

# Annual Report



July June  
2015 – 2016



## Who We Are

The Economic Policy Research Centre (EPRC) is Uganda's leading think tank in economic research and development policy. We provide policy analysis to support the formulation, implementation, monitoring and evaluation of government policies.

## Our Mission

To foster sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes through three broad goals.:

- Build capacities of stakeholders to utilise research
- Foster effective policy making to support the improvement of welfare and socio-economic status of Ugandans.
- Strengthen policy linkages and networks with national and international stakeholders.

## Institutional Structure

EPRC was established in 1993 as an autonomous not for profit organization. It is located on Plot 51 Pool Road, Makerere University campus. The centre is governed by a Board of Management (BoM) chaired by the Permanent Secretary to the Ministry of Finance, Planning and Economic Development/Secretary to the Treasury. The board comprises of representatives from Makerere University, Bank of Uganda, the Private Sector, the Research Community, National Planning Authority (NPA), and Makerere Institute of Social Research (MISR). The day-to-day running of the centre is coordinated by an Executive Director.



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# Executive Message



**2015/16 was a momentous financial year for the Economic Policy Research Centre, as Cabinet approved the National Fertiliser Policy for Uganda, its strategy and investment plan, that the Centre had worked on for over five years in collaboration with the Ministry of Agriculture, Animal Industry and Fisheries. The policy was endorsed by the Cabinet chaired by the Head of State, President Yoweri Museveni on May 4, 2016.**

During the year, the Centre continued to produce policy pertinent economic research required by practitioners and policy makers. EPRC also ventured into new areas of research specifically—the value chain analysis of two crop enterprises (*Irish Potato and Rice*) in Uganda. Specifically, three studies were conducted to assess the performance of rice value chains in Uganda. One study examined private sector investments in the rice value chain to curb climate change impacts, the other focused on rice intensification to achieve greater yields and the third evaluated the effect of training on technology adoption and rice productivity. The findings from the above studies have helped to stimulate and inform efforts to establish a national rice platform that will steer policy debate for further development of the rice value chains. On the other hand the potato study, found that most potato value chain actors are informal and operate on a very small scale, and face financial constraints because most formal financial institutions do not lend to farmers. There is also a huge seed gap creating a mismatch between seed supply and demand. The study recommends strengthening the capacity of zonal agriculture research and development institutes and community seed multipliers to boost seed productivity among others.

The Centre also demonstrated ability to conduct cross-country comparative studies as evidenced by the rise in the number of such studies. In the period under review three cross-country studies were engaged in. These include: SWITCH Africa Green that supports six



## Executive Director's Message

African countries to achieve inclusive green growth; Aid management study conducted in six countries with funding from Melinda and Bill Gates Foundation and coordinated by the African Centre For Economic Transformation; and Women's Early Labour Market Transitions in Sub-Saharan Africa carried out in six countries under the Growth and Economic Opportunities for Women (GrOW) program. In total, the Centre was able to complete 12 core studies, 13 home grown and commissioned studies, and release 13 papers of which seven (7) were published in peer reviewed journals.

To bring forth and amplify EPRC's research in the national policy arena, the Centre convened dissemination events based either on its planned research activities or in collaboration with research institutions and/or development partners. Three workshops were held to validate study findings; two book/reports launched (Agriculture Finance Yearbook and Uganda Human Development Report); and two public dialogues held- one to make a case for agriculture financing and the other for climate change sensitivity in the oil rich Albertine Graben. Attendance for all events comprised a good mix of policy makers, government representatives, researchers, academics, international organizations, private sector and civil society. As part of the outreach process, the Centre also gave representation from national and regional media in all events. Subsequently, the dissemination events received comprehensive media coverage in print, television, radio and digital media.

The Centre helped shape national policy through its participation on drafting teams of policy documents including the review of the Uganda Economy by the National Planning Authority and the 2015/16-2019/20 Agricultural Sector Strategic Plan. The Centre also contributed to regional trade negotiations through the release of a report to advise the National Trade Negotiation Team on the preferred national position on services trade liberalization under COMESA. The EPRC researchers were also actively involved in drafting of the Green Growth Development Strategy under National Planning Authority and Ministry of Water and Environment.

During the year, EPRC received generous support in form of core funding, notably from Government of Uganda and the International Development Research Centre's Think Tank Initiative, which enabled the Centre to smoothly execute its planned activities. The centre was also able to build on previous studies to leverage research opportunities with restricted funding. Toward the end of the financial year, a Memorandum of Understanding was signed with the Uganda Free Zones Authority. It aimed to leverage on the Centre's capacity to undertake policy oriented research and capacity building to enhance Uganda's trade participation and competitiveness within the COMESA and EAC regional bodies.

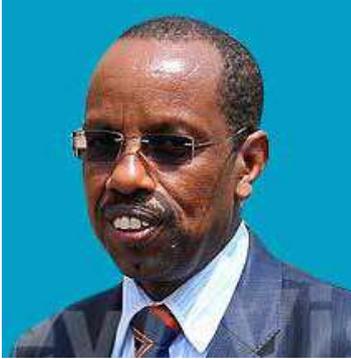
I would like to extend my sincere appreciation to all our funders and collaborators for the financial and technical support provided. I also extend our gratitude to the EPRC Board of Management for the oversight and guidance offered in the past year that lead to an unqualified audit. I also thank the EPRC staff for working hard to maintain EPRC as a Centre of Excellence and as a **Go-To**-Think tank for economic research and development policy in the region. We are more than ever before, committed and well positioned to pursue the Centre's mission of fostering sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes.

Sarah N. Ssewanyana, PhD  
**Executive Director**

# EPRC Board



# Board of Management as at June 2016



Permanent Secretary/Secretary to Treasury, Ministry of Finance, Planning and Economic Development (Chairperson)

**Mr. Keith Muhakanizi**



Deputy Vice Chancellor, Makerere University (Deputy Chairperson)

**Prof. Barnabas Nawangwe**



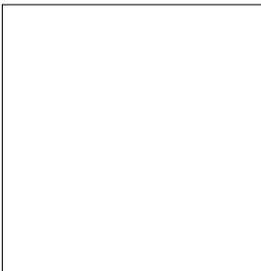
Professor, School of Women and Gender Studies

**Prof. Grace Bantebya Kyomuhendo**



Executive Director, Private Sector Foundation of Uganda

**Mr. Gideon Badagawa**



Director, Research Department, Bank of Uganda

**Dr. Jacob Opolot**



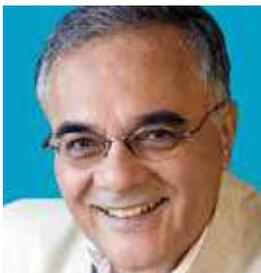
Head of Population and Social Services Planning National Planning Authority

**Dr. John B. Ssekamatte-Ssebuliba**



Executive Director, Economic Policy Research Centre

**Dr. Sarah N. Ssewanyana**



Executive Director, Makerere Institute of Social Research



Managing Director, Crane Bank Rwanda

# Our Staff



# Staff as at June 2016

	Names	Position	Department
<b>Research Team</b>			
1	Dr. Sarah Ssewanyana	Executive Director	
2	Dr. Ibrahim Kasirye	Principal Research Fellow	Head, Research Function
3	Dr. Ezra F. Munyambonera	Senior Research Fellow	Macroeconomics
4	Mr. Joseph Mawejeje	Research Analyst III	Macroeconomics
5	Mr. Musa Mayanja Lwanga	Research Analyst II	Macroeconomics
6	Mr. Paul Corti Lakuma	Research Analyst I	Macroeconomics
7	Dr. Swaibu Mbowa	Senior Research Fellow	Sectoral
8	Mr. Tony Odokonyero	Research Analyst I	Sectoral
9	Dr. Mildred Barungi	Research Fellow	Sectoral
10	Dr. Francis Mwesigye	Research Fellow	Sectoral
11	Ms. Annet Adong	Research Analyst II	Sectoral
12	Dr. Isaac Shinyekwa	Senior Research Fellow	Trade and Regional Integration
13	Dr. Annette Kuteesa	Research Fellow	Trade and Regional Integration
14	Ms. Miriam Katunze	Research Analyst I	Trade and Regional Integration
15	Mr. Martin Luther Munu	Research Analyst I	Trade and Regional Integration
16	Ms. Anita Ntale	Research Analyst I	Trade and Regional Integration
17	Dr. Madina Guloba	Research Fellow	Microeconomics
18	Ms. Gemma Ahaibwe	Research Fellow	Microeconomics
19	Ms. Sheila Anne Depio	Research Analyst I	Microeconomics
20	Mr. Rakesh	Research Fellow	Microeconomics
<b>Administrative and Support Staff</b>			
21	Ms. Mary Tusaba Kivunike	Finance Manager	Finance
22	Mr. Denis Arop Nono	Accountant	Finance
23	Ms. Elizabeth Birabwa Aliro	Programs Manager	Information Management and Dissemination
24	Mr. Stephen Kasirye	ICT Specialist	Information Management and Dissemination
25	Ms. Peace Nagawa	Knowledge Man'gt Spec.	Information Management and Dissemination
26	Ms. Fatumah Namubiru	Human Res. & Adm. Man.	Human Resource and Administration
27	Ms. Caroline Nyakaisiki	Executive Assistant	Executive Director's Office
28	Ms. Caroline Kasoke	Administrative Assistant	Human Resource and Administration
29	Ms. Aminah Balunywa	Front Desk Officer	Human Resource and Administration
30	Mr. Godson Busengendo	Driver	Human Resource and Administration
31	Mr. Stephen Mayanja	Driver	Human Resource and Administration
32	Mr. Deo Barugahare	Driver	Executive Director's Office
33	Mr. Robert Muzaaya	Office Attendant	Human Resource and Administration
34	Mr. Lawrence Luzze	Office Attendant	Human Resource and Administration

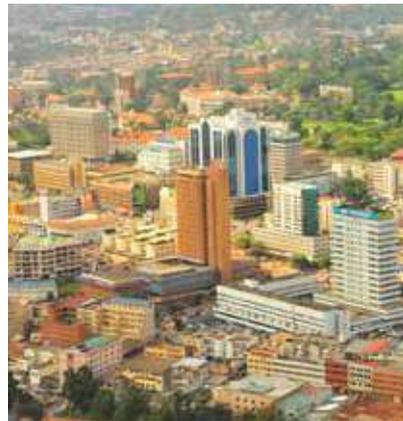
# Research Areas



The Centre has in place a Research Agenda that is aligned to its overall organisational Medium Term Strategic Plan 2013/14 – 2016/17. The Strategic Plan focuses on the following thematic areas: (i) economy, employment and public finance management; (ii) microeconomic analysis, service delivery and social protection, (iii) private sector development and competitiveness, (iv) natural resources management, (v) trade and regional integration, and (vi) policy inconsistency and implementation gaps. During the FY2015/16, the Centre planned to undertake research studies guided by its annual research plan under the theme “*Improved service delivery for competitiveness and inclusive development*”.

The Centre undertakes three types of research – core, home grown and commissioned. Core and home grown studies are initiated by the Centre’s in-house researchers and/or in collaboration with its strategic partners both local and international. On the other hand, commissioned studies are initiated by the Centre’s stakeholders but must be in line with the EPRC’s research agenda. During the July 2015 – June 2016 period, the Centre successfully completed 12 core studies out of the 14 planned. In addition, the Centre was able to undertake 13 home grown and commissioned studies, three of which were cross country comparative studies. Below are summaries of selected studies completed during the financial year 2015/16 by thematic area.

## Strategic Research Areas



### Economy, Employment and Public Finance Management

Research in this area focuses on stimulating economic growth and creating employment through prudent public finance management. The sub-themes include: (1) sustainable growth and development, (2) employment and (3) public finance management.

#### Is the Minimum Wage in Uganda Feasible and Necessary?

*Ibrahim Kasirye, Madina Guloba, Anita Ntale, and Maria Nagawa*

The study was commissioned by the Uganda Minimum Wage Board under the Ministry of Gender Labour and Social Development to assess the economic impact of minimum wages and advise Government on the appropriateness of having a minimum wage or not and if yes, which form it should take.

The study was expected to inform the Minimum Wage Board on the effect of a proposed minimum wage on the macro-economic framework and employment. The study analysed among others, the probable impact of minimum wage on investments, the effectiveness of other jurisdictions of minimum wages models, the wage policy and appropriate approach for determining minimum wages; the factors to be considered in setting/ revising the minimum wage, and the current wages in relation to employment trends; and job creation. It also examined the arguments for and against the use of cost of living, low income measures or average wages as economic indicators for minimum wage setting. The report is still undergoing national validation conducted by the Minimum Wage Board before it can be made public.

#### Early Labour Market Transitions of Women in Uganda: A descriptive approach

*Sarah Ssewanyana, Gemma Ahaibwe and Ibrahim Kasirye*

The study conducted in collaboration with University of Sussex and University of Nairobi, examines how early labour market entrants (particularly women) perform in the labour market; how their chances to transition to better jobs evolve over time, and how their labour market outcomes compare with those who enter the market at a later stage and with more education. The study highlights the trends and facts about young females that explain what shapes their subsequent life experiences and economic empowerment. The study revealed that when compared to men, women are less likely to have good wage jobs and even if they do, they are often paid less. It deduces that such gender inequalities in the labour market

may arise from deep-rooted social norms that impede women from enhancing their economic lives. It further shows that, there are gender differences in first labour experiences across location, life cycle and poverty status. The study is supported by IDRC as part of the Growth and Economic Opportunities for Women (GROW) research programme.

### Aid Management and Fiscal Policy for Inclusive Growth: Lessons from Country Experiences

*Ezra Munyambonera, Musa Mayanja, and Maria Nagawa*

This study was conducted in collaboration with Ministry of Finance, Planning and Economic Development and the African Centre for Economic Transformation to understand Uganda's current external development finance landscape in an environment characterized by the emergence of new donors like China, South Korea, and India, amidst dwindling Aid from traditional donors.

The findings show that the arrival of new donors has provided alternatives for financing development projects that were previously unavailable and loosened the purse strings of traditional development partners who have now come up with new financing tools—blending—and lifting the borrowing cap that previously restricted the country's access to development assistance. However, the dealings with the new partners are less transparent. The findings also show that there is low absorption capacity and government is not adequately leveraging the availability of more financing options to its advantage, resulting into the failure to realise key national development objectives. The study recommends that for government

to maximize benefits from external assistance in the new development finance landscape, greater efforts are needed to improve mechanisms of loan acquisition, utilization and absorption; fight corruption, reduce transaction costs, and strengthen technical capacities to monitor development finance effectiveness across government institutions and civil society organizations. In addition, there is need to improve coordination amongst the institutions that track development finance flows and establish measures to improve project implementation procedures especially, project selection, appraisal and design, portfolio reviews, monitoring and evaluation.

### DATA Tracking Mechanism for Corruption in Uganda

The Centre has been conducting Data Tracking Mechanism for Corruption in Uganda (in collaboration with the Inspectorate of Government) since July 2010 with support from the World Bank and DFID. The Centre has so far produced four annual reports, with the last one launched in December 2014. During the reporting period, the Centre was able to secure another contract to produce the fifth annual report which shall be launched in December 2016 during the International Anti-corruption week.



## Trade and Regional Integration

### An Assessment of the EAC Common External Tariff Sensitive List on the Performance Domestic Industries, Welfare, Trade and Revenue

*Isaac M.B. Shinyekwa and Miriam Katunze*

The study examined whether the protection accorded to the list of sensitive products since 2005 under the East African Community (EAC) Common External Tariff (CET) regime increased the EAC regional capacity to produce, reduced the importation of the same products from the rest of the world, increased intra-EAC trade. Results demonstrated a significant increase in intra-EAC export trade after 2005 although member states performance is not uniform, with Kenya dominating the rest. Imports of the same products from outside the EAC regions increased further indicating that the demand for the sensitive products exceeds the intra-EAC regional supply, which deficit is met by imports from the rest of the world. The study recommended that the EAC reviews the CET sensitive products list considering the negative effects this is likely to have on manufacturing.

In addition, the EAC should design and formulate strategies to support the development of regional supply capacities to enhance the production of products in the sensitive list. Finally, the study recommends that a rational framework be developed—to form the basis for determining which commodities should be included or excluded.

### Uganda Warehousing Receipt System: Improving Market Competitiveness and Service Delivery

*Miriam Katunze, Annette Kuteesa, Teresa Mijubi and Denis Mahebe*

This study critically examined the evolution and current policy support for of the Warehouse Receipt Systems (WRS) in Uganda. The results reveal that while the market structure and conduct of the pilot WRS was implemented as envisaged, it faced various barriers that led to poor market performance. Overall, actors perceive that the benefits of the WRS are numerous including stable and high prices thereby reducing price exploitation especially on smallholder farmers. They also perceive that the system will enable the access to secure and stable markets using a secure and transferable warehouse receipt. However, actors perceive that more players will be attracted to the WRS if there is mass sensitization and a revision of the costs of storage, cleaning, and other marketing costs. The paper draws attention for the need for government to spearhead promotion of standards; capacity strengthening of collective action; and the importance of increased sensitization on all aspects of the WRS.



### Microeconomic Analysis, Service Delivery and Social Protection

Research in this area provides means of enhancing productivity, mobility of factors of production and their impacts on household welfare, social protection for vulnerable groups and institutional reforms for social economic transformation. Within this broad theme, the areas of research are: (1) Microeconomic household issues and poverty analysis, (2) Social service delivery and social protection. Studies completed include:

#### Dynamics of the war to peace transition in northern Uganda

*Ibrahim Kasirye, Anita Ntale and Sarah Ssewanyana*

The survey conducted in collaboration with the African Development Bank examined how the households in Northern Uganda responded to the return of peace and how this was reflected in their livelihood patterns, demand for social services, asset accumulation, demographic and migration trends, their levels of trust for each other and their local leaders. The study shows

that since the end of the conflict, there was increased economic activity in the agricultural sector, improved access to social services (particularly to schools and health facilities), and communities were generally trusting of their neighbours—especially households with members who were formerly displaced. On the other hand, the study revealed that women and youth benefited the least from the return to peace. Demographically, a quarter of surveyed households were female headed with this figure doubling in Karamoja. The average household size in the region was also significantly bigger than the national average meaning that more concerted region specific interventions are required if the peace dividend was to benefit all. The study, also recommends the need to mend the fragilities that obstruct the path to productive transition.

#### Public-Private Partnerships in the Ugandan education system: Evaluation of the PEAS schools network under the Uganda USE programme

This is a three year evaluation project (2015–17) of PEAS schools working under the Ugandan Universal Secondary Education (USE) programme. The project intends to draw out learning's for the Promoting Equality in African Schools (PEAS) model and policy insights to scale up education provision in Uganda and other developing countries. The project is implemented in partnership with Absolute Returns for Kids (ArK Charity) and PEAS.

During the reporting period EPRC and the National Assessment of Progress in Education (NAPE) section of the Uganda National Examinations Board, conducted a study to explore whether PEAS under the (USE) programme were

meeting their goals of increasing access to secondary education, delivering quality schooling and ensuring affordability and cost-effectiveness. The intention was to establish if increased use of Public Private Partnerships (PPPs) in the education sector would enhance education access and quality.

The study found that students in PEAS schools, which offer low-cost, private secondary education in rural communities through the USE programme, recorded greater gains in their attainment from school entry to their attainment in national English and Maths test scores than students in government and private schools. The pathways through which PEAS intervention enhances student performance are; functioning Parents Teachers' Associations which increase school monitoring and teacher training. These findings indicate that enhancing monitoring and supervision increases education outcome.

### Support of Policy Engagements for Evidence –based Decisions (SPEED) for Universal Health Coverage

This is a five year research project supported by the European Union and implemented in collaboration with the School of Public Health, Makerere University. During the first year of implementation, EPRC produced a research report titled Sub-national Perspectives on Aid Effectiveness: Impact of Aid on Health Outcomes in Uganda". The study investigated the contribution of aid on key health outcomes in Uganda. The findings showed that although aid was not targeted to localities with the worst health conditions, health aid achieved an overall significant impact in reducing both disease severity and

burden. From a policy perspective, the results point to the need for development partners to better target aid to sub-national levels with higher disease prevalence. Moreover, aid ought to be channelled as close to intended beneficiaries as possible, thus offering additional advantage of driving the Universal Health Coverage strategy of "close to client" health system.



### Public Finance for Children (PF4C)

This is an 18 months project implemented by EPRC in collaboration with Ministry of Finance, Planning and Economic Development with support from UNICEF-Uganda. The project seeks to follow Uganda's progress in funding and implementing of child policies through generation of information and advocacy to ensure that all actors working in the sphere of children fulfil their obligations. The following are some of the activities that were accomplished under the project during the reporting period:

- Organized a post budget forum with the Uganda Economics Association to assess whether the budget was responsive to children issues, among others. The forum was held on June 14, 2016 under the theme: "Budgeting for the future generation".
- Collated information and coordinated the development and publication of

four Budget briefs on nominal budget shares and allocations for social development, water and environment, health and education.

- Produced and launched the maiden issue of the Uganda Children's Digest. The Digest is a monthly electronic that presents current research, opinions, experiences, lessons and topical children issues.

### INCLUDE Project- Strengthening evidence based policy advocacy for women entrepreneurship and social protection in Uganda.

The project seeks to strengthen the capacities of knowledge communities in Uganda (generators, users, advocators, practitioners, policy makers, and academia) towards more evidence based policy making in the areas of women entrepreneurship and social protection. Since the commencement of the project to date EPRC has been able to accomplish the following activities:

- Held inception meetings with the project teams working on the three studies-changing the mindsets of Ugandan entrepreneurs, building the case for investment in social protection in Uganda and cost benefit analysis of cash transfer programmes.
- Commenced stakeholder mapping of the movers and shakers within the social protection and women entrepreneurship circles.
- Produced a draft synthesis report on the existing social protection policies, regulations and programmes in Uganda.
- Initiated a web portal on the EPRC website to share knowledge products



## Private Sector Development and Competitiveness

Private sector requires evidence on how to adapt to the growing competitive regional business environment. Research in this area informs how the private sector should reposition itself as the engine of economic growth. The sub-themes are: (1) Regional integration and access to finance, (2) Policy frameworks and initiatives to promote micro, small and medium enterprises and (3) Institutional behavior and private sector Development.

### Private sector investment in changing climate: Resilient Rice value chain development in Uganda.

*Annette Kuteesa, Miriam Katunze and Paul Lakuma*

This research project explored how domestic private sector investment decisions can enable climate risk management by different actors along the rice value chain in Uganda. The research was conducted through two case studies. The first case study focused on domestic private investments in quality rice seeds

(including climate-resilient seeds) in Northern Uganda in partnership with a domestic seed company, Equator Seeds. The second focused on investments in financial products by a commercial bank, the Centenary Bank. The research initiative was implemented by EPRC in partnership with the International Institute for Sustainable Development (IISD) and the Ministry of Finance, Planning and Economic Development (MoFPED).

The results of the first case study that explored how climate hazards affect the actors and activities at the different stages, of the rice value chain in northern Uganda showed that climate change impacts all actors along the agricultural value chains, but in different ways and to different degrees. Thus for investments in agricultural value chain development to have a sustainable impact in reducing poverty and increasing food security, climate resilience must be a priority outcome and all actors along the chain must be aware of climate risks and empowered to manage these risks. The study recommends that Development agencies can help enhance capacities and services for Climate Risk Management (CRM) by actively integrating climate resilience in value chain interventions.

The results of the case study focusing on the Centenary Bank's services to rice value chain actors in Eastern Uganda showed that: financial services are critical in enabling Climate Risk Management along agricultural value chains, access to savings and credit already supports some aspects of Climate Risk Management, notably by facilitating diversification of livelihoods and income sources, while also providing

a buffer when shocks are experienced. The study recommends among others, investments in climate information services to enable better decision making by all actors involved in value chain development.



## Natural Resource Management

The EPRC thematic research area on Natural Resource Management responds to the global challenge of sustainably handling natural resources for development. Research in this area focuses on how Uganda can leverage its wealth in natural resources for sustainable growth and development. The areas of research focus include: (1) Oil resources management, (2) Non-oil resources and climate change, (3) Renewable and non-renewable energy, and (4) Sustainable land use. The research conducted in this area includes:

### The challenges of Macroeconomic Management of Natural resource Revenues in Developing Countries: The case of Uganda.

*Paul Lakuma, Musa Mayanja, Ezra Munyambonera, and Joseph Maweje*

The study focused on oil discoveries in Uganda and their expected impact

on government revenues. It analysed alternative spending policies of natural resource revenues using a calibrated dynamic, stochastic, general equilibrium model (DSGE). Detailed publicly-available information on the upstream oil sector and the fiscal regime was used to derive realistic cost and government revenue profiles across a range of oil price scenarios, in order to project annual production, fixed and variable costs, and government revenues for given global oil price paths. The potential effects of income transfers versus public investment spending, as well as front-loaded versus gradual public investment policies were compared. The study also assessed the impacts of alternative assumptions on the efficiency of public investment due to constraints on absorptive capacity. In terms of economic welfare, it was established that income transfers dominate public investments (whether gradual or front-loaded) given the typically low discount factors for households in low-income developing countries. Similarly, front-loaded investment policies dominated gradual investment policies given the low discount factors. However, the study also showed that as individuals cared more about the future (i.e. have a lower discount rate), the welfare order of policies changed, as the productivity effect of public investment produces a higher increase in consumption and welfare even though this increase lagged in time.

### Local Content Survey in Uganda's Oil and Gas Sector

*Joseph Maweje, and Anita Ntale*

This is a long term research project implemented in collaboration with the King Abdullah Petroleum Studies and

Research Centre (KAPSARC) to examine the dynamics of natural resource-driven growth in Uganda. Under the project a nationally representative survey of enterprises that have the potential to participate in the emerging oil and gas sector in Uganda was conducted to examine the implications of national content policies for the oil and gas industry.

The research was undertaken with full accreditation and support from the Petroleum Exploration and Production Directorate (PEPD) and the Private Sector Foundation Uganda (PSFU). It is envisaged that the findings from the study will enrich and support ongoing discussions on building local content policies, regulations and frameworks in Uganda.

### Sustainable Consumption and Production Practices in Uganda: A review of laws, policies and business environment.

*Madina Guloba*

This cross-country study supported by UNEP under the SWITCH Africa Green Project assessed the existing policies, regulatory frameworks, standards, programs and the extent to which they support Sustainable Consumption and Production (SCP) and the green growth economy growth by sector. The study focused on agriculture, tourism and manufacturing with integrated waste management as a crosscutting issue. The study also reviewed the best SCP practices for green economy promotion highlighting challenges and opportunities. The study recommended sectoral streamlining of green practices based on best practices case studies, establishment of an Eco Labelling

certificate to ensure compliance, and running of awareness campaigns on "green" practices for uptake and enforcement of SCP principles.



## Policy Inconsistency and Implementation Gaps

Research in this area explores the evolution of policies and identifies gaps and inconsistencies within the existing policies so as to aid their effective implementation. It assesses the appropriate institutional linkages that will ensure consistency in policy implementation as well as the effects of policy reversals on the implementation of government programs.

### Uganda Country Policy and Institutional Assessment Study for the Period: 2014 -2015

*Ezra Munyambonera, Musa Mayanja, and Madina Guloba*

The Country Policy and Institutional Assessment (CPIA) evaluate the quality of a country's present policy and institutional framework. Quality refers to how conducive that framework is to fostering poverty reduction, sustainable growth, and the effective use of

development assistance. The CPIA ratings are used in the International Development Aid (IDA) allocation process and several other corporate activities and are consistent with the World Bank and the African Development Bank (AfDB) economic ratings. This report presents the CPIA rankings for Uganda as guided by document reviews, validated and agreed upon with the key stakeholders. The rankings are based on a number of different criteria, four major themes divided into various sub-themes which are subdivided into specific economic indicators. The Four thematic areas include: Economic Management; Structural Policies; Social Inclusion/Inequality; and Governance focusing on Public Sector Management and Institutions. The assessment showed that as regards:

**Economic Management:** Uganda has continued to pursue prudent macroeconomic policies aimed at ensuring macroeconomic stability both in the short and medium term.

**Structural Policies:** there has been a slight improvement in policies and Institutions that cater to the business and regulatory environment, regional integration and trade, and the financial sector.

**Social Inclusion/Inequality:** Government has continued to promote equal access of opportunities to both men and women through Universal Primary Education, Universal Secondary Education, tertiary and vocational training and in health care services. In the same framework, government increased its focus on social protection through programs such the Youth Venture Capital Fund for the youth and the Social Assistance Grants for Empowerment

(SAGE) for the elderly aged 65 years and above.

**Governance:** when it comes to governance indicators the scores are low especially for laws relating to property rights and laws affecting economic activity.

### Policy Action for Sustainable Intensification of Ugandan Cropping Systems (PASIC)

The project focuses on stimulating action in selected policies and programs, relevant for agricultural intensification of smallholder production systems, through evidence-based research and capacity strengthening of relevant institutions. The overall goal is to contribute to improved household incomes, livelihoods, and food and nutrition security in Uganda through the sustainable intensification of cropping systems.

During FY2015/16, the Centre was able to conduct rice and Irish potato value chain surveys in eastern and western Uganda. The findings from the Irish potato survey are documented in a report titled: *“Investment Opportunities and Challenges in the Irish Potato Value Chain in Uganda”*, while those from

the rice study are published in a report titled: *“Understanding the rice value chain in Uganda-opportunities and challenges to increased production.”* Some of the challenges identified are: low technology adoption, poor quality seed, and inadequate storage facilities, limited access to financing and agro inputs.

The reports recommend capacity building in seed production and multiplication, channelling of credit through farmer groups and construction of farmer-managed and -controlled storage facilities, among others.

### The Development of Fertiliser Policy, Regulation and Strategy for Uganda

The project is a collaborative arrangement between EPRC and the Ministry of Agriculture, Animal Industry and Fisheries). This is a three year project that commenced in October 2010 and is being implemented with support from the Alliance for a Green Revolution in Africa (AGRA). Due to delays in approval of the fertilizer policy the project was granted a no cost extension. Finally the Fertiliser Policy and related documents were approved by Cabinet on 4 May 2016.



# Capacity Building



One of the Centre's strategic objectives is **contributing towards closing the skills gaps for state and non-state actors in up-taking evidence for better development outcomes**. This is done through collaborative research activities with actors and/or training sessions. During the period under review, the Centre organised and facilitated short-term capacity strengthening and training programmes targeting government officials, researchers, academia, and policy makers. The prominent ones are highlighted below:

### Evidence Based Policy Making

The Centre continued to train civil servants on Evidence Based Policy Making, under the Development Research Uptake in Sub-Saharan Africa (DRUSSA) Programme, funded by DFID. A second Executive Course targeting middle level public servants was held from August 31, 2015 to September 4, 2015. It was attended by 30 officials drawn from the Parliamentary Commission, Ministry of Public Service, MAAIF, MEMD, and MoESTS. In addition, a Master Class targeting Permanent Secretaries, Undersecretaries, Directors and Commissioners was held on May 26, 2016. The course, specifically aimed at enabling the participants to conceptualise research uptake; describe the role and importance of research in decision making and demonstrate how research

## Capacity Building Efforts for Policy Research and Analysis



uptake works in practice. The course was well received, with an attendance of 56 top level participants as per the breakdown (Undersecretaries-12, Directors-7, Commissioners-30, other senior officials-5). There was a consensus that senior civil servant need to regularly meet to learn from different experiences. Furthermore, participants realized and echoed the need to demand for evidence from their supervisees during the policy making processes. They suggested that the Civil Service College Uganda in Jinja be financially facilitated to undertake more regular courses for the MDAs. The Centre intends to extend the DRUSSA model in the training of targeted Parliamentary Committees on child issues.

### Gender Analysis

Two regional trainings were conducted to enhance the skills of researchers, academia and policy makers in gender

analysis. The aim was to strengthen their analytical capacities- both qualitative and quantitative as a step towards more gender evidence based policy making and programming. The first training was co-organized with Advocates Coalition

for Development and Environment (ACODE) - and held in Kampala from 6 to 9 July, 2015. The second was held jointly with Consortium Pour la Recherche Economique et Sociale (CRES) in Dakar from 7 to 10 December, 2015. Both trainings titled **Strengthening Capacities for Gender Analysis in Sub-Saharan African Countries** were financed by the International Development Research Centre (IDRC) Think Tank Initiative. The Kampala and Dakar trainings were attended by 25 and 26 participants respectively,

drawn from 14 countries in Sub-Saharan Africa. These included; Uganda, Kenya, Tanzania, Rwanda, Ethiopia, Somalia, Mauritius, Nigeria, Cameroon, Cote D'Ivoire, DR. Congo, Ghana, Malawi, and Senegal.

### In-house Capacity Strengthening

In line with its strategic objective of **strengthening the in-house human resource capacities**, the Centre was able through its institutional networks to attract training opportunities for its staff. Two researchers from the Macroeconomics department participated in IMF training sessions on macroeconomic diagnostics, budgeting and fiscal sustainability. One researcher from the Sectoral department participated in trainings on Impact Evaluation organized by the African Growth and Development Policy Modelling Consortium (AGRODEP) - March 7-8,

2016 and the East Africa Social Science Translation (EASST) – July 7-11, 2016, respectively.

The Centre continues to enhance the capacities of researchers in conducting surveys. This follows the successful implementation and launch of the Uganda Service Delivery Indicator Survey (USDI) in 2013. Basing on the expertise obtained from the USDI, the Centre was able to conduct two targeted surveys during the reporting period. These include War to Peace Transition (WTP) survey, ARK-PEAS and KAPSARC Local content survey. The collaborative arrangements with the KAPSARC project have further helped the Centre to strengthen its macroeconomic modelling capacity.

### Internships

In January 2016, EPRC took on five Masters Interns from the School of Economics, Makerere University. These graduate interns spent five months at EPRC and were deeply

involved in research activities such as the warehouse receipt study and the KAPSARC local content survey. Although the take-up of the graduate interns in 2016 was on a pilot basis, the Centre intends to establish a formal mechanism of annually receiving graduate interns. This will not only support capacity building efforts of Makerere University but could also serve as a mentoring ground for potential future EPRC researchers. In addition, during June-August 2015, EPRC received and mentored eight under graduate interns from Makerere, and Kyambogo Universities.

# Technical Support



**In furthering its strategic objective of closing the skills gap of state and non-state actors in up taking evidence for better development outcomes, the Centre's staff continuously provided technical support and policy advice to Ministries, Departments and Agencies (MDAs) as highlighted:**

#### **Involvement in formulation of Agricultural Policies and Strategies**

- a) Supported Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to draft and finalize the Regulatory Impact Assessment (RIA) of the National Fertiliser Policy and obtain a certificate of Financial Implications, all prerequisites for ratification of the policy by Cabinet. The Fertiliser Policy and Strategy was finally approved by Cabinet on May 4, 2016.
- b) Participated in the review of the MAAIF Agricultural Development Strategy and Investment Plan (DSIP) and Development of the Agriculture Sector Strategic Plan (ASSP) 2015-2020.

#### **Planning and Reviewing of Trade and Regional Integration Policies**

- c) Participated as a Member on the MTIC, Technical Working Group working on Inter-institutional Trade

## **Technical Support to Policy Processes**



- d) Committee and supported in finalizing of the National Trade in Services Policy 2015 and its implementation plan.
- d) Advised the National Trade Negotiation Team (NTNT) on the preferred national position in relation to services trade liberalization under the Common Market for Eastern and Southern Africa (COMESA) during the second phase of consultations.
- e) Participated in drafting of the implementation plan and budget (2016/20) of the Micro Small Medium Enterprise (MSME) under the Ministry of Trade Industry and Cooperatives (MTIC)
- f) Contributed to the drafting of the Micro Small Medium Enterprise (MSME) policy implementation plan 2016/20 under the Ministry of Trade Industry and Cooperatives (MTIC)
- g) Participated in the technical meetings to review proposals submitted to Ministry of Trade Industry and cooperatives (MTIC) by the Uganda Manufacturing Association on how to improve the performance of the

manufacturing sector. The proposals were due for consideration in the 2016/17 National Budget.

#### **Scrutiny and Appraisal of Government Strategies and Programmes**

- h) The Centre sustained its membership on the various committees in the Office of the Prime Minister. Working under the subcommittee on evaluation the Centre was able to review and vet the concept note for the Development Strategy and Investment Plan (DSIP), its implementation process and impact on smallholder farmers. The committees also evaluated the performance of the Agricultural Technology and Agribusiness Advisory Services (ATAAS) programme. Still under the Office of the Prime Minister, EPRC served as a member to National Technical working group on Monitoring and Evaluation that regularly reviews the sector Budget performance for the MDAs.
- i) The centre continues to participate as a member to National Technical Committee responsible for formulating the Green Growth Strategy for Uganda. The strategy is intended to support the greening of the Second National Development Plan (NDP II) under the National Planning Authority.
- j) Supported Ministry of Gender, Labour and Social Development to conduct a feasibility study that would inform Government's decision on whether Uganda should adopt a statutory minimum wage.

# Policy Advice to MDAs



**Dr. Sarah Ssewanyana**

- Member of the Presidential Economic Council
- Board member of the National Planning Authority Expanded Board
- Member of the Technical Committee of the Uganda Bureau of Statistics Board.
- Member of UWEZA Technical Advisory Committee
- Member of the INCLUDE Platform Steering Committee (Netherlands)



**Dr. Swaibu Mbowa**

- Review of the MAAIF Agricultural Development Strategy and Investment Plan (DSIP) and Development of the Agriculture Sector Strategic Plan (ASSP) 2015-2020



**Dr. Isaac Shinyekywa**

- Member National Trade Negotiation Team under UNCTAD
- Committee on Development of the East Africa Special Economic Zones (SEZ) Policy



**Dr. Madina Guloba**

- Member of the National Monitoring and Evaluation Technical Working Group, and Sub-committee on evaluation in the Office of the Prime Minister.
- Member of the National Technical Committee on Green Growth Strategy under the NPA and Ministry of Water and Environment



**Mr. Musa Lwanga**

- Agriculture Citizen working group NPA/MoFPED
- Self Help Group Technical Committee, MoFPED
- GIS Financial Services Working Group, FSDU



**Dr. Francis Mwesigye**

- Member of the National Technical Working Group on Engagement of Youth in Agriculture
- Support to National School Enrolment Survey



**Dr. Ezra Munyambonera**

- Technical support to developing a private sector investment strategy by MFPEP
- Agricultural Finance Year Book Technical Committee



**Mr. Paul Lakuma**

- Support to the Population Council Secretariat for editing of the 2015 Uganda State of Population Report.
- Support to National School Enrolment Survey

# Policy Engagement



## Policy Engagement and Communication

To ensure the Centre's long term objective of **strengthening and broadening linkages with national and international stakeholders**, EPRC provides numerous opportunities for its researchers and staff to communicate and collaborate whether in person or using technology. EPRC believes in the power of knowledge- sharing and networking to build capacity, shape the research agenda, and spread research outputs and practices. Thus, during the reporting period the centre collaborated and dialogued with policy actors at the individual, organizational and global level in order to connect research to policy. We discuss the various strategies employed in the subsequent sections.

### Dissemination and Outreach Events

The dissemination events included those that were based on the Centre's planned research activities and others that were collaborative in nature. We highlight the outstanding ones:

#### Breakfast Meeting on Climate and Environmental Impact of Oil production

On October 13, 2015 environmental experts, representatives of oil companies, government agencies, civil society organizations, academia and policymakers convened at the Kampala Sheraton Hotel to discuss how Uganda can contain the effects of climate change in the oil and gas industry. The breakfast discussion was on the topic: *'Climate and environmental impact of oil production in the Albertine Graben- is Uganda prepared for change'*. The debate was organized by the Economic Policy Research Centre (EPRC) and the German Embassy in Kampala, on the backdrop. It was apparent during the discussion that Uganda had adequate



laws, policies, regulations to protect the environment and some level of preparedness to mitigate climate change effects arising from oil production. There, was however, need to put the policies into practice to minimize the impact arising from the exploitation of oil. Officiating at the event, Dr Peter Blomeyer, the German Ambassador to Uganda advised that there should be a good balance between exploitation of oil, and protection of the environment. "Petroleum resources are non-renewable and may last about 30 years provided they find customers yet, biodiversity assets are renewable, and if, managed well can continue to support economic development and human prosperity for an indefinite time", he emphasised.

#### Launch of the 8th Edition of the Agricultural Finance Yearbook

The 8<sup>th</sup> edition of Agricultural Finance Year book on the theme *"Innovations and Research in Agriculture Finance"* was launched on December 01, 2015 in collaboration with the Agribusiness Alliance. The Yearbook provides evidence on the constraints faced by farmers and those involved in providing finance at both the sectoral level, and in specific industries within the sector. It also

presents the initiatives that have helped to alleviate the challenges. The book was launched by Dr. Louis Kasekende, the Deputy Governor, Bank of Uganda. He noted that the book provides course for policy action particularly in relation to allocation of limited public resources. He advised that, government spending in the agricultural sector should be on public goods such as extension services, research and development that will benefit the small holder farmers and generate the highest social rates of return.

#### Launch of the Global Human Development and the 2015 Uganda Human Development Reports

In collaboration with UNDP-Uganda, the Centre organised the Launch of the Global Human Development and the Uganda Human Development Report 2015: *Unlocking the Development Potential of Northern Uganda* reports. The launch under theme "Rethinking Work for Human development" was held on December 17, 2015, and graced by the 3<sup>rd</sup> Deputy Premier; Rt. Hon. Kirunda Kivejinja. The Uganda Human Development Report discusses how Northern Uganda can transition from recovery to match with the rest of the country in terms of all tenets of development and attainment of Vision 2040.

#### Climate Resilient Agriculture Value Chains in Uganda

A breakfast meeting on climate risk management along agricultural value chains was held on February 4, 2016 at Protea Hotel Kampala to share findings of a study that explored how domestic private sector investment decisions can enable climate risk management by different actors along the rice value chain in Uganda. The event was organized by EPRC and the International Institute for Sustainable Development (IISD), in

collaboration with the Ministry of Finance, Planning and Economic Development. The meeting raised the need to promote policies and strategies that create an enabling environment for the private sector to invest and participate in climate risk management along agricultural value chains in Uganda.

### Sessions on the Regulatory Impact Assessment of the National Fertiliser Policy

A consultative meeting for the Regulatory Impact Assessment of the National Fertiliser Policy was held on March 29, 2016 at the EPRC conference room. The objective of the consultative meeting was to provide technical input to the current fertilizer policy and subsequently generate a regulatory impact assessment report to guide cabinet on importance of the policy. The workshop was organised by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in collaboration with EPRC. This was followed by a National workshop convened on April 13, 2016 to validate the regulatory impact assessment for the Draft National Fertiliser policy for Uganda.

### Validation of report on AID Management and Fiscal policy for inclusive growth

A validation workshop was held on May 31, 2016 at Protea Hotel, Kampala to authenticate a study report that assessed AID management and fiscal policy for inclusive growth in Uganda. The report was part of a multi-country study jointly implemented with the African Centre for Economic Transformation (ACET). The meeting observed that whereas Uganda continues to score fairly high, in terms of debt sustainability, many glitches continue to chock foreign aid effectiveness that need to be addressed. Singled out was the need to align sector

budgets with the National Development Plan, and improve coordination among ministries.

### 5<sup>th</sup> National Forum on Agriculture and Food Security

The 5<sup>th</sup> Annual National Forum on Agriculture and Food Security on the theme “**Leveraging on the Increased National Budget Allocation to the Agriculture Sector to Enhance Production and Productivity**” was held at Hotel African, Kampala, on June 21, 2016. The event was organized by EPRC to discuss how the increased national budgetary allocation to the agriculture sector could be used to enhance production and productivity. The Forum discussions were informed by presentations based on research conducted by EPRC; 1) the Context of Uganda’s Agriculture within the Wider Policy Environment; 2) Implications of Crop Intensification in Uganda ; and 3) Fisheries: Enhancing Production and Productivity. Also in attendance, were various policy actors from government, civil society organizations, private sector, farmers associations and officials from Operation Wealth Creation. Closing the forum, the Assistant Coordinator, Operation Wealth Creation, Major General Julius Oketta said that part of the funding allocated to the sector was being used to procure 200,000 metric tons of fertilizer, following approval of the fertilizer policy by Cabinet in May 2016.

### The 2016/17 Post Budget Forum

On June 14, 2016, economists, political scientists, entrepreneurs, academics, policy practitioners and financial experts gathered at Kampala Serena Hotel to deliberate on the implications of the 2016/17 national budget for Uganda. The post budget debate was organized by EPRC in collaboration with the Uganda Economic Association and UNICEF on

the theme “**Budgeting for the future generation: Debt sustainability, agriculture and human development**”.

The dialogue was informed by the 2016/17 national budget speech especially the budget proposals delivered by His Excellency the President of Uganda on June 8, 2016. The economists were advised to work with the National Planning Authority and EPRC to generate evidence and strategies that inform the budget process, rather than being commentators, after the budget is read.

### Research Communications and Media outreach

As part of the outreach process, the Centre gave emphasis to engagement with the media, a platform it used to present and communicate its research findings to different audiences- the influential as well as beneficiaries. During the reporting period the Centre recorded 47 print media appearances with balanced citations across the three main newspapers – *Daily Monitor*, *New Vision* and *Observer*. The Centre also received extensive media coverage on television, radio and digital media.

The Centre also embraced new media technology, which includes social media channels (Twitter, Facebook, YouTube and LinkedIn), in addition to the E-newsletter, and blogs posted on the EPRC website ([www.eprcug.org](http://www.eprcug.org)). The digital vehicles have enabled the Centre to make its research outputs visible and easily accessible to policy makers and a wide array of targeted audiences. The social media presence has proved to be an effective strategy in steering conversations around agricultural, education, health and oil and gas issues. Below are selected commentaries and excerpts from our blogs.

## Researchers' commentaries published by the press

Author	Article Title	Date of Publication	Media House
Tony Odokonyero	Out-of-pocket payments frustrate Universal Health Coverage attempts	September 22, 2015	New Vision
Gemma Ahaibwe	Study reveals 73% of gamblers look for livelihood	November 6, 2015	Observer
Martin Luther Munu	South Sudan in EAC: What are Uganda's trade prospects	April 27, 2016	Daily Monitor
Francis Mwesigye and Rachel Linn of Promoting Equality in African Schools	How govt and private operations can expand quality education in Uganda.	April 28, 2016	Daily Monitor
Mildred Barungi	Increase funding for single spine agriculture extension reform	May 11, 2016	New Vision
Allan Kayongo (graduate intern) EPRC	Is GDP still a good growth and welfare indicator	June 3, 2016	Observer
Madina Guloba	Guiding principles for setting a good minimum wage	June 10, 2016	Daily Monitor

### Excerpts from EPRC's Blog

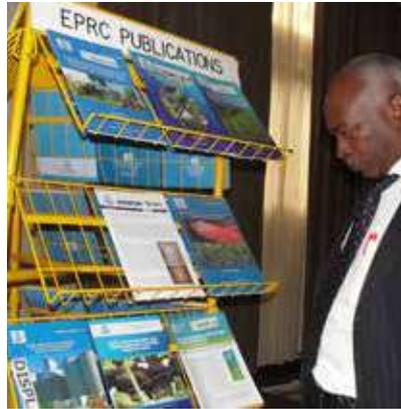
Author(s)	Title	Date of Posting	Location Posted
Isaac Shinyekwa & Maria Nagawa	Trading with the BRICS: Is Uganda prepared?	July 1, 2015	EPRC Blog
Maria Nagawa	Liberalization and the growth paradox in Uganda	August 1, 2014	EPRC blog
Annet Adong	Cultivating the next generation of East African researchers	August 11, 2015	EPRC blog and Berkley Blog
Maria Nagawa	Africa can Educate to Emigrate	September 30, 2015	Posted on EPRC blog
Paul Corti lakuma	Spotlight issues for the Ugandan election	February 17, 2016	Posted on Brookings website and EPRC blog
Annet Adong	Getting to zero: The transformative power of HIV self-testing	February 22, 2016	Posted on EPRC website and EASST blog
Miriam Katunze	Why African women must play a role in private sector decision making?	March 7, 2016	Posted on EPRC website and News 24 Africa
Gemma Ahaibwe & Anita Ntale	Young and female: Double jeopardy for women in Uganda's job market	March 7, 2016	Posted on EPRC website
Gemma Ahaibwe	Commitment to indoor residual spraying to curb potential future malaria outbreaks in Northern Uganda	March 29, 2016	Blog posted on SPEED website
Joseph Mawejje	How much do social networks help agrarian households?	April 13, 2016	Blog posted on EPRC website
Joseph Mawejje	Can tax morale boost revenue collection in Uganda?	May 26, 2016	Posted on EPRC website May <a href="http://www.eprcug.org/blog/458-can-tax-morale-boost-revenue-collection-in-uganda">http://www.eprcug.org/blog/458-can-tax-morale-boost-revenue-collection-in-uganda</a>
Anita Ntale, Sheila Depio and Martin Luther Munu,	Tobacco industry in Uganda: economic gains and disastrous health effects	June 1, 2016	Posted on EPRC website <a href="http://www.eprcug.org/blog/461-tobacco-industry-in-uganda-economic-gains-and-disastrous-health-effects">http://www.eprcug.org/blog/461-tobacco-industry-in-uganda-economic-gains-and-disastrous-health-effects</a>
Sheila Depio	Fostering primary school education through child-led school community clubs	June 30, 2016	Posted on EPRC website <a href="http://www.eprcug.org/blog/467-why-uganda-should-strike-a-balance-between-infrastructure-and-human-capital-development">http://www.eprcug.org/blog/467-why-uganda-should-strike-a-balance-between-infrastructure-and-human-capital-development</a>

The Centre's research publications include working papers (research series), user friendly products (policy briefs, fact sheets), journal articles, book chapters and contribution to drafting of government policy documents. The following are the Centre's published works during the reporting period:

## Journal Articles

- Barungi Mildred, Wokadala James and Kasiye Ibrahim. 2015.* Performance of public-private partnerships in delivering education services: The case of Universal Secondary Education policy implementation in Uganda. *Advances in Social Sciences Research Journal*, 2 (7): 201 – 220.
- Lakuma C. Paul and Kuteesa Annette. 2016.* Survival Analysis of Regional Unemployment in Uganda: Evidence from the Uganda Panel Survey (UNPS). *African Development Review*, 28 (1):140–154.
- Maweje Joseph and Munyambonera Ezra. 2016.* Tax revenue effects of sectoral growth and public expenditure. *South African Journal of Economics*, 84(2):
- Maweje Joseph. 2016.* Food prices, energy and climate shocks in Uganda. *Agricultural and Food Economics*. 4(4):
- Munyambonera Ezra and Lakuma C.Paul. 2015.* Determinants of Commercial Banks 'Total Factor Productivity Growth in SSA. *Journal of Applied Finance and Banking*, 5(5), 2015: 1792-6599
- Mweisgye Francis. 2015.* The Effect of Population Pressure and Internal

## EPRC Publications



Migration on Land Conflicts: Implications for Agricultural Productivity in Uganda. *World Development*, 79:25–39.

- Okoboi Geoffrey and Maweje Joseph. 2016.* The impact of adoption of power factor correction on electricity peak demand in Uganda. *Journal of Economic Structures*, 3(5):
- Shinyekwa Isaac & Ijjo T. Alex. 2016.* Determinants of Domestic Food Price Differentials: Constraints for Intra-Uganda Trade. *Journal of Sustainable Development*, 9 (1):
- Shinyekwa Isaac. 2015.* Has the East African Community Regional Trade Agreement Created or Diverted Trade? A Gravity Model Analysis. *Journal of Sustainable Development*, 8 (9):
- Wokadala James and Barungi Mildred. 2015.* Benefit Incidence Analysis of government spending on public-private partnership schooling under universal Secondary Education policy in Uganda. *Africa Education Review*, 12 (3): 10.1080/17146627.2015.1110900

## Book Sections

- Kasiye, I. (2015).* Some Fiscal Issues in Funding Public Sector Investment in the Agricultural Sector. In BOU, MAAIF. & EPRC, *Agricultural Finance Year Book 2015: Innovations and Research in Agricultural Finance* (pp. 25-31). Kampala: BOU, MAAIF, EPRC.
- Barungi, M., & Mweisgye, F. (2015).* Value Chain Financing in the Irish Potato Industry. In BOU, MAAIF. & EPRC, *Agricultural Finance Year Book 2015: Innovations and Research in Agricultural Finance* (pp. 95-102). Kampala: BOU, MAAIF, EPRC.

## Books

- BOU. MAAIF. & EPRC. (2015).* *Agricultural Finance Year Book 2015: Innovations and Research in Agricultural Finance*. Kampala: BOU, MAAIF, & EPRC.

## Working papers

- Barungi, M., & Odokonyero, T. (2016).* *Understanding the Rice Value Chain In Uganda: Opportunities and Challenges to Increased Productivity*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/research-reports?task=document.viewdoc&id=448>
- Gemma Ahaibwe, P. C. (2016).* *Social economic effects of gambling: Evidence from Kampala city, Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/research-series?task=document.viewdoc&id=402>
- Kasiye, I., & Guloba, M. (2016).* *Dynamics of the War to Peace*

*Transition in Northern Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/occasional-papers?task=document.viewdoc&id=442>

Maweje, J., & Munyambonera, E. F. (2016). *Tax Revenue Effects of Sectoral Growth and Public Expenditure in Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/research-series?task=document.viewdoc&id=400>

Mayanja, M. L., & Adong, A. (2016). *A Pathway to Financial Inclusion: Mobile Money and Individual Savings in Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/research-series?task=document.viewdoc&id=409>

Mbowa, S., & Mwesigye, F. (2016). *Investment Opportunities and Challenges in the Potato Value Chain in Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/research-reports?task=document.viewdoc&id=445>

Senoga, E. B., & Matovu, J. M. (2016). *Growth and Welfare Effects of Macroeconomic Shocks in Uganda*. Kampala: EPRC. Retrieved from <http://www.eprcug.org/research/occasional-papers?task=document.viewdoc&id=444>

## Policy Briefs

Ahaibwe, G. (2016, March). *Addressing Regional Disparities in Access to Child and Maternal Health Services*. Kampala: EPRC. Policy Brief #63. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=450>

Ahaibwe, G., Lakuma, P. C., Katunze, M., & Maweje, J. (2016, January). *Adequacy and Effectiveness of Uganda's Gambling Regulatory Framework*. Kampala: EPRC. Policy Brief #62. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=453>

Ahaibwe, G., Lakuma, P. C., Katunze, M., & Maweje, J. (2016, January). *Socio Economic Effects of Gambling on Welfare: Evidence from Kampala City*. Kampala: EPRC. Policy Brief #61. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=403>

Kasirye, I. (2015, November). *Taxation for Investment in Uganda Agricultural Sector*. Kampala: EPRC. Policy Brief #58. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=447>

Kuteesa, A., & Katunze, M. (2016, June). *Creating an Enabling Environment for Agricultural Finance to Support Climate Risk Management in Uganda*. Kampala: EPRC. Policy Brief #64. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=452>

Maweje, J., & Munyambonera, E. (2016, January). *Improving Tax Revenue Performance in Uganda*. Kampala: EPRC. Policy Brief #59. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=391>

Mbowa, S., & Mwesigye, F. (2016, June). *The Seed Potato Gap in Uganda: An Investment Opportunity, and a Challenge for Value Addition*. Kampala: EPRC.

Policy Brief #70. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=426>

Mbowa, S., & Mwesigye, F. (2016, June). *Indicative Lost Income Due to Limited Technology Use in Irish Potato Production*. Kampala: EPRC. Policy Brief #67. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=423>

Mbowa, S., & Mwesigye, F. (2016, June). *Informality of Actors and its Implications for Potato Value Chain Upgrading in Uganda*. Kampala: EPRC. Policy Brief #68. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=424>

Mbowa, S., & Mwesigye, F. (2016, June). *The Constraints to Irish Potato Value Chain Financing in Uganda*. Kampala: EPRC. Policy Brief #69. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=425>

Mbowa, S., Odokonyero, T., & Munyao, A. T. (2016, June). *Floating Fish Cage Farming a Solution to Uganda's Declining Fishery Stocks*. Kampala: EPRC. Policy Brief #66. Retrieved from <http://www.eprcug.org/research/policy-briefs?task=document.viewdoc&id=422>

Munyambonera, E. (2015, October). *Management of Uganda's Expected Oil Revenues: A DSGE Fiscal Policy Simulation*. Kampala: EPRC. Policy Brief #57.

## Institutional Strengthening

During the reporting period, the Centre invested in developing new or strengthening existing institutional systems—policies, processes and practices. Three new policies namely; Conflict of Interest Policy, Whistle Blowers Policy and Guidelines, and Staff bonding policy were developed. Also in a bid to strengthen its systems and mitigate risks, a number of policies and manuals were reviewed and amended. These include: (1) Research and Publications Policy; (2) Occupational Safety and Health (OSH) policy; (3) Salary Advance Policy; (4) Staff Training and Development Manual; (5) Finance Operations Manual.

## Staff Management and Transitions

The Centre registered some noteworthy staff changes and transitions during FY2015/16. Three research staff were elevated to higher positions in the structure, while five new researchers were recruited. Those promoted were: Ms. Gemma Ahaibwe moved from Research Analyst to Research Fellow; Dr. Isaac Shinyekwa and Dr. Ezra Francis Munyambonera moved from Research Fellow to Senior Research Fellow. The newly recruited members during the reporting period include: Dr. Francis Mwesigye and Mr. Rakesh Gupta N.R, Research Fellows; Ms. Anita Ntale, Mr. Martin Luther Munu and Ms. Sheila Anne Depio, all Research Analysts. One staff member, Dr. Alex Thomas Ijjo, Senior Research Fellow separated with the Centre at the end of his contract.

## Strategic Planning

# Strengthening and Diversifying the EPRC Resource Base



A staff retreat was held in May 2016, to review progress in implementation of the EPRC Strategic Plan 2013- 17, assess status of implementation of the FY 2015/16 work plan and to plan and budget for the next financial year. The retreat was also used to orient staff on the new policies and practices approved by the Board in the course of the financial year.

## Resource Mobilization

Efforts to enlist additional resources for implementing the Centre's programmes and activities continued throughout the financial year by reaching out to current, prospective and previous donors. We first of all, wish to acknowledge and appreciate the continual core funding received from the Government of Uganda, and the International Development Research Centre's Think Tank Initiative. The support facilitated the smooth

execution of the planned activities during the review period. The Centre was also able to secure restricted funding based on opportunities leveraged from successful implementation of previous research studies as well as response to new calls for proposals.

## Visitors and Collaborators

To increase ownership and uptake of its work, the Centre has engaged in new formal partnerships with local institutions for example, the Uganda Free Zones Authority and the Operation Wealth Creation to input to its agricultural extension programme promoted by the Operation Wealth Creation (OWC).

The process is also on-going to formalise the relationship with the NPA's research and policy function.

Due to EPRC's positioning as the leading Go-To think in Uganda, a number of institutions requested for brainstorming sessions on the Uganda economy. The US Embassy-Kampala and IMF Mission visited the centre in this regard.





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