URBRA

UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY

RETIREMENT BENEFITS SECTOR ANNUAL REPORT 2024

A Focus on Member Outcomes

Annual Retirement Benefits Sector Report FY 2023/24

This Report is based on Statutory Returns and Annual Reports filed by Schemes.

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Abbreviations

APSA	African Pension Supervisors Association
AUM	Assets Under Management
DB	Defined Benefit
EPR	Employment to Population Ratio
FSD	Financial Sector Deepening
FY	Financial Year
GDP	Gross Domestic Product
IOPS	International Organisation of Pension Supervisors
ITC	Insurance Training College
KES	Kenya Shillings
NLTSS	National Long-term Saving Scheme
MURBS	Makerere University Retirement Benefits Scheme
NSE	Nairobi Securities Exchange
NSSF	National Social Security Fund
PPS	Parliamentary Pension Scheme
RBS	Retirement Benefit Scheme
RWF	Rwandan Francs
SAGE	Social Assistance Grant for Empowerment
TZH	Tanzanian Shillings
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
URBRA	Uganda Retirement Benefits Regulatory Authority
USD	United States Dollars

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About URBRA

URBRA
UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY
Protecting Your Retirement Benefits

ABOUT US:

Uganda Retirement Benefits Regulatory Authority is an autonomous body established by virtue of section 2 of the Uganda Retirement Benefits Regulatory Authority Act CAP 232

OUR MANDATE:

To supervise and regulate the establishment, management, and operation of retirement benefits schemes and to protect the interests of members and beneficiaries of retirement benefits schemes in Uganda.

VISION

To Regulate, Supervise and promote the Development of a stable and effective Retirement Benefits Sector

MISSION

A Vibrant, Secure and Sustainable Retirement Benefits Sector

VALUES

- Proficiency
- Integrity
- Innovation
- Transparency
- Accountability

URBRA's Strategic Goals

A Sound Supervisory Framework

- Enhance the existing legal framework and supervisory intensity
- Enhance URBRA's capacity to identify and respond to risks
- Strengthen URBRA's supervision framework
- Enhance capacity of licensees for effective management of the Schemes
- Extend coverage to the informal sector
- Promote research and development in the Retirement Benefits Sector

A Trusted and Respected Regulatory Authority

- Promote public awareness on the importance of saving for retirement
- Promote public awareness on the mandate and functions of the Authority

Effective and Efficient Service Delivery

- Enhance welfare and workforce development
- Build capacity for total quality management
- Promote risk management across functions and business units

1.2 Chairman's Statement

The Board will ensure smooth functioning of the Sector to safeguard member funds. Already, we have set up oversight mechanisms to ensure proper risk management and transparency in scheme operations."

On behalf of the Board of Directors, I am pleased to present the 11th Annual Retirement Benefits Sector Report. This Report provides a single source of information about the status of the Retirement Benefits Sector for Trustees, Members, Employers and the general public.

Retirement Benefits are meant to provide income post retirement when one is no longer able to earn in old age. As a country, we are still very low on coverage and adequacy of savings for old age. As at end of June 2024, member accounts increased by 3% to 3.22 million in FY 2023 /24 from 3.14 million in FY 2022/23. The Sector average balance per member account increased by 13.7% to UGX 10.2 million from UGX 8.99 million in 2023.

While there has been significant growth in formal sector coverage, a substantial portion of the workforce (85%) particularly in the informal sector are not saving for retirement. Informality presents specific challenges in retirement income provision, which cannot be addressed by simply extending conventional retirement benefits schemes to these workers.

The Authority is committed to developing innovative strategies tailored to the unique needs and challenges of this segment. A key step in this direction is the establishment of a micro pension or a National Long-term Savings Scheme (NLTSS) to extend coverage to informal sector workers. We are determined to make saving for retirement more accessible, particularly for the informal work force.

The Board resolved to spearhead strategic initiatives that promote a more inclusive, and sustainable retirement benefits system for all Ugandans. We aim to enhance digital engagement to ensure that more individuals can conveniently save for retirement.

The Board will ensure smooth functioning of the Sector to safeguard member funds. Already, we have set up oversight mechanisms to ensure proper risk management and transparency in scheme operations.

I therefore thank the Honarable Minister of Finance, Planning, and Economic Development, Management and Staff of the Authority for the support accorded during the year.

Hon. Julius Junjura Bigirwa
Chairman Board of Directors

1.3 Ag. Chief Executive Officer's Statement

Our risk-based approach to supervision led to recovery of UGX 23.3 billion that members could have lost on account of unpaid benefits, unremitted contributions and misappropriation of members' funds

It is with great pleasure that I present the Annual Sector Performance Report for FY 2023/24. In FY2023/24, performance assessment focused on member outcomes to broaden understanding of operational and financial performance of schemes. We have widened the scope of analysis to include indicators on efficiency, adequacy, coverage, security and sustainability.

Assets Under Management (AUM) increased by 18% to UGX 25.40 trillion in FY 2023/24 from UGX 21.41 trillion in FY 2022/23. Growth in the AUM was largely attributed to net income of UGX 3.10 trillion and net member contributions of UGX 986.8 billion. Income from fixed income securities accounted for over 90% of total income which enabled an average interest declaration of 10.97%.

During the year, the Authority fully deployed the Risk Based Supervision System which permits real-time monitoring, identification, and assessment of risks. Our risk-based approach to supervision led to recovery of UGX 23.3 billion that members could have lost on account of unpaid benefits, unremitted contributions and misappropriation of members' funds. I am confident in the sector's financial resilience and its ability to meet future obligations to members.

Our goal is to create an enabling environment that will encourage more Ugandans to save consistently and optimize investment returns for members. Toward this aim, we developed a Retirement Literacy Strategy to improve public awareness and commissioned a study to assess member outcomes based on efficiency, adequacy, and security.

I express my sincere gratitude to the Ministry of Finance, Planning, and Economic Development, the Board of Directors, Management, and staff of the Authority for their commitment as we work toward a vibrant, secure, and sustainable Retirement Benefits Sector.

Rita F. Nansasi Wasswa (Mrs)
Ag. Chief Executive Officer

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Performance

Performance Highlights

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2.1 Performance Highlights

Assets
Assets Under Management (AUM) increased by 18% to UGX 25.40 trillion (12.2% of GDP) in FY 2023/24 from UGX 21.41 trillion (12% of GDP) in FY 2022/23. Growth in the AUM was largely attributed to net income of UGX 3.10 trillion and net member contributions of UGX 986.8 billion. Income from fixed income securities accounted for over 90% of total income and continued to be the main driver, due to their compelling value proposition that has continually provided attractive risk-adjusted returns.

Membership
Member accounts increased by 3% from 3,141,940 in FY 2022/23 to 3,224,529 in FY 2023/24 due to improved confidence in the Sector. The Authority's effective supervisory oversight and awareness campaigns permitted improved compliance, establishment of new schemes, and new employer and employee registration in umbrella schemes.

Contributions
Member Contributions increased by 8% from UGX 2.20 trillion in FY 2022/23 to UGX 2.38 trillion in FY 2023/24. Contributions from employers and employees accounted for 65% and 35%, respectively.

Benefits Paid
Total benefits paid to members and beneficiaries stood at UGX 1.4 trillion in FY 2023/24. Benefits paid included age (46%), midterm (15%), withdrawal (15%), immigration grant (8%), exempted (8%), death (3%), disability (3%), and others (3%). Net contribution increased by 39% to UGX 989.94 billion in FY 2023/24 compared to UGX 709.23 billion in FY 2022/23.

Investment Income
Gross investment income grew by 38% from UGX 2.62 trillion in FY 2022/23 to UGX 3.62 trillion in FY 2023/24. Income from fixed-income securities accounted for over 90% of total income. It continues to be the main driver due to its compelling value proposition, continually providing attractive risk-adjusted returns. Additional income was generated from capital gains and dividends.

Average Member Balance
The Sector average balance per member account increased from UGX 9.0 million in FY 2022/23 to UGX 10.2 million in FY 2023/24.

Interest to Members
Average interest declared in FY 2023/24 was 10.97% compared to 10.49% in FY 2022/23.

Recoveries from Enforcement
The Authority's supervisory actions led to a recovery of UGX 23.3 billion on account of unpaid benefits, unremitted contributions, and misappropriation of members' funds.

Letters, Notes, and Advice
The Authority issued guidance on:

- costs and fees incurred by schemes;
- design features of funded schemes affecting participation, contribution levels, and member outcomes;
- Environmental, Social and Governance (ESG) factors in the investment and risk management of schemes;
- treatment of death benefits in retirement schemes;
- tax treatment of retirement savings, and;
- alternative investments.

10-Fold Growth Strategy
The Authority developed a social security strategy to aid the achievement of 10-Fold Growth Strategy objective of increasing domestic savings by establishing a National Long-Term Savings scheme for the informal sector workers.

Risk Based Supervision System Roll-out
The Authority fully deployed the Risk Based Supervision System which permits real-time monitoring, identification, and assessment of risks.

Table 2.1.1: Entities under the Authority's Statutory Remit			
No.	**Scheme and Service Providers**	**FY 2022/23**	**FY 2023/24**
1	Mandatory Schemes	3	3
2	Segregated Voluntary Schemes*	47	48
3	Umbrella Retirement Benefits Schemes	13 (248 participating employers)	13 (242 participating employers)
4	Individual Schemes	2	1
5	Corporate Trustees	4	4
6	Individual Trustees	214	255
7	Administrators**	10	8
8	Fund Managers***	6	5
9	Custodians	5	5
	Approved Auditors		
1	External Auditors	20	19

Note
**New scheme - Finance Trust Bank Staff Provident Fund*
KACITA scheme – Joined Umbrella Scheme
***Padre Pio and Minet Scheme Administrators exited the Sector*
****Fund Managers: Xeno Fund Manager license not renewed by year-end*

Graph 2.1.1: AUM from FY 2019/20 to 2023/24

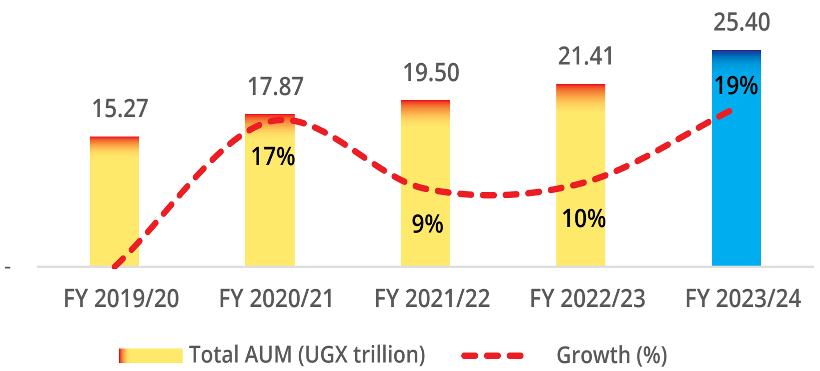
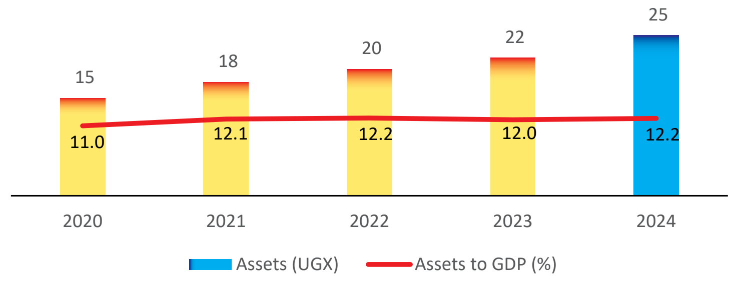


Table 2.1.2: Allocation of AUM and Distribution in East Africa as at 30 June 2024						
	Uganda	**Kenya**	**Tanzania**	**Rwanda**	**Total**	**%**
Assets	**UGX' Billion**					
Cash and Demand	127.01	-	-	-	127.01	0.50
Fixed Deposits	488.02	0.49	-	-	488.51	1.92
Other Fixed Income	343.37	-	-	-	343.37	1.35
Government Securities	13,491.04	5,047.50	1,303.00	6.01	19,847.55	78.15
Quoted Equities	1,154.55	715.37	585.66	35.01	2,490.59	9.81
Private Equities	276.40	328.98	-	-	605.38	2.38
Immovable Property	1,486.80	-	-	-	1,486.80	5.85
Other Assets	7.52	-	-	-	7.52	0.03
Sector	17,374.71	6,092.34	1,888.66	41.03	25,396.73	100
Total Investment (%)	**68.4**	**24.0**	**7.4**	**0.2**	**100**	

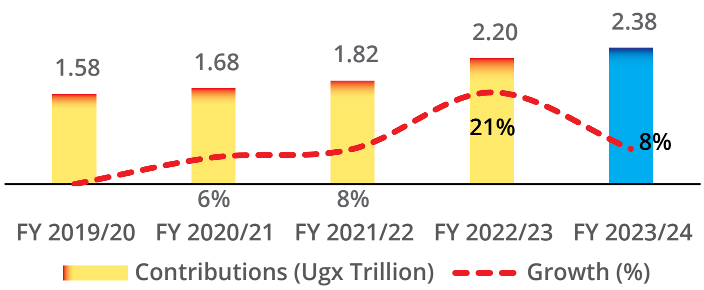
Table 2.1.3: Member Accounts across Retirement Benefits Arrangements		
Scheme Type	**FY 2022/23**	**FY 2023/24**
National Mandatory Scheme		
National Social Security Fund (NSSF)	2,344,737	2,451,422
Mandatory Employer Based Schemes		
Public Service Pension Scheme	407,515	382,492
Parliamentary Pension Scheme	1,398	1,474
Makerere University Retirement Benefits Scheme	8,229	8,590
Supplementary Voluntary Schemes		
Segregated Occupational & Umbrella Schemes	57,117	60,236
Social Assistance Grant for Empowerment (SAGE)		
Senior Citizens Grants	322,944	320,315
Total	**3,141,940**	**3,224,529**

Source: *SAGE MIS*

Graph 2.1.2: Sector Assets as a percentage of GDP (UGX Trillion) FY 2019/20 to FY 2023/24

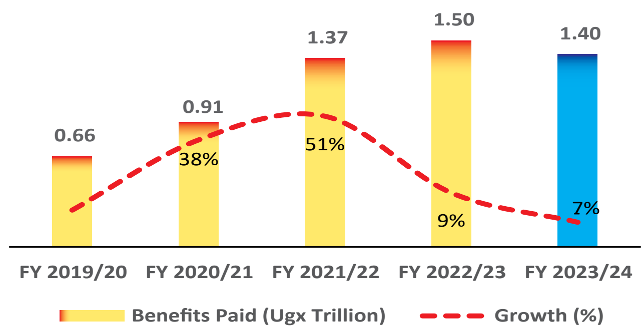


Graph 2.1.3: Contribution from 2019/20 to FY 2023/24



Note: The significant growth in FY2022/23 was due to consolidation of half year reports for December Schemes and audited finanical reports for June Schemes as at 30th June 2023.

Graph 2.1.4: Benefits Paid from FY 2019/20 to FY 2023/24



Graph 2.1.5: Investment Income from FY 2019/20 to FY 2023/24

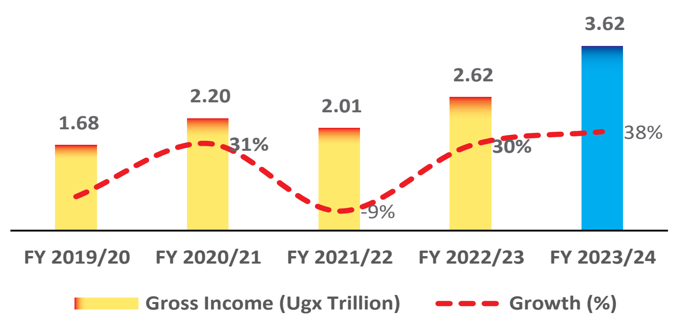


Table 2.1.4: Average Interest rate declared by Schemes from FY 2019/20 to FY 2023/24								
Scheme Type	**Interest (%)**						**Real Return (RR)**	
	2019/20	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**5-yr Av**	**2023/24**	**5-yr Av.**
National Social Security Fund	10.75	12.15	9.65	10	11.5	10.81	7.60	6.91
Umbrella Schemes	10.65	9.68	11.41	11.12	10.12	10.60	6.22	6.70
Segregated Occupational Schemes	10.17	9.97	10.98	10.43	11.15	10.54	7.25	6.64
Mandatory Employer Based Schemes	9.59	12.00	9.57	10.28	10.97	10.48	6.83	6.20
Sector Average	**10.20**	**10.05**	**10.95**	**10.52**	**10.97**	**10.54**	**7.09**	**6.64**

Table 2.1.5: Cost per Member from FY 2019/20 to FY 2023/24 (UGX million)						
Scheme Type	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**5-yr Av**
Mandatory Employer Based Schemes	2.48	2.46	2.57	2.94	2.92	2.67
National Social Security Fund	0.08	0.08	0.09	0.09	0.09	0.09
Segregated Occupational Schemes	0.61	0.49	0.54	0.58	0.70	0.58
Umbrella Schemes	0.11	0.13	0.15	0.19	0.21	0.16
Sector Average	**0.09**	**0.08**	**0.10**	**0.10**	**0.10**	**0.09**

Table 2.1.6: Average Balance per Member from FY 2019/20 to FY 2023/24 (UGX million)						
Scheme Type	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**5-yr Av**
Mandatory Employer Based Schemes	187.11	152.17	164.98	175.83	185.67	173.15
National Social Security Fund	6.46	7.17	7.80	7.92	9.03	7.68
Segregated Occupational Schemes	58.39	59.92	70.03	72.17	80.89	68.28
Umbrella Schemes	13.83	16.08	18.71	19.02	11.15	15.76
Sector Average	**7.29**	**8.05**	**8.76**	**8.98**	**10.20**	**8.66**

2.2 Retirement Benefits Schemes in Uganda

Table 2.2.1 Structure of Existing Retirement Benefits Schemes

	SCHEME: LEGAL FRAMEWORK		COVERAGE	BENEFIT FINANCING	PAYMENT TYPE	QUALIFYING CONDITIONS
MANDATORY SCHEMES	Public Service Pension Scheme	Pensions Act [Cap 286]	Civil servants in central & Local Govt	Consolidated Fund	Gratuity (lump sum) and pension (DB Scheme)	From age 45 with at least 10 years of consistent service; mandatory retirement age 60
	National Social Security Fund	National Social Security Fund Act [Cap 230]	Compulsory: 1+ employees	Contributions (ER10%, EE5%) + interest	Lumpsums (value of contributions plus accumulated interest) Provident fund	Age 50 & unemployed for 1 year; or mandatory retirement age 55, Mid-term access (45 years)
	Parliamentary Pension Scheme	Parliamentary Pensions Act, [CAP 273]	MPs & staff of the Parliamentary Commission	Contributions (ER 30%, EE15%) + interest	Individual accounts with annuities or lump sums	Lumpsum any time before qualifying for pension Pension – Age 45 and 10 years of service
	Makerere University Retirement Benefit Scheme	URBRA Act, CAP 232 & Trust Law	Employees of Makerere University	Contributions (ER 10%, EE 5%) + interest	Lumpsum + Annuity (optional)	Age 60 normal retirement Early retirement as defined by the Sponsor, Mid-term access (45 years)
VOLUNTARY SCHEMES	Occupational Schemes	URBRA Act, CAP 232 & Trust Law	Employees of particular Companies	Contributions + interest	Annuities or lump sums,	Determined by the on- trust deed & scheme rules
	Voluntary individual	URBRA Act, CAP 232 & Trust Law	Informal economy workers	Contributions + interest	Lump sums	Determined by the trust deed & scheme rules

2.3 Sector Operating Environment

Performance of the Economy

The macroeconomic environment for the period under review shows recovery from global economic uncertainties, including the ongoing wars in the Middle East and Ukraine and continued geopolitical tensions between the US, Russia, and China. In the East African region, the Kenya protests by the Gen Z movement on the Finance Bill affected the market movement in the region in the last quarter of FY 2023/24.

Despite the challenging operating environment, the sector is guided by strategic asset allocation, where cost-effective investments are made to achieve the highest possible return for members.

Economic growth

The economic growth in East Africa ranges between 5% and 6% compared to other parts of the world (world 3.2%, Sub-Saharan Africa 3.8%) in 2024. According to the Uganda Bureau of Statistics (UBOS), the economy expanded by 6.0% in FY 2023/24, a notable improvement from the 5.3% in FY 2022/23. The size of the economy increased in nominal terms to UGX 202,131 billion (USD 53.2 billion) in FY 2023/24, from UGX 183,004 billion (USD 48.8 billion) registered in FY 2022/23[1]. The economy's growth and the Authority's supervisory efforts project a vibrant and sustainable retirement benefits sector.

Inflation

For FY 2023/24, headline inflation averaged at 3.2% while the core inflation averaged at 3.0%, indicating a drop from 8.8% and 7.4% respectively during FY 2022/23. The drop in inflation rates improved the real returns on investment for members. Controlled inflation often signals stable economic growth, which benefits overall asset growth and the retirement benefits sector.

Exchange rate

In FY 2023/24, the Ugandan Shilling depreciated against the US Dollar, closing with an average exchange rate at USD 3,723.6. This is attributed to tight monetary conditions, improved inflows from Non-Governmental Organizations, offshore investors, remittances, and export revenues, particularly from coffee. However, the Uganda shilling depreciated by 9.4% against the Kenya shilling closing at 28.9 in June 2024 against 24.1 in June 2023.

Interest rates

Interest rates remained broadly stable, with the Central Bank Rate average at 9.02%. Commercial bank lending rates for Uganda Shilling-denominated credit averaged 17.89% for the year ending June 2024, down from the 18.56% average recorded in FY 2022/23. Interest rates boost returns on fixed-income assets like government securities, where the sector is highly invested.

Population

Uganda has one of the highest population growth rates in the world, with a young demographic profile. Uganda's population is 45.93 million, a significant proportion (55%) under 19 years. According to the UBOS Census Data 2024, there is an increase in the aging population, and Life expectancy improved to 64 years in FY2023/24. The proportion of individuals aged 60 and above is 5% of the population and is projected to rise. This will likely pose challenges to old-age income security in the coming decades.

Employment

According to the National Labour Force Survey 2021, the employment-to-population ratio (EPR) stands at 43%, indicating that less than half of the working-age population is employed. A significant portion (51%) of the working population is self-employed in the informal sector, lacking access to retirement benefits and old age security provisions. This emphasizes the need for targeted strategies to address the retirement and social security challenges within this sector. The prevalence of informality in the workforce introduces specific challenges in providing retirement income, challenges that traditional retirement saving arrangements may not effectively address. There is a need for innovative solutions to tackle the unique characteristics of informal sector workers.

[1] Performance of the Economy Report June 2024

2.4 Performance of Retirement Benefits Sector

2.4.1 Assets Under Management

Assets Under Management (AUM) increased by 18% to UGX 25.40 trillion in FY 2023/24 from UGX 21.41 trillion in FY 2022/23. Growth in the AUM was largely attributed to net income of UGX 3.10 trillion and net member contributions of UGX 986.8 billion.

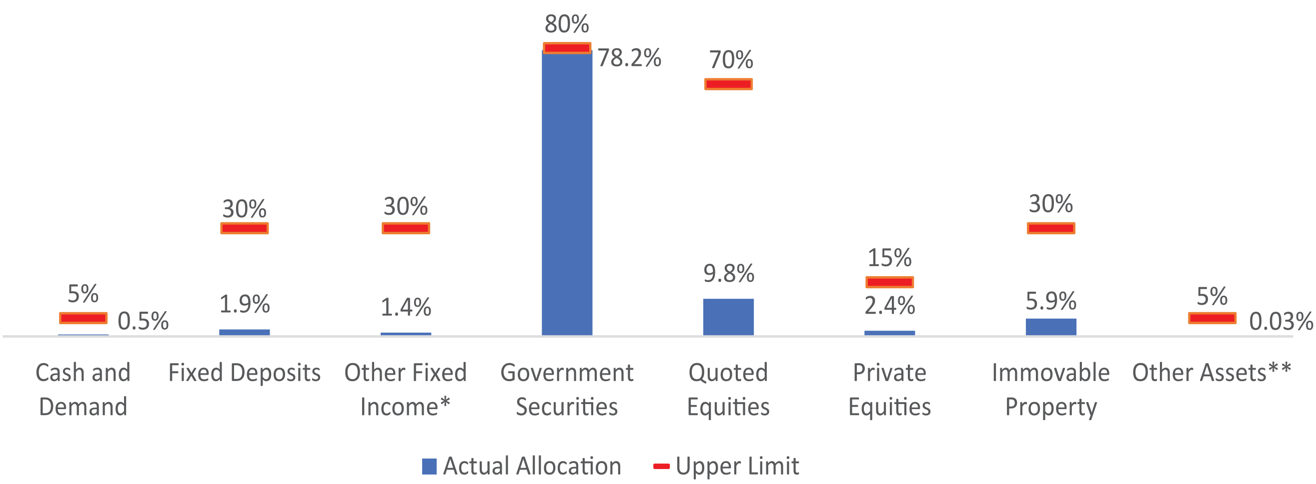
Fixed Income Instruments: Fixed income securities have remained dominant over the years and currently account for over 90% of total income and continued to be the main driver, due to their compelling value proposition that has continually provided attractive risk-adjusted returns. The table below provides the Sector Investment Portfolio for the last five years.

Table 2.4.1: Sector Investment Portfolio FY 2019/20-2023/24

Investments in UGX trillion	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Cash and Demand	0.04	0.14	0.28	0.21	0.13
Fixed Deposits	0.32	0.38	0.27	0.35	0.49
Other Fixed Income	0.09	0.08	0.15	0.22	0.34
Government Securities	11.55	13.31	14.86	16.98	19.85
Quoted Equities	1.86	2.38	2.50	2.09	2.49
Private Equities	0.36	0.39	0.17	0.16	0.61
Immovable Property	1.02	1.17	1.25	1.37	1.49
Other Investments	0.03	0.01	0.02	0.03	0.01
Total AUM	**15.27**	**17.87**	**19.50**	**21.41**	**25.40**

Investment in Government securities increased from UGX 16.98 trillion in FY 2022/23 to UGX 19.85 trillion in FY 2023/24, accounting for 78.2% of the assets under management (see graph below). Concentration in this asset class is attributable to the tax incentives offered to long-term mandates, favorable yields, and security amidst market volatility. Regional Investment Allocation as at June 2024 is provided in Appendix II.

Graph 2.4.1: Investment Portfolio Allocation Vs statutory limits



Other Fixed Income Includes commercial paper, corporate bonds, mortgage bonds, asset-backed securities, and collective investment schemes.*
*Other Assets** Includes; loans*

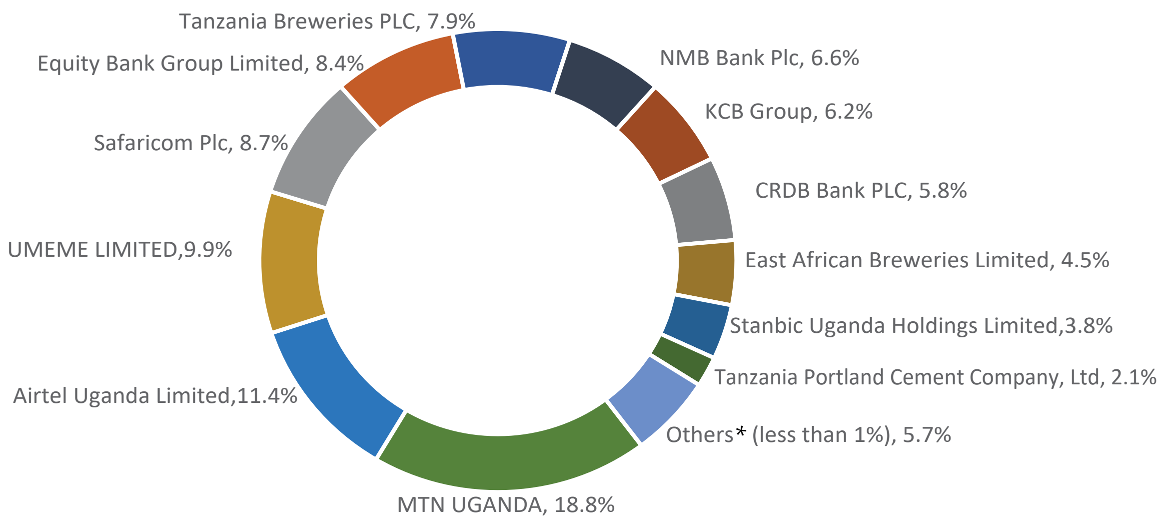
Equity Portfolio:
Equity portfolio which consists of listed and unlisted equities, increased by 38% from UGX 2.25 trillion in FY 2022/23 to UGX 3.10 trillion in FY 2023/24, representing 12.19% of the assets under management. This growth is attributed to the increased investments in Uganda's equity portfolio (FY 2022/23 UGX 0.68 trillion; FY 2023/24 UGX 1.43 trillion). Holdings in technology and financial services accounted for 74.42%. The table below provides details of sectoral composition of listed equity portfolio. Refer to Appendix V for details of holdings in investee companies as at June 2024;

Table 2.4.2: Sectorial composition of the listed equity portfolio (Market Values) as at June 2024

Quoted Equities by Sector	Amount (UGX billion)	Sector (%)
Financial Services	1,063.37	34.35
Consumer Staples	385.23	12.44
Utilities	306.69	9.91
Technology	1,240.64	40.07
Material & Processing	78.25	2.53
Consumer Discretionary	3.82	0.12
Health Care	17.96	0.58
Total	**3,095.97**	**100**

The portfolio consists of holdings in companies across sectors, such as banking, finance, insurance, construction, power and energy, and telecommunications as shown in the chart below;

Graph 2.4.2: Equity Portfolio for FY 2023/24



** Others Include; Bank of Kigali, Vodacom Tanzania Limited, Cipla Quality Chemicals Industries Limited, Jubilee Holdings Limited, Uganda Clays Limited, Bank of Baroda Uganda, Britam Holdings Plc, New Vision Printing and Publishing Company Ltd, Centum Investment Company Ltd, Kenya Re-Insurance Corporation Ltd, Standard Chartered Bank Kenya Ltd, The Co-operative Bank of Kenya Ltd, ILAM Fahari Income-REIT, Bamburi Cement Ltd, Stanbic Holdings Plc, ABSA Bank Kenya Plc, Diamond Trust Bank Kenya Ltd, NCBA Group Plc, ARM Cement Plc*

Immovable Property:
The value of immovable property increased by 8.7% from UGX 1.37 trillion in FY 2022/23 to UGX 1.49 trillion in FY 2023/24. The current allocation represents 5.85% of the assets under management compared to 6.4% in FY 2022/23.

2.4.2 Contributions:
Total contributions increased by 8% from UGX 2.20 trillion in FY 2022/23 to UGX 2.38 trillion in FY 2023/24. Employee contributions increased by 10%, while employer contributions increased by 5% on account of improved employer compliance, new registrations, salary increments, and additional voluntary contributions.

It is important to note that the Authority's enforcement actions enabled the recovery of unremitted contributions amounting to UGX 23.3 billion.

2.4.3 Total Income
The total income amounted to UGX 3.62 trillion in FY 2023/24 from UGX 2.62 (FY 2022/23) recording an increase of 38%. Interest income from fixed income, government securities, and other fixed income investments accounted for 76.7%, Dividend income 21.9% and real estate income 1.1%. Investment income from fixed income instruments outperformed all asset classes in FY 2023/24. They continue to provide a predictable stream of income since they operate as secondary income and have high yielding interest rates.

2.4.4 Interest rate declared
Average interest declared in FY 2023/24 was 10.97% compared to 10.49% in FY 2022/23.

Performance of Schemes for the 12-month period ending December 2023:
Operational and financial performance covers information filed by 37 schemes as of December 2023 (See Appendix VI) for detailed performance by scheme). The key highlights are provided below:

- Total contributions increased by 10.1% from UGX 194.7 billion as at December 2022 to UGX 214.5 billion as at December 2023. This increase in contributions was attributed to the payment of outstanding contributions, new employer and employee registration and annual employee salary increments;

- Total benefits increased by 1.1% from UGX 135.9 billionas at December 2022 to UGX 137.4 billion as at December 2023. This increase was on account of exits, death, and disability benefits;

- Unpaid benefits decreased from UGX 3.26 billion as at December 2022 to UGX 1.9 billion as at December 2023;

- Total income amounted to UGX 130.1 billion as at December 2023, registering an increase of 30.6% from UGX 99.6 billion as at December 2022. The increase was attributed to more interest income from fixed income investments coupled with a better performance in the share prices across the EAC region, moving from unrealized loss of UGX 21.8 billion to UGX 7.2 billion;

- The total operational expenditure increased to UGX 24.3 billion as at December 2023 , registering a 5.7% increase from UGX 23.0 billion as at December 2022. This led to a cost-to-income ratio of 5.7% (5.9% in December 2022) and cost to asset ratio of 0.7% (0.7% in December 2022).

- Total assets increased by 16.8% from UGX 978.1 billion as at December 2022 to UGX 1.14 trillion as at December 2023

- Schemes earned an average rate of return of 11.9% as at December 2023 (December 2022:12.5%) on their investment portfolio during the year, which enabled an average interest rate of 10.58% for the period.

Performance of Schemes for the 12-month period ending June 2024.
Operational and financial performance covers information filed by 21 schemes, as of June 2024 (See Appendix VII for detailed performance by scheme). The key highlights are provided below:

- Total contributions increased by 8% from UGX 2.0 trillion in FY 2022/23 to UGX 2.17 trillion in FY 2023/24. This is due to new employer and employee registrations and annual salary increments.

- The Sector contribution to tax revenue increased by 7% from UGX 234.8 in FY 2022/23 to UGX 250.61 billion FY 2023/24.

- Total benefits payouts decreased by 7.5% from UGX 1.36 trillion as at 30 June, 2023 to UGX 1.26 trillion as at 30 June 2024. This is attributed to a reduction in lump sum and mid-term benefits payments by UGX 120.18 billion and UGX 64 billion respectively during the year. Other significant drops were noted in Death, Disability, and Exempted benefits paid in the period.

- Unpaid benefits reduced by 42% from UGX 7.8 billion in FY 2022/23 to UGX 4.5 billion in FY 2023/24 reflecting a significant improvement in Scheme operations relating to benefits payment.

- Total income increased by 38% from UGX 2.52 trillion in the period ended June 2023 to UGX 3.49 trillion in the period ended June 2024. The foreign exchange loss of UGX 1.05 trillion registered in the period ended June 2023 reversed slightly, with a gain of UGX 602.98 billion recorded in the period ending June 2024. The key driver was an appreciation of the KES against the Uganda Shilling from KES 26.11 (June 2023) to 29.69 (June 2024).

- The total operational expenditure increased to UGX 501.05 billion for the period ended 30 June, 2024, registering a 5.5% increase from UGX 474.8 billion for the period ended 30 June, 2023.

- Employee related costs amounted to UGX 126.81 billion in FY 2023/24 compared to UGX 117.9 billion (FY 2022/23). Of UGX 126.81 billion, 96.9% (UGX 122.85 billion) relates to the National mandatory scheme.

- Trustee expenses increased by 35.7% from UGX 4.20 billion in FY 2022/23 to UGX 5.70 billion in FY 2023/24.

- Service provider-related costs decreased from UGX 12.37 billion (FY 2022/23) to UGX 10.57 billion in FY 2023/24, on account of a decrease in Custodian fees (17.4%), Fund Management fees (15.5%), and Administration fees (7.4%). Schemes continue to reflect efficiency gains by reducing service-related costs.

- Operational expenses as a percentage of total assets reduced to 1.0% from 1.1% for the period ending June 2024, and June 2023 respectively.

- Total assets increased by 13.1% from UGX 21.76 trillion as at 30 June 2023 to UGX 24.62 trillion as at 30 June, 2024.

- Schemes earned an average rate of return of 11.6% in FY 2023/24 (FY 2022/23: 12.0%) on their investment portfolio during the year, which enabled appropriation of an average interest rate of 11.73 % for the period.

03

Regulation and Supervision

Sector Supervision
Risk Assessment of Schemes
Regulatory Activities

3.1 Sector Supervision

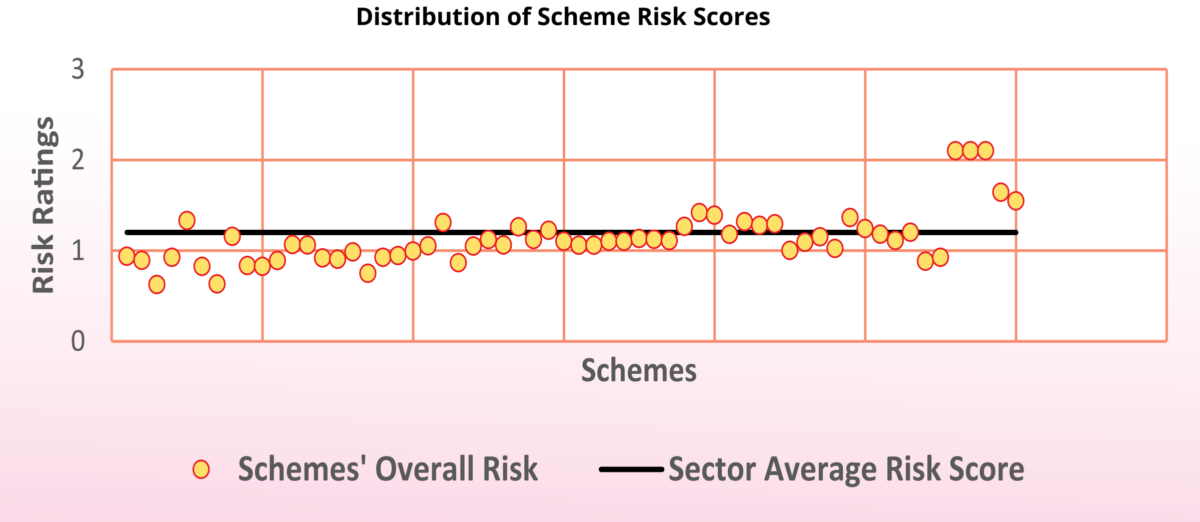
The Authority regulates and supervises compliance with the requirements of the URBRA Act, CAP 232, established Regulations and Guidelines, by trustees of licensed schemes and service providers.

The Authority adopted a risk-based supervision approach to identify, respond and monitor risks. During the year, the Authority's supervisory actions addressed misappropriation of funds, failure to remit contributions, failure to pay benefits due, and failure to provide prescribed information to the Authority and members.

3.2 Risk Assessment of Schemes

As of 30 June 2024, the overall sector average risk score for schemes closed at 1.20, which indicates a low-risk flag. The risk distribution of the 65 schemes is displayed in the scatter plot below;

Graph 3.1.1: Scatter plot comparison of scheme risk ratings as at 30 June 2024.



Supervision Activities

During the period under review, the Authority undertook a number of supervisory interventions, including formal investigations into the affairs of licensed entities, appointing an interim administrator, imposing conditions on licenses, and issuing directives to the conduct of business.

Specific attention was directed to ensuring that:

- Scheme costs are transparently disclosed;
- Scheme funds are prudently invested;
- Scheme risks are identified and effectively managed;
- Monthly contributions are timely remitted;
- Outstanding contributions are fully recovered;
- Members understand their rights and obligations;
- Scheme policies and internal control measures are in place;
- Standards of trusteeship are enhanced.

The Authority conducted on-site inspections to ensure effective operation and management of schemes. During the year ten (10) special inspections were carried out on the following Schemes;

- URBRA Retirement Benefits Scheme;
- Jubilee Umbrella Scheme;
- Bank of Uganda Defined Contribution Retirement Benefits Scheme;
- Nile Breweries Staff Provident Fund;
- Airtel Staff Provident Fund;
- UMEME Retirement Benefits Scheme;
- Exim Bank Uganda Ltd Retirement Benefits Scheme;

- Bank of Africa Staff provident fund;
- United Bank for Africa Staff provident fund;
- UEGCL Staff Provident Fund.

The inspections identified breaches in the following areas;
- Investments not registered in the scheme names;
- Late and Non remittance of contributions;
- Delays in payment of member benefits;
- Non-payment of interest to exited members;
- Delays in updating individual members' accounts;
- Late filing of tax returns.

3.3 Regulatory Activities

The Authority extended its reach with a wide range of proactive and targeted regulatory interventions and provided advice on matters including;
- Direct lending to the Government of Uganda;
- Treatment of death benefits in retirement schemes;
- Withdrawal of benefits on medical grounds;
- Employer rights to withhold member benefits in lieu of dispute resolution;
- Member complaints on non-payment of benefits and computation of interest;
- Crisis management and diversification into alternative investments.

Africa Pension Supervisors' Association (APSA)
The Authority hosted the 4th Annual APSA Conference, which permitted a comprehensive analysis of issues and built broad-based consensus on much-needed changes to the existing policy and legal frameworks. At the end of the Conference, a joint call for action was made to address the weaknesses that impede the achievement of the objectives of a sound retirement benefit system. These include:

- Establishing strong regulatory and fiduciary framework, sustainable financing, efficient administration, and overall pension system design;
- Fulfilling the ideal properties of retirement benefits systems (efficiency, sustainability, coverage, adequacy and security).

04

Research and Sector Development

Research

Sector Development

4.1 Research

Improvement of Private Scheme Outcomes: The Authority commissioned a study to improve private pension outcomes focusing on efficiency, sustainability, coverage, adequacy, and security. The Study established significant areas that require improvement across the Sector.

These include:

- Operating costs have a significant (and often under-stated) impact on retirement savings. There is ample scope for reduction in operating costs, which will have an outsized beneficial impact on ultimate member retirement savings

- The main determinants of pension adequacy are contributions (density and frequency), operational efficiency, compliance and the capacity of trustees. The study recommends policy reviews on provision of retirement income and labor market regulations to support private pension schemes.

- To guarantee adequacy, significant pension sector reforms are required. These include minimizing pre-retirement withdrawals, tax incentives and implementation of lifetime income provisions.

Pro-growth social security reform: The Authority Board contributed to the development of a pro-growth social security strategy to aid the achievement of 10-Fold Growth Strategy objective of increasing savings from 20% to 40% of GDP by 2040. The main objective of the strategy is to increase domestic savings, and reduce debt by strengthening social security systems as part of the strategy for socio-economic transformation.

Extension of Coverage: The Authority and Financial Sector Deepening (FSD) Uganda undertook a feasibility study to gain insights that would inform the development and implementation of a National Long-term Saving Scheme (NLTSS) for informal sector workers. The Study shows that, left to their own devices, individuals within the informal sector may understandably prioritize immediate and pressing needs over the imperative of saving for retirement.
The establishment of a new scheme can be an opportunity to address the unique challenges and aspirations of this underserved demographic. By leveraging the latest technological advancements, such as blockchain for secure transactions, and modern communication channels for widespread outreach, this clean slate approach can build trust from the ground up. This approach also sidesteps any existing structural hurdles potentially leading to broader adoption, increased savings participation, and more robust long-term financial security.

4.2 Sector Development

Capacity Building:

The Authority;

i. in collaboration with the Insurance Training College (ITC), trained and certified over seventy trustees under the Trustee Training and Certification Program;
ii. conducted training on the Legal Landscape and responsibilities of trustees of retirement benefits schemes, aimed at providing trustees and other sector players with a comprehensive understanding of the legal framework governing the Retirement Benefits Sector;
iii. conducted training on investments in Private Equity to enhance trustees' knowledge of leveraging private equity investments for diversification and enhancement of returns to members.

International and Regional activities

International Organization of Pension Supervisors (IOPS)
The Authority is an active member of the IOPS where it draws lessons from other supervisors. In turn, the Authority made valued contributions in the following areas:

- Retirement benefit design features and how they affect participation, contribution levels and member outcomes;
- Effective delivery of retirement income at the pay-out phase.

05

Sector Challenges and Recommendations

5.1 Sector Challenges

Uganda has a multi-tier retirement benefit model with contributory social insurance, non-contributory direct income support and voluntary private pension schemes. The Retirement Benefits System is inadequately designed, both in terms of its coverage and financial sustainability. The key challenges of the Sector include;

(i) Unsustainable Public Service Pension Scheme

Civil servants are covered under non-contributory, pay-as-you-go pension systems administered by both the central and local governments. The systems continue to place increasing pressure on the national budget due inadequate government funding, salary increments, increasing size of the public service and increasing life expectancy which have consistently raised the cost of the public sector pensions.

(ii) Design of private retirement benefit schemes

The design of provident funds in Uganda does not facilitate adequacy of benefits in retirement. Provident fund participants have insufficient retirement savings that are attributed to operational inefficiencies, withdrawals for non-retirement purposes, low contribution density, early retirement ages, and the lack of provision for lifetime income. Today's workers, will not be able to rely on their extended families when they grow old to the same extent that today's retirees do.

As life expectancy at birth and at retirement continues to increase, the need for retirement income solutions has become more evident. Today, retirees receive lump-sum payments on attaining the retirement age. Retirees take the lump-sum into retirement with little idea how that balance translates into monthly retirement income. Appropriate longevity risk management solutions are absent in Uganda. Explanations to this include:

- Limited recognition of longevity as a financial risk;
- Existence of basis risk (a result of longevity in the reference population differing from that of the actual pool of retirees);
- Limited pool of buyers of longevity risk;
- Significant counterparty risk due to the long-term nature of longevity transfer;

Lack of reliable and sufficiently detailed information about longevity developments and, Income Tax treatment on providing contractual savings or long-term savings instruments.

(iii) Low coverage among non-salaried workers

The immediate challenge facing the Retirement Benefits Sector is low coverage. Nearly 85 percent of Uganda's workforce (most of whom are non-salaried workers) are not saving for old age. Low coverage is partly due to the design of the retirement benefit system, which excludes informal sector workers. Informality therefore presents specific issues in retirement income provision that cannot be addressed by extending conventional retirement benefit arrangements to these workers.

5.2 Policy Recommendations

The following policy recommendations can be applied to address current sector challenges:

(i) Reforms to Defined Benefit Programs in the Public Service

One aim of the reforms should be to unify and rationalize the rules under which these systems operate. At the very least, all new employees in each plan could be enrolled under rules that are as similar as possible. The design of the new system should reflect carefully considered decisions on the following dimensions.

Pay-as-you-go vs Funded: Public schemes operate on a pay-as-you-go basis. The transition to the proposed funded system would be financed separately. The costs and benefits to the new system to government and civil servants must be examined. At least prospectively, contributions should be sufficient to finance benefits (self-financing), without the need to resort to additional budget transfers. This would require implementing timely and adequate contributions in the

Public services pension schemes:
Level of benefits: The primary purpose for these Defined Benefit plans is to allow for the sharing across cohorts; they focus on the redistribution objective. The system should be structured so that all workers of different ages receive the same rate of return on their contributions, regardless of the particular draw from the distribution of rates of return experienced during their life-terms.

Wage base for setting pensions:
Basing pensions over the average wages over the last year of employment weakens the link between contributions and benefits. For given average life-term wages and contributions, a worker with a flat wage profile would receive a smaller pension. Increasing the averaging period would eliminate this inequity, but raise the question of how to index prior wages in calculating the average. To be consistent with defined benefit design, the wages should be indexed with long-run average rate of growth with the index chosen.

Indexation of benefits: Even a modest inflation rate can erode benefits. At 5% inflation, real benefits fall by 40% in the first 10 years ignoring inflation puts the beneficiaries at substantial risk to tax payers. Rather, allowance for expected inflation should be built into benefit and contribution structures, and indexation should be automatic and transparent.

Special considerations for certain occupations: The expected work life is shorter in some occupations than others. Two examples are military and police service. The pension system may need to reflect these differences, but it should do so explicitly, avoiding arbitrary and unintended cross subsidies. If one occupation requires an earlier retirement age, it shows up as a compensating difference in total compensation. Then, either compensation net of contributions will be higher, or a larger share of compensation will be saved for retirement. Prospectively, for example, the higher costs of military retirement should be reflected in higher contributions for active military.

Transition: If new employees enroll into a new, restructured system, the question then is what to do with existing employees. One option is to pick an age of 35- and require all younger workers to join the new system. Their ultimate benefit could then be a blend of benefits under the old and new rules, weighted by years of service under each. Finally, if it is in the best interest of Government for older workers to switch, they could be offered an incentive to do so.

(iv) Design of private retirement benefit schemes
There is a need to change the current provident fund model in the following ways:

- Require conversion of benefits into life-term income streams. This requires a balanced retirement portfolio and protection against longevity, health and inflation risks: annuities, pensions, long-term care insurance products and other innovative products.

- change design parameters, such as the notional retirement age of 55 under the NSSF Act, early access and 100 percent lump sum pay-outs, that are incompatible with lifelong financial security with increasing life expectancy.

- institute life-term financing options and incentives to permit/require transfer of benefits from one scheme to another, partial annuitization of account balances and phased withdrawals.

- Introduce adequate tax treatment providing contractual savings or long-term savings instruments with consumption tax as opposed to income tax treatment. That is, to tax savings instruments only once, either at the point of contributions or at the time of withdrawals, while exempting the funds' investment income from taxes.

06

Appendices

4. APPENDICES

I: Assets Under Management

Investments in UGX Trillion	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Cash and Demand	0.04	0.14	0.28	0.21	0.13
Fixed Deposits	0.32	0.38	0.27	0.35	0.49
Other Fixed Income	0.09	0.08	0.15	0.22	0.34
Government Securities	11.55	13.31	14.86	16.98	19.85
Quoted Equities	1.86	2.38	2.50	2.09	2.49
Private Equities	0.36	0.39	0.17	0.16	0.61
Immovable Property	1.02	1.17	1.25	1.37	1.49
Other Investments	0.03	0.01	0.02	0.03	0.01
Total AUM	**15.27**	**17.87**	**19.50**	**21.41**	**25.40**

II: Regional Investment Allocation as at June 2024

Allocation of AUM and Distribution in East Africa as at 30 June 2024						
	Uganda	**Kenya**	**Tanzania**	**Rwanda**	**Total**	**%**
Assets	**UGX' Billion**					
Cash and Demand	127.01	-	-	-	127.01	0.50
Fixed Deposits	488.02	0.49	-	-	488.51	1.92
Other Fixed Income	343.37	-	-	-	343.37	1.35
Government Securities	13,491.04	5,047.50	1,303.00	6.01	19,847.55	78.15
Quoted Equities	1,154.55	715.37	585.66	35.01	2,490.59	9.81
Private Equities	276.40	328.98	-	-	605.38	2.38
Immovable Property	1,486.80	-	-	-	1,486.80	5.85
Other Assets	7.52	-	-	-	7.52	0.03
Sector	**17,374.71**	**6,092.34**	**1,888.66**	**41.03**	**25,396.73**	**100**
Total Investment (%)	**68.4**	**24.0**	**7.4**	**0.2**	**100**	

III: Bond Holdings as at June 2024

Total Sector			
Tenure	**No of Bonds**	**Market Value (UGX billion)**	**Percentage**
Less than 2 Years	291	1,575	7.90%
Between 2 - 5 Years	314	1,815	9.10%
Between 5 - 10 Years	721	6,509	32.80%
Above 10 Years	907	9,949	50.10%
	2,233	19,848	100%

NSSF			
Tenure	No of Bonds	Market Value (UGX billion)	Percentage
Less than 2 Years	129	1,397	8.20%
Between 2 - 5 Years	172	1,593	9.40%
Between 5 - 10 Years	405	5,655	33.20%
Above 10 Years	527	8,380	49.20%
Total	**1,233**	**17,025**	**100%**
Occupational Schemes			
Tenure	No of Bonds	Market Value (UGX billion)	Percentage
Less than 2 Years	162	171	6.08%
Between 2 - 5 Years	142	218	7.72%
Between 5 - 10 Years	316	846	29.97%
Above 10 Years	380	1,587	56.24%
	1,000	**2,822**	**100%**

IV: AUM by Fund Managers

No.	Fund Manager	AUM (UGX billion)				
		FY 2019/20	**FY 2020/21**	**FY 2021/22**	**FY 2022/23**	**FY 2023/24**
1	Sanlam Investments East Africa Ltd	928	1,056	1,152	1,290	1,419
2	GenAfrica Asset Managers (U) Limited	665	764	813	985	1,092
3	UAP Old Mutual Financial Services Uganda Limited	140	174	209	435	496
4	Britam Asset Managers Company (U) Limited	319	358	430	318	372
5	ICEA Lion Asset Management (U) Limited	74	94	113	162	177
	Total	**2,127**	**2,446**	**2,718**	**3,191**	**3,557**

V: Investment in Equities (Investee companies at Market Values) for FY 2023/24

No.	Company	Allocation	Amount (UGX billion)
1	MTN UGANDA	19%	490.82
2	Airtel Uganda Limited	11%	297.04
3	UMEME LIMITED	10%	258.41
4	Safaricom Plc	9%	227.16
5	Equity Bank Group Limited	8%	219.62
6	Tanzania Breweries PLC	8%	206.74
7	NMB Bank Plc	7%	172.14
8	KCB Group	6%	162.84

No.	Company	Allocation	Amount (UGX billion)
9	CRDB Bank PLC	6%	152.58
10	East African Breweries Limited	5%	117.84
11	Stanbic Uganda Holdings Limited	4%	99.64
12	Tanzania Portland Cement Company Ltd	2%	55.10
13	Bank of Kigali	1%	36.88
14	Vodacom Tanzania Limited	1%	30.30
15	Development Finance Company of Uganda Ltd	1%	19.36
16	Cipla Quality Chemicals Industries Limited	1%	15.13
17	Jubilee Holdings Limited	1%	14.34
18	Uganda Clays Limited	Less than 1%	10.45
19	Bank of Baroda Uganda		7.11
20	Britam Holdings Plc		6.86
21	New Vision Printing and Publishing Company Ltd		3.22
22	Centum Investment Company Ltd		1.13
23	Kenya Re-Insurance Corporation Ltd		0.98
24	Standard Chartered Bank Kenya Ltd		0.90
25	The Co-operative Bank of Kenya Ltd		0.47
26	ILAM Fahari Income-REIT		0.45
27	Bamburi Cement Ltd		0.36
28	Stanbic Holdings Plc		0.26
29	ABSA Bank Kenya Plc		0.11
30	Diamond Trust Bank Kenya Ltd		0.08
31	NCBA Group Plc		0.05
32	ARM Cement Plc		0.02

VI: Operational Performance for December Reporting Schemes

No.	Scheme	Contribution rates (%)		Cost-Income	Cost-Asset	Average (UGX million)		Interest Declared (%)	AUM Dec 22 (UGX Billion)	AUM Dec 23 (UGX Billion)	Assets Growth (%)
		Employer	Employee			Cost per member	Bal per member				
Segregated occupational Scheme											
1	Centenary Group Staff Defined Contribution Scheme	8	3	3.8	0.4	0.24	55.80	12	155	176	13.9
2	Standard Chartered Bank Uganda Pension Trust Fund	8	4	5.6	0.6	0.98	156.62	10.45	48	53	10.9
3	Absa Bank Uganda Limited Staff Pension Fund	3.5	0	8.2	0.9	0.69	78.05	12.2	59	71	21.2
4	MTN Uganda Retirement Benefits Scheme	6% for members over 5 year's employment. Others 5%	5	5.0	0.5	0.40	75.53	8.4	50	59	16.7
5	Stanbic Uganda Holdings Limited Staff Provident Fund	5	2.5	5.0	0.6	0.31	57.16	12.1	103	119	15.4
6	Umeme Limited Staff Retirement Benefits Scheme	5	5	5.6	0.7	0.21	30.01	10	34	43	27.0
7	Coca-Cola Beverages Uganda Limited Provident Fund	5% for EE < 5% else 6.5%	15-5	5.9	0.7	0.27	39.24	11.5	30	35	16.6
8	Dfcu Ltd Staff Provident Fund	7.5	7.5	7.6	0.8	0.21	25.96	9.89	26	31	18.2
9	Housing Finance Bank Retirement Benefits Scheme	10	5	7.7	1.0	0.56	53.71	11.84	19	22	15.6
10	Equity Bank Staff Provident Fund Scheme	4	4	1.0	0.1	0.02	13.80	11	16	20	23.4
11	Bank of Africa Staff Provident Fund	7.5	5	8.5	1.0	0.55	56.99	11.11	17	19	6.7
12	Crown Beverages Staff Retirement Benefits Scheme	10	5	7.1	0.6	0.20	32.24	7.78	14	18	23.9

No.	Scheme	Contribution rates (%)		Cost-Income	Cost-Asset	Average (UGX million)		Interest Declared (%)	AUM Dec 22 (UGX Billion)	AUM Dec 23 (UGX Billion)	Assets Growth (%)
		Employer	Employee			Cost per member	Bal per member				
13	Vivo Energy Uganda Retirement Benefits Scheme	12.5	5	10.8	1.0	1.39	134.09	6.93	15	17	14.3
14	Pride Micro Finance Retirement Benefits Scheme	5	2	10.9	1.0	0.11	11.32	9.5	14	16	16.5
15	Kinyara Sugar Works Limited Staff Provident Fund	10	5	10.9	1.2	0.40	31.74	8.71	15	15	1.6
16	Post Bank Uganda Staff Provident Fund	5	5	5.8	0.6	0.11	18.12	9.8	12	15	20.2
17	Watoto Ministries Provident Fund	1	1	12.8	1.3	0.14	10.32	8.4	14	15	6.3
18	Opportunity Bank Staff Retirement Benefits Scheme	12	5	7.4	0.9	0.25	27.77	11.3	8	10	17.5
19	UAP Staff Retirement Benefits Scheme	10	5	5.2	0.9	0.47	51.64	15.84	7	10	36.4
20	I&M Bank Staff Defined Contribution Scheme	5	5	6.7	0.8	0.28	33.95	16.5	8	9	15.7
21	Uganda Christian University Staff Retirement Benefits Scheme	8.3	1	8.1	0.9	0.20	23.42	10.5	7	9	19.4
22	KCB Bank Uganda Staff Provident Fund	5	5	7.8	1.0	0.24	24.67	12.5	7	8	8.8
23	Uganda Clays Staff Contributory Provident Fund	10	5	8.4	0.9	0.33	35.24	7.61	7	7	5.3
24	Minet Limited Staff Retirement Benefits Scheme	10	6.66	6.6	0.8	0.92	121.69	11.16	5	6	17.6
25	Exim Bank Retirement Benefits Scheme	5	5	5.1	0.6	0.17	28.08	12.69	4	6	36.6
26	Toyota Uganda Limited Staff Provident Fund Scheme	5	-	0.3	0.03	0.01	17.38	11	3	4	19.8

No.	Scheme	Contribution rates (%)		Cost-Income	Cost-Asset	Average (UGX million)		Interest Declared (%)	AUM Dec 22 (UGX Billion)	AUM Dec 23 (UGX Billion)	Assets Growth (%)
		Employer	Employee			Cost per member	Bal per member				
27	United Bank for Africa Staff Provident Fund	5	5	8.7	0.9	0.1	13.4	10.41	3	3	-2.2
28	Heifer Projects International Uganda Retirement Benefits Scheme	10	0	1.5	0.2	0.10	64.64	11	1	1	23.9
	Umbrella Scheme										
1	ICEA (U) Limited Retirement Benefits Scheme	Avg. 8.6 & UGX 1,340,000	Avg. 5.3 & UGX 276,667	0.1	0.01	0.001	12.10	11	85	108	27.8
2	Zamara Retirement Fund	Avg 5.5	Avg 7.27 & UGX 10 million	8.6	0.9	0.37	40.53	10	57	70	23.3
3	UAP Life Umbrella Retirement Benefits Scheme	Avg. 6.9 & UGX 250,250	Avg. 4.6 & UGX 36,832	8.2	1.0	0.13	13.16	12.12	41	50	20.3
4	Britam Umbrella Scheme	Avg. 9.37	Avg. 4	7.2	0.8	0.11	13.75	11.6	16	25	54.9
5	Jubilee Life Umbrella Retirement Scheme	Avg. 8.8	Avg. 4.8	7.5	1.0	0.13	13.50	12.74	19	25	30.4
6	The Liaison Umbrella Fund	Avg. 9	Avg 6.5 & UGX 50,000	8.3	1.0	0.44	42.17	10.44	17	19	7.6
7	ICEA Lion Teleka Umbrella Fund	Avg. 7	Avg. 6.2 & UGX 50,000	24.2	1.4	0.17	12.28	2	14	15	7.2
8	Octagon Uganda Umbrella Retirement Benefits Scheme	Avg. 5.7 & UGX 175,000	Avg. 6.5	12.9	1.8	0.23	13.21	11.28	15	14	(9.6)
9	Enwealth Uganda Umbrella Retirement Scheme	Avg. 4.2 &UGX 70,000	Avg. 5.75 UGX 30,000	7.7	0.8	0.04	4.63	9	5	10	123.7

VII: Operational Performance for June Reporting Schemes

No.	Scheme	Contribution rates (%)		Cost-Income	Cost-Asset	Average (UGX million)		Interest Declared (%)	AUM 2023 (UGX Billion)	AUM 2024 (UGX Billion)	Assets Growth (%)
		Employer	Employee			Cost per member	Bal per member				
National Mandatory Scheme											
1	National Social Security Fund	10	5	6.98	1.00	0.09	9.03	11.50	18,559.86	22,132.98	19.25
Mandatory Employer Based scheme											
1	Makerere University Retirement Benefits Scheme	10	5	6.20	0.95	0.33	34.06	13.40	356.92	414.81	16.22
2	Parliamentary Pension Scheme	30	18	15.34	1.63	5.51	337.28	8.00	431.00	497.15	15.35
Segregated occupational Scheme											
1	Airtel Uganda Staff Provident Fund	5	5	7.6	1.0	0.63	65.12	12	14	17	26.5
2	Bank of Uganda Defined Contribution Scheme	17.1	4	30.1	2.9	3.67	125.09	11.64	48	56	15.6
3	Bank of Uganda Staff Retirement Benefits Scheme	17.1	4	12.6	1.4	9.75	699.02	N/A	674	734	8.9
4	Makerere University Business School Retirement Benefits Scheme	-	2	23.2	3.3	0.37	11.28	11.5	12	15	23.6
5	Nile Breweries Staff Retirement Benefits Scheme	Average 7.78	-	8.84	1.19	1.08	90.82	12.00	25.78	28.70	11.34
6	NSSF Staff Provident Fund	10	5	0.77	0.10	0.17	176.32	13.64	86.29	106.67	23.61
7	NWSC Staff Provident Fund	5	5	8.24	0.78	0.08	10.45	12.52	28.15	41.38	47.01
8	Uganda Breweries Ltd Retirement Benefits Scheme	10	5	3.47	0.50	0.74	148.75	-	41.43	47.90	15.62
9	Uganda Coffee Development Authority Staff Retirement Benefit Scheme	15	5	4.26	0.50	0.38	76.45	12.00	9.58	12.31	28.51
10	Uganda Communications Commission Staff Provident Fund	10	5	2.38	0.32	0.60	188.55	13.26	33.25	39.41	18.50

No.	Scheme	Contribution rates (%)		Cost-Income	Cost-Asset	Average (UGX million)		Interest Declared (%)	AUM 2023 (UGX Billion)	AUM 2024 (UGX Billion)	Assets Growth (%)
		Employer	Employee			Cost per member	Bal per member				
11	Uganda Electricity Generation Company Limited Staff Retirement Benefits Scheme	30	5	4.78	0.53	0.74	140.50	10.50	40.55	51.99	28.21
12	Uganda National Examination Board Staff Retirement Benefits Scheme	5	5	5.42	0.71	0.67	94.43	12.50	20.35	24.08	18.32
13	Uganda National Roads Authority Retirement Benefits Scheme	5	5	3.96	0.46	0.21	46.06	11.90	50.41	61.02	21.06
14	Uganda Revenue Authority Staff Retirement Benefits Scheme	10	6	4.82	0.63	0.64	102.26	10.89	266.06	319.86	20.22
15	URBRA Staff Retirement Benefits Scheme	5	5	6.73	0.89	0.62	70.00	12.12	2.88	3.36	16.59
16	World Vision Uganda Staff Provident Fund	-	-	20.99	1.55	0.15	9.61	13.26	-	8.07	
	Umbrella Scheme										
1	Sara Umbrella Retirement Benefits Scheme	8.3	5	6.59	0.95	0.48	50.43	12.28	4.13	4.19	1.27
	Individual Scheme										
1	Mazima Voluntary Individual Retirement Benefits Scheme	-	Min UGX 2,000	29.11	4.07	0.02	0.48	8.00	1.19	1.35	13.14

VIII: Interest declared in FY 2023/24

RANKING	SCHEMES	FY2023/24
1	I&M Bank Staff Defined Contribution Scheme	16.50
2	UAP Staff Retirement Benefits Scheme	15.84
3	NSSF Staff Provident Fund	13.64
4	Makerere University Retirement Benefits Scheme	13.40
5	Uganda Communications Commission Staff Provident Fund	13.26
6	World Vision Provident Fund	13.26
7	Jubilee Life Umbrella Retirement Scheme	12.74
8	Exim Bank Retirement Benefits Scheme	12.69
9	NWSC Staff Provident Fund	12.52
10	Uganda National Examination Board Staff Retirement Benefits Scheme	12.50
11	KCB Bank Uganda Staff Provident Fund	12.50
12	Sara Umbrella Retirement Benefits Scheme	12.28
13	ABSA Bank Uganda Limited Staff Pension Fund	12.20
14	UAP Umbrella Retirement Benefits Scheme	12.12
15	URBRA Staff Retirement Benefits Scheme	12.12
16	Stanbic Uganda Holdings Limited Staff Provident Fund	12.10
17	Centenary Group Staff Defined Contribution Scheme	12.00
18	Airtel Uganda Staff Provident Fund	12.00
19	Uganda Coffee Development Authority Staff Retirement Benefit Scheme	12.00
20	Nile Breweries Staff Retirement Benefits Scheme	12.00
21	Uganda National Roads Authority Retirement Benefits Scheme	11.90
22	Housing Finance Bank Retirement Benefits Scheme	11.84
23	Bank of Uganda Defined Contribution Scheme	11.64
24	Britam Umbrella Scheme	11.60
25	National Social Security Fund	11.50
26	Coca-Cola Beverages Uganda Limited Provident Fund	11.50
27	Makerere University Business School Retirement Benefits Scheme	11.50
28	Opportunity Bank Staff Retirement Benefits Scheme	11.30
29	Octagon Uganda Umbrella Retirement Benefits Scheme	11.28
30	Minet Limited Staff Retirement Benefits Scheme	11.16
31	Bank of Africa Staff Provident Fund	11.11
32	Equity Bank Staff Provident Fund Scheme	11.00

33	Heifer Projects International Uganda Retirement Benefits Scheme	11.00
34	Toyota Uganda Limited Staff Provident Fund Scheme	11.00
35	ICEA (U) Limited Retirement Benefits Scheme	11.00
36	Uganda Revenue Authority Staff Retirement Benefits Scheme	10.89
37	Uganda Electricity Generation Company Limited Staff Retirement Benefits Scheme	10.50
38	Uganda Christian University Staff Retirement Benefits Scheme	10.50
39	Standard Chartered Bank Uganda Pension Trust Fund	10.45
40	The Liaison Umbrella Fund	10.44
41	United Bank for Africa Staff Provident Fund	10.41
42	Zamara Retirement Fund	10.00
43	Umeme Limited Staff Retirement Benefits Scheme	10.00
44	Dfcu Ltd Staff Provident Fund	9.89
45	Post Bank Uganda Staff Provident Fund	9.80
46	Pride Micro Finance Retirement Benefits Scheme	9.50
47	Enwealth Uganda Umbrella Retirement Scheme	9.00
48	Kinyara Sugar Works Limited Staff Provident Fund	8.71
49	MTN Uganda Retirement Benefits Scheme	8.40
50	Watoto Ministries Provident Fund	8.40
51	Parliamentary Pension Scheme	8.00
52	Mazima Voluntary Individual Retirement Benefits Scheme	8.00
53	Crown Beverages Staff Retirement Benefits Scheme	7.78
54	Uganda Clays Staff Contributory Provident Fund	7.61
55	Vivo Energy Uganda Retirement Benefits Scheme	6.93
56	ICEA Lion Teleka Umbrella Fund	2.00
	Schemes with no interest declared at the time of reporting	
-	Uganda Breweries Ltd Retirement Benefits Scheme	-
-	Umoja Umbrella Retirement Benefits Scheme	-
-	Xeno Umbrella Scheme	-
-	Bank of Uganda Staff Retirement Benefits Scheme (DB)	NA

IX: Interest Rates Declared from 2020 to 2024

Ranking	Schemes	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	5-Yr Scheme Av. Int
1	I&M Bank Staff Defined Contribution Scheme	17.00	11.00	18.50	17.70	16.50	16.14
2	Stanbic Uganda Holdings Limited Staff Provident Fund	15.44	9.00	16.50	12.80	12.10	13.17
3	Opportunity Bank Staff Retirement Benefits Scheme	20.00	8.64	12.13	11.29	11.30	12.67
4	Makerere University Retirement Benefits Scheme	10.01	13.35	11.05	12.34	13.40	12.03
5	Centenary Group Staff Defined Contribution Scheme	11.51	9.52	14.75	12.20	12.00	12.00
6	UAP Umbrella Retirement Benefits Scheme	14.00	9.00	12.00	12.27	12.12	11.88
7	Uganda National Roads Authority Retirement Benefits Scheme	11.36	11.50	10.85	11.62	11.90	11.45
8	Vivo Energy Uganda Retirement Benefits Scheme	14.15	10.59	13.54	11.62	6.93	11.37
9	Jubilee Life Umbrella Retirement Scheme	9.50	11.50	12.29	10.70	12.74	11.35
10	Uganda Electricity Generation Company Limited Staff Retirement Benefits Scheme	11.84	11.23	10.94	12.07	10.50	11.32
11	Uganda National Examination Board Staff Retirement Benefits Scheme	9.00	11.00	12.00	11.00	12.50	11.10
12	NSSF Staff Provident Fund	10.00	10.80	10.25	10.75	13.64	11.09
13	UAP Staff Retirement Benefits Scheme	7.18	9.27	10.82	12.30	15.84	11.08
14	Housing Finance Bank Retirement Benefits Scheme	10.36	10.35	10.47	11.73	11.84	10.95
15	KCB Bank Uganda Staff Provident Fund	6.00	12.00	12.61	11.27	12.50	10.88
16	Bank of Uganda Defined Contribution Scheme	10.25	14.10	7.24	11.00	11.64	10.85
17	Octagon Uganda Umbrella Retirement Benefits Scheme	11.33	10.34	11.07	10.11	11.28	10.83
18	National Social Security Fund**	10.75	12.15	9.65	10.00	11.50	10.81
19	Sara Umbrella Retirement Benefits Scheme	6.87	11.41	11.30	11.89	12.28	10.75
20	Airtel Uganda Staff Provident Fund	10.00	11.20	9.60	10.40	12.00	10.64
21	Crown Beverages Staff Retirement Benefits Scheme	13.88	11.33	10.49	9.60	7.78	10.62
22	Uganda Christian University Staff Retirement Benefits Scheme	7.00	11.87	12.58	10.89	10.50	10.57
23	Equity Bank Staff Provident Fund Scheme	10.50	10.50	10.70	10.00	11.00	10.54

Ranking	Schemes	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	5-Yr Scheme Av. Int
24	Heifer Projects International Uganda Retirement Benefits Scheme	10.50	10.50	10.70	10.00	11.00	10.54
25	Toyota Uganda Limited Staff Provident Fund Scheme	10.50	10.50	10.70	10.00	11.00	10.54
26	Uganda Coffee Development Authority Staff Retirement Benefit Scheme	8.31	12.00	10.00	10.00	12.00	10.46
27	Uganda Communications Commission Staff Provident Fund	7.50	11.49	6.72	12.96	13.26	10.39
28	URBRA Staff Retirement Benefits Scheme	10.53	12.58	8.12	8.20	12.12	10.31
29	Standard Chartered Bank Uganda Pension Trust Fund	10.15	7.38	12.86	10.49	10.45	10.27
30	Post Bank Uganda Staff Provident Fund	9.75	10.50	12.00	9.28	9.80	10.27
31	Nile Breweries Staff Retirement Benefits Scheme	11.47	9.00	9.00	9.50	12.00	10.19
32	Coca-Cola Beverages Uganda Limited Provident Fund	11.00	7.00	11.20	10.20	11.50	10.18
33	ABSA Bank Uganda Limited Staff Pension Fund	8.00	9.00	10.00	11.50	12.20	10.14
34	The Liaison Umbrella Fund	11.35	7.02	11.34	10.20	10.44	10.07
35	Uganda Revenue Authority Staff Retirement Benefits Scheme	9.78	11.37	7.25	10.89	10.89	10.04
36	Bank of Africa Staff Provident Fund	9.94	6.91	10.88	10.76	11.11	9.92
37	MTN Uganda Retirement Benefits Scheme	11.00	8.50	11.00	9.80	8.40	9.74
38	ICEA Lion Teleka Umbrella Fund	10.50	10.50	11.89	13.70	2.00	9.72
39	Zamara Retirement Fund	11.00	8.00	10.00	9.00	10.00	9.60
40	Kinyara Sugar Works Limited Staff Provident Fund	10.45	8.00	11.30	9.20	8.71	9.53
41	Watoto Ministries Provident Fund	10.47	9.50	10.30	8.80	8.40	9.49
42	Uganda Clays Staff Contributory Provident Fund	8.50	10.00	12.40	8.82	7.61	9.47
43	NWSC Staff Provident Fund	3.50	9.00	11.00	11.20	12.52	9.44
44	Umeme Limited Staff Retirement Benefits Scheme	10.30	8.50	12.40	5.00	10.00	9.24
45	Dfcu Ltd Staff Provident Fund	9.12	9.33	10.33	7.08	9.89	9.15
46	Minet Limited Staff Retirement Benefits Scheme	4.14	8.18	10.65	11.20	10.40	8.91
47	Parliamentary Pension Scheme	8.00	10.50	8.00	8.00	8.00	8.50

Ranking	Schemes	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	5-Yr Scheme Av. Int
48	Makerere University Business School Retirement Benefits Scheme	7.15	8.50	6.20	8.00	11.50	8.27
49	Pride Micro Finance Retirement Benefits Scheme	9.20	7.13	9.07	5.80	9.50	8.14
	Sector Average Interest Declared	**10.20**	**10.05**	**10.95**	**10.52**	**10.99**	**10.54**
Schemes outside the 5-year scope of analysis							
-	Uganda Breweries Ltd Retirement Benefits Scheme	8.67	10.33	9.65	11.18	-	9.96
-	Mazima Voluntary Individual Retirement Benefits Scheme	-	11.08	8.00	10.72	8.00	9.45
-	Enwealth Uganda Umbrella Retirement Scheme	-	13.63	12.00	11.28	9.00	11.48
-	United Bank for Africa Staff Provident Fund	-	8.20	12.44	11.88	10.41	10.73
-	Britam Umbrella Scheme	-	16.57	12.07	10.40	11.60	12.66
-	Exim Bank Retirement Benefits Scheme	-	8.73	12.68	12.37	12.69	11.62
-	World Vision Provident Fund	-	-	-	-	13.26	13.26
-	ICEA (U) Limited Retirement Benefits Scheme	-	-	10.70	10.00	11.00	10.57
-	Umoja Umbrella Retirement Benefits Scheme	6.86	7.14	11.67	10.70	-	9.09
-	Xeno Umbrella Scheme	-	-	-	9.70	-	9.70
-	AIG Uganda Staff Provident Fund	10.50	10.50	10.70	-	-	10.57
-	Statewide Insurance Company Limited Retirement Benefits Scheme	10.50	10.50	10.70	-	-	0.57
-	Kampala Capital City Authority Staff Retirement Benefits Scheme	10.93	-	-	-	-	10.93
-	National Agricultural Research Organisation Retirement Benefits Scheme	10.32	-	-	-	-	10.32
-	Stanlib Uganda Umbrella Fund	9.65	-	-	-	-	9.65
-	International Union for Conservation of Nature Staff Provident Fund	4.90	-	-	-	-	4.90
-	Bank of Uganda Staff Retirement Benefits Scheme	-	-	-	-	-	-

Note:
**For the FY 2022/23, NSSF had a deficit worth UGX.794 billion in the statement of net assets available for benefits resulting from the allocation of Interest to members' accounts (UGX. 1,591 billion), exceeding amounts available for the allocation of Interest (UGX 797 billion). NSSF calculates interest based on members' balances on the first day of the current financial year. Other schemes calculate interest based on members' balances on the last day of the current financial year.

X. Licensed Service Providers

Administrators

No.	Administrator
1	Enwealth Financial Services (U) Smc Ltd
2	ICEA Lion Life Assurance Company (U) Ltd
3	Jubilee Life Insurance Company of Uganda Ltd
4	Liaison Financial Services Ltd
5	Octagon Uganda Ltd
6	Old Mutual Life Assurance Uganda Limited
7	Prudential Assurance Uganda Limited
8	Zamara Actuaries, Administrators & Consultants (U) Ltd

Corporate Trustees

No.	Corporate Trustee
1	Enwealth Financial Services (Ug) Limited
2	KCB Bank Uganda Ltd
3	Pearl Regency Services
4	Vivo Energy Uganda Provident Trust Limited

XI: Approved Auditors

No.	Auditor
1	AN Associates CPA
2	Dativa & Associates, CPA
3	Ernst & Young
4	Hanan Associates CPA
5	HLB Jim Roberts CPA
6	J Samuel Richards & Associates CPA
8	Jasper-Semu & Associates
9	KPMG CPA
10	MAMM & Associates CPA
11	Mazars BRJ
12	OAG
13	PKF Uganda CPA
14	PWC
15	RSM Eastern Africa CPA
16	SDS and Company CPA
17	Sejaaka,Kawaase & Co. CPA
18	Springs & Tugye Associates LLP
19	Tomson & Company CPA

Notes

URBRA
UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY

FOR MORE INFORMATION

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