

Vote:318

Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Highlights of Vote Performance

V1: Summary of Issues in Budget Execution

Table V1.1: Overview of Vote Expenditures (UShs Billion)

	Approved Budget	Released by End Q 4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	5.703	5.703	5.423	100.0%	95.1%	95.1%
Non Wage	8.297	7.017	6.830	84.6%	82.3%	97.3%
Devt. GoU	0.000	0.000	0.000	0.0%	0.0%	0.0%
Ext. Fin.	0.000	0.000	0.000	0.0%	0.0%	0.0%
GoU Total	14.000	12.720	12.254	90.9%	87.5%	96.3%
Total GoU+Ext Fin (MTEF)	14.000	12.720	12.254	90.9%	87.5%	96.3%
Arrears	0.000	0.000	0.000	0.0%	0.0%	0.0%
Total Budget	14.000	12.720	12.254	90.9%	87.5%	96.3%
<i>A.I.A Total</i>	0.000	0.000	0.000	0.0%	0.0%	0.0%
Grand Total	14.000	12.720	12.254	90.9%	87.5%	96.3%
Total Vote Budget Excluding Arrears	14.000	12.720	12.254	90.9%	87.5%	96.3%

Table V1.2: Releases and Expenditure by Programme and Sub-SubProgramme*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% Budget Released	% Budget Spent	%Releases Spent
Programme: Private Sector Development	14.00	12.72	12.25	90.9%	87.5%	96.3%
Sub-SubProgramme: 27 Regulation and Supervision	4.57	3.76	3.51	82.1%	76.8%	93.6%
Sub-SubProgramme: 28 Research and Strategy	1.93	1.56	1.49	80.9%	77.1%	95.4%
Sub-SubProgramme: 49 Policy, Planning and Support Services	7.50	7.41	7.25	98.8%	96.7%	97.9%
Total for Vote	14.00	12.72	12.25	90.9%	87.5%	96.3%

Matters to note in budget execution

Table V1.3: High Unspent Balances and Over-Expenditure in the Domestic Budget (Ushs Bn)

<i>(i) Major unspent balances</i>
Departments , Projects
Sub-SubProgramme 27 Regulation and Supervision

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0.007 Bn Shs	Department/Project :05 Legal Services
Items	Reason: The unspent funds relate to social security contributions to the URBRA Staff Retirement Benefits Scheme, which remained unpaid due to the probationary period served by the Senior Legal Officer.
	212201 Social Security Contributions
N/A	Reason: The unspent funds relate to social security contributions to the URBRA Staff Retirement Benefits Scheme, which remained unpaid due to the probationary period served by the Senior Legal Officer.

V2: Performance Highlights

Table V2.1: Sub-SubProgramme Outcome and Outcome Indicators*

Sub-SubProgramme : 27 Regulation and Supervision			
Responsible Officer: Rita Nansasi Wasswa			
Sub-SubProgramme Outcome: Enhanced Legal Framework and Supervisory Intensity			
Sub-SubProgramme Outcome Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Rate of reduction in sector risk rating (%)	Percentage	0.02%	0.09%
Annual percentage growth rate in sector assets (%)	Percentage	15%	16.7%
Sub-SubProgramme : 28 Research and Strategy			
Responsible Officer: Benjamin K Mukiibi			
Sub-SubProgramme Outcome: Performance monitored and Sector Development enhanced			
Sub-SubProgramme Outcome Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Sector coverage ratio (%)	Percentage	18%	18%
Reduced average annual Sector operational cost ratio (%)	Percentage	0.05%	0.1%
Sub-SubProgramme : 49 Policy, Planning and Support Services			
Responsible Officer: Susan N. Muhumuza			
Sub-SubProgramme Outcome: Effective and Efficient Service Delivery			

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Sub-SubProgramme Outcome Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Employee satisfaction (%)	Percentage	85%	79.8%
Level of Customer satisfaction (%)	Percentage	85%	72.8%

Table V2.2: Budget Output Indicators*

Sub-SubProgramme : 27 Regulation and Supervision			
Department : 06 Board Affairs			
Budget OutPut : 04 Support Board Services			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Board evaluation report	Text	1	1
Department : 08 Risk and Investment Analysis			
Budget OutPut : 07 Strengthening Sector Risk Management			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Risk Based Supervisory templates	Text	1	1
Risk Based Supervision guidelines, and practice note on internal administration	Text	1	1
No of stakeholders trained	Number	160	0
Department : 09 Market Conduct			
Budget OutPut : 08 Strengthening Sector Compliance			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
No. of stakeholders sensitized	Number	250	1299
No of licensee applications assessed (new and renewals) of trustees and service providers	Number	221	237
No of Trustees, members', and service providers engagements on sector operational aspects	Number	250	449
Department : 10 Prudential Supervision			
Budget OutPut : 09 Strengthening Monitoring and Supervision			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Self-assessment report (against IOPS and EAPSA principles)	Text	1	1
No. of stakeholders consulted	Number	150	0
Quarterly supervision reports	Number	4	4
No. of directives issued, and supervisory notices published	Number	20	38

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Sub-SubProgramme : 28 Research and Strategy			
Department : 03 Planning			
Budget OutPut : 03 Coordination of Planning and Reporting			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Annual workplan implementation report, and score	Text	1 report, and 85% score	1 report, and 75% score
Sub-SubProgramme : 49 Policy, Planning and Support Services			
Department : 02 Finance and Administration			
Budget OutPut : 19 Human Resources Management			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Annual performance assessment report	Text	1	1
Budget OutPut : 21 Management of corporate Communication and Public Relations			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
No. of TV and radio shows and adverts	Number	270	908
Department : 04 Internal Audit			
Budget OutPut : 25 Assurance and Advisory Services			
Budget Output Indicators	Indicator Measure	Planned 2021/22	Actuals By END Q4
Updated Corporate Risk Register	Text	1	1
Proportion of internal audit recommendations implemented by Management	Percentage	80%	75%

Performance highlights for the Quarter

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- i) Sensitized 104 stakeholders (59 female and 45 male) on the implementation of the newly introduced URBRA (Assignment of Retirement Benefits for Mortgages and Loans) Regulations.
- ii) Handled 55 complaints (22 new and 33 carried from Q3 FY2021/22), resolved 11, and 44 complaints were still undergoing resolution efforts as at the end of Q4.
- iii) Hosted the East Africa Pension Supervisor's Association (EAPSA) meeting to among others develop: a status report on the implementation of the EAPSA Strategic Plan, EAPSA Work Plan for July 2022 to June 2024, a status report on the implementation of approved EAPSA Policies, principles and guidelines, and review the draft EAC retirement benefits bill.
- iv) Conducted the Annual meetings with the service providers (Administrators, Custodians and Fund Managers) to discuss issues including the Trustee Certification Programme implementation progress, URA Portal Payments, Contribution Returns and Member Records, Risk Based Supervision Updates, and Compliance Reporting.
- v) In accordance with Regulation 5 (3)(f) of the URBRA (Management and Operation of Retirement Benefits Schemes) Regulations, 2020, a Trustee training was organised and 133 participants (including participating employers under licensed umbrella schemes) trained on performance evaluation of the schemes, key officers, trustees and service providers.
- vi) Finalized the pilot tests of Interrogatories, and developed manuals and guidelines for the implementation of risk-based supervision.
- vii) Conducted offsite surveillance/ review of audited accounts (for 40 end December 2021 Schemes) to validate online financial information for accuracy and completeness, identify supervisory concerns, assess financial soundness and performance, and monitor the risk situation of supervised entities.
- viii) Issued supervisory directives to 21 end December 2021 Retirement Benefits Schemes, and a Public Notice on the voluntary exit of Jomo Investments and Trustee services following offsite surveillance results, and ceasing to offer Corporate trustee services effective 02nd June, 2022.
- ix) 1 Trustee certification virtual training of 11 Trustees was conducted, in partnership with Insurance Training College (ITC).
- x) Implemented public awareness and education campaigns through among others 4 scheme establishment sensitizations, 4 high-level engagements with selected policy makers, 3 TV and 3 radio talk shows, publications, and social media engagements.
- xi) Finalized and submitted the URBRA's Approved Budget Estimates and pertinent reports for the FY 2022/23.

V3: Details of Releases and Expenditure

Table V3.1: Releases and Expenditure by Budget Output*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Sub-SubProgramme 27 Regulation and Supervision	4.57	3.76	3.51	82.1%	76.8%	93.6%
<i>Class: Outputs Provided</i>	4.57	3.76	3.51	82.1%	76.8%	93.6%
142704 Support Board Services	0.51	0.39	0.39	76.0%	75.9%	99.8%
142705 Coordination of Legal and Policy Advisory Services	0.71	0.62	0.61	87.6%	86.1%	98.4%
142707 Strengthening Sector Risk Management	2.75	2.75	2.52	100.0%	91.6%	91.6%
142708 Strengthening Sector Compliance	0.17	0.00	0.00	0.0%	0.0%	0.0%
142709 Strengthening Monitoring and Supervision	0.44	0.00	0.00	0.0%	0.0%	0.0%
Sub-SubProgramme 28 Research and Strategy	1.93	1.56	1.49	80.9%	77.1%	95.4%
<i>Class: Outputs Provided</i>	1.93	1.56	1.49	80.9%	77.1%	95.4%
142802 Strengthening Total Quality Management	1.78	1.56	1.49	87.7%	83.6%	95.4%
142803 Coordination of Planning and Reporting	0.15	0.00	0.00	0.0%	0.0%	0.0%

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<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Sub-SubProgramme 49 Policy, Planning and Support Services	7.50	7.41	7.25	98.8%	96.7%	97.9%
<i>Class: Outputs Provided</i>	<i>7.50</i>	<i>7.41</i>	<i>7.25</i>	<i>98.8%</i>	<i>96.7%</i>	<i>97.9%</i>
144906 Coordination of Procurement and Disposal Management	0.31	0.31	0.30	100.0%	98.1%	98.1%
144907 Accounting and Financial Management	0.50	0.44	0.44	88.6%	87.4%	98.7%
144913 Management of ICT Services	0.64	0.64	0.62	100.0%	98.0%	98.0%
144919 Human Resources Management	4.26	4.26	4.19	100.0%	98.3%	98.3%
144921 Management of corporate Communication and Public Relations	1.09	1.06	1.03	96.8%	94.0%	97.1%
144925 Assurance and Advisory Services	0.17	0.17	0.17	100.0%	99.2%	99.2%
144926 Strategy Implementation and Monitoring	0.52	0.52	0.50	100.0%	95.4%	95.4%
Total for Vote	14.00	12.72	12.25	90.9%	87.5%	96.3%

Table V3.2: 2021/22 GoU Expenditure by Item

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
<i>Class: Outputs Provided</i>	<i>14.00</i>	<i>12.72</i>	<i>12.25</i>	90.9%	87.5%	96.3%
211102 Contract Staff Salaries	5.70	5.70	5.42	100.0%	95.1%	95.1%
211103 Allowances (Inc. Casuals, Temporary)	0.40	0.40	0.40	100.0%	99.8%	99.8%
212101 Social Security Contributions	0.57	0.57	0.53	100.0%	92.3%	92.3%
212201 Social Security Contributions	0.28	0.28	0.28	100.0%	97.6%	97.6%
213001 Medical expenses (To employees)	0.19	0.19	0.19	100.0%	100.0%	100.0%
213002 Incapacity, death benefits and funeral expenses	0.03	0.03	0.03	100.0%	100.0%	100.0%
221001 Advertising and Public Relations	0.27	0.24	0.22	88.1%	82.7%	93.9%
221002 Workshops and Seminars	0.86	0.00	0.00	0.0%	0.0%	0.0%
221003 Staff Training	0.50	0.50	0.50	100.0%	100.0%	100.0%
221004 Recruitment Expenses	0.08	0.08	0.08	100.0%	100.0%	100.0%
221006 Commissions and related charges	0.44	0.44	0.44	100.0%	99.8%	99.8%
221007 Books, Periodicals & Newspapers	0.02	0.02	0.02	100.0%	96.8%	96.8%
221008 Computer supplies and Information Technology (IT)	0.19	0.19	0.18	100.0%	94.3%	94.3%
221009 Welfare and Entertainment	0.43	0.43	0.37	100.0%	87.9%	87.9%
221011 Printing, Stationery, Photocopying and Binding	0.28	0.28	0.27	100.0%	97.1%	97.1%
221012 Small Office Equipment	0.00	0.00	0.00	100.0%	99.2%	99.2%
221014 Bank Charges and other Bank related costs	0.01	0.00	0.00	0.0%	0.0%	0.0%
221017 Subscriptions	0.04	0.04	0.04	100.0%	100.0%	100.0%
222001 Telecommunications	0.12	0.12	0.12	100.0%	99.3%	99.3%
222002 Postage and Courier	0.00	0.00	0.00	100.0%	99.3%	99.3%
223003 Rent – (Produced Assets) to private entities	1.13	1.13	1.13	100.0%	100.0%	100.0%

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

223004 Guard and Security services	0.04	0.04	0.04	100.0%	100.0%	100.0%
223005 Electricity	0.04	0.04	0.04	100.0%	99.9%	99.9%
224004 Cleaning and Sanitation	0.05	0.05	0.05	100.0%	93.2%	93.2%
225001 Consultancy Services- Short term	1.76	1.54	1.51	87.6%	85.9%	98.1%
226001 Insurances	0.08	0.08	0.08	100.0%	100.0%	100.0%
227001 Travel inland	0.04	0.00	0.00	0.0%	0.0%	0.0%
227002 Travel abroad	0.12	0.00	0.00	0.0%	0.0%	0.0%
227004 Fuel, Lubricants and Oils	0.02	0.02	0.02	100.0%	100.0%	100.0%
228001 Maintenance - Civil	0.05	0.05	0.05	100.0%	95.0%	95.0%
228002 Maintenance - Vehicles	0.11	0.11	0.11	100.0%	97.5%	97.5%
228003 Maintenance – Machinery, Equipment & Furniture	0.04	0.04	0.04	100.0%	99.6%	99.6%
282101 Donations	0.10	0.10	0.09	100.0%	89.9%	89.9%
Total for Vote	14.00	12.72	12.25	90.9%	87.5%	96.3%

Table V3.3: Releases and Expenditure by Department and Project*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Sub-SubProgramme 1427 Regulation and Supervision	4.57	3.76	3.51	82.1%	76.8%	93.6%
<i>Departments</i>						
05 Legal Services	0.71	0.62	0.61	87.6%	86.1%	98.4%
06 Board Affairs	0.51	0.39	0.39	76.0%	75.9%	99.8%
08 Risk and Investment Analysis	2.75	2.75	2.52	100.0%	91.6%	91.6%
09 Market Conduct	0.17	0.00	0.00	0.0%	0.0%	0.0%
10 Prudential Supervision	0.44	0.00	0.00	0.0%	0.0%	0.0%
Sub-SubProgramme 1428 Research and Strategy	1.93	1.56	1.49	80.9%	77.1%	95.4%
<i>Departments</i>						
03 Planning	0.15	0.00	0.00	0.0%	0.0%	0.0%
07 Research and Quality Assurance	1.78	1.56	1.49	87.7%	83.6%	95.4%
Sub-SubProgramme 1449 Policy, Planning and Support Services	7.50	7.41	7.25	98.8%	96.7%	97.9%
<i>Departments</i>						
01 Executive Office	0.52	0.52	0.50	100.0%	95.4%	95.4%
02 Finance and Administration	6.80	6.71	6.58	98.6%	96.8%	98.1%
04 Internal Audit	0.17	0.17	0.17	100.0%	99.2%	99.2%
Total for Vote	14.00	12.72	12.25	90.9%	87.5%	96.3%

Table V3.4: External Financing Releases and Expenditure by Sub-SubProgramme and Project

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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Sub-SubProgramme: 27 Regulation and Supervision

Departments

Department: 05 Legal Services

Outputs Provided

Budget Output: 05 Coordination of Legal and Policy Advisory Services

	Item	Spent
Stakeholders sensitized on sector legal requirements; taskforce & URBRA staff on Public Service Pension Fund Bill; Stakeholders sensitized on Scheme (Establishment) regulations; Quarterly statutory compliance, & complaints management reports developed	6 briefs/legal opinions (on request of penalty waiver by Makerere University Retirement benefit Scheme Trustees, data protection and privacy act 2019 and regulations, withholding of former employee's benefits by participating employer) were issued.	211102 Contract Staff Salaries 455,277
		211103 Allowances (Inc. Casuals, Temporary) 33,600
		212101 Social Security Contributions 44,982
		212201 Social Security Contributions 15,988
		221006 Commissions and related charges 49,888
		221007 Books, Periodicals & Newspapers 9,419
Handled 107 complaints, resolved 63 and 44 complaints were still undergoing resolution efforts as at end FY.		
24 URBRA staff trained by the Financial Intelligence Authority (FIA) on Anti-Money Laundering and Combatting Financing of Terrorism.		
A ruling in respect to Miscellaneous Application no. 220 of 2020 was obtained, in which Justice Musa Sekaana decided that pension claims and benefits under UCEPS made by the former employees of UTL should be considered in the same category as contributions under the NSSF Act. This land mark decision levels the platform of both mandatory schemes such as NSSF and other licensed retirement benefits schemes.		
Quarterly (Q1-Q4 FY2021/22) review and update of Contracts Management register, URBRA statutory analysis were undertaken and report presented to Management.		
Conducted a consultative meeting with Fund Managers (attracting 17 participants), and with broader sector stakeholders (attracting 110 participants) on proposed amendments to the URBRA (Investment of Scheme Funds) Regulations, and ENS Africa, Front Clear and Consolo on securities lending in the retirement sector.		
Conducted a consultative workshop attracting 100 participants/stakeholders to		

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

discuss proposed amendments to existing regulations on Licensing service providers, Investment of Scheme Funds, Financial Disclosure and Reporting Requirements, and Management and Operation of Schemes.

Sensitized 104 key stakeholders (59 female and 45 male including licensees and Housing Finance, DFCU and Standard Chartered Bank Credit committee members) on the implementation of the URBRA (Assignment of Retirement Benefits for Mortgages and Loans) Regulations.

Reasons for Variation in performance

The Scheme (Establishment) Regulations are yet to be finalized.

Planned stakeholder engagements (of Annual Uganda Law Society, Pension Service Pension Bill, Scheme regulations, EAC Retirement Benefits Bill, Anti-Money Laundering) were deferred due to the COVID19, freeze on workshops, and subsequent non-release of related funds.

There is one pending court case of URBRA versus NOTU Civil Appeal No. 305 of 2018 for which Court has not yet set a date for the hearing.

Total	609,154
Wage Recurrent	455,277
Non Wage Recurrent	153,877
Arrears	0
AIA	0
Total For Department	609,154
Wage Recurrent	455,277
Non Wage Recurrent	153,877
Arrears	0
AIA	0

Departments

Department: 06 Board Affairs

Outputs Provided

Budget Output: 04 Support Board Services

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
FY2020/21 URBRA Performance report developed; Annual Board Evaluation conducted; Quality Board Papers prepared and Board Meetings held; Board members trained in Board Capacity Development Programs	<p>FY2021/22 Board Calendar prepared and implemented.</p> <p>Prepared FY2020/21 Financial Statements and URBRA performance report and presented to the OAG.</p> <p>Board evaluation & report for FY20/21 was finalized & adopted by Board.</p> <p>Coordinated and enabled timely preparation and circulation of quality Board papers by Management.</p> <p>In FY21/22 4 quarterly committee (i.e. Technical, Finance, Audit & Risk, and Human Resource Committees) and 3 full board committee meetings held. In addition, 1 Special Human Resource Committee, and 1 Special Technical Committee meetings were held in Q3.</p> <p>The Board Papers, and minutes of respective Board meetings were duly prepared, circulated and filed.</p> <p>FY2021/22 Board Development plan produced, to guide implementation of the Board Capacity Development programme.</p> <p>Two (2) joint Board of Directors trainings on Governance and Change Management in the Post COVID19 Era, and on Corporate Governance Trends and best practices for the Board, Leadership, Compliance monitoring and innovation were conducted.</p>	<p>Item</p> <p>221006 Commissions and related charges</p>	<p>Spent</p> <p>385,214</p>

Reasons for Variation in performance

Total	385,214
Wage Recurrent	0
Non Wage Recurrent	385,214
Arrears	0
AIA	0
Total For Department	385,214
Wage Recurrent	0
Non Wage Recurrent	385,214
Arrears	0

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
			AIA 0

Departments

Department: 08 Risk and Investment Analysis

Outputs Provided

Budget Output: 07 Strengthening Sector Risk Management

		Item	Spent
Supervisory templates developed; Operational RBS system; Staff and stakeholders trained on the RBS approach Risk Based Supervision guidelines, and practice note on internal administration developed	5 staff trained on the Risk Based Supervision during the virtual Core Curriculum Course on Financial Supervision by Toronto Centre.	211102 Contract Staff Salaries	1,459,573
		211103 Allowances (Inc. Casuals, Temporary)	112,800
		212101 Social Security Contributions	144,986
	Interrogatories for the RiskBased Supervision System were developed, and piloted amongst 20 retirement benefits schemes.	212201 Social Security Contributions	82,471
		225001 Consultancy Services- Short term	719,579
	Recalibration of the Risk rating tool based on results from offsite assessment was undertaken.		
	Quantitative reporting template for various statutory returns, and Early Warning System (EWS) was reviewed based on the pilot results.		
	Manuals & guidelines for the implementation of risk-based supervision were developed.		
	RiskBased Supervisory reporting templates were developed.		
	The procurement process for the Electronic Risk Based Supervision System was concluded, and consultant contracted, and system development is underway.		
	Draft risk-based Supervisory manuals, guidelines and reporting templates were developed.		
	Concept on internal administration was developed and considered during the regulatory review, and proposals were included in the amendments to the URBRA (Licensing of Retirement Benefits Scheme) Regulations.		

Reasons for Variation in performance

The draft risk-based Supervisory manuals, guidelines and reporting templates are pending operationalization of the risk-based supervision system, and subsequent identification of any pertinent final amendments.

Implementation roadmap for upgrading the current supervisory approach and onboarding an IT risk-based supervision system was revised following delays in procurement of consultant to develop the system. Pending activities were hence deferred to FY2022/23.

Total 2,519,410

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Wage Recurrent	1,459,573
		Non Wage Recurrent	1,059,837
		Arrears	0
		AIA	0
		Total For Department	2,519,410
		Wage Recurrent	1,459,573
		Non Wage Recurrent	1,059,837
		Arrears	0
		AIA	0

Sub-SubProgramme: 28 Research and Strategy

Departments

Department: 07 Research and Quality Assurance

Outputs Provided

Budget Output: 02 Strengthening Total Quality Management

		Item	Spent
National Micro-Pension Scheme Design report developed	Stakeholder consultations with eco-system partners (BoU, MoFPED, MoGLSD, FSD-U, Private Sector Development Program Secretariat and Postbank) were conducted on their anticipated role in the implementation of the Blueprint for a national micro-pension scheme.	211102 Contract Staff Salaries	528,216
2020 Annual sector performance report developed and disseminated to stakeholders		211103 Allowances (Inc. Casuals, Temporary)	38,400
Study on scheme costs conducted and report produced and disseminated		212101 Social Security Contributions	51,647
Sector Statistical Abstract and sector development reports developed; updated		212201 Social Security Contributions	29,020
Resource center catalogue; and data request reports developed		221011 Printing, Stationery, Photocopying and Binding	54,700
	Assessed Sector	221017 Subscriptions	10,000
	Developments/Interventions relating to Extension of Social Security Coverage to the Informal Sector Workers, and presented the assessment report to the Board.	225001 Consultancy Services- Short term	773,379
	Held a retreat with the Parliamentary Committee on Finance, Planning and Economic Development to among others discuss the Implementation Blueprint for a National Micro-Pension Scheme. Market analysis for the 2020 period was conducted.		
	Sector Performance report, 2020 was produced and disseminated to stakeholders through 2 press conferences, print media and Authority website.		
	Held a webinar discussion on the Retirement Benefits Sector Performance for the 2020 reporting period, under the theme "How to Keep Scheme Operational Costs Low" attracting 158 participants.		

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Resource center operational and updated.

Data requests and performance reports were submitted to MoFPED, BoU, IOPS and Private Sector Development Secretariat.

Provided input to the IOPS Risk Based Supervision Project report and literature review, statistics and in-depth pertinent clarifications to the Federation of Uganda Employers (FUE) consultant on the study exploring possibilities of improving social security compliance in Uganda, and Key Informant Interview technical input to Economic Policy Research Centre (EPRC) on the National Employment Strategy.

The Annual Perspective Magazine, Quarterly Investment Snapshots and Monthly Investment Market Watch reports prepared and disseminated.

Developed Financial Literacy content proposals relating to Retirement Planning Education, for consideration and integration in the NSSF's Financial Literacy Program.

Conducted an analysis on design and performance of the Parliamentary Pension Scheme, and shared the resulting recommendations with the Scheme.

Annual Pension Digest 2021 was prepared, and disseminated to stakeholders at URBRA@10.

Authority has full access to the IOPS web-site (Members' areas), and project papers on international trends and best practices in the Sector.

Reasons for Variation in performance

Comparative analysis of scheme costs and financial performance (2017-2020) was not done due to inadequate data/information from some Retirement Benefits Schemes.

Procurement process for consultancy services to Develop the legislative, Governance and Operating Framework for Uganda's National Digital Micro-Pension Scheme, was halted by the Board.

Total	1,485,362
Wage Recurrent	528,216
Non Wage Recurrent	957,146
Arrears	0
AIA	0
Total For Department	1,485,362

Vote:318

Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Wage Recurrent	528,216
		Non Wage Recurrent	957,146
		Arrears	0
		AIA	0

Sub-SubProgramme: 49 Policy, Planning and Support Services

Departments

Department: 01 Executive Office

Outputs Provided

Budget Output: 26 Strategy Implementation and Monitoring

		Item	Spent
Quarterly reports on Strategy and workplan implementation prepared and submitted to MoFPED;	FY2020/21 Workplan Implementation report was finalised and submitted to Management and Board. 75% (FY2019/20: 83.2%) of workplan was implemented.	211102 Contract Staff Salaries	416,854
Annual strategy and workplan implementation report prepared and presented to the Board	Q4 FY2020/21, and M&E reports for Quarters 1-3 FY2021/22 were prepared and submitted to Management and MoFPED.	211103 Allowances (Inc. Casuals, Temporary)	16,800
		212101 Social Security Contributions	44,100
		212201 Social Security Contributions	22,050
	FY2021/22 URBRA contribution to the Government Annual Performance Review prepared and submitted to the Private Sector Development Program Secretariat.		
	FY2021/22 semi-annual and Annual Programme performance report on the Implementation of the Program Implementation Action Plan (PIAP) Interventions was prepared and submitted to the Private Sector Development Program Secretariat.		
	URBRA Budget was re-alignment to the NDPIII, and pertinent Program Intervention Action Plans (PIAPs).		
	FY2022/23 Workplan and Budget prepared, and used in formulation of the Budget Framework Paper (BFP) and Ministerial Policy Statement, subsequently submitted through the Programme Budgeting System (PBS).		
	FY2022/23 Background to the Budget (BTTB) was prepared and submitted to BoU and MoFPED.		
	URBRA's Input to the FY2022/23 Budget Speech was prepared and submitted to MoFPED.		

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Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

URBRA Approved Estimates and pertinent reports for FY2022/23, including the Performance Contract finalized and submitted to MoFPED through the PBS.

Held meetings with 7 high-level stakeholders with a view to enhance understanding of the developments and priorities of the Retirement Benefits Sector amongst policy makers.

Held an engagement with Economic Policy Research Centre (EPRC) on the National Employment Strategy, and provided Key Informant Interview technical input relating to the Retirement Benefits Sector.

Engaged the Parliamentary Committee on Finance, Planning and Economic Development, and 44 key stakeholders (in collaboration with the Parliamentary Pension Scheme) on the Retirement Benefits Sector challenges and development priorities.

Reasons for Variation in performance

Total	499,804
Wage Recurrent	416,854
Non Wage Recurrent	82,950
Arrears	0
<i>AIA</i>	0
Total For Department	499,804
Wage Recurrent	416,854
Non Wage Recurrent	82,950
Arrears	0
<i>AIA</i>	0

Departments

Department: 02 Finance and Administration

Outputs Provided

Budget Output: 06 Coordination of Procurement and Disposal Management

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
Consolidated procurement plan developed and presented to the Board;	URBRA consolidated procurement plan for FY2021/22 prepared and submitted to MoFPED and PPDA.	Item	Spent
Annual & Quarterly Procurement & Disposal Reports developed, PPDA Audit report developed	Procurement performance report for the FY2020/21, and Quarterly reports for Q1, Q2 & Q3 FY2021/22 prepared and presented to Management and the Board.	211102 Contract Staff Salaries	232,177
		211103 Allowances (Inc. Casuals, Temporary)	27,160
		212101 Social Security Contributions	23,218
		212201 Social Security Contributions	11,609
		221001 Advertising and Public Relations	9,068
	Coordinated the FY2021/22 OAG and FY2019/20 PPDA Procurement Audits.		
	17 Framework contract arrangements were initiate and advertised in the Daily Monitor and New vision Print media.		
	34 service provider contracts finalized/issued		
	Compiled Monthly procurement reports for the months of June 2021 to March 2022, and submitted to Ministry of Finance and PPDA.		
	In FY2021/22, Coordinated 54 Evaluation and 10 Contracts Committee meetings, and reports.		
	Consolidated Procurement Plan for FY2022/23 was prepared.		

Reasons for Variation in performance

Total	303,232
Wage Recurrent	232,177
Non Wage Recurrent	71,055
Arrears	0
AIA	0

Budget Output: 07 Accounting and Financial Management

Vote:318 Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
Technical report on the Financial Management Manual & Procedures developed, and an Updated Financial Management Manual developed All 3 directorate of Finance & Accounts staff trained on the use of IFMIS External Audit Report FY2020/21 URBRA Performance Report, and Board of Survey Report FY2022/23 URBRA Approved Budget, and FY2021/22 Quarterly Budget Performance Reports 2 Funding proposals prepared 100% of URBRA levies collected	Revised URBRA Financial management manual and procedures developed. Training of various HODs on IFMIS was conducted as planned Coordinated the FY2020/21 External Audit Process, and final report released by OAG with an unqualified opinion. Prepared FY2020/21 Financial Statements and URBRA performance report and presented to the board of directors and the OAG as planned. 14 staff (Management, Finance and Planning Teams) trained on Institutional Planning and Budgeting, including Uganda's Budgeting Cycle, and on to improve institutional budget execution. FY2022/23 priorities identified, and aligned with available resource envelop. FY2022/23 Workplan and Budget prepared, and used in formulation of the Budget Framework Paper and Ministerial Policy Statement for FY2022/23. Monitoring of Budget performance for Q4 FY 2020/21, and and Q1-Q3 FY2021/22 analysis executed, and reports produced and presented to Management and Board. FY2021/22 Biannual URBRA Performance report prepared and submitted to OAG. Funding proposal was prepared and submitted to FSD-U, in relation to the National Micro-Pension Scheme. FY2022/23 NTR Projections and request for additional funding were prepared and submitted to MoFPED. Additional appropriation (funding) proposals were made to the Parliamentary Committee on Finance, Planning and Economic Development during the Presentation of the Authority's BFP and MPS for FY 2022/23. As of end Q4FY2021/22, total NTR for the FY was UGX 8,239,484,799, comprised of UGX 114,952,000 Fess and Licenses, UGX 8,115,672,799 Scheme Levy, and UGX 8,860,000 Other Incomes.	Item 211102 Contract Staff Salaries 211103 Allowances (Inc. Casuals, Temporary) 212101 Social Security Contributions 212201 Social Security Contributions 225001 Consultancy Services- Short term	Spent 343,667 29,648 29,751 17,218 14,988

Vote:318 Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
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Reasons for Variation in performance

Annual Board of Survey for FY2020/21 was not done as no Board of Survey team reported for the exercise. In reference to Circular 3 of 2022 dated 24th March, 2022, the collection of the annual compulsory levy from all licensed schemes has been stopped effective 23rd November, 2021, in accordance with the President's directive.

Total	435,272
Wage Recurrent	343,667
Non Wage Recurrent	91,605
Arrears	0
AIA	0

Budget Output: 13 Management of ICT Services

Maintain updated software including license renewals; and URBRA staff trained on cyber security	Request sent to Ministry of ICT to enrol URBRA on the Data Management System Project for Government.	Item	Spent
Maintain Authority website, internet connectivity and systems	URBRA Staff sensitization on cyber security.	211102 Contract Staff Salaries	231,365
Maintain Authority hardware; and ICT Audit conducted to inform enhancements	User needs assessment and inception meeting on enrolment of URBRA on Government Data/Document Management System finalized, in collaboration with MoICT and Ministry contracted consultant.	211103 Allowances (Inc. Casuals, Temporary)	16,800
	Updated software and pertinent licenses (Microsoft, HR Magic, etc) maintained. Internet, Website and email services maintained, and Airtime for Telephones procured and allocated to staff.	212101 Social Security Contributions	23,218
	HR Magic systems maintenance upgrades and bug fixes carried out. Preventive maintenance on all ICT equipment (servers, user computers, network devices, access control, phones) performed.	212201 Social Security Contributions	11,609
	10 Laptops reconditioned, configured and allocated to staff members.	221008 Computer supplies and Information Technology (IT)	180,429
	Email server version upgraded from Microsoft exchange 2013 to exchange 2019.	222001 Telecommunications	122,146
	Faulty access controller replaced.	228003 Maintenance – Machinery, Equipment & Furniture	37,948
	CCTV surveillance system upgraded to cover the Registry.		

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
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Reasons for Variation in performance

ICT Security Audit is pending finalization of the ongoing changes, migrations, Risk Based Supervision system acquisition, and updates/ upgrades in the ICT software. It will be performed in FY2022/23.

Delays in enrolment of URBRA on the Data Management System Project for Government, are attributable to delayed response from the MoICT.

Total	623,514
Wage Recurrent	231,365
Non Wage Recurrent	392,149
Arrears	0
AIA	0

Budget Output: 19 Human Resources Management

Revised Client Charter developed	Authority's Client Charter was reviewed, and approved by the Board.	Item	Spent
Customer Satisfaction survey undertaken and report developed		211102 Contract Staff Salaries	1,049,566
Reviewed Performance Management system;	Staff sensitized on the new client charter, and service standards.	211103 Allowances (Inc. Casuals, Temporary)	84,000
FY2020/21 Annual and FY2021/22		212101 Social Security Contributions	99,470
Quarterly staff performance assessments undertaken and reports developed;	FY 2020/21 performance assessments were conducted and report submitted to Management and Board.	212201 Social Security Contributions	52,634
FY2020/21 staff Performance Awards & Sanctions conducted and report developed		213001 Medical expenses (To employees)	190,000
Updated asset register developed;	Employee awards and recognition for the Calendar Year ended 2021 was held during the End of Year Staff Party.	213002 Incapacity, death benefits and funeral expenses	30,000
Authority assets and facilities well maintained, and operational		221003 Staff Training	501,531
Health and secure office premises with operational biometric system;	Q1 - Q3 FY2021/22 quarterly performance assessments finalized.	221004 Recruitment Expenses	82,000
Operational Health and Safety certificate obtained from MoGLSD	Video conferencing equipment (procured in Q4 FY2020/21) installed and configured, for use in the board room, and Staff were trained on use of the equipment.	221007 Books, Periodicals & Newspapers	11,071
Staff Health & wellness conducted and reports developed;		221009 Welfare and Entertainment	373,730
Staff Medical Insurance reports developed;		221011 Printing, Stationery, Photocopying and Binding	161,556
URBRA staff team building; and engagement events held and reports developed	URBRA Asset register updated, and Obsolete items identified and prepared for board of survey.	221012 Small Office Equipment	2,700
Approved flexi-time policy and flexi-time implementation plan developed		221017 Subscriptions	27,355
URBRA staff trained in pertinent technical areas, and training reports developed	Maintenance schedules implemented.	222002 Postage and Courier	2,591
Staff retained, and competent staff attracted and recruited, and reported in the Annual HR report developed	Health and secure office premises with serviced firefighting equipment and operational access control system, and Operational Health and Safety certificate in place.	223003 Rent – (Produced Assets) to private entities	1,132,644
	Bomb scare sensitization was held for all staff.	223004 Guard and Security services	41,028
	HR Magic systems maintenance upgrades and bug fixes carried out.	223005 Electricity	41,978
		224004 Cleaning and Sanitation	50,668
		226001 Insurances	79,300
		227004 Fuel, Lubricants and Oils	20,000
		228001 Maintenance - Civil	45,578
		228002 Maintenance - Vehicles	108,505
		228003 Maintenance – Machinery, Equipment & Furniture	4,640
	Internet, Website and email services-maintained.		

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Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Airtime for Telephones procured and allocated to staff.
Staff Medical insurance maintained, health and wellness sessions conducted three (3) times a week.

Staff sensitized on COVID-19.

FY2021/22 Annual Health Audit held for all staff.

End of Calendar Year 2021 Staff Party held.

2 staff team building events held.
Flextime policy approved by the Board, and being implemented, with 2 staff on flextime as of end Q4 FY2021/22.
Staff were trained in various technical areas including among others Core Curriculum Course on Financial Supervision, Crisis Preparedness and Management, Management Development Program, Corporate Governance, Risk Management, SQL database Administration, Female Future Programme, CEO apprenticeship and Professional Coaching. The Management Team was trained in the Institutional Planning and Budgeting, and 5 members of management trained in 4-wheel drive (4WD) defensive driving level 1.

FY2021/22 Training Needs Analysis finalised, and FY2022/23 training Plan prepared and approved by the Board. Staff retention plan was prepared and presented to the HR Committee of the Board.

Annual Succession Plan Implemented.

Recruited 8 staff for the positions of Director HR, Senior Planning Officer, Senior Admin Officer, Senior Procurement Officer, Senior Accountant, Administration Officer, Front Desk Assistant and Office Assistant.

Reasons for Variation in performance

Total	4,192,543
Wage Recurrent	1,049,566

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Non Wage Recurrent	3,142,977
		Arrears	0
		AIA	0

Budget Output: 21 Management of corporate Communication and Public Relations

		Item	Spent
3000 members of the public sensitized about the mandate and functions of the Authority, and the importance and ways of saving for retirement	Held meetings with 7 high-level stakeholders with a view to enhance understanding of the developments and priorities of the Retirement Benefits Sector amongst policy makers.	211102 Contract Staff Salaries	563,884
Branded Corporate materials to facilitate URBRA visibility		211103 Allowances (Inc. Casuals, Temporary)	31,200
1 CSR conducted, and URBRA participation in CSR programs		212101 Social Security Contributions	51,358
URBRA Social Media Activity and Visibility enhanced and a reach of reach 1.5million people & obtain 50,000 twitter followers attained	Aired 710 Radio Adverts (284 Voice of Teso, 222 Radio Rupiny, 204 Radio Simba) & 180 TV adverts on NTV (contract commenced in Q4 FY2020/21), on importance of saving for retirement.	212201 Social Security Contributions	25,547
6 Retirement seminars conducted, and 600 participants sensitized on the mandate of the Authority and the need and ways of saving for retirement	Sensitized over 2,000 members of the public on among others mandate and functions of the Authority, and on importance and ways to save for retirement, challenges of old age poverty, Sectorial Implications of the NSSF (Amendment) Act 2021, and the URBRA (Assignment of Retirement Benefits for Mortgages and Loans) Regulations	221001 Advertising and Public Relations	213,327
Press conferences conducted; and media persons trained to enhance reporting on the retirement benefits sector; Published supplements, Opinions, features, Q&A, Media briefs on sector developments		221011 Printing, Stationery, Photocopying and Binding	53,000
		282101 Donations	88,656
	Held 10 TV (3 NTV, 1 NBS, 4 Smart, 1 UBC and 1 Top) and 4 radio (3 Bukedde & 1 Radio Simba), focusing on highlighting the key achievements of the sector in 2020 & the importance of regulating the retirement benefits sector, the presidential directive to scrap payment of levy, the NSSF Bill (Amendment) Bill 2021, health camp & retirement savings mobilization, Budget priorities for FY22/23, URBRA's 10-year milestones and Sector Investments.		
	Facilitated a news story on NBS and NTV, with a focus on NSSF mid-term access, URBRA's position on the issue and the role of the Regulator in the Sector.		
	In Q4, held a retreat with the Parliamentary Committee on Finance, Planning and Economic Development to discuss the challenges and development priorities for the Retirement Benefits Sector.		
	5 news features on NTV and 2 on NBS		

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

TV on the new regulations of assignment of benefits for mortgages and housing loans.

Numerous news stories on numerous radio and TV on URBRA@10 activities. Produced and disseminated fliers to stakeholders (including walk-in clients, and at the Insurance Week Exhibition organized by IRA-U) on member rights and obligations; scheme governance regulations and policies; and URBRA's approach to supervision.

Electronic versions of the brochures disseminated to the public through the URBRA website

Promotional materials (including Corporate wear and T-shirts) procurement and disbursed to staff.

A partnership between URBRA & Vision Group to conduct CSR activities was approved by the Board of Directors.

Reached out and treated 757 (205 Female and 552 Male) patients during a 2-day health camp in Kampala on 31st May and 1st June, 2011.

In line with the Corporate Social Responsibility policy, the Authority donated UGX 6 million towards support of the physiotherapy services at the Bakateyamba's Home of the Elderly to with in the Home, UGX 1million towards the Health Camp Organised by Rotary Club of Kibuli, UGX 1.5million to the Rotary Club of Kiwatule to support the less privileged in the community, and made a UGX 1 million donation to Our Lady of Consolation Katende Catholic Parish.

Messages educating the public about the need to save for retirement prepared and posted on the Authority's social media platforms on a regular basis.

Daily messages developed and tweeted to educate the public on among others the need and ways to save for retirement, and promoting the URBRA@10 commemorations.

In Q3, the Authority opened an URBRA Instagram account, and the Twitter account was verified, hence enhancing URBRA's digital profile.

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

URBRA's social media account was boosted, recording a total reach of 525,017 during the FY21/22.

Partnered with FUE and sensitized 265 participants (through webinar) on the need to embrace employers and employees to embrace voluntary retirement saving.

Partnered with UIBFS and sensitized 300 pre-retirees, through 2 webinars, on Retirement Investing: Build your confidence, and Setting realistic retirement goals.

Partnered with Public Service and trained over 100 Public Servants to retire in 2022 at the Civil Service College on retirement planning.

Sensitized 152 members of the public (through a webinar) on the Sectorial Implications of the NSSF (Amendment) Act 2021.

Conducted 5 press conferences including 1 in URBRA Boardroom to launch the 2020 annual sector performance report; 1 at the Uganda Government Media Centre to disseminate the annual sector performance report; 1 at URBRA Offices to launch the urbra@10 celebrations, and highlight milestones in the Retirement Benefits Sector; 1 at media center to launch the URBRA Regulations on assignment of Retirement Benefits for mortgages and housing loans; and 1 at URBRA to launch the URBRA@10 celebrations, and highlight milestones in the Retirement Benefits Sector.

Published and disseminated 14 features, 47 articles, 4 opinions and 3 supplements, 1 Q& A through vast print media including New Vision, Daily Monitor, Independent, Finance & Trade, Chimp reports, Nile post, and Uganda Institute of Banking and Financial Services (UIBFS), the Insurance Training College (ITC) magazines and Quarterly URBRA newsletters and website. These were on among others importance and ways of savings for retirement, assignment of retirement benefits for mortgages and housing loans regulations, and opportunities for retirement savings in the parish development model.

Trained 25 business journalists from 18

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QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

mainstream (Print, TV, and Radio) media
houses with a view to enhance Sector
media coverage.

Reasons for Variation in performance

Scope of the planned stakeholder sensitization workshops was revised due to the COVID19, freeze on workshops, and subsequent non-release of related funds.

The URBRA Facebook Account remained dormant following the Government's ban of the platform.

Planned University engagements and wider stakeholder sensitization engagements were deferred due to the disruptions caused by the Covid-19 pandemic.

Total	1,026,972
Wage Recurrent	563,884
Non Wage Recurrent	463,088
Arrears	0
AIA	0
Total For Department	6,581,532
Wage Recurrent	2,420,658
Non Wage Recurrent	4,160,874
Arrears	0
AIA	0

Departments

Department: 04 Internal Audit

Outputs Provided

Budget Output: 25 Assurance and Advisory Services

	Item	Spent
Updated Corporate Risk Register based on the identified internal control gaps and recommendations	211102 Contract Staff Salaries	142,914
FY2021/22 Annual Internal Audit Plan prepared, Quarterly Internal Audit & control Reports produced and submitted to the Audit committee of the Board	211103 Allowances (Inc. Casuals, Temporary)	9,200
	212101 Social Security Contributions	13,901
	212201 Social Security Contributions	7,177
Corporate risks and identified internal control gaps & recommendations monitored on continuous operational basis, and quarterly Internal Audit reports prepared and presented to the Audit Committee of the Board.		
FY2020/21 Annual Internal Audit report finalized and presented to Management and the Board. 75% (FY2019/20: 96%) Management implementation of Audit recommendations recorded.		
FY2021/22 Internal Audit Plan produced, and approved by the Board.		
Quarterly Internal Audit reports (Q1-Q3 FY2021/22) were finalised and presented to the Board.		
URBRA staff trained on the role of Internal Audit.		

Reasons for Variation in performance

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Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Total	173,193
		Wage Recurrent	142,914
		Non Wage Recurrent	30,279
		Arrears	0
		AIA	0
		Total For Department	173,193
		Wage Recurrent	142,914
		Non Wage Recurrent	30,279
		Arrears	0
		AIA	0
		GRAND TOTAL	12,253,669
		Wage Recurrent	5,423,492
		Non Wage Recurrent	6,830,177
		GoU Development	0
		External Financing	0
		Arrears	0
		AIA	0

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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Sub-SubProgramme: 27 Regulation and Supervision

Departments

Department: 05 Legal Services

Outputs Provided

Budget Output: 05 Coordination of Legal and Policy Advisory Services

		Item	Spent
Sector complaints Investigated and resolved	The Authority's complaints desk handled 55 complaints (22 new and 33 carried from Q3), resolved 11, and 44 complaints were still undergoing resolution efforts as at the end of Q4. Majority complaints relate to unpaid and underpaid benefits, and unremitted contributions.	211102 Contract Staff Salaries	114,182
URBRA represented in courts of Law, Tribunals and Quasi-judicial bodies		211103 Allowances (Inc. Casuals, Temporary)	26,600
Statutory compliance monitoring undertaken		212101 Social Security Contributions	13,799
		212201 Social Security Contributions	3,373
		221006 Commissions and related charges	49,888
Annual sensitization Workshop for 100 members of Uganda Law Society on URBRA Act & Regulations	24 URBRA staff trained by the Financial Intelligence Authority (FIA) on Anti-Money Laundering and Combatting Financing of Terrorism	221007 Books, Periodicals & Newspapers	4,969
Stakeholder sensitization on Public Service Pension Fund Bill	Q4 FY2021/22 review and update of Contracts Management register, and statutory analysis were finalized and report presented to Management.		
Publication of the URBRA Scheme (Establishment) Regulations (with provisions for informal sector schemes) in the Gazette	Sensitized 104 key stakeholders (59 female and 45 male including licensees and Housing Finance, DFCU and Standard Chartered Bank Credit committee members) on the implementation of the URBRA (Assignment of Retirement Benefits for Mortgages and Loans) Regulations.		

Reasons for Variation in performance

The Scheme (Establishment) Regulations are yet to be finalized.

Planned stakeholder engagements (of Annual Uganda Law Society, Pension Service Pension Bill, Scheme regulations, EAC Retirement Benefits Bill, Anti-Money Laundering) were deferred due to the COVID19, freeze on workshops, and subsequent non-release of related funds.

There is one pending court case of URBRA versus NOTU Civil Appeal No. 305 of 2018 for which Court has not yet set a date for the hearing.

Total	212,811
Wage Recurrent	114,182
Non Wage Recurrent	98,629
AIA	0
Total For Department	212,811
Wage Recurrent	114,182
Non Wage Recurrent	98,629
AIA	0

Departments

Department: 06 Board Affairs

Vote:318

Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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Outputs Provided

Budget Output: 04 Support Board Services

		Item	Spent
Support the effective conduct of the FY2021/22 Board business (board papers and meetings)	During the quarter, 4 committee (i.e. Technical, Finance, Audit & Risk, and Human Resource Committees) and 1 full board committee meetings held.	221006 Commissions and related charges	22,181
Implement the FY2021/22 Board capacity development program	The Board Papers, and minutes of respective Board meetings were duly prepared, circulated and filed.		
	Seven (7) Board of Directors were trained on Governance, Leadership, Compliance and Innovation.		

Reasons for Variation in performance

Total	22,181
Wage Recurrent	0
Non Wage Recurrent	22,181
AIA	0
Total For Department	22,181
Wage Recurrent	0
Non Wage Recurrent	22,181
AIA	0

Departments

Department: 08 Risk and Investment Analysis

Outputs Provided

Budget Output: 07 Strengthening Sector Risk Management

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
Supervisory system to facilitate submission of real time information and data processing / analysis deployed and operationalized	Interrogatories for the Risk-Based Supervision System were developed, and piloted amongst 20 retirement benefits schemes.	Item 211102 Contract Staff Salaries 211103 Allowances (Inc. Casuals, Temporary) 212101 Social Security Contributions 212201 Social Security Contributions 225001 Consultancy Services- Short term	Spent 414,810 10,394 62,544 41,628 704,449
Stakeholders trained on the use of the Risk Based Supervisory System	Recalibration of the Risk rating tool based on results from offsite assessment was undertaken.		
Print and disseminate 200 copies of RBS Framework to licensed schemes and service providers Risk Based Supervision guidelines, and practice note on internal administration developed	Quantitative reporting template for various statutory returns, and Early Warning System (EWS) was reviewed based on the pilot results. Draft manuals and guidelines for the implementation of risk-based supervision were developed. RiskBased Supervisory reporting templates were developed. The procurement process for the Electronic Risk Based Supervision System was concluded, and consultant contracted, and system development is underway. Risk-Based Supervisory Manuals, guidelines and reporting templates were developed. Risk-Based Supervisory Manuals, guidelines and reporting templates were developed.		

Reasons for Variation in performance

The draft risk-based Supervisory manuals, guidelines and reporting templates are pending operationalization of the risk-based supervision system, and subsequent identification of any pertinent final amendments. Implementation roadmap for upgrading the current supervisory approach and onboarding an IT risk-based supervision system was revised following delays in procurement of consultant to develop the system. Pending activities were hence deferred to FY2022/23.

Total	1,233,825
Wage Recurrent	414,810
Non Wage Recurrent	819,016
AIA	0
Total For Department	1,233,825
Wage Recurrent	414,810
Non Wage Recurrent	819,016
AIA	0

Departments

Department: 09 Market Conduct

Outputs Provided

Budget Output: 08 Strengthening Sector Compliance

License schemes and service providers (new and renewals) Trustees trained under	The Authority is monitoring implementation of the conditions issued to	Item	Spent
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QUARTER 4: Outputs and Expenditure in Quarter

the Implementation of the Trustee Certification Program, in collaboration with the Insurance Training College	Pearl Regency Services as a new corporate trustee in the Sector, ahead of the November 2022 timeline.
Trustee Training Engagement on sector priorities, challenges and development	Jomo Investments and Trustee Services voluntarily exited the sector and ceased offering Corporate trustee services effective 02nd June, 2022. A public notice was issued in this regard.
Retirement Benefits Scheme AGMs attended by URBRA representative(s)	Conducted 4 scheme establishment sensitisations (PEWOSA Union, EFC Uganda Ltd, Pathfinder, and Ug Red Cross Society) to prospective sponsors, and a sensitization to Equity Bank pertaining to custodial services.
Participating employers under licensed umbrella schemes engaged and sensitized	<p>As of end Q4, Sector comprised of 65 (53 segregated, & 12 Umbrella) schemes, 10 Administrators, 6 Fund Managers, 5 Custodians, 4 Corporate Trustees and 212 Individual Trustees.</p> <p>Attended 11 scheme (Jubilee Life Umbrella, ICEA Lion Teleka, Crown, UAP Staff, Umoja Umbrella, Bank of Africa, Octagon Umbrella, Housing Finance Bank, Minet, United Bank for Africa, and Exim Bank) AGMs, and prepared reports to enhance effective member attendance and engagement at the AGMs.</p> <p>In Q4, a physical Trustee certification training was conducted, between 13th June, 2022 to 17th June, 2022, and 11 Trustees trained with a view to enhance trustee knowledge in corporate governance, risk management, investment governance and compliance monitoring processes.</p> <p>Quarterly Trustee Certification Implementation report was prepared and presented to the Program Evaluation Committee (PEC).</p> <p>In accordance with Regulation 5 (3)(f) of the URBRA (Management and Operation of Retirement Benefits Schemes) Regulations, 2020, a Trustee training was organised and 133 participants (including participating employers under licensed umbrella schemes) trained on performance evaluation of the schemes, key officers, trustees and service providers.</p> <p>Conducted the Annual meetings with the service providers (Administrators, Custodians and Fund Managers) to discuss</p>

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QUARTER 4: Outputs and Expenditure in Quarter

issues including the Trustee Certification Programme implementation progress, URA Portal Payments, Contribution Returns and Member Records, Risk Based Supervision Updates, and Compliance Reporting.

Reasons for Variation in performance

Total	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0
Total For Department	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0

Departments

Department: 10 Prudential Supervision

Outputs Provided

Budget Output: 09 Strengthening Monitoring and Supervision

	Item	Spent
Stakeholders consulted on the EAC Retirement Benefits Bill	The Authority organised the EAPSA meeting from 27th June to 01st July, 2022 to discuss the preparation for African Pension supervisors conference, and develop a status report on the implementation of the EAPSA Strategic Plan, EAPSA Work Plan for July 2022 to June 2024, a status report on the implementation of approved EAPSA Policies, principles and guidelines, and review the draft EAC retirement benefits bill.	
Participate in Financial Sector Regulators Forum.		
Uganda represented at IOPS, EAC and EAPSA Technical Meetings, and resulting project papers	Offsite surveillance conducted on all schemes and service providers	
Analysis of service providers' quarterly returns undertaken		
Financial analysis retreat on Scheme Audited Financial Statements conducted		
Public notices published on sector regulatory and supervisory issues		
Targeted onsite inspections on schemes and service providers undertaken		
District liaison visits in selected districts conducted		
Levy payment and supervisory directives enforced		
Supervisory strategy for supervision of Public Service Pension Fund developed		

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QUARTER 4: Outputs and Expenditure in Quarter

Crisis Management Plan (CMP).

The Authority developed the rules regarding supervision of custody services and presented the same to BOU for consideration and input.

The Authority held a 5-day retreat to undertake offsite surveillance/ review audited accounts (for 40 end December 2021 Schemes) and validate online financial information for accuracy and completeness, identify supervisory concerns, assess financial soundness and performance, and monitor the risk situation of supervised entities. 21 end December 2021 schemes were issued with supervisory directives.

The risk rating assessment for 20 schemes with year-end June 2021 was undertaken and the average overall risk score stood at 0.89, up from 0.62 for the year ended June 2020.

End March 2022 quarterly Contribution and Investment returns analysis for the period was finalized.

Supported enforcement of contribution remittances to schemes and the NHCC EXCO has approved the payment of all outstanding monies (UGX 453,281,080 including UGX 178m principal) to the NHCC Staff provident fund in the FY 2022/23.

Monthly Investment Market watch and end March 2022 Investment Snapshots prepared and disseminated to stakeholders.

The Authority issued a public notice regarding the voluntary exit of Jomo Investments and Trustee Services, from offering Corporate Trustee services to the pension sector that was published in the Daily Monitor and the New Vision on Tuesday 07th June, 2022.

Continued follow up on the implementation of supervisory recommendations and directives from the previous onsite inspection, and held exit meetings with the Trustees of NSSF SPF, UNEB RBS, Octagon Umbrella and Nile Breweries RBS, and over 85% compliance rate registered.

Reasons for Variation in performance

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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The supervisory framework for Informal Sector Schemes is pending introduction of the pertinent legal framework.
Complete supervisory strategy for the Public Service Pension Scheme will be developed upon conclusion of the ongoing onsite inspection.

No suspicious transactions were observed/identified, hence no suspicious transaction reports sent to FIA.

In reference to Circular 3 of 2022 dated 24th March, 2022, the collection of the annual compulsory levy from all licensed schemes has been stopped effective 23rd November, 2021, in accordance with the President's directive.
Stakeholders consultations on the EAC Retirement Benefits Bill were postponed due to the COVID19, freeze on workshops, and subsequent non-release of related funds.

Total	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0
Total For Department	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0

Sub-SubProgramme: 28 Research and Strategy

Departments

Department: 03 Planning

Outputs Provided

Budget Output: 03 Coordination of Planning and Reporting

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
Engagement of sector regulators and associations for information sharing, and adoption of best practicesM&E report on implementation of FY2021/22 workplan produced and submitted to MoFPED	<p>URBRA actively engaged in regional (including national Financial Sector Regulators forums) and international stakeholder engagements.</p> <p>Stakeholders' data requests and performance reports were responded to, including those of MoFPED, BoU, IOPS and Private Sector Development Secretariat.</p> <p>Held meetings with 3 high-level stakeholders (Minister of Public Service, NRM secretary General, and Minister of Kampala), with a view to enhance URBRA's visibility and awareness of URBRA's role in the Retirement Benefits Sector.</p> <p>Held a retreat with the Parliamentary Committee on Finance, Planning and Economic Development to discuss the challenges and development priorities for the Retirement Benefits Sector.</p> <p>Held a key stakeholder engagement in collaboration with the Parliamentary Pension Scheme on sector priorities and challenges, attracting 44 participants.</p> <p>Q3 FY2021/22 M&E report was prepared and submitted to Management, and MoFPED through the Programme Budgeting System on April 20th, 2022.</p> <p>FY2021/22 PSD Program Annual Report, on the Implementation of the Program Implementation Action Plan (PIAP) Interventions was prepared and submitted to the secretariat.</p> <p>URBRA's Input to the FY2022/23 Budget Speech was prepared and submitted to MoFPED.</p> <p>URBRA Approved Estimates and pertinent reports for FY2022/23, including the Performance Contract finalized and submitted to MoFPED.</p>	Item	Spent

Reasons for Variation in performance

Total	0
Wage Recurrent	0

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
		Non Wage Recurrent	0
		AIA	0
		Total For Department	0
		Wage Recurrent	0
		Non Wage Recurrent	0
		AIA	0

Departments

Department: 07 Research and Quality Assurance

Outputs Provided

Budget Output: 02 Strengthening Total Quality Management

		Item	Spent
Compile and update sector Data and information	? Held a retreat with the Parliamentary Committee on Finance, Planning and Economic Development to among others discuss the Implementation Blueprint for a National Micro-Pension Scheme.	211102 Contract Staff Salaries	165,071
Updated and operational resource center		211103 Allowances (Inc. Casuals, Temporary)	38,400
		212101 Social Security Contributions	14,870
		212201 Social Security Contributions	12,069
	Resource center operational and updated.	221011 Printing, Stationery, Photocopying and Binding	29,243
	Stakeholders' data requests and performance reports were responded to, including those of MoFPED, BoU, IOPS and Private Sector Development Secretariat.	221017 Subscriptions	10,000
		225001 Consultancy Services- Short term	773,379
	Annual Pension Digest 2021 was prepared, and disseminated to stakeholders at URBRA@10.		
	End March 2022 quarterly Contribution and Investment returns analysis for the period was done.		
	Monthly Investment Market watch and end March 2022 Investment Snapshots prepared and disseminated to stakeholders.		
	Authority has full access to the IOPS web-site (Members' areas), and project papers on international trends and best practices in the Sector.		

Reasons for Variation in performance

Comparative analysis of scheme costs and financial performance (2017-2020) was not done due to inadequate data/information from some Retirement Benefits Schemes.

Procurement process for consultancy services to Develop the legislative, Governance and Operating Framework for Uganda's National Digital Micro-Pension Scheme, was halted by the Board.

Total	1,043,032
Wage Recurrent	165,071

Vote:318

Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Non Wage Recurrent	877,962
		AIA	0
		Total For Department	1,043,032
		Wage Recurrent	165,071
		Non Wage Recurrent	877,962
		AIA	0

Sub-SubProgramme: 49 Policy, Planning and Support Services

Departments

Department: 01 Executive Office

Outputs Provided

Budget Output: 26 Strategy Implementation and Monitoring

		Item	Spent
M&E report on the implementation of the workplan produced and submitted to MoFPED	Q3 FY2021/22 M&E report was prepared and submitted to Management, and MoFPED through the Programme Budgeting System on April 20th, 2022.	211102 Contract Staff Salaries	110,933
		211103 Allowances (Inc. Casuals, Temporary)	8,800
		212101 Social Security Contributions	13,230
	FY2021/22 PSD Program Annual Report, on the Implementation of the Program Implementation Action Plan (PIAP) Interventions was prepared and submitted to the secretariat.	212201 Social Security Contributions	6,615
	URBRA's Input to the FY2022/23 Budget Speech was prepared and submitted to MoFPED.		
	URBRA Approved Estimates and pertinent reports for FY2022/23, including the Performance Contract finalized and submitted to MoFPED.		
	Held meetings with 3 high-level stakeholders (Minister of Public Service, NRM secretary General, and Minister of Kampala), with a view to enhance URBRA's visibility and awareness of URBRA's role in the Retirement Benefits Sector.		
	Engaged the Parliamentary Committee on Finance, Planning and Economic Development, and 44 key stakeholders (in collaboration with the Parliamentary Pension Scheme) on the Retirement Benefits Sector challenges and development priorities.		

Reasons for Variation in performance

Total **139,578**

Vote:318

Uganda Retirement Benefits Regulatory Authority

QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Wage Recurrent	110,933
		Non Wage Recurrent	28,645
		AIA	0
		Total For Department	139,578
		Wage Recurrent	110,933
		Non Wage Recurrent	28,645
		AIA	0

Departments

Department: 02 Finance and Administration

Outputs Provided

Budget Output: 06 Coordination of Procurement and Disposal Management

Procurement and disposal report produced	Coordinated 15 Evaluation and 3 Contracts Committee meetings, and reports.	Item	Spent
Evaluation and contracts committee meetings held	Q3 FY2021/22 Procurement Performance Reports prepared and presented to Management and the Board.	211102 Contract Staff Salaries	58,326
	21 service provider contracts finalized/issued	211103 Allowances (Inc. Casuals, Temporary)	21,120
	Compiled Monthly procurement reports for the months of March, April and May 2022, and submitted to Ministry of Finance and PPDA.	212101 Social Security Contributions	14,256
		212201 Social Security Contributions	6,141
		221001 Advertising and Public Relations	4,568

Reasons for Variation in performance

	Total	104,411
	Wage Recurrent	58,326
	Non Wage Recurrent	46,085
	AIA	0

Budget Output: 07 Accounting and Financial Management

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
Budget performance monitored1 funding proposal developed and submitted to the targeted funder	Revised URBRA Financial management manual and procedures developed.	Item	Spent
100% levy collection enforced	FY 2021/22 External Audit process is ongoing	211102 Contract Staff Salaries	100,695
		211103 Allowances (Inc. Casuals, Temporary)	3,200
		212101 Social Security Contributions	15,869
		212201 Social Security Contributions	11,366
	Q3 FY2021/22 Budget Performance report analysis executed, and report presented to Management and Board.	225001 Consultancy Services- Short term	14,988
	Request for additional funding was made to the Parliamentary Committee on Finance, Planning and Economic Development during the engagement on challenges and development priorities for the Retirement Benefits Sector, with emphasis on the Implementation Blueprint for the National Micro-Pension Scheme.		
	Q4 FY2021/22 NTR collections included UGX 2.5 million on account of fees and licenses.		

Reasons for Variation in performance

Annual Board of Survey for FY2020/21 was not done as no Board of Survey team reported for the exercise.

In reference to Circular 3 of 2022 dated 24th March, 2022, the collection of the annual compulsory levy from all licensed schemes has been stopped effective 23rd November, 2021, in accordance with the President's directive.

Total	146,117
Wage Recurrent	100,695
Non Wage Recurrent	45,423
AIA	0

Budget Output: 13 Management of ICT Services

Pertinent ICT Equipment and Accessories acquired	User needs assessment and inception meeting on enrolment of URBRA on Government Data/Document Management System finalized, in collaboration with MoICT and Ministry contracted consultant.	Item	Spent
		211102 Contract Staff Salaries	66,025
		211103 Allowances (Inc. Casuals, Temporary)	16,800
		212101 Social Security Contributions	10,347
		212201 Social Security Contributions	3,289
Finance payment system integrated with, E-government system and Risk Based Supervision SystemInternet, Website and email services maintained	Updated software and pertinent licenses (Microsoft, HR Magic, etc) maintained.	221008 Computer supplies and Information Technology (IT)	82,298
	Internet, Website and email services-maintained.	222001 Telecommunications	81,497
Airtime for Telephones procured and allocated to staffPreventive Maintenance on ICT equipment conducted	Airtime for Telephones procured and allocated to staff.	228003 Maintenance – Machinery, Equipment & Furniture	20,995
	Preventive maintenance on all ICT equipment (servers, user computers, network devices, access control, phones) performed.		

Reasons for Variation in performance

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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ICT Security Audit is pending finalization of the ongoing changes, migrations, Risk Based Supervision system acquisition, and updates/ upgrades in the ICT software. It will be performed in FY2022/23.

Delays in enrolment of URBRA on the Data Management System Project for Government, are attributable to delayed response from the MoICT.

Total	281,251
Wage Recurrent	66,025
Non Wage Recurrent	215,226
AIA	0

Budget Output: 19 Human Resources Management

		Item	Spent
Quarterly performance assessments for FY 2021/22 undertaken	Staff sensitized on the new client charter, and service standards.	211102 Contract Staff Salaries	260,277
Assets and facilities acquired and maintained for effective delivery	Q3 FY2021/22 Performance Assessments finalised.	212101 Social Security Contributions	23,030
Authority asset register updated	Asset register updated, and Obsolete items identified and prepared for board of survey.	212201 Social Security Contributions	16,781
Conducive and secure work environment provided and maintained, and staff sensitized on Operational Health and Safety	Maintenance schedules implemented.	213001 Medical expenses (To employees)	187,829
Staff medical insurance maintained, and health audits for all staff conducted	Health and secure office premises maintained, with serviced firefighting equipment and operational access control system.	213002 Incapacity, death benefits and funeral expenses	27,320
Team building activities conducted	Operational Health and Safety certificate in place.	221003 Staff Training	115,247
Flexi-time policy implemented	Internet, Website and email services-maintained.	221004 Recruitment Expenses	78,700
FY2021/22 Training Plan Implemented (staff trained in technical areas)	Airtime for Telephones procured and allocated to staff.	221007 Books, Periodicals & Newspapers	5,418
FY2022/23 Training Program/Plan developed	Staff sensitized on COVID-19.	221009 Welfare and Entertainment	126,087
Recruitment of staff	Staff Medical Insurance service provider contracted.	221011 Printing, Stationery, Photocopying and Binding	535
	Health and wellness sessions conducted three (3) times a week.	221012 Small Office Equipment	1,500
	1 staff team building event held.	221017 Subscriptions	11,615
	Flexitime policy implemented with 2 staff on flexitime, as of end Q4 FY2021/22.	222002 Postage and Courier	2,471
	Staff trained in: 1 CEO apprenticeship training, 1 Female Future Programme, 1 facilitated to sit CFA level 1 exams, and 5 members of Management trained in 4-wheel drive (4WD) defensive driving level 1.	223003 Rent – (Produced Assets) to private entities	966,533
		223004 Guard and Security services	20,378
		223005 Electricity	23,391
		224004 Cleaning and Sanitation	15,895
		226001 Insurances	79,300
		227004 Fuel, Lubricants and Oils	10,700
		228001 Maintenance - Civil	2,513
		228002 Maintenance - Vehicles	93,261
		228003 Maintenance – Machinery, Equipment & Furniture	2,261
	FY2022/23 Training Plan Prepared and approved by the Board.		
	1 position of Senior Accountant filled.		

Reasons for Variation in performance

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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		Total	2,071,041
		Wage Recurrent	260,277
		Non Wage Recurrent	1,810,764
		AIA	0

Budget Output: 21 Management of corporate Communication and Public Relations

		Item	Spent
Webinar targeting elite informal sector & self-employed workers conducted	Held a retreat with the Parliamentary Committee on Finance, Planning and Economic Development to discuss the challenges and development priorities for the Retirement Benefits Sector.	211102 Contract Staff Salaries	198,245
TV & Radio talk shows, and media campaigns conducted	Held meetings with 3 high-level stakeholders (Minister of Public Service, NRM secretary General, and Minister of Kampala), with a view to enhance URBRA's visibility and awareness of URBRA's role in the Retirement Benefits Sector.	211103 Allowances (Inc. Casuals, Temporary)	31,200
Corporate branded materials (T-shirts, teardrops, banners, notebooks, brochures, calendars, caps) produced and disseminated		212101 Social Security Contributions	17,673
Participate in Community exhibitions, engagements and relevant events eg. Int'l day of elderly, NSSF Run, Ssezibwa Rd Zebra cross repaint, etc		212201 Social Security Contributions	9,197
Social media handles (twitter, Facebook, YouTube) for online marketing maintained and updated		221001 Advertising and Public Relations	8,040
URBRA content on Facebook & Twitter (Reach 1.5million people & obtain 50,000 twitter followers) boosted		221011 Printing, Stationery, Photocopying and Binding	20,953
Pre-retirement webinar, targeting scheme members yet to retire conducted		282101 Donations	79,319
Supplements, Opinions, and Q&As prepared and published			
	Held 3 radio (Bukedde Radio) talk shows to rally the public to attend the health camp, and to improve awareness on the importance and avenues to save for retirement.		
	1000 copies of the Pension Magazine, and URBRA@10 milestones fliers were produced and disseminated to stakeholders, and on the website.		
	Held 3 radio (Bukedde Radio) talk shows to rally the public to attend the health camp, and to improve awareness on the importance and avenues to save for retirement.		
	5 news features on NTV and 2 on NBS TV on the new regulations of assignment of benefits for mortgages and housing loans.		
	3 TV (2 Smart24 & 1 UBC TV) talk shows on URBRA's 10-year milestones, and Budget 22/23		
	Numerous news stories on numerous radio and TV on URBRA@10 activities. Promotional materials (including Corporate wear and T-shirts) procurement		

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QUARTER 4: Outputs and Expenditure in Quarter

and disbursed to staff.

1000 brochures and fliers capturing URBRA's services, and key milestones over ten years printed and disseminated to stakeholders.

10 pull up banners and four teardrop banners produced and used for branding URBRA@10 events.

Reached out and treated 757 (205 Female and 552 Male) patients during a 2-day health camp in Kampala on 31st May and 1st June, 2011.

Donated UGX 1.5 million to Rotary Club of Kiwatule to support the less privileged in the community.

Daily messages developed and tweeted to educate the public on among others the need and ways to save for retirement, and promoting the URBRA@10 commemorations.

Boosted social media handles in April and June to profile the regulator and promote URBRA@10 events.

43,486 people were reached on Twitter.

Not done

Held 1 press conference (covered by 20 journalists from 11 medial houses) to launch the urbra@10 celebrations, and highlight milestones in the Retirement Benefits Sector.

Held a press conference to launch the URBRA Regulations on assignment of Retirement Benefits for mortgages and housing loans.

Published and disseminated 3 articles in finance & trade, 8 features in monitor publications, 1 Q&A in monitor, 8 articles in new vision, 1 articles on Nile Post, 2 articles on chimp reports, 1 article in bukedde newspaper, 1 article in red paper, 1 opinion in independent and 6 articles on URBRA website on among others assignment of retirement benefits for mortgages and housing loans regulations, and opportunities for retirement savings in the parish development model.

Reasons for Variation in performance

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QUARTER 4: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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Scope of the planned stakeholder sensitization workshops was revised due to the COVID19, freeze on workshops, and subsequent non-release of related funds.

The URBRA Facebook Account remained dormant following the Government's ban of the platform.

Planned University engagements and wider stakeholder sensitization engagements were deferred due to the disruptions caused by the Covid-19 pandemic.

Total	364,627
Wage Recurrent	198,245
Non Wage Recurrent	166,382
AIA	0
Total For Department	2,967,448
Wage Recurrent	683,568
Non Wage Recurrent	2,283,880
AIA	0

Departments

Department: 04 Internal Audit

Outputs Provided

Budget Output: 25 Assurance and Advisory Services

Corporate risk register, identified internal control gaps and recommendations to management monitored and updated Internal Audit & control report produced and submitted to the Audit committee of the Board	Corporate risks and identified internal control gaps & recommendations monitored on continuous operational basis, and quarterly Internal Audit reports prepared and presented to the Audit Committee of the Board. Q3 FY2021/22 Internal Audit report finalized and presented to the Board.	Item	Spent
		211102 Contract Staff Salaries	19,345
		211103 Allowances (Inc. Casuals, Temporary)	9,200
		212101 Social Security Contributions	4,697
		212201 Social Security Contributions	2,153
	URBRA staff trained on the role of Internal Audit.		

Reasons for Variation in performance

Total	35,395
Wage Recurrent	19,345
Non Wage Recurrent	16,050
AIA	0
Total For Department	35,395
Wage Recurrent	19,345
Non Wage Recurrent	16,050
AIA	0

GRAND TOTAL	5,654,270
Wage Recurrent	1,507,908
Non Wage Recurrent	4,146,362

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QUARTER 4: Outputs and Expenditure in Quarter

	GoU Development	0
	External Financing	0
	AIA	0
