasonable in dealing with our clients.
WE WILL PROVIDE YOU WITH QUALITY SERVICE BY:

- Identifying ourselves when we speak to you Seeking to understand your requirements and to identifying what is important to you.
- Seeking to understand your requirements and to identifying what is important to you
- We will listen actively and act responsively to your needs
- Recognizing that clients have different needs and personalizing our services and advice in ways that fit those needs
- Treating you with respect and courtesy, maintaining confidentiality where required
- Giving you clear, accurate, timely and relevant information to help you find it
- Being clear and helpful in our dealings with you, giving reasons for our decisions
- Respecting the confidentiality of personal information and using it only in accordance with the law
- Acting with care and diligence as we prepare a response, conducting ourselves honestly and with integrity in accordance with a strict code of conduct
- Referring inquiries we cannot answer to an appropriate source
- Presenting our responses to your inquiries or letters clearly and concisely, using plain English, understandable graphics, or other means relevant to your needs. Generally we will write back within 7 days of getting your letter. If this is not possible, we will inform you giving the reason why we are unable and when you can expect a response. Our correspondences will include the name and telephonenumber of the person dealing with your letter.
- Ensuring that our recorded telephone and web services are kept current with the latest information, programs, services and products.
- Ensuring that our recorded telephone and emails use concise wording and compact graphics
- Ensuring that our website is easy to use and well set
- Ensuring that all our services meet a well-defined client need.
In delivering our services, we promise to honor the Authority’s to service promises:

**Service promises**

To smile
To greet everyone we meet
To know our jobs
To treat your concern as our concern
To follow up on everything
To treat our co-workers as would a customer

**OUR SERVICE GUARANTEE**

**Communication**

When you communicate with URBRA, we will:

- Be courteous
- Willingly assist you and be responsive to your needs
- Treat you fairly and professionally

- Be sensitive to diversity issues
- Be accountable and adhere to sound business practices

**Service delivery**

When we perform services for you, we will:

- Explain our services and deliverables to you
- Aim to exceed your expectations

- Demonstrate technical and professional competence in providing the services
- Respect and maintain customer confidentiality
Service Evaluation

After we have performed our services, we will

- Utilize customer review tools such as our client satisfaction survey to seek feedback from our customer base on our performance
- Review the feedback you provide to us and consider measures to further improve our service delivery
- Continue to respect customer confidentiality beyond the term of our engagement

SERVICE GUARANTEE

COMMUNICATION

SERVICE DELIVERY

SERVICE EVALUATION
The table below shows processing time service standards for our interaction with our clients. We aim to process 75% of the cases within these service standards. However, the service standards are indicative only. Individual cases may be decided in longer or shorter periods than the service standard depending on a range of factors, individual circumstances and the complexity of each case.

**Telephone**

<table>
<thead>
<tr>
<th>Service Principles</th>
<th>Measures of effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our telephones will be answered promptly</td>
<td>We will respond to your calls within four (4) rings</td>
</tr>
<tr>
<td>We will be courteous, professional and helpful</td>
<td>• When answering the telephone, we will provide you with our name and work area</td>
</tr>
<tr>
<td></td>
<td>• When we call you, we will provide you with our name and work area and tell you the reason why we are calling</td>
</tr>
<tr>
<td>We will be accessible by telephone during business hours</td>
<td>• We shall have telephone service during business hours</td>
</tr>
<tr>
<td></td>
<td>• Our recorded messages will be current and give appropriate contact details during absences.</td>
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</table>

**In person**

<table>
<thead>
<tr>
<th>Service Principles</th>
<th>Measure of effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will assist you promptly</td>
<td>• We will serve you within ten (10) minutes of your arrival, if you have an appointment</td>
</tr>
<tr>
<td></td>
<td>• We will serve you within twenty (20) minutes if you do not have an appointment</td>
</tr>
<tr>
<td></td>
<td>• We will advise you, in advance about any unexpected delays in attending to you</td>
</tr>
<tr>
<td>We will be courteous, professional and helpful</td>
<td>• We will wear our name badges and identify ourselves</td>
</tr>
<tr>
<td></td>
<td>• We will be neatly dressed and well presented.</td>
</tr>
<tr>
<td>We will be accessible</td>
<td>• All departments will have in-person service options</td>
</tr>
<tr>
<td></td>
<td>• Our offices will be clean and comfortable, have clear signage and current, relevant information on display.</td>
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## Written communication

<table>
<thead>
<tr>
<th>Service Principles</th>
<th>Measures of effectiveness</th>
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</table>
| We will respond to your correspondences promptly | • We will reply all correspondences timely, using the most appropriate contact method – telephone, in person or in writing within 7 days of receipt of the correspondence.  
• We will acknowledge E-mail messages within one (1) working day of receipt, and provide you with a likely timeframe for our full response |
| We will be courteous, professional and helpful | • We will provide accurate, helpful and timely responses that are relevant to your needs  
• We will identify ourselves and provide contact details in our written correspondence  
• We will record all your correspondences on our database and filling system |
| We will be accessible in writing | • We shall have mail contact options  
• We will use out-of-office email messages when away from the office and provide you with alternative contact details. |
Applications for licensing and decisions

<table>
<thead>
<tr>
<th>Service Principles</th>
<th>Measures of effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will acknowledge receipt of applications promptly and inform you about the assessment process</td>
<td>• We will acknowledge receipt of all applications within seven (7) working days – unless we make a decision within that time</td>
</tr>
<tr>
<td></td>
<td>• We will provide you with the details of any outstanding requirements, next steps and likely processing times in a timely manner</td>
</tr>
<tr>
<td>We will be courteous, professional and helpful</td>
<td>• We will identify ourselves and provide you with options for contacting us</td>
</tr>
<tr>
<td></td>
<td>• We will let you know how and when you need to provide information to us</td>
</tr>
<tr>
<td></td>
<td>• Where you have a nominated representative, we will communicate with your representative</td>
</tr>
<tr>
<td>We will be open and accountable and tell you the reasons for our decisions</td>
<td>• We will provide you with clear and timely reasons for our decisions and advise you of any review rights.</td>
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</tbody>
</table>

Our information

<table>
<thead>
<tr>
<th>Service Principles</th>
<th>Measures of effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will provide clear, accurate, helpful and consistent information</td>
<td>• We will regularly review and update information to ensure it is current and meets your needs and expectations</td>
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</tbody>
</table>
HOW WILL WE BE ACCOUNTABLE

We undertake to:

- Monitor our performance against the standards set out in this charter and publish the results in an annual report and other publications which will be available upon request from our public relations office. Performance information will also be provided on our website.

- Be open to feedback on our performance, and suggestions for improvement from our clients and the public and make adjustments to our programs and services based on information received.

- Publish information showing levels of satisfaction with our programs and service, including complaints received and the resolution of those complaints.

- Provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy.

- Formally review the standards set out in this charter once a year and make modifications where appropriate in light of your comments and in response to ongoing changes.

- Independently review our Charter at least every three years by inviting comments from clients, stakeholders and staff as part of the monitoring and review process.

HOW YOU CAN HELP US
HOW YOU CAN HELP US

- We welcome your views and comments as vital in helping us to monitor and improve the relevance and quality of our service to the community

- We will consider all suggestions fully and promptly in our planning for service improvement and, wherever possible, we will respond immediately

- We may occasionally seek your input to random surveys of how the community perceives our services and what services are needed, including assessments of our performance

- URBRA is committed to doing the very best we can. We welcome your feedback on our performance. If you have a suggestion, feel free to contact our staff.

CUSTOMER INFORMATION

To help us help you, we ask you to:

- Let us know about any changes in your personal circumstances that may affect the service we provide for you

- Let us know if you have any special needs so that we can provide the right help

- Let us know if you cannot keep an appointment

- Be polite and treat our staff and other customers with respect
Contacting us

If you want to contact us, our offices are open from Monday to Friday 8:00am to 5:00p.m.

We are, however closed on public holidays and have a lunch break between 1:00p.m. and 2:00p.m. on weekdays.

Tel: +256417-304500
Email: urbra@urbra.go.ug
Complaints: complaints@urbra.go.ug

If you would like to visit us, we are based at Plot 1, Clement Hill Road, Opposite the Tanzanian High Commission, 4th – 6th Floor.

Information on the internet
You can get more information about us on our website www.urbra.go.ug

Comments, complaints and compliments

Feedback – comments, complaints and compliments

● We will seriously consider any suggestions made to improve our services

● If we have made a mistake, we will apologize and do our best to put things right

● If we receive a compliment, we will pass it on to the relevant member of staff and their manager
Decision making

If you think a decision on your application is wrong

- You can ask to look at the decision again
  or
- You may be able to appeal to the independent tribunal. The letter telling you about our decision will tell you if you can appeal. If you want to appeal you must do this within the stipulated one month of the date of the letter giving you the decision. You can get more information from our legal department.

Complaints

Complaints relating to your scheme or service providers

If you have a complaint or dispute with regard to the running of retirement benefits schemes, you can file an official complaint. Please see our complaint guide for the procedure for filing complaints.
Complaints relating to our services

Our complaints procedure is easy to use. You can make a complaint in writing to the Chief Executive Officer by post or email. Our customers are also requested to report cases concerning corruption.

If you complain about our services, we will

- Acknowledge your complaint within two working days
- Aim to reply within 10 working days; and
- Try to learn from your complaint to improve our service

Our targets and performance

We have targets that deal with issues of the retirement benefits sector. You can find out if we are meeting our targets each year from our annual reports, performance contract or by contacting us. We will display information about our performance on our website.

REVIEW OF THE CHARTER

The Charter will undergo an internal review every twelve months. In each review we will consider all customer comments and where relevant, the findings of the most recent customer surveys. The Authority will also commission an independent audit of compliance with the charter every three years. Our performance against the service standards contained in the charter will be monitored by the Authority’s Board of Directors. Our performance will also be reported in our annual report.
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