Annual Retirement Benefits Sector Report 2022

Protecting your Retirement Benefits

URBRA

Uganda Retirement Benefits Regulatory Authority

This Report is based on statistical information submitted to the Authority for the period ended December, 2021 and June, 2022 respectively

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VISION

A vibrant, secure and sustainable Retirement Benefits Sector

MISSION

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

VALUES

Proficiency, Integrity, Innovation, Transparency, Accountability

MESSAGE FROM THE CHAIRMAN

HON. JULIUS BIGIRWA JUNJURA

I am pleased to introduce the 2022 Annual Retirement Benefits Sector Report. I extend my gratitude to the Board of Directors, for providing oversight to the Authority and establishing a strong institutional and supervisory framework. I also wish to commend Management for implementing the Authority's mandate during the period under review.

Over the last 10 years, there were notable improvements in sector regulation and supervision notwithstanding the few challenges faced during that period. The enhancement of the institutional and supervisory framework built the foundation for significant improvements in governance and administration of schemes and performance of the Sector as detailed in this report.

I am pleased to note that Sector assets are worth UGX. 19.9 trillion held on behalf of 2.27 million members accounts, contributed 12.2% of Uganda's Gross Domestic Product and over 60% of Gross Domestic Savings. Notwithstanding the progress made, the Board will continue to focus on six priority areas including;

- Extending supervisory reach with a wider range of proactive and targeted interventions
- Investment in IT infrastructure, digital transformation, and security including the roll-out of the Electronic Risk-Based Supervision System
- Promoting and enforcing high standards of trusteeship, governance, and administration
- Research and Sector development to increase coverage and improve member outcomes;
- Building strategic capabilities including recruiting and training staff and;
- Public awareness and education.

The Board further embarked on a new strategic direction of stakeholder engagement and a massive countrywide mobilization campaign to promote the savings culture in Uganda while expanding pension coverage.

I look forward to the coming year when we hope to further enhance the Authority's supervisory capabilities, support stakeholder dialogue and set the agenda for the much-needed Retirement Benefit Sector reforms.

I wish to reiterate the Authority's dedication to fulfill the larger objective of old age income security

CHAIRMAN BOARD OF DIRECTORS

> "I look forward to the coming year when we hope to further enhance the Authority's supervisory capabilities, and support stakeholder dialogue and agenda setting on much needed Retirement Benefits Sector reforms."

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

MARTIN ANTHONY NSUBUGA

> Getting to a position where we can deliver on the Risk Based Supervision system has been a transformational journey, and has required support and engagement of sector players to understand our processes and information requirements

I am honored to present the Retirement Benefits Sector Annual Report, showcasing the sector's performance for FY2021/22.

By the end of the Financial Year 2021/22, total assets of the Sector increased to UGX 19.9 trillion, mainly on account of contributions worth UGX 1.8 trillion and investment income, UGX 2.1 trillion. The Sector generated an average return on investment of 11.4% during the year, that enabled schemes to declare an average interest rate of 11%.

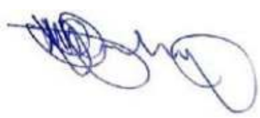
Good performance has been possible overtime because the Authority embarked on a wide range of activities across its regulatory and supervisory responsibilities, which have permitted protection of members' interests. Often, this involved working closely with entities under our supervisory remit to address industry-specific challenges.

In our 10th year of operation, we developed Regulations for the Assignment of Retirement Benefits for Mortgages and Loans, a Blueprint for the establishment of the National Long-term Saving Scheme for non-salaried workers, and adopted a more proactive Risk-Based Supervision Approach.

The Authority also worked hard to achieve operational efficiency in risk identification, monitoring and response. Towards this aim, we expect to reach our long-held target of rolling-out the Electronic Risk-Based Supervision System.

Getting to a position where we can deliver on this has been a transformational journey, and has required support and engagement of sector players to understand our processes and information requirements. The System is expected to enhance our supervisory capabilities because we know that providing people with certainty about their retirement savings gives them confidence about their future.

I therefore thank the Board and my team for their commitment to the Authority's mandate of protecting the interests of members and beneficiaries.



CHIEF EXECUTIVE OFFICER

Our 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 about the importance of saving for retirement
- Promote public awareness about the mandate and function 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

BOARD OF DIRECTORS

Hon. Julius Bigirwa Junjura
Chairman

Mr. Moses Bekabye
Member

Mr. Victor Bua Leku
Member

Hon. Ronah Ninsiima
Member

Mr. James Ebitu
Member

Hon. David Mutebi
Member

Dr. Mary Kanyiginya Tizikara
Member

Mr. Martin A. Nsubuga
Ex-Officio

Supervised Entities

Retirement Benefits Schemes 64

1 National Mandatory Scheme

2 Mandatory Employer-based Schemes

48 Segregated Supplementary Voluntary Occupational Schemes

12 Umbrella Schemes

1 Supplementary Voluntary Individual Scheme

Fund Managers 06

The Authority has licensed 6 Fund Managers who are tasked with the discretionary function of investment management

Trustees 191

The Authority has additionally licensed four (4) Corporate Trustees

Custodians 05

Safe custody of Scheme Assets is a segregated function of custodians licensed by Bank of Uganda

Administrator 10

An administrator of a retirement benefits scheme cannot act as a custodian, trustee or fund manager of the same retirement benefits scheme

Others

Approved Auditors and Actuaries .

The URBRA Act 2011 mandates the Authority to license Retirement Benefits Schemes, Trustees and Service providers.

Licensing report card of licensing entities as at End December 2022

PERFORMANCE HIGHLIGHTS

This Report is based on statistical information submitted to the Authority for the period ended December, 2021 and June, 2022 respectively. It provides details on operational and financial performance of the Sector.

Overview 2021/22

1.	Assets	UGX 19.9 Trillion
2.	Contributions	UGX 1.8 Trillion
3.	Investments	UGX 19.5 Trillion
4.	Income	UGX 2 Trillion
7.	Benefits Paid	UGX 1.4 Trillion
8.	Tax on Income	UGX 224 Billion
9.	Operational Costs	UGX 226 Billion
10.	Average Return on Investment	11.4%
11.	Average Interest Declared	11.0%
12.	Member Accounts	3.0 Million
13.	Coverage	14.6%

Operational Ratios (%)	FY2020/21	FY2021/22
Cost to Contributions	11.8	13.3
Cost to Income	12.7	11.4
Cost to Assets	1.0	1.2
Return on Investment	14.3	11.4

Unremitted Contributions

FY2021/22
UGX
3.6 Billion

FY2020/21:
UGX 10.3 billion

Unpaid Benefits

FY2021/22
UGX
256 Million

FY2020/21:
UGX 529 Million

Misappropriated Funds

FY2021/22
UGX
80 Million

FY2020/21:
UGX 50 Million

SECTION I:

OPERATING ENVIROMENT

Economy

The macro-economic environment dictated the performance of the Retirement Benefits Sector for the financial year ended 30th June, 2022. Covid-19 and the Russian invasion of Ukraine caused disruptions to global production and distribution with numerous ripple effects including falling equity prices, rising bond yields, increased commodity prices, rising interest rates, accelerating inflation, and currency fluctuations.

The economy grew by 4.6% in FY2021/22 from 3.5% the previous financial year. Despite imports far exceeding exports, economic growth was driven largely by private investment with the industry and services sectors as the main drivers of growth.

The annual headline and core inflation stood at 3.4% and 3.2% respectively in FY 2021/22. This was mainly due to external cost pressures stemming from higher global food and energy prices, persisting global production and distribution challenges, as well as rising domestic food crop prices due to the effect of prolonged dry weather conditions across the country.

In FY2021/22, Retirement Benefits Sector Assets accounted for 12.2% of GDP (FY2020/21: 12.1%)

Table 2.0: Economic Indicators

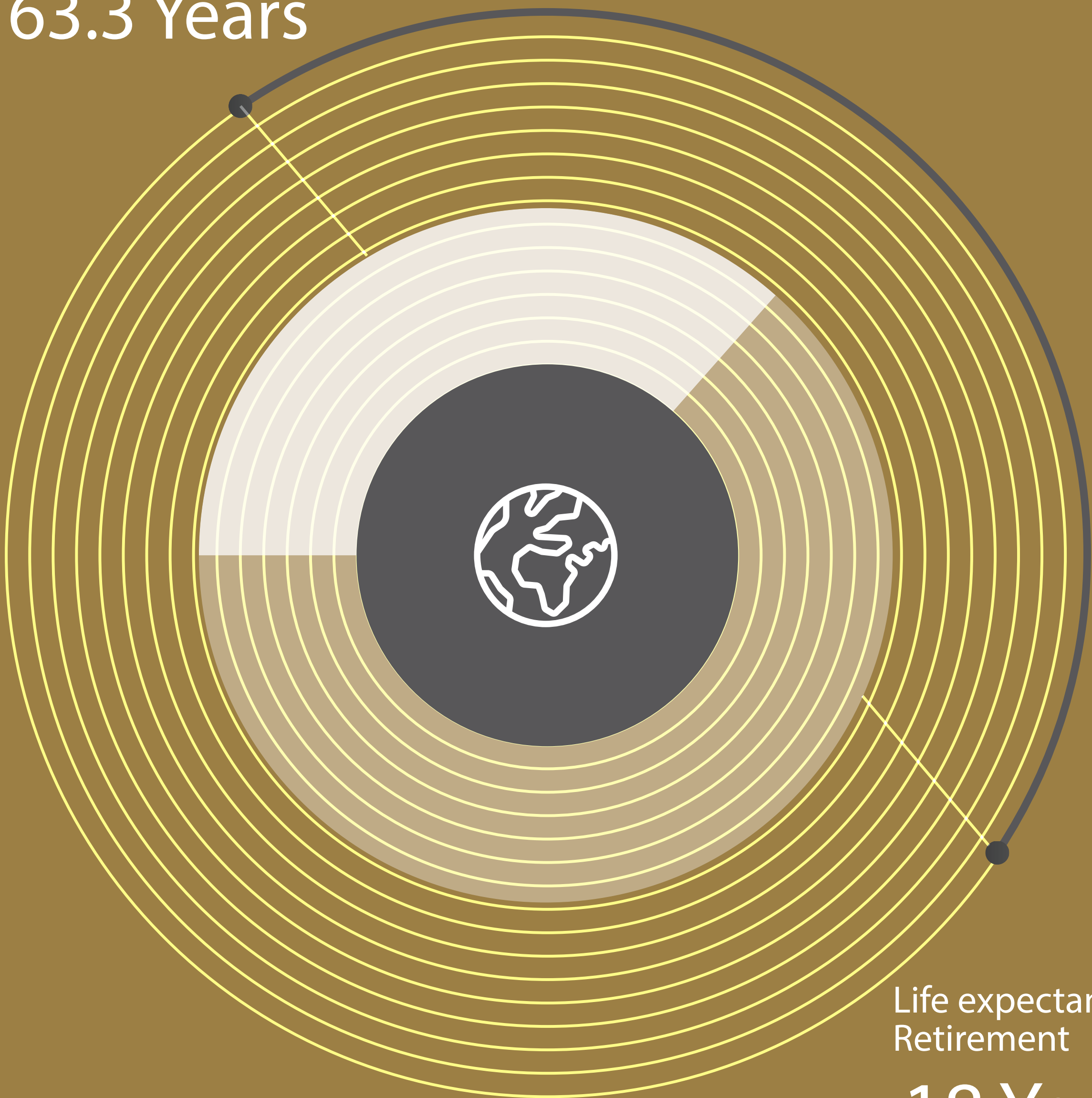
Indicators	FY2020/21	FY2021/22
GDP at Market Prices (UGX: Trillion)	148.0	162.7
Retirement Benefits Savings (% of GDP)	12.1	12.2
GDP Growth Rate (Real Growth) (%)	3.4	4.2
Retirement Benefits Sector Assets (UGX: Trillion)	17.8	19.9
Inflation Rate (Headline) (%)	2.6	3.4
UGX/US$ Exchange Rate (Annual)	3,662	3,585

**Source: UBOS, BOU, URBRA

Uganda's population was estimated at 44.2 million people and Population Growth Rate at 3% according to UBOS end June, 2022 midyear projections.

Life expectancy at Birth

63.3 Years



Life expectancy at Retirement

18 Years

Population and Employment

Population

As at end June, 2022, Uganda's population was estimated at 44.2 million people with a growth rate of 3% (UBOS 2022). The Working Age Population (composed of persons aged 14-64 years) was 23.5 million.

Life expectancy at birth was 63.3 years while, life expectancy at retirement was estimated at 18 years. About 45% of the population is below the age of 15 years while 2.4% of the population is above the age of 65 years. (Refer to table 3.1)

Table 3.0: 2022 Mid-Year Population Projections

2022 Population Figures	
Total Population	44,212,8 00
Working age population (Labor force)	23,545,400
Distribution of Population by Age Group	
Below 14yrs	19,607,900
14 - 64yrs	23,545,400
Above 65yrs	1,059,500
Distribution of Population by Gender	
Below 14yrs (Females)	9,599,700
Below 14yrs (Males)	Below
14 - 64yrs (Females)	12,250,800
14 - 64yrs (Males)	11,294,600
Above 65yrs (Females)	600,500
Above 65yrs (Males)	459,000

**Source: www.ubos.org/mid-year-population-projections-national-and-sub-national/ ,

Table 3.1: Population Dependency

2022 Projection		Dependency ratio	2050 Projection		Dependency ratio
Working age Population 14 - 64 Years	23,545,400	4.5	Working age Population 14 - 64 Years	54,404,000	6.7
Population above 65 yrs	1,059,500		Population above 65 yrs	3,658,000	

**Source: www.ubos.org/mid-year-population-projections-national-and-sub-national/ ,

The United Nations estimates that Uganda's elderly population will increase by nearly four-fold to roughly 5.5 million persons by 2050. At that time, a social pension of even a dollar a day to the future elderly could impose a fiscal cost of over USD1.7 billion a year which will inevitably crowd out other essential public expenditure on health, infrastructure and education. On the other hand, if even a half of the 8 million excluded workers began saving ~UGX 1,000 a day, they could collectively generate new aggregate long-term domestic savings of over UGX 26 trillion within a decade. *(URBRA Blue Print for establishment of the NLTSS, 2021)*

Employment

According to the National Labor Force Survey (NLFS, 2021), Uganda's working population was estimated at 20.5 million persons. The majority (51%) were Own-use production workers, followed by (49%) in Employment. Majority of the working population are in the informal sector to whom retirement benefits and old age security provisions are unavailable.

Informality presents specific issues in retirement income provision that cannot be addressed by traditional retirement saving arrangements. Therefore, different solutions are needed to tackle the unique characteristics of this group.

In the same period, the Retirement Benefits Sector comprised of only 3 million member accounts representing 14.6% of Uganda's Working Population. With increasing population, life expectancy, dependency, low earnings and unemployment, the most obvious challenge is containing the rising fiscal burden on government social assistance programs for pensions and old age grants. There are profound implications for care and support of the elderly particularly in the context of low coverage and limited public resources which pose a great need for policy reforms targeting design of the Retirement Benefits System in Uganda.

Retirement Benefits Sector

The Retirement Benefits Sector of Uganda comprises of a non-contributory Scheme on a pay-as-you-go basis financed by the Government i.e. the Public Service Pension Scheme for employees in public service, Social Assistance Grant for Empowerment (SAGE) which provides a minimum level of social protection to senior citizens in the country, National Social Security Fund (NSSF) for employees in the formal sector and voluntary savers, Mandatory Employer Based Schemes, Occupational Retirement Benefits Schemes set up by employers on voluntary basis and other Individual Plans which cover both formal employees and the self-employed. Licensed service providers, such as fund managers, administrators, custodians, and approved auditors, provide support for retirement benefit schemes .*Table 1.0 below provides details on coverage for different retirement benefits arrangements.*

Table 1.0: Retirement Benefits Arrangements

Scheme Type	Membership
National Mandatory Scheme (NSSF)	
National Social Security Fund	2,213,257
Mandatory Employer Based Schemes	
Public Service Pension Scheme	410,000
Parliamentary Pension Scheme	1,220
Makerere University Retirement Benefits Scheme	7,162
Supplementary Voluntary Schemes	
Voluntary Segregated Occupational & Umbrella Schemes	51,375
Social Assistance Grant for Empowerment (SAGE)	
Senior Citizens Grants	332,793
Total	**3,015,807**

Table 1.1: Comparison of Retirement Benefits Arrangements

World Bank five pillar classification		Uganda's Retirement Benefits Sector	
"A Non-Contributory zero pillar"	• It's a universal, non-contributory pension arrangement. It deals explicitly with the poverty alleviation objective to provide the elderly with a minimal level of protection. • Depends upon the availability of budgetary resources.	Social Assistance Grant for Empowerment (SAGE)	• Provides a non-contributory benefit of UGX 25,000 per month to the poor elderly above 80 years • Government and Development Partners contribute.
"A Mandatory "First-Pillar"	• Contributions linked to varying degrees to earnings with the objective of replacing some portion of lifetime pre-retirement income. • It is typically financed on a pay-as-you-go basis.	**Mandatory Employer Based Schemes** Public Service Pension Scheme & Armed Forces Pension Scheme	• Defined Benefit in nature. • Consists of civil servants, local government workers, police, prison officers, judiciary, doctors and teachers Pensions and lumpsums are paid upon retirement. • A series of payments paid on a regular basis until the death of both the participant and any dependent. • The payments are often indexed to average salaries
"A Mandatory Second-Pillar"	• It's typically an individual savings account, such as a Defined Contribution Plan. • Wide set of design options including active or passive investment management, choice parameters for selecting investments and investment managers, and options for the withdrawal phase.	**National Mandatory Scheme** National Social Security Fund (NSSF)	• Defined Contribution Scheme in nature. • Compulsory for all eligible employers and employees in the formal sector. • Employer and employees contribute a given percentage of the member's gross earnings to the Fund. • Members can make voluntary contributions.
		Mandatory Employer/Employee Based Schemes Parliamentary Pension Scheme & Bank of Uganda Defined Benefits Scheme	• Hybrid in nature with Defined Benefit and Defined Contribution features. • Employees and employers (Parliament & Bank of Uganda) contribute a given percentage of the member's gross earnings to the Scheme.
		Mandatory Employer/Employee Based Schemes Makerere University Retirement Benefits Scheme	• Defined Contribution Scheme in nature. • Employees of the University and employer contribute a given percentage of the member's gross earnings to the Scheme.

World Bank five pillar classification		Uganda's Retirement Benefits Sector	
"A Voluntary Third Pillar"	• Takes many forms (e.g. individual savings for retirement, disability or death; employer sponsored; defined benefit or defined contribution) • It's essentially flexible and discretionary in nature. • It compensates for rigidities in the design of other systems but include similar risks as second pillar	Supplementary Voluntary Occupational Schemes	• Consist of a privately-financed personal provision. An example is a Provident Fund in any institution • Employer and employees contribute a given percentage of the member's gross earnings.
		Supplementary Voluntary Individual Schemes	• Voluntary based and the contributions are made voluntarily. • Flexible contributions are allowed for members.
"A Non-Financial Fourth Pillar"	• It includes access to informal support, such as family support; other formal social programs, such as health care and/or housing and, • Other individual financial and non-financial assets, such as home ownership and reverse mortgages where available	Not applicable	• Not applicable

Note: *Supplementary schemes are retirement benefit plans that are established in addition to mandatory occupational pension schemes. These plans allow employees to make additional contributions towards their retirement savings and are typically designed to provide additional benefits or flexibility*

The above comparison points to a need to reform the country's retirement benefits system in order to improve social protection and pension inclusion. (***See directions for reform in Section III of this report***)

"*Strong retirement systems will be important to protect the living standards of our aging population as demands on these systems continue to grow. The challenges are global, with jurisdictions all around the world facing similar challenges in the context of lower growth, high inflation and financial market uncertainty while responding to the implications of population ageing. We will need to continue to develop and strengthen a multi-pillar system that combines different types of pension schemes which supplement one another and diversify risks.*" *OECD Secretary-General*

SECTION III:

SECTOR DEVELOPMENTS

Regulation

In line with its regulatory function under the URBRA Act, the Authority enhanced the existing Legal Framework.

Key activities during FY2021/22

1. Amended Regulations on Licensing of Schemes and Service Providers, Investment of Scheme Funds, Financial Disclosure and Reporting Requirements and, Management and Operation of Schemes. The amendments seek to enhance sector operations, coverage and adequacy of retirement benefits, and protection of members' and beneficiaries' interests.

2. Enactment of the URBRA (Assignment of Benefits for Mortgages and Loans) Regulations, 2022. The Regulations enable savers to assign up to 50% of their accrued savings to secure mortgages or loans for housing.

3. Provided technical advice on the Retirement Benefits Sector policy and regulatory agenda including;
   - The NSSF (Amendment) Act, 2021 came into force on 2nd January, 2022. The Act introduced mandatory contributions for all formal sector workers; voluntary contributions to the Fund; mid-term access of benefits and inhouse fund management, among others.
   - Data Protection and Privacy Act and regulations.
   - Proposals to maintain Makerere University Retirement Benefits Scheme (MURBS) as a Superannuation Scheme.
   - Treatment of Retirement Retirement Savings during receivership.
   - Litigation with respect to cases including Uganda Revenue Authority Vs Bank of Uganda Staff Retirement Benefits Scheme.

> If we want our regulators to do better, we have to embrace a simple idea: regulation isn't an obstacle to thriving free markets; it's a vital part of them.
>
> **James Surowiecki**

Supervision

Key focus areas during FY2021/22

Key regulatory developments during the review period included;

1. Reinforcement of the Supervisory Framework

The framework was reinforced to enable the Authority re-focus its attention to those risks and entities which pose the greatest threat to the Sector.
The Authority;

- Developed and piloted interrogatories for the Risk-Based Supervision System, and recalibrated the risk rating tool based on results from offsite assessments
- Developed the early warning systems manual, and supervisory templates
- Issued the first regulatory circular on implementation of the Risk Based Supervision Framework.
- Commenced set-up of the Risk Based Supervision IT System to strengthen the Authority's ability to proactively identify, assess and respond to a broad range of risks.

2. Off-site and On-site inspections

Off-site inspections were conducted based on off-site analyses of both quantitative and qualitative statutory returns filed by supervised entities. Offsite supervisory analysis of Schemes revealed notable improvement in compliance with International Accounting Standards, URBRA Act, Regulations and Guidelines. However, compliance gaps still exist with respect to disclosure on composition of reserve funds, costs, and valuation of assets.

In line with the Authority's supervisory plan, on-site inspections were conducted to validate implementation of supervisory directives and assess soundness of internal controls. On-site visits of local governments (districts) were also carried out as part of an ongoing inspection of the public service pension management.

Supervisory Concerns

The following concerns were identified;

- Late and non-remittance of contributions
- Delays in payment of benefits
- Non-compliance with service level agreements
- Poor record keeping
- Failure to conduct performance evaluation of trustees and service Providers
- Failure to develop operational policies.

3. Supervisory Interventions Undertaken (Penalties, Directives & Circulars)

The Authority issued directives to schemes and service providers that failed to comply with the URBRA Act, established regulations and guidelines. The corrective measures implemented resulted into;

1. Recovery of outstanding contributions worth UGX 3.6 billion
2. Recovery of misappropriated funds worth UGX 80 million
3. Payment of outstanding benefits worth UGX 257 million

4. Improved governance.

To further streamline operations, the Authority issued circulars/notices on:

1. Exemption of Trustees in the Trustees certification program (for trustees who were certified under other recognised programs prior to roll out of the Insurance Training College program)
2. Engagement of external Auditors prompting Trustees and Administrators of Schemes on the tenure of the audit engagement partners
3. Voluntary exit of Jomo Investments and Trustee Services from offering Corporate Trustee services to the Retirement Benefits Sector; and
4. Implementation of the presidential directive halting collection of the compulsory annual levy from all licensed Retirement Benefits Schemes.

Other developments relating to regulation and supervision of the national, regional and global pension systems included;

4. Financial Sector Regulators' Forum (FSRF)

The objective of the Forum is collaborative supervision, regulation and development of the Financial Sector information sharing among Financial Sector regulators.

The Authority provided technical submissions to the forum which included among others; the impact of mid-term access to the Financial Sector, Retirement Benefits Sector quarterly risk assessments, implementation of recommendations for supervision of custody business, rules for supervision of custody services, and, the framework for identifying systemically important financial institutions (SIFIs), stress testing and crisis preparedness.

5. East African Pension Supervisors' Association (EAPSA)

The Association facilitates mutual cooperation and sharing of information which are crucial for effective and streamlined regulation of an open, fair, orderly and sound Pension Sector in the East African Community.

The Authority organized the EAPSA meeting from 27th June to 1st July, 2022 in preparation for African Pension supervisors conference, and developed a status report on implementation of the EAPSA Strategic Plan 2020-2024, EAPSA Work Plan for July 2022 to June 2024, a status report on implementation of approved EAPSA Policies, principles and guidelines, and reviewed the draft EAC Retirement Benefits Bill.

6. International Organization of Pension Supervisors

URBRA is a member of the International Organization of Pension Supervisors (IOPS), a standard setting body on pension supervisory matters.

The Authority shared and drew upon collective experiences of a broad membership of pension supervisors, and was engaged in drafting, editing and providing input to the Project Working Papers released, or further developed, during the year. These included;

- Transitioning to, or adapting a Risk Based Supervision Approach
- Good Practices for designing, presenting and supervising pension projections
- Comparison of fee structures: Implications of different fee structures in retirement savings arrangements for individuals and providers
- Implementation of Environmental, Social, and Governance (ESGs) factors
- How digitization can improve pension supervision
- The role of employers in the provision of retirement savings arrangements;
- Implementation of OECD core principles of private pension regulation; and

- Governance procedures for managing voluntary contributions.

Research & Strategy

As part of its Sector development initiatives, the Authority;

1. Developed a Blueprint to guide the establishment of a National Long-Term Saving Scheme. The Blueprint has an optimal product design with inclusive, affordable, secure and sustainable model features that combine long term savings with short term needs of individuals. This Blueprint is intended to not only guide the establishment of a National Long-Term Saving Scheme but to also inform policy on extending sector coverage agenda.

It also provides recommendations on operational aspects of the Scheme including; legal and regulatory framework, governance and operating framework, Government support for public awareness and fiscal incentives, product architecture, shared, central administration and record-keeping platform; financial literacy and Scheme services delivery by trusted field partners, and scheme rules and benefits.

However, comprehensive voluntary coverage will not be easy to achieve at scale. It will require strong government interest, commitment and clear thinking about product and process design required in the implementation of digital mechanisms for affordable access.

2. Reviewed and provided guidance on proposals for phased benefit withdrawals and additional welfare benefits such as housing, and medical benefits during retirement.

3. Provided input to the National Social Protection Strategy, 2022, and the Strategy for Extending Social Security to the Informal Sector, 2022 spearheaded by the Ministry of Gender, Labour and Social Development (MoGLSD). These strategies are key components for establishing a comprehensive social protection system for Uganda.

Public Awareness

In order to fulfil the Authority's function of promoting understanding of the sector, the task of financial literacy on matters of retirement planning and saving was a matter of priority, through print, digital, social media, and education workshops.

The focus areas during the period were;

1. Raising awareness of existing retirement saving opportunities for individuals and, small and medium employers
2. Providing retirement educational materials to various client groups
3. Sensitizing policy makers, sponsors/employers, public servants, informal sector workers, and the general public to encourage establishment of supplementary voluntary schemes, preservation of benefits and investments in retirement
4. Communicating compliance requirements to fiduciaries, service providers and key officers of schemes
5. Disseminating publications on sector performance.

1. Capacity Building

To strengthen oversight and improve performance, the Authority;

1. Worked with the Insurance Training College (ITC) to implement the Trustee Certification Program to enhance standards of trusteeship. The Program covers laws relating to; trusts, retirement benefits, risk-based supervision, and development of constitutive documents including trust deed and rules, the statement of investment principles and policies

2. Conducted trainings on evaluation of scheme performance, preservation of benefits, record keeping, internal controls, member communication, conflict of interest and dispute resolution.

2. Stakeholder Engagement

The Authority introduced a Stakeholder Engagement Initiative (SEI) to establish a market and regulatory environment that can respond to current sector challenges and fast track reform priorities.

Key stakeholders including Parliament, Government, Development Partners, Private Sector, Civil Society and Media were engaged to;

1. Clarify proposals for reform in a systematic and inclusive way to improve understanding of regulatory/policy/administrative reforms – "agenda setting"
2. Mobilize and secure support for reform priorities and special projects.
3. Deepen and broaden understanding of the Authority's mandate and functions.

3. Inaugural Pension Sector Symposium

The Authority held the inaugural Annual Pension Symposium on 7th July, 2022 commemorating ten (10) years of existence. The Symposium attracted policy makers, financial sector regulators, sector players, academics and development partners. It provided an opportunity to share experiences, and a platform for policy proposals to improve the Sector.

At the Symposium, the Key milestones recorded in the last 10 years included establishment of a sound regulatory framework, improved sector governance and performance, and increase in the number of sector players and products.

SECTION IV:

REFORM PRIORITIES

Sector Reforms

Inorder to address the current Retirement Benefits Sector challenges, the Authority has made recommendations for a comprehensive pension program to cover the following areas;

1. Coverage and Adequacy

There is need to align retirement benefits schemes' contribution and benefit rules with future retirement needs, and to extend coverage to a broader cross-section of the workforce.

i. Low coverage is largely a function of labor-market informality, and as long as informality remains high, progress will be difficult. Informal sector workers are excluded from mandatory coverage, though they may participate voluntarily.

ii. The main goal of saving for retirement is to provide adequate income in old age. Adequacy of retirement benefits is the extent to which benefits can prevent old-age poverty by ensuring sufficient income replacement during retirement. The main determinants of adequacy are: contribution (density and frequency), efficiency (operational costs) and Trustees' capacity to effectively execute their fiduciary roles.

At the most basic level adequacy is measured by the share of the workforce that participates, and depth, as measured by the share of pre-retirement income that they replace. The current state of the Retirement Benefits Sector is largely unable to ensure that even full-career workers set aside sufficient savings for retirement.

Improving the adequacy of retirement benefits requires significant changes in contributions and benefits design to;

- Extend (number of participants) and deepen (value of savings) pension coverage.
- Ensure that savings are dedicated to retirement, raise standard retirement ages, and institute provisions for lifetime income;
- Determine contribution rates putting into consideration their effect on the replacement rate.

2. Benefits Design and Life-term Income

Pre-retirement withdrawals and lumpsum payments on retirement affect defined contribution schemes and will certainly have welfare and fiscal consequences, as government will increasingly be burdened by the responsibility for persons that have made no or inadequate benefits during their working life. The current benefit payment design must be changed to ensure adequacy of future retirement income provisions.

Recommended interventions include;

- Develop proposals to offer pensions (income benefits) rather than lumpsums currently offered by provident funds
- Introduce requirements for portability or transfer of retirement benefits to allow preservation of savings and deter withdrawal of accumulated benefits before attaining retirement age.
- Limit scale and scope of access for exceptional circumstances.

3. Cost Control and Transparency

Operation and service provider costs have a huge impact on adequacy. Given the requirement for segregation of scheme duties, Schemes irrespective of membership and fund size onboard service providers at a cost.

1. Many Schemes are setup without considering cost efficiency aspects, especially in relation to their total membership and fund value. In addition, there is no clear basis for service provider fees payable.

2. Inefficiencies also arise from inadequate disclosures on some aspects of schemes' operations. Annual reports submitted by Schemes lack notes or a breakdown of items disclosed in the components of financial statements. In some cases, investment costs are hidden in the investment returns, which are (incorrectly) reported net of costs rather than gross.

Efficiency requires a combination of regulatory and supervisory actions below;

- Reduce duplication of costs, particularly costs of inhouse and external administration
- Introduce thresholds (membership or fund value) below which an occupational scheme should not be segregated but rather subscribe to an Umbrella Scheme to benefit from economies of scale
- Set a fee structure for permissible expenses and establish a clear basis for fees payable
- Revise performance-based fund management fees on fixed securities and real estate asset allocations since they are not actively managed
- Enforce compliance with the Authority's disclosure requirements
- Monitor services delivered for a charge and undertake value for money comparisons
- Ensure that disclosures are supported by more detailed sub-headings, which can be presented either on the face of the account or in the notes to the accounts. Where the fund account and net assets statement have been prepared on a minimum basis, notes for items such as other expenses should be included.

SECTION V:
Retirement Benefits Sector Performance, FY2021/22

1. Sector Investment Portfolio

The total sector investment portfolio grew by 9% from UGX 17.9 trillion in FY 2020/21 to UGX 19.5 trillion in FY2021/22.

As of the end of FY2021/22, the portfolio allocation consisted of 76.2% in Government Securities, 12.8% in Quoted Equity, 0.87% in Private Equity, and 0.78% in other Fixed Income securities such as Commercial Paper, Corporate Bonds, CIS, and Asset Backed Securities. The remaining balance of 9.35% was distributed among various asset classes, with Immovable Property representing 6.41%, Cash and Demand 1.44%, Fixed Deposits 1.4%, and Other Investments (Loans and Receivables) accounting for 0.1%.

The portfolio saw an increase in Cash and Demand (99%), Other Fixed Income (93%), and Government Securities (12%), as well as modest increases in Quoted Equity (5%) and Immovable Property (6.5%). Private Equity holdings and Fixed Deposits experienced a decline of 56% and 28%, respectively. The increased allocation was primarily due to the recovery of certain equity counters, while the rise in marketable securities was partly due to meeting liquidity requirements, such as midterm benefit payments, and maturity of some securities.

Table 4.0 below provides investment per Asset Class.

Government Securities accounted for 76.2%, Quoted Equity 12.8%, Private Equity 0.87%, other Fixed Income 0.78% .

Table 4.0: Investment per Asset Class

Asset Class	FY 2020/21 (UGX, Million)	Proportion (%)	FY 2021/22 (UGX, Million)	Proportion (%)
Cash & Demand	141,537	0.79	281,308	1.44
Fixed Deposit	379,152	2.12	272,618	1.40
Other Fixed Income*	78,866	0.44	151,902	0.78
Government Securities	13,311,365	74.50	14,859,899	76.20
Quoted Equities	2,383,053	13.34	2,496,043	12.80
Unquoted Equities	385,975	2.16	169,673	0.87
Immovable Property	1,173,754	6.57	1,249,509	6.41
Other	12,826	0.07	20,098	0.10
Total	17,866,528	100	19,501,051	100

**Other Fixed Income included; Commercial Paper, Corporate Bonds, Collective Investment Schemes, and Asset Backed Securities*

***Other investments were; Loans, Guaranteed Funds and receivables*

2. Contributions

In FY2021/22, total contributions increased by 8% to UGX 1.8 trillion from UGX 1.7 trillion in FY2020/21. Contributions from employers and employees accounted for 66.2% and 33.4% respectively, while Additional Voluntary Contributions accounted for 0.13% and, Group Transfers 0.36%.

The increment in contributions was attributed to new member registrations, increase in contribution rates, and payment of outstanding contributions by employers.

While contributions continued to grow, the 8% growth during the period under review is less than the 13.8% 5-year annual average contributions growth rate registered prior to the onset of Covid 19. The reduction in growth rate was attributed to negative effects of Covid 19 pandemic on employer compliance, renumeration and loss of jobs.

Table 4.1: Contributions

Contributions	FY2020/21 (UGX,Billion)	FY2021/22 (UGX, Billion)
Employers	1,088	1,201
Employees	552	605
Member Additions	2	2
Transfer	35	7
Total	**1,677**	**1,815**

3. Benefits

Total benefits paid to the members and beneficiaries stood at UGX 1.4 trillion in FY2021/22 (with UGX 441 billion, equivalent to 32% of the total benefits paid on account of mid-term benefits), recording an increase of 53% over UGX 894 billion paid out in FY2020/21.

The registered annual growth rate of benefits paid dropped to 3.6% (from UGX 894 billion to UGX 926 billion during the period under review) once payment on account of the newly introduced mid-term benefits to qualifying NSSF members is discounted.

In effect, slow growth of benefits paid was registered during the period under review compared to 22.6% 5-annual average growth rate prior to the onset of the Covid 19 pandemic. Slow growth was attributed to reduced annual growth in the benefits paid-out on account of exempted employment and emigration grant, owing to reduced labor mobility.

During the period under review, benefits paid to members were mainly on account of lump sum benefits, UGX 649 billion (47.5 %), and midterm benefits paid to NSSF members, UGX 441 billion (32%).

Table 4.2: Benefits Paid

Benefits	FY2020/21 (UGX,Billion)	FY2021/22 (UGX, Billion)
Lumpsum	655	649
Pensions	15	20
Death	18	25
Disability	50	44
Emigration Grant	64	75
Exempted Employee	70	107
Transfers Out	21	6
Midterm	-	441
Total	**894**	**1,367**

4. Sector Income

In June 2022, the total income declined by 6% to UGX 2 trillion compared to UGX 2.1 trillion in June 2021, despite attempts to recover from the impact of COVID-19. The economy is currently experiencing persistent shocks from rising commodity prices and supply disruptions. The significant increase in global oil prices has had a spillover effect on the domestic market, resulting in weakened growth momentum. This has adversely affected the equity markets. *Table 4.3 provides a breakdown of income from investments.*

Table 4.3: Breakdown of Investment Income

Comprehensive Income	FY2020/21 (UGX, Billion)	FY2021/22 (UGX, Billion)
	2,147	**2,014**
Interest	1,837	2,097
Rental	17	14
Dividends	87	112
Other	28	13
Associates	23	79
Fair Value (Losses)/Gain	154	-300

The primary factor behind the investment returns in FY2021/22 was the favorable performance of fixed income securities, specifically Government Securities. These securities generated UGX 2.1 trillion in sector gross investment income, which was substantially higher than the UGX 112 billion from Equities, UGX 13.5 billion from Real Estate, UGX 79 billion from Associates, and UGX 13 billion from other money market instruments.

Overall, the rate of return on total sector portfolio decreased to 11.4% in FY2021/22 from 14.3% in FY2020/21. Nevertheless, Schemes declared an average interest of 11% on member balances (FY2020/21: 9.8%), implying a real rate of return of 4.6%.

5. Operational Expenditure

The total operational expenditure amounted to UGX 226 billion in FY2021/22, registering a 22% increment when compared to UGX 185 billion in FY2020/21. The operating ratio decreased from 12.7% in FY2020/21 to 11.4% in FY2021/22. On the other hand, the industry expense ratio increased to 1.2% in FY2021/22 compared to 1% in FY2020/21. Tables 4.4 and 4.5 provide a breakdown of expenses and operational ratios respectively.

Table 4.4: Breakdown of expenses

Expenses (UGX, Billion)	FY2020/21 (UGX, Billion)		FY2021/22 (UGX, Billion)	
	185	Proportion (%)	226	Proportion (%)
Governance	4	2.55	7	3.37
Service Providers	16	8.64	17	7.45
Staff	99	53.26	130	57.43
Other	66	35.55	72	31.75

Other costs includes; Operational Costs (Statutory Fees, Trustee Indemnity Cover, Annual General Meetings, Non-Cash Expenses, Penalties, Provisions etc.), and Other incidental costs such as bonuses, processing fees etc.)

The increase in the operational costs was principally on account of staff, 57.43% and other costs, 31.75%. Staff costs relate to Schemes which undertake in-house administration, particularly, the NSSF and others such as Parliamentary Pension Scheme, Makerere University Staff Retirement Benefits Scheme, Bank of Uganda Staff Retirement Benefits Scheme, , Bank of Uganda Defined Contribution Scheme and Uganda Revenue Authority Staff Retirement Benefits Scheme. The Authority continued to enhance reporting measures for other costs

6. Operational Ratios

Table 4.5: Operational ratios

Operational Ratios (%)	FY2020/21	FY2021/22
Cost to Contributions	11.8	13.3
Cost to Income	12.7	11.4
Cost to Assets	1.0	1.2
Return on Investment	14.3	11.4

Appendix I: Performance Indicators for Retirement Benefits Schemes that reported as at 30th June, 2022

No	June Schemes	Contribution Rate		Cost-Income	Cost-Asset	Interest Declared	AUM 2021 (Million)	AUM 2022 (Million)	Change in Assets (YoY)
		Employer	Employee						
1.	National Social Security Fund	10	5	11.75	1.18	9.65	15,559,132	17,255,456	10.9
2.	Parliamentary Pension Scheme	30	15	14.98	1.66	8	312,938	350,996	12.16
3.	Makerere University RBS	10	5	8.48	0.84	11.05	259,333	302,681	16.72
4.	AIRTEL Uganda SPF Scheme	5	5	14.27	1.48	9.6	8,939	11,055	23.67
5.	Bank of Uganda DC Scheme	17.1	4	9.85	1.17	7.24	32,395	39,065	20.59
6.	Bank of Uganda Staff RBS	17.1	4	6.01	0.69	N/A	572,377	588,885	2.88
7.	Makerere University Business School SRBS	0	2	25.69	2.81	6.2	7,748	9,578	23.62
8.	National Social Security Fund SPF	10	5	4.03	0.42	10.25	64,023	77,113	20.45
9.	Nile Breweries Staff Provident Fund	7.78	-	8.99	0.94	9	22,987	26,088	13.49
10.	National Water & Sewerage Corporation SPF	5	5	9.62	0.82	11	9,886	17,821	80.27
11.	Uganda Breweries Limited RBS	10	5	5.52	0.59	9.65	29,838	33,969	13.84
12.	Uganda Coffee Development Authority Staff RBS	15	5	7.71	0.8	10	6,512	7,602	16.74
13.	Uganda Communications Commission SPF	10	5	11.79	1.24	6.72	24,247	28,243	16.48
14.	Uganda Electricity Generation Company Ltd SRBS	30	5	5.56	0.56	10.94	22,392	31,542	40.86
15.	Uganda Revenue Authority Staff RBS	10	6	5.81	0.67	7.25	190,216	220,746	16.05
16.	Uganda National Examinations Board Staff RBS	5	5	5.93	0.69	12	16,828	18,332	8.94
17.	Uganda National Roads Authority SRBS	5	5	6.44	0.65	10.85	30,908	39,777	28.69
18.	Uganda Retirement Benefits Regulatory Authority SRBS	5	5	9.09	0.77	8.12	1,747	2,220	27.07
19.	Sara Umbrella Retirement Benefits Scheme	8.3	5	10.04	1.02	11.3	3,086	4,377	41.83
20.	Mazima Voluntary Individual Retirement Benefit Scheme	0	2,000Min UGX	24.89	3.19	8	665	954	43.46

Note: *NSSF calculates interest-based on members' balance on the first day of the current financial year. Other schemes calculate interest based on members' balance on the last day of the current financial year*

Average interest declared for; Mandatory Schemes (NSSF, PPS & MURBS), Segregated and Umbrella Schemes was 10.4% and 9.1% and 11.3% respectively. Average Contribution rates for; Mandatory Schemes (NSSF, PPS & MURBS) were ER=16.6% & EE=8.3%, Segregated ER=10.1% & EE=4.7%, EE=4.7% and Umbrella Schemes ER=8.3% & EE=5%

Appendix II: Performance Indicators for Retirement Benefits Schemes that reported as at 31st December, 2021

No	December Schemes	Contribution Rate		Cost-Income	Cost-Asset	Interest Declared	AUM 2020 (Million)	AUM 2021 (Million)	Change in Assets (YoY)
		Employer	Employee						
1.	ABSA Bank Uganda Limited Staff Pension Fund	3.5	-	12.88	1.00	10	-	53,679	-
2.	AIG Uganda Staff Provident Fund	10	5	5.5	0.59	10.7	573	765	33.51
3.	Bank Of Africa Staff Provident Fund	7.5	5	7.67	0.79	10.88	13,613	15,446	13.47
4.	Centenary Bank Staff DC Scheme	8	3	3.89	0.49	14.75	116,165	135,594	16.73
5.	Century Bottling Company Ltd Provident Fund	%5 for EE< %5 else %6.5	15-5	8.96	0.90	11.2	17,903	23,292	30.10
6.	Crown Beverages Staff RBS	10	5	8.54	0.80	10.49	10,276	12,270	19.40
7.	DFCU Ltd Staff Provident Fund	7.5	7.5	7.16	0.94	10.33	22,250	24,318	9.29
8.	Equity Bank Staff Provident Fund Scheme	4	4	0.13	0.01	10.7	10,241	12,927	26.23
9.	Exim Bank Retirement Benefits Scheme	5	5	8.97	1.07	12.68	3,256	3,223	1.01-
10.	Heifer Projects International Uganda RBS	10	0	1.12	0.11	10.7	1,632	1,621	0.67-
11.	Housing Finance Bank RBS	10	5	8.17	0.84	10.47	16,524	16,360	0.99-
12.	I&M Bank Staff Defined Contribution Scheme	2	5	7.07	1.11	18.5	6,930	7,184	3.67
13.	KCB Bank Uganda Staff Provident Fund	5	5	8.98	0.91	12.61	5,805	6,349	9.37
14.	Kinyara Sugar Works Limited SPF	10	5	9.93	1.00	11.3	11,844	13,311	12.39
15.	Minet Limited Staff RBS	10	20/3	7.46	0.82	10.65	3,781	4,197	11.00
16.	MTN Uganda RBS	%6 for members with over 5 year's employment. Others %5	5%	5.9	0.60	11	40,955	49,094	19.87
17.	Opportunity Bank Staff RBS	10	5	6.48	0.77	12.13	6,522	7,571	16.08
18.	Post Bank Uganda Staff Provident Fund	5	5	7.77	0.72	12	9,076	10,385	14.42
19.	Pride Micro Finance RBS	5	2	22	1.85	9.07	9,664	11,442	18.40
20.	Stanbic Uganda Holdings Limited SPF	5	2.5	4.06	0.54	16.5	78,352	95,753	22.21

Appendix II: Performance Indicators for Retirement Benefits Schemes that reported as at 31st December, 2021

No	December Schemes	Contribution Rate		Cost-Income	Cost-Asset	Interest Declared	AUM 2020 (Million)	AUM 2021 (Million)	Change in Assets (YoY)
		Employer	Employee						
21.	Standard Chartered Bank Uganda Pension Trust Fund	8	4	5.93	0.71	12.86	43,637	45,514	4.30
22.	Statewide Insurance Company Limited RBS	5	5	0.69	0.08	10.7	1,311	1,430	9.08
23.	Toyota Uganda Limited SPF Scheme	5	-	2.21	0.25	10.7	2,361	2,748	16.39
24.	UAP Staff RBS	10	5	16.12	1.68	10.82	5,411	6,238	15.28
25.	Uganda Christian University Staff RBS	8.3	1	8.15	1.10	12.58	7,200	6,204	13.83-
26.	Uganda Clays Staff Contributory Provident Fund	10	5	10.91	1.14	12.4	7,117	7,324	2.91
27.	UMEME Limited SRBS	5	5	8.67	0.87	12.4	21,984	29,266	33.12
28.	United Bank of Africa Staff Provident Fund	5	5	10.29	1.12	12.4	2,789	2,841	1.86
29.	Vivo Energy Uganda RBS	12.5	5	1.56	0.17	13.54	12,922	16,389	26.83
30.	Watoto Ministries Provident Fund	1	1	25.78	2.89	10.3	12,289	13,575	10.46
31.	Britam Umbrella Scheme	Avg. 13	Avg.7.7	0	0.00	12.07	4,538	11,428	151.83
32.	Enwealth Uganda Umbrella Retirement Scheme	Avg. 4.2 & UGX. 70,000	Avg. 5.75, UGX 30,000	0	0.00	12	148	252	70.27
33.	ICEA (U) Limited Retirement Benefits Scheme	Avg. 8.6 & UGX. 1,340,000	Avg. 5.3 & UGX. 276,667	0.27	0.02	10.7	36,678	55,431	51.13
34.	Jubilee Life Umbrella Retirement Scheme	Avg. 8.8	Avg. 4.8	8.6	1.00	12.29	20,073	19,396	3.37-
35.	Octagon Uganda Umbrella RBS	Avg. 5.7 & UGX. 175,000	Avg. 6.5	13.6	1.40	11.07	9,794	13,081	33.56
36.	ICEA Lion Teleka Umbrella Fund	Avg. 7	Avg. 6.2 & UGX. 50,000	12.08	1.62	11.88	11,832	12,088	2.16
37.	The Liaison Umbrella Fund	Avg. 9	Avg. 6.5 & UGX. 50,000	10.51	1.13	11.34	14,530	15,489	6.60
38.	UAP Life Umbrella RBS	Avg. 6.9 & UGX. 250,250	Avg. 4.6 & UGX. 36,832	9.27	1.23	12	24,146	30,822	27.65
39.	Umoja Umbrella RBS	Avg. 2.75	Avg. 6	7.9	0.75	11.67	1,573	2,570	63.38
40.	Zamara Retirement Fund	Avg. 5.5	Avg. 7.27 & UGX. 10,000,000	15.03	1.14	10	40,363	50,066	24.04

Note: *Average interest declared for Segregated and Umbrella Schemes was 11.8% and 11.5% respectively.*

Average Contribution rates for; Segregated Schemes were ER=6.9% & EE=4.6%, and Umbrella Schemes ER=6.9%, UGX 443,063 & EE=6%, UGX 1,740,583

Glossary

Act of Parliament	Legislation that is passed by Parliament intended to create a new law or to amend an existing law.
Active member	An individual who is making contributions.
Administration	The operation and oversight of a retirement benefits scheme.
Administrator	A company or individual ultimately responsible for the operation and oversight of retirement benefits scheme.
Annuity	A form of financial contract mostly sold by life insurance companies that guarantees a fixed or variable payment income benefit for a specified period.
Asset Management	The act of investing scheme assets following an investment strategy.
Beneficiary	An individual who is entitled to a benefit.
Benefits	Payment made to a member or beneficiaries upon qualification.
Contribution	A payment made to a scheme by a member or employer.
Contribution Rate	The amount (typically expressed as a percentage of the contribution base) that is needed to be paid into a scheme.
Corporate Trustee	Entity authorized by law to act in a fiduciary capacity for members.
Custodian	The entity responsible for holding scheme assets and for ensuring their safe keeping.
Deferred Member	A member that no longer contributes to or accrues benefits from the scheme but has not yet begun to receive retirement benefits from that scheme.
Defined Contribution	A scheme in which the employer, employee or both make contributions.
Deferred Retirement Benefit	A benefits arrangement in which a portion of an employee's income is paid out at a date after which the income is actually earned.
Guaranteed Fund / Deposit	An arrangement in which the sponsor/employer deposits an asset (such as cash) in an insurance company account. Upon the retirement of the plan's beneficiary, the insurance company withdraws the funds from the account as a lump sum payment to the beneficiary. Under this arrangement the insurance company guarantees a certain percentage of interest to members on an annual basis.
Fiduciary	Any person responsible for the control, administration or management of a scheme. (Trustees and all other service providers are fiduciaries).
Formal Sector	Sector which encompasses all jobs with formal contracts, specified normal working hours and regular wages/salaries, and are recognized as income sources on which income taxes must be paid.
Funding	The act of accumulating assets in order to finance a retirement benefits plan.
Gross Rate of Return	The rate of return of an asset or portfolio over a specified period, prior to discounting any fees or expenses.
Indexation	Adjustment taking into account changes in the cost of living (for example prices and/or earnings).
Informal Sector	Informal sector consists of a large number of small units established, owned and operated by self-employed persons, either alone or in partnership with others, for the primary purpose of generating their own employment and income through the production or distribution of goods or the provision of services.
Lump sum	This is a mode of payment where a person is paid all his savings at once.
Mandatory Scheme	Means a scheme established under Act of Parliament which requires all eligible employers and employees to register and make contributions.
Market Value	The price an asset would fetch in the market place.

Member	An individual who is either active or passive (retired, and hence receiving benefits), or deferred (holding deferred benefits) participant in a retirement benefits scheme.
Micro-pension Scheme	A voluntary, defined contribution, individual account plan for the informal sector (or low-income earners).
Net Contributions	Total contributions less benefits.
Net Rate of Return	The rate of return of an asset or portfolio over a specified period, after discounting any fees or expenses.
Pension	Regular payment made to a member (beneficiary) after retirement and until death.
Provident Fund	A fund into which the employer, employee or both make contributions, so that when the employee retires, he or she receives his or her benefits as a Lump sum payment.
Rate of Return	The income earned by holding an asset over a specified period.
Scheme	An arrangement designed to replace employment income upon retirement. These arrangements may be set up by employers, insurance companies, trade unions, the government, or other institutions.
Social Pension	Cash-transfer based programs providing non-contributory old age provision for underprivileged citizens.
Trust Deed	A legal document executed between the sponsor and the trustees for purposes of setting up a scheme.
Trustee	A person or company acting for the benefit of members, with fiduciary and legal responsibilities, and is responsible for managing assets of beneficiaries.
Umbrella Retirement Benefits Scheme	A scheme which collects contributions of employees of a single employer or a group of employers, individuals, members of an association or a professional body

LIST OF ACRONYMS

AUM	Assets Under Management
BOU	Bank of Uganda
CMA	Capital Markets Authority
EAPSA	East African Pension Supervisors' Association
FSRF	Financial Sector Regulators' Forum
FY	Financial Year
GDP	Gross Domestic Product
IOPS	International Organization of Pension Supervisors
IRA	Insurance Regulatory Authority
KACITA	Kampala City Traders Association
MOFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender Labor and Social Development
NSSF	National Social Security Fund
NLFS	National Labor Force Survey
NLTSS	National Long-Term Saving Scheme
NSPS	National Social Protection Strategy
OECD	Organisation for Economic Co-operation and Development
PPS	Parliamentary Pension Scheme
PSPS	Public Service Pension Scheme
RBS	Retirement Benefits Scheme
SAGE	Social Assistance Grant for Empowerment
SPF	Staff Provident Fund
SVS	Supplementary Voluntary Schemes
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
URBRA	Uganda Retirement Benefits Regulatory Authority
USD	United States Dollar

URBRA

2022

ANNUAL REPORT

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Protecting your Retirement Benefits