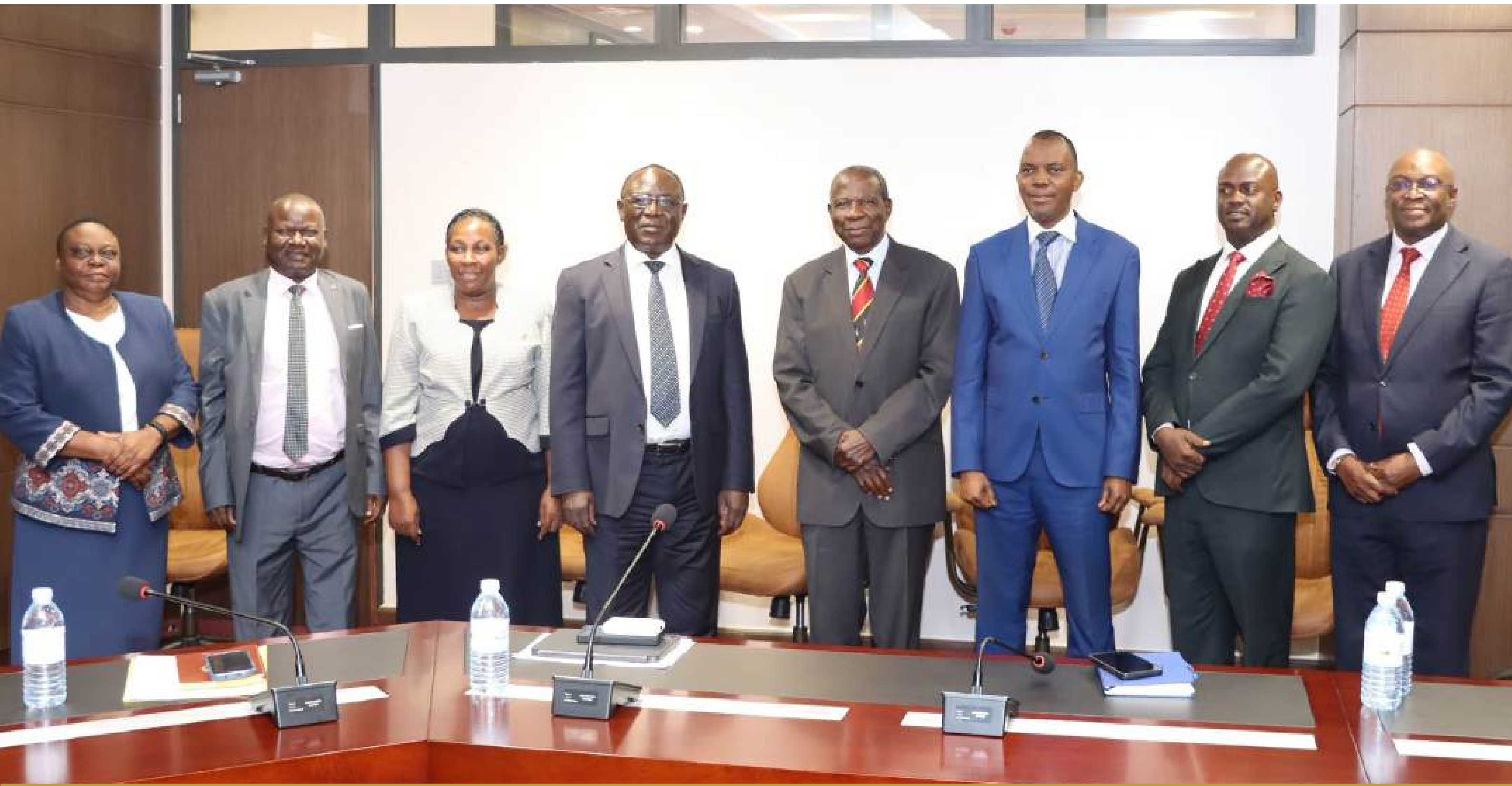
URBRA

UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY

*Protecting your retirement benefits*

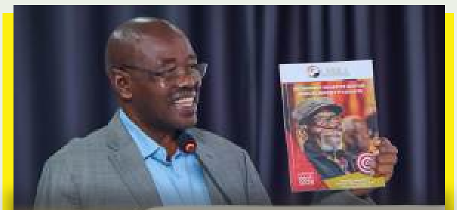
# Newsletter

**Quarter-3, FY 2025/26**



# New URBRA Board

## To Prioritise Coverage of Informal Sector Workers



**RECORD GROWTH,** sustainability challenge: uganda's retirement savings hit UGX 30 trillion

**Government sets minimum pension at quarter of final salary**

**Parliamentary Pension Scheme Assets Rise to Shs 593.3 Billion**

The Newsletter is a product of;
The Directorate of Corporate and Public Affairs

**Design/layout,** Billy B. Gang, CPAO- URBRA

Clement Hill Rd (3rd - 6th Floor)
P.O. Box 7561, Kampala
+256 417 304 500
www.urbra.go.ug
urbra@urbra.go.ug
@urbraUg

# Accounting Officer's Foreword

**Dear Reader,**

Welcome to yet another edition of the URBRA Quarterly Newsletter. While we highlight the key achievements in the sector, it is important to reflect on what they truly mean for the retirement prospects of individual Ugandans.

There are numerous achievements to be proud of: growth in sector assets have hit Ugx30 trillion; growth in member accounts now amounting to over 4 million; increase in average interest paid out to members; and increase in the ratio of retirement savings to GDP. These are all milestones worth celebrating, but do they guarantee old-age financial security for all Ugandans?

Given the paltry individual average balances of just Ugx8.2 million, ease of access and lumpsum payouts at the early age of 55, there is no guaranteed future financial security for many savers, especially in the face of improving retirement life expectancy. The other stark reality behind our sector growth is that over 80% of the working population is not covered under existing retirement benefits arrangements, the majority being informal sector workers. The newly inaugurated URBRA Board of Directors has pledged to prioritise this issue, not merely as an expansion target, but a commitment to an inclusive sector.

As we implement our 2025–2030 Strategic Plan, we must move beyond celebrating extent and scope, to building a sustainable, inclusive, and resilient sector which ensures that every Ugandan retires with dignity. URBRA remains steadfast in protecting citizens' retirement benefits by executing its mandate of regulating and supervising all players in the retirement benefits sector.

To you our stakeholders, your continued engagement remains vital to the execution of our mandate. I therefore encourage you to share your feedback and views; send an email to urbra@urbra.go.ug

For God and My Country

RFNansasi

Rita Faith Nansasi Wasswa
Accounting Officer


# New URBRA Board

## To Prioritise Coverage of Informal Sector Workers

**By Lydia Mirembe,**
Manager Corporate and Public Affairs

The Minister of Finance Planning and Economic Development, Hon. Matia Kasaija on 12th March inaugurated a new Board of Directors for Uganda Retirement Benefits Regulatory Authority, with a pledge to support them to advance a stable, inclusive and resilient sector for Uganda.

The new Board of Directors is chaired by Mr Henry Balwanyi Magino, and the members are: Professor Irene Nalukenge, Ms Florence Nightingale Kuteesa, Mr Moses Zziwa; Mr Alex Asiimwe representing the Permanent Secretary, Ministry of Gender Labour and Social Development; Mr Musa Lukwago representing the Permanent Secretary/Secretary to the Treasury. Mr Victor Bua Leku representing the PS Ministry of Public Service.

Hon. Kasaija expressed confidence in the new Board saying, “Your appointment is a testament to the confidence that government has in your professional competence, integrity, and ability to provide sound leadership and oversight.”

Emphasising the importance of safeguarding the financial security Ugandans, Hon Kasaija reiterated government’s commitment to strengthening the regulatory environment to ensure that the sector operates with the highest standards of governance, transparency and accountability.

In the same spirit, the Permanent Secretary and Secretary to Treasury, Dr Ramathan Ggoobi congratulated the new Board members and urged them to promote transparency, accountability, integrity and sound risk management, bearing in mind the government’s vision of transforming the economy by 2040.

“Government has set a target to expand the economy from USD50billion to USD500 billion by 2040. This transformation will not happen automatically. It requires sustained growth across all sectors of the economy, including the retirement benefits sector,” Ggoobi said in a message delivered by Mr Moses Kaggwa, Director Economic Affairs at the Ministry of Finance Planning and Economic Development.

In his inaugural speech, Board Chairman appreciated the task ahead and pledged to uphold the principles of good governance and institutional development. A seasoned corporate governance expert and legal practitioner, Mr Balwanyi said that he was aware of the risk that bad governance brings to an institution, and would therefore work with his board members, staff and management to put URBRA back on track and restore stability.

“We commend management for what they have achieved during this period and we shall work together to bring the Authority back to speed. We shall provide strategic leadership to staff and management to enable them carry out their duties,” Mr Balwanyi pledged, promising to uphold the principles of accountability, transparency and continuous improvement.

A key part of his vision for the sector is the expansion of coverage to the informal sector workers. He observed that the sector had grown by leaps and bounds, exceeding the Ugx30Trillion mark, however more than 80% of the working population remain excluded from existing retirement benefits arrangements. He said that they would leverage existing government initiatives such as Emyooga, Parish Development Model (PDM) and Operation Wealth Creation.

“We shall engage the implementing agencies to encourage beneficiaries of those programmes to save for retirement, Mr Balwanyi said. He also said that they would tap into the groups of informal sector workers that were mobilised by Uganda Development Bank (UDB) to enable “Jua Kalis” to access presidential funding. “We shall tap into these already existing data bases and bring them under the ambit of the pensions sector,” he said.

On behalf of the Board, Mr Balwanyi thanked the Minister for finding them worthy and entrusting them with the opportunity to serve the country and the retirement benefits sector. Hon Kasaija pledged unreserved support for the Board and encouraged them to be firm, sincere and always work in the best interest of citizens.


# Record growth, sustainability challenge:
## Uganda's retirement savings hit ugx30 trillion

**By Lydia Mirembe,**
Manager Corporate and Public Affairs

The Uganda Retirement Benefits Regulatory Authority (URBRA) on 5th March, released the Annual Sector Performance Report, indicating that sector assets had surged to Ugx30.7 trillion, a 21% increase from 25.4 trillion in FY2023/24. Similarly, the number of Ugandans saving for retirement has grown significantly, reaching 4,062,144, up from 3,224,529 in 2023/24.

Other key indicators also reflect a thriving sector. Average interest credited to member accounts rose from 10.97% in 2023/24 to 14.6% in 2024/25 and the ratio of retirement savings to GDP from 12.2% to 13.6%.

While releasing the report at Fairway Hotel, the Minister of State for Planning, Hon. Amos Lugoloobi lauded URBRA for their supervisory efficiency, emphasising that a vibrant pensions sector contributes to the attainment of government's ambitious ten-fold growth strategy.

"The Government of Uganda embarked on an ambitious agenda to expand Uganda's economy from USD 50 billion to USD 500 billion by 2040 under the Ten-fold Growth Strategy. Achieving this transformation requires sustained growth of the Retirement Benefits Sector because retirement schemes account for 67% of gross domestic savings," Hon. Lugoloobi said.

The continued sector growth is attributed to several factors key among them favourable macro-economic conditions, growing contributions from employers and employees, improved employer compliance, supervisory interventions and increased financial literacy.

Despite the positive trajectory, experts warn that the sector faces significant structural challenges that threaten its long-term viability.

At the macro level, demographic factors loom large. According to the Uganda Bureau of Statistics (UBOS) National Census report of 2024, Uganda's population is 45.9 million. Life expectancy has improved to 68.2 years of age, with retirees living an average of 17 years. While the working age population is estimated at 26 million, existing retirement benefits arrangements cover only four million. The remaining 22 million are mostly informal sector workers including farmers, artisans, or those not engaged in any income generating activity.  These factors don't portend well for the sector.

Focusing on the citizens saving for retirement, sector experts observed that their future financial security is not guaranteed because of the paltry average individual balances, and ease of access to savings. Members typically receive their savings as a lumpsum, moreover they exit at an early age of 55 for private sector and 60 for public service. Mid-term access is permitted from age 45, and weak portability guidelines mean savings are cashed out when members change jobs. This all means that payouts are quickly outpacing contributions. According to the performance report, in FY2024/25, benefits paid increased by 16% to Ugx1.62 trillion, outpacing the 10% growth in contributions.

"For many schemes, members who are about to exit have big balances because they have served longer. But generally, the average member balance is still low at just Ugx8.2 million. This has implications for the long-term sustainability of the schemes and the sector," Benjamin Mukiibi, URBRA's head of research and strategy said.

For Mubbale Mugalya, General Manager Sanlam Allianz Investments, the issue is low productivity. He argued that productivity of Ugandans is too low to assure sector sustainability. From the retirement age perspective, Mugalya argued that people should remain active and productive to the oldest age possible.

"Why is our retirement age capped at 55 yet many countries are at 70?" he questioned, adding that an early retirement age means early exit from the scheme, yet people could continue working and saving well past the age of 55 or even 60. "When I look at my NSSF balance, the growth in the last three years is almost half of what I have accrued. If I continue saving up to age 60 maybe I will double the benefits," Mugalya argued.

He also challenged the notion of post-retirement productivity, arguing that retirees' skills are often misdirected. "If someone has 25 years of corporate experience, why should they turn to farming upon retirement? Retired people should be deployed where they serve best." He extended the argument to Uganda's workforce at large, citing the example of over three million boda-boda riders. "Is that the most productive they can be? Will they ride boda-bodas until they reach retirement age? How can their productivity be improved?" There is need to re-evaluate productivity at individual level.

Scheme operational costs are another area of concern. Operating expenses reached Ugx263 billion in FY2024/25, up from Ugx258 billion. Mukiibi flagged wasteful expenditures, including extravagant AGMs, high advertising costs, overseas staff retreats, tax penalties for non-compliance, and avoidable litigation costs. Some schemes, he noted, obscure expenses under vague categories like "other costs," undermining transparency. "We are monitoring each scheme's expenses against the interest declared to members," he warned.

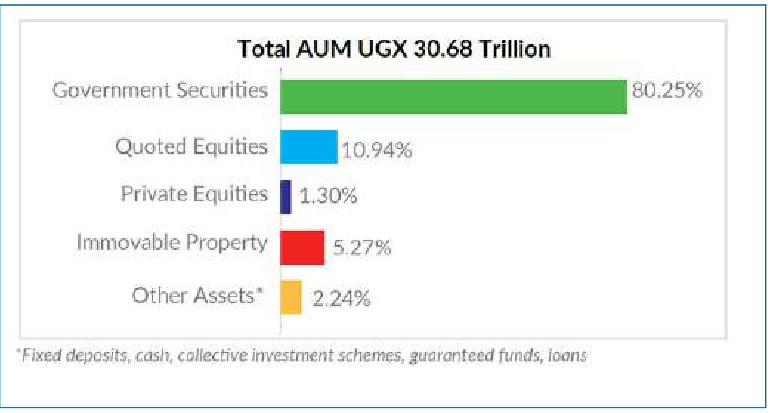
All these factors affect the sustainability of the retirement benefits sector and compromise the purpose of retirement saving which is to alleviate old age poverty. Stakeholders agree that addressing these challenges requires legal, regulatory, and policy interventions. URBRA is spearheading efforts to establish a National Long-Term Savings Scheme (NLTSS), designed specifically for informal sector workers. Meanwhile, the government is finalising the operationalisation of the Public Service Pension Fund, a defined contribution scheme intended to ensure sustainability and better outcomes for public servants.

Regarding scheme governance and compliance failures, there are imperatives that must be considered: trustees must take their roles more seriously and the scope of their liability should be expanded; schemes must optimise financial operations, reduce operating expenses to protect yields and apply the principles of full disclosure; enhance external audit independence by enforcing obligatory rotation of auditors; increase transparency through regular publication of detailed sector information; for prudent investment strategies, implement data-backed strategies focused on long term returns; apply rigorous risk decision analysis, especially when considering private equity and real estate.

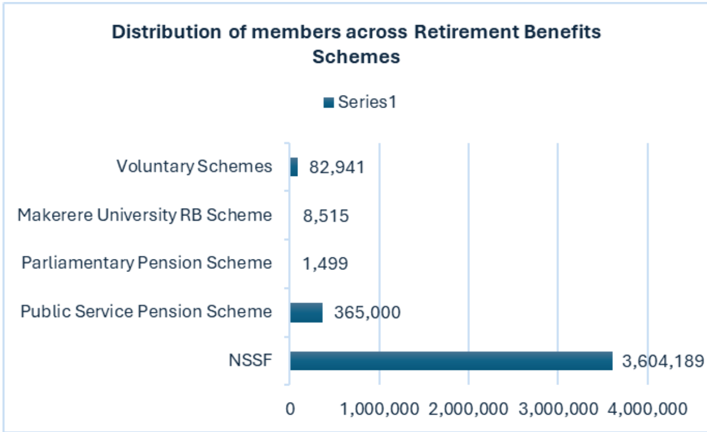
As Uganda's pension sector celebrates record growth, the message from regulator and other experts is clear: size alone is not success. Without urgent reforms to expand coverage, improve productivity, and curb inefficiencies, the promise of a dignified retirement will remain a distant dream for millions of Ugandans.


**Hon.Amos Lugoloobi**
**Minister of State for Planning, MOFPED**

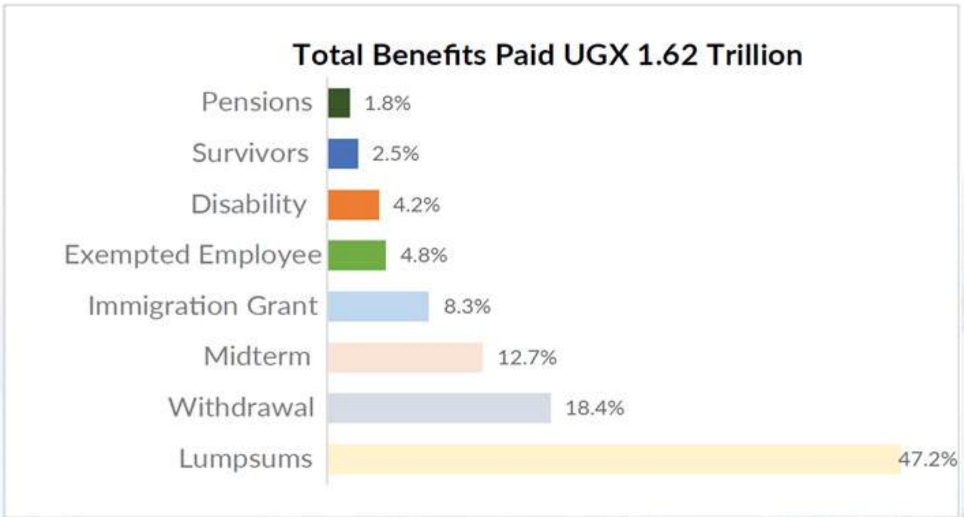
## Assets under management distributed across asset classes




## Total number of member accounts distributed across schemes




## Retirement Benefits paid out to members in Fy2024/25




## Top 10 performing schemes ranked by interest declared in FY 2024/25

| No. | Scheme | Assets (UGX Bn) | Int. declared (%) |
|---|---|---|---|
| 1 | I&M Bank Staff Defined Contribution Scheme | 12 | 20.40 |
| 2 | Stanbic Uganda Holdings Limited Staff Provident Fund | 142 | 17.70 |
| 3 | Bank of Africa Staff Provident Fund | 22 | 15.82 |
| 4 | Centenary Group Staff Defined Contribution Scheme | 203 | 15.51 |
| 5 | Nile Breweries Staff Retirement Benefits Scheme | 34 | 15.19 |
| 6 | Coca-Cola Beverages Uganda Limited Provident Fund | 44 | 15.15 |
| 7 | NSSF Staff Provident Fund | 131 | 15.06 |
| 8 | Uganda Breweries Ltd Retirement Benefits Scheme | 46 | 14.92 |
| 9 | Vivo Energy Uganda Retirement Benefits Scheme | 11 | 14.68 |
| 10 | Bank of Uganda Defined Contribution Scheme | 71 | 14.50 |

# URBRA Urges Migrant Workers to Prioritise Retirement Savings

The Uganda Retirement Benefits Regulatory Authority (URBRA) has called on Ugandan migrant workers to safeguard their future by consistently saving for retirement, even as they navigate hardships abroad.

Speaking at the Labour Migration Symposium held on Monday, 23rd March 2026, at the Office of the Prime Minister Auditorium in Kampala, URBRA's Manager of Corporate and Public Affairs, Lydia Mirembe, emphasised that retirement planning remains critical regardless of one's job or location.

"Amid these immediate hardships, migrant workers must not overlook the reality of retirement," Mirembe told participants. "Regardless of the challenges faced abroad, consistent saving for retirement is essential, as most will eventually retire to Uganda."

She encouraged migrant workers to utilise licensed retirement schemes, particularly the voluntary and umbrella schemes, which are well-suited to the informal and mobile nature of migrant work.

The symposium, co-hosted by Kyeyo Initiative Uganda and the Senior Presidential Advisor on Diaspora Affairs, brought together government officials, labour unions, NGOs, and private sector actors to discuss safe, humane, and orderly labour migration.

Participants acknowledged the significant economic contributions of migrant workers, estimated at USD 1.3 billion in the 2024/25 financial year through remittances, passport fees, licence fees, and other revenues. However, they highlighted persistent challenges including human trafficking, exploitation, abuse, and weak regulation of labour externalisation.

Migrant workers shared personal stories of success and hardship and presented a petition to government calling for a workers' welfare fund, minimum wage enforcement, legal support at diplomatic missions, and better access to justice.

While the event focused heavily on immediate protection and rights issues, URBRA used the platform to remind attendees that long-term financial security through retirement savings should remain a priority for all Ugandans, irrespective of occupation or where they work.

URBRA recommends continued engagement with diverse audience segments, including migrant workers, to reinforce the message that retirement planning must form an integral part of working life.

The symposium concluded with a renewed commitment from stakeholders to address the challenges facing migrant workers while promoting safer labour migration practices.


# Parliamentary Pension Scheme Assets Rise to Shs 593.3 Billion

The 14th Annual General Meeting (AGM) of the Parliamentary Pension Scheme was held at Parliament of Uganda on Friday, with the Minister of State for Finance, Planning and Economic Development, Henry Musasizi, representing the Speaker of Parliament, Anita Annet Among, as chief guest.

In a speech delivered on her behalf, Speaker Among commended the Board of Trustees for the scheme's strong performance during the 2024/25 financial year.

She highlighted a gross investment income of Shs 82.6 billion and an asset portfolio valued at Shs 593.3 billion, noting that the growth was largely driven by fixed-income investments.

"I thank the Board of Trustees for the good performance during FY 2024/25," the Speaker's message read, applauding the board's stewardship and prudent management of members' funds.

Among also underscored the importance of reviewing the law governing the Uganda Retirement Benefits Regulatory Authority (URBRA) to allow pension schemes greater flexibility in diversifying investments.

She expressed optimism that the proposed legal reforms could be considered during the 12th Parliament to strengthen long-term sustainability and returns.

The AGM was attended by Butambala District Woman Member of Parliament Aisha Kabanda, who represented the Chairperson of the Board of Trustees, Arinaitwe Rwakajara.

Kabanda presented highlights from the scheme's financial report for FY 2024/25 and provided updates on operational performance, reaffirming the board's commitment to transparency, accountability and safeguarding members' retirement benefits.

**Source**: Nile Post


# Government sets minimum pension at quarter of final salary

The government has established a minimum monthly pension equivalent to 25% of a civil servant's final salary, a move designed to eliminate meagre retirements that left some former employees earning as little as 5,000 shillings per month.

The reform is a cornerstone of the Public Service Pension Fund Act of 2025, which transitions the nation from a non-contributory system to a mandatory savings model. Under the new guidelines, the lowest-earning pensioners will no longer retire into poverty, provided they meet the new criteria for the contributory scheme.

Public Service Minister Wilson Muruli Mukasa said the transition, which began Feb. 1, is intended to ensure civil servants retire with dignity.

"The reform will change this cycle," said Grace Mary Mugasa, the state minister of public service. She noted that many retirees have historically been embarrassed by small payments or affected by sudden budget cuts.

The 25% minimum payment applies to those under the new contributory fund, where workers will contribute 5% of their monthly pay and the government will add 10%. However, officials clarified that those opting into this specific minimum pension structure will forfeit their traditional one-off gratuity lump sum.

The new law also introduces significant administrative and social changes:

- Marital Grounds: Men who have served at least five years may now retire on marital grounds, a benefit previously reserved for women under colonial-era practices.
- Missing Persons: Families of public servants who are missing or presumed dead are now eligible to receive benefits, subject to upcoming regulatory controls.
- Biometric Verification: The government is phasing out "life certificates" in favor of quarterly biometric check-ins at regional centers to curb fraud.
- Loan Restrictions: Retirees are now prohibited from using their pension as collateral for bank loans.

Of the 360,000 current public servants, more than 323,000 are expected to migrate to the new fund. Those within five years of the mandatory retirement age of 60 will have the option to remain under the old system.

The Uganda Retirement Benefits Regulatory Authority estimates the new fund will collect 1.3 trillion shillings annually, potentially growing to 26 trillion shillings within 15 years.

**Source**: PML Daily

# Start saving now, retire with peace of mind

Old age is inevitable, it's on you to make your retirement enjoyable.
Sign up with a Retirement Benefits Scheme licensed by URBRA today
and start saving from as little as USh.1000 daily to live an enjoyable retirement.

**To find a licensed scheme for you, Contact us on 0417304500 or www.urbra.go.ug**
**This is a message from the Uganda Retirement Benefits Regulatory Authority.**

URBRA
UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY

Ms. Gorreth Namugga chairs a meeting of the Parliament Public Accounts Committee.

# PAC warns hospital directors over unpaid gratuity and pension arrears

Members of the Public Accounts Committee of Parliament criticized human resource officers at regional hospitals for delays in processing pension and gratuity benefits for retired workers.

Legislators called on the government to discipline officers responsible for the administrative backlogs, noting that the delays cause significant financial and mental distress for retirees.

The committee's concerns followed a meeting with the management of Jinja Regional Referral Hospital, led by director Dr. Alfred Yayi. The hospital leadership appeared before the committee to address queries raised in the Auditor General's report for the 2025 fiscal year.

Hon. Susan Amero, the Amuria district woman representative, questioned why principal human resource officers do not initiate pension documentation while employees are still in active service.

"You know that someone is about to retire," Amero said. "It is painful to leave work; actually, you are the ones killing some of the pensioners."

The committee highlighted specific cases of delayed payments, including a former inventory officer at Jinja hospital who is owed 86 million shillings in pension arrears.

Hon. Gorreth Namugga, chairperson of the Public Accounts Committee, said the failure to process benefits promptly has contributed to a rise in mental health issues and chronic illnesses such as diabetes among the elderly.

"People are mentally disturbed since they have to move back and forth to submit certain requirements," Namugga said. "Why don't you work on these files earlier?"

Hon. Frederick Angura, representing Tororo South County, urged human resource departments to streamline their filing systems to ensure retirees are not forced into long waiting periods after their service ends.

**Source:** PML Daily

# Public officers may soon transfer between counties without resigning

Kenya's Senate is considering the County Governments (Amendment) Bill, 2026, which seeks to allow public officers to transfer from one county to another without having to resign from their current positions or lose their employment benefits.

Currently, there is no legal framework permitting seamless transfers between the 47 county governments. Officers who wish to move to another county are often forced to resign, risking the loss of their jobs, pensions, retirement savings, and other benefits. This has created challenges in Kenya's devolved system of governance, established under the 2010 Constitution.

The proposed Bill aims to bridge this gap by creating a formal transfer mechanism that protects officers' rights and benefits, including pensions and retirement contributions under schemes such as the Public Service Superannuation Scheme Act and the Retirement Benefits Authority Act.

Key provisions of the Bill include:

- Officers must serve a minimum of three years in their current station before becoming eligible for transfer.
- Transfers will be approved by the respective County Public Service Boards, ensuring they are justified and contribute to improved service delivery.
- The move is expected to promote sharing of expertise and technical skills across counties, enhancing efficiency in devolved governance.

The Bill is currently under review by the Senate's Devolution and Intergovernmental Relations Committee. A review by the committee revealed that some counties — including Makueni, Kisumu, Mombasa, Kitui, Narok, Garissa, Mandera, and Nairobi — already have internal transfer policies in their administrative manuals. However, these remain inconsistent and do not provide a uniform national framework.

The amendment seeks to strengthen inter-county cooperation as envisioned in the Constitution, which treats national and county governments as separate but interdependent. Once passed, the law will enable smoother movement of skilled personnel across counties while safeguarding their employment security and benefits.

This development is expected to significantly improve human resource management in Kenya's county governments.

**Source:** The Eastleighvoice


# UK State Pension Age Rises to 67, Affecting Millions

From Monday, 6 April 2026, the UK state pension age has begun rising from 66 to 67 in a gradual two-year transition that will be completed by 2028.

The change affects people born from 6 April 1960 onwards. Those born between 6 April and 5 May 1960 will wait an extra month, with the qualifying age increasing by roughly one month for each subsequent month of birth until it reaches 67 for anyone born on or after 6 March 1961.

The government's main reasons for the increase are longer life expectancy and the growing cost of pensions due to an ageing population. Officials estimate the change will save the Treasury around £10 billion a year by 2030.

The new flat-rate state pension will rise by 4.8% under the triple lock to £241.30 per week (£12,547.60 a year) for those qualifying after April 2016. To receive the full amount, individuals need 35 years of National Insurance contributions.

While the policy aims to make the pension system sustainable, it has sparked concern and debate. Many affected individuals, like Peter Bradbury from Preston, feel frustrated as their retirement plans are delayed. Younger workers worry they may have to wait until nearly 70 before claiming their pension, potentially affecting their health and quality of life.

Critics highlight that the impact is unequal. People in poorer health or from less affluent areas (e.g., Blackpool) are likely to suffer more, as they may not enjoy good health long enough to benefit from the extra working years. The Institute for Fiscal Studies has called for targeted support for the most vulnerable groups.

The government has confirmed a review of future pension age rises (including the planned increase to 68) is underway, with results expected by March 2029. Affected individuals will receive letters from the Department for Work and Pensions (DWP) explaining their new pension age. Experts advise people to check their National Insurance records and consider private pensions to bridge any income gaps.

The rise reflects economic and demographic pressures, but it has raised ongoing questions about fairness, communication, and support for those unable to work longer.

**Source:** Grand Pinnacle Tribune