



*Towards Sustainable Development*



# ANNUAL REPORT

July 2024 - June 2025

## 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. EPRC has also broadened its scope and repositioned itself to respond to emerging development issues beyond Uganda through evidence based research.

## Mandate and Role

EPRC is an autonomous not-for-profit organisation limited by guarantee. The Centre was established in 1993 to fill the void in economics research, policy analysis, and capacity building for effective in-country contributions to Uganda's policy formulation process.

Since its inception, EPRC has grown into a credible and reputable policy think tank. It prides in a high quality evidence based research, strong policy engagement with government MDAs and convening power to bring together a diversity of stakeholders to deliberate on topical development issues affecting Uganda's development.

EPRC's mandate is to develop and implement a responsive research agenda that facilitates the achievement of the long-term goals of Government of Uganda, as well as the expectations of development partners, among others.



## Vision

A Centre of Excellence for evidence-based economic policy research.



## Mission

To foster evidence generation and uptake for sustainable economic growth and development for Uganda and the region.

## Organizational Values

The conduct of EPRC's business is anchored on the following core values:



**Excellence:** We are dedicated to excellence in everything we do through attention to detail, quality assurance, timeliness and commitment.



**Independence:** We believe in the independence of mind in the conduct of research and other obligations of the Centre as stipulated in our mandate.



**Sensitivity:** We endeavor to continually understand and respond to the legitimate interests and concerns of our stakeholders as the basis for maintaining mutually beneficial and respectable relations.



**Efficiency:** We avoid resource wastage in doing our work. We focus on achieving maximum desired results, with minimal resource input.



**Respect:** We believe everyone at EPRC matters. We recognize diversity and respect one another, value divergent opinions and ideals, and empower each other to voice their views as part of our work ethic.



**Integrity:** We are honest, open and adhere to moral and ethical principles as we serve the needs of our stakeholders. We are cognizant of the consequences of our actions and decisions.



**Engagement:** We pay attention to constructive engagements, partnerships and collaboration while maintaining individual accountability.





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# Board of Directors Statement

**Mr. Ramathan Ggoobi**

Chairman, Board of Directors

On behalf of the Board of Directors, I am pleased to present the Economic Policy Research Centre's Annual Report for the fiscal year 2024/25. This year has demonstrated our collective commitment to good governance, accountability, and strategic resilience. We are proud of the significant progress made in delivering high-quality, policy-relevant research and in strengthening our role as a trusted partner in Uganda's development journey.

The scope of our work, encompassing employment and skills development, social protection, economic governance, and the green economy, underscores our commitment to addressing the country's most pressing policy challenges. The Board is especially proud of EPRC's ability to ensure its research remains rigorous and actionable, as demonstrated by the adoption of our recommendations into national legislation,

such as the amendments to the Sugar Act 2020, which were signed into law in May 2025.

We commend the Centre's expanded policy engagement platforms, which have fostered constructive dialogue among policymakers, private sector leaders, civil society, and academia. Furthermore, we recognise the resilience and adaptability shown in managing funding challenges and operational risks without compromising the quality or timeliness of our work. This demonstrates the commitment of management and staff, the strength of our partnerships, and the confidence stakeholders have in us.

Looking ahead, the Board reaffirms its commitment to guiding the Centre towards

financial sustainability, research excellence, and increased policy influence. We are confident that these efforts will continue to produce meaningful results, strengthening EPRC's position as a leader in evidence-based policy research for inclusive and sustainable development in Uganda and beyond.



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influence**

# Executive Director's Message

**Dr. Sarah N. Ssewanyana**  
Executive Director



The financial year 2024/25 has been a year of impact, innovation, and resilience for the Economic Policy Research Centre (EPRC). Guided by our theme-“Accelerating sustainable and productive employment for inclusive economic growth in Uganda”-we delivered a vibrant and dynamic research agenda that addressed some of the most pressing economic and social policy issues of our time.

Over the year, we completed more than 20 research studies and advanced several multi-year projects, generating actionable insights on job creation, social protection, gender equality, economic governance, green growth, and trade competitiveness. These studies not only highlighted encouraging trends, such as the decline in poverty and improvements in inequality, but also addressed persistent challenges, including youth unemployment, gender wage gaps, and fiscal pressures. Our flagship analyses present practical, evidence-based solutions, ranging from expanding work-based learning opportunities for youth to extending social insurance to informal farmers, all communicated in clear and accessible formats.

Our research translated into tangible policy influence. Parliament adopted EPRC's

recommendations on sugar sub-sector reform into the amended Sugar Act 2023, which was signed into law by the President on 31 May 2025; the Ministry of Finance integrated our insights into the 2025/26 Budget Month activities; and our refreshed Uganda Business Climate Index is already guiding investment and private sector policy discourse. Through sustained engagement with government ministries, parliament, private sector associations, civil society organisations, and international partners, we ensured that evidence consistently reached the appropriate decision-making platforms.

Beyond research, we invested in building a stronger, more agile institution. We recruited and retained top talent, strengthened our policy communication, upgraded operational systems, and made key capital investments-such as a new power backup system-to safeguard productivity and data security. We responded swiftly to operational and funding challenges, demonstrating the organisational agility necessary to sustain momentum even in uncertain environments. Our commitment to transparency, accountability, and good governance remained unwavering. We proactively

addressed audit recommendations, enhanced policy and process compliance, and improved risk management frameworks, ensuring that EPRC continues to be a trusted and credible partner in Uganda's development journey.

I am deeply grateful to our Board of Directors for their strategic guidance, to our dedicated staff for their professionalism and passion, and to our partners and funders for their trust and collaboration. Together, we have positioned EPRC not only as a national leader in policy research but also as a regional reference point for evidence-based decision-making. I look forward to building on this momentum to deliver even greater impact in the years ahead.

# Board of Management

## Ex- Officio Members



**Mr. Ramathan Ggoobi**  
Permanent Secretary/ Secretary to Treasury,  
Ministry of Finance, Planning and Economic  
Development (Chairperson)



**Prof. Henry Alinaitwe**  
Ag. Deputy Vice Chancellor for Finance &  
Administration, Makerere University  
(Outgoing Vice Chairperson)



**Prof Winston Tumps Ireeta** Ag. Deputy Vice  
Chancellor for Finance & Administration, Makerere  
University (Incoming Vice Chairperson)



**Dr. Jacob Opolot**  
Executive Director of Operations, Bank of Uganda  
(Delegated Representative of Governor, BOU)



**Dr. Sarah N Ssewanyana**  
Executive Director, Economic Policy  
Research Centre

## Non- Ex- Officio Members



**Mr. Arthur Isiko**  
Managing Director, Bank of Africa  
(Independent Member)



**Prof. William Bazeyo**  
Africa One Health University Network  
(Independent Member)



**Prof. Stephen K. Nkundabanyanga**  
Head of Accounting Department, Makerere  
University Business School (Public Sector  
Representative) Non- ex-officio member



**Dr. Fred P. Ssengooba**  
Professor, School of Public Health,  
Makerere University (Research Community  
Representative)



**Dr. Asuman Guloba**  
Director of Development Planning,  
National Planning Authority (Public Sector  
Representative)



**Ms. Judith Namugenyi**  
General Manager Internal Audit & Forensics,  
MTN Uganda (Private Sector Representative)

# Research Staff

## MACROECONOMICS



Dr. Sarah N. Ssewanyana  
Executive Director



Mr. Paul Corti Lakuma  
Senior Research Fellow



Dr. Brian Sserunjogi  
Research Fellow



Dr. Emmanuel Erem  
Research Fellow



Ms. Rehema Kahunde  
Research Analyst



Mr. Joab Wamani  
Volunteer Research Associate



Dr. Ibrahim Kasiye  
Director Research

## SECTORAL



Dr. Swaibu Mbowa  
Senior Research Fellow



Ms. Florence Nakazi  
Research Fellow



Dr. Christine Arwata Alum  
Research Fellow



Sheila Nakkazi  
Research Analyst



Solomon S. Nuwagaba  
Volunteer Research Associate



Ms. Mary Kajumba  
Volunteer Research Associate



# Research Staff

## TRADE AND REGIONAL INTEGRATION



Dr. Isaac Shinyekwa  
Senior Research Fellow



Ms. Aida Nattabi Kibirige  
Research Analyst



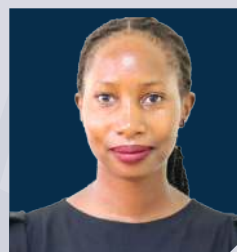
Dr. Amos Sanday  
Research Fellow



Mr. Philemon Okillong  
Research Analyst



Ms. Hildah Namuleme  
Research Analyst



Ms. Alice Nalweera  
Young Professional

## MICROECONOMICS



Dr. Madina Guloba  
Senior Research Fellow



Dr. Linda Nakato  
Research Fellow



Mr. Medard Kit Kakuru  
Research Analyst



Ms. Blessing Atwine  
Research Analyst



Mr. Regean Mugume  
Research Analyst



Mr. Smartson Ainomugisha  
Volunteer Research Associate



Ms. Pauline Nakitende  
Research Analyst



Dr. Phionah Namulira  
Research Fellow



Jude Ssebuliba  
Young Professional



# Administrative and Support Staff

## FINANCE



Ms. Mary Tusaba Kivunike  
Director Finance & Shared Services



Mr. Denis Arop Nono  
Accountant



Ms. Vanice Nuwagaba  
Procurement Officer



Ms. Betty Kuteesa Nalule  
Senior Accountant

## INFORMATION MANAGEMENT & DISSEMINATION



Ms. Elizabeth Birabwa A.  
Programmes Manager



Mr. Alon Mwesigwa  
Communications Officer



Mr. Damson Atwesigye  
Knowledge Management  
Officer



Mr. Joshua Mwesigwa M.  
Knowledge Management  
Associate



Mr. Amos Musoke  
ICT Officer



Mr. Andrew Peters Okello  
ICT Assistant

## HUMAN RESOURCE AND ADMINISTRATION



Ms. Fatumah Namubiru  
Human Resource &  
Administration Manager



Ms. Claire Biira Bahati  
Administrative Officer



Ms. Aminah Balunywa  
Front Desk Officer



Mr. Sam Lakwonyera  
Transport Officer



Mr. Deo Barugahare  
Transport Officer



Ms. Caroline Nyakaisiki  
Executive Assistant



Mr. Godson Busengendo  
Transport Officer



Mr. Tonny Stephen M.  
Transport Officer



Mr. Robert Muzaaya  
Office Attendant



Mr. Lawrence Luzze  
Office Attendant



Ms. Joan Nampindi  
Office Attendant

# HIGHLIGHTS OF THE YEAR

The Economic Policy Research Centre (EPRC) marked the 2024/25 fiscal year with a series of high-impact research achievements that directly influenced policy and legislation in Uganda. Our efforts were guided by the theme *“Accelerating sustainable and productive employment for inclusive economic growth in Uganda,”* and our most significant successes reflect this core commitment.



## 01 Influencing Legislation in the Sugarcane Sub-Sector:

Our comprehensive Regulatory Impact Assessment (RIA) on Uganda’s sugarcane sub-sector resulted in a key legislative victory. EPRC’s evidence-based recommendations were accepted by Parliament and included in the Sugarcane (Amendment) Act 2023, which was signed into law in May 2025. This landmark success, achieved after extensive consultations with over 400 stakeholders, exemplifies how our research directly influences national policy to benefit thousands of farmers and industry stakeholders.



## 02 Fostering Inclusive Employment and Social Protection:

We conducted comprehensive research that provides practical guidance for policymakers. A flagship study on youth employment analysed Work-Based Learning (WBL) and Technical and Vocational Education and Training (TVET), offering a roadmap to address youth unemployment and skills shortages. We also evaluated the government’s flagship Parish Development Model (PDM), identifying key targeting gaps and proposing refinements acknowledged by the Ministry of Finance. Furthermore, we made new progress by exploring the feasibility of a contributory pension scheme for informal agricultural entrepreneurs, addressing a vital social security gap among farmers.



## 03 Strengthening Economic Governance and Accountability:

Our research sparked important debates on fiscal discipline and citizen participation. A key study on the government’s increasing use of supplementary budgets prompted high-level discussions on tightening budget formulation and approval procedures. We also assessed the National Budget Month activities initiative, leading the Ministry of Finance to formally request our report to help develop its programmes for the upcoming financial year, ensuring that public engagement becomes more effective and inclusive.





#### 04 Promoting Trade Competitiveness and Business Climate Reform:

A key highlight was our role in enhancing Uganda's business environment. In partnership with the Ministry of Finance, we conducted a thorough update of the Uganda Business Climate Index (BCI), expanding the survey to include over 1,150 businesses and establishing quarterly press conferences to support policy discussions. We also addressed urgent trade policy debates, such as the proposed ban on second-hand clothing imports, by offering evidence-based analysis that encouraged policymakers to consider the trade-offs more carefully.



#### 05 Powering Energy Transitions and Green Growth:

We provided timely analysis to guide policy in emerging areas. Our research on the adoption of Electric Vehicles (EVs) identified key hurdles and offered a suite of urgent recommendations, ensuring that Uganda is prepared for a greener economic future.



#### 06 Amplifying Uganda's Policy Leadership:

EPRC expanded Uganda's voice in regional and international discussions, contributing to broader policy agendas on issues like climate finance, trade, and youth employment. Our experts participated in forums such as the 10th Africa Think Tank Summit and the AERC Regional Policy Forum, thereby enhancing EPRC's and Uganda's reputation as thought leaders across the continent. The Centre's excellence was also recognised when one of its young researchers received a Young Academic Award from the World Alliance for International Financial Centres, showcasing the Centre's talent on the global stage.

## 01

# Provision of Responsive Evidence-Based Research

The Economic Policy Research Centre (EPRC) outlined a dynamic research programme for the financial year July 2024 – June 2025, under the theme “Accelerating sustainable and productive employment for inclusive economic growth in Uganda.” During this period, EPRC completed over 20 research studies (with a few multi-year projects still ongoing) covering job creation, social protection, gender equality, economic management, and green growth. These studies provided practical insights to guide policy and practice. Notably, EPRC’s research highlighted both positive developments, such as a reduction in poverty, and ongoing challenges, including youth unemployment, gender wage disparities, and fiscal pressures. The Centre’s flagship analyses identified solutions ranging from increasing work-based learning opportunities for young people to extending social insurance to informal farmers, all communicated in an accessible, evidence-based manner.





## Research Highlights by Thematic Areas

During FY2024/25, EPRC carried out a comprehensive portfolio of research aligned with its Mandate for employment and inclusive growth. Below is an overview of the major completed and ongoing studies, with key findings and implications presented by thematic area:

### Employment and Skills Development



EPRC studies tackled Uganda's youth employment challenge and skills gaps. One flagship study explored **Work-Based Learning (WBL)** programs as a strategy to combat high youth unemployment (with 41% of youth not in education, employment, or training). It underscored the need for inclusive WBL policies to support marginalised youth and women, and recommended strengthening certification, expanding funding for training, and promoting awareness of WBL opportunities.

In parallel, a study on **Technical and Vocational Education and Training (TVET)** assessed Uganda's capacity to equip learners with skills for the 4th Industrial Revolution. It identified low digitalisation in the TVET curriculum and highlighted challenges, including underfunding, a shortage of digitally skilled instructors, and negative perceptions of vocational careers. The forthcoming TVET Act 2025 is expected to address many of these issues, and EPRC's work emphasises ensuring effective implementation.

Another initiative, **YES-PACT Phase II**, examined in-service teacher training under a new competency-based secondary curriculum, producing a policy note and brief that emphasise continuous, subject-specific teacher training, and improved resource support for schools.

EPRC also launched an innovative effort to develop a **Multidimensional Employability Index (MEI)** for Uganda, going beyond traditional employment rates. By identifying skills and factors that determine employability, this ongoing study will provide a baseline to track progress and inform the implementation of the National Employment Strategy.

#### WBL

**41%** of youth not in education, employment, or training

#### TVET

assessed Uganda's capacity to equip learners with skills for the 4th Industrial Revolution

Additionally, research into the role of **family businesses**, which contribute over 70% of Uganda's GDP, is shedding light on succession challenges that often prevent these enterprises from surviving beyond the founding generation. Early findings suggest that governance and mentorship play a crucial role in enhancing the longevity and job-creation potential of family businesses in Uganda. Together, these studies provide a roadmap for empowering Uganda's workforce, from the classroom to career and from one generation to the next.

family businesses  
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**70%** of Uganda's GDP

## Social Protection, Poverty and Livelihoods



Ensuring inclusive growth was a prominent focus of EPRC's research. One study examined the **feasibility of a contributory social insurance scheme for agricultural entrepreneurs**, addressing the glaring social security gap among Uganda's farmers. With only 0.8% of self-employed agricultural workers covered by retirement schemes and very low, irregular farm incomes, this research identified legal and regulatory gaps that leave informal workers unprotected. It drew on successful models (e.g. cooperative insurance schemes). It recommended leveraging agricultural value-chain partnerships to channel farmers' savings into the national pension fund (NSSF), as well as utilising Uganda's digital parish-level database to extend coverage. These findings, discussed at the National Forum in August 2024, have been distilled into policy briefs for policy use.

Ensuring inclusive  
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schemes

Another impactful study evaluated the **Parish Development Model (PDM)** — a flagship anti-poverty program targeting 3.5 million households. EPRC found that targeting PDM was suboptimal: despite the program's intent to focus on the poor, 63% of beneficiaries were relatively better off, and only 37% were poor. Youth and persons with disabilities were underrepresented, missing inclusion targets. On a positive note, the disbursement of the Parish Revolving Fund accelerated dramatically (from 15 months to 3 months) following improvements in the payment system, and many beneficiaries (60%) accessed formal credit for the first time. However, the study highlighted weak integration across PDM's seven pillars (with notable progress

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only in the financial inclusion pillar), signalling a need for better coordination. These results were presented to the Ministry of Finance, spurring commitments to refine the program and even considering funding a follow-up survey.

EPRC also investigated the **impacts of health on employment outcomes**. Using national survey data, researchers quantified the effect of illnesses on productivity: approximately 16% of working-age Ugandans suffered from a communicable disease in the past period, and 4.6% suffered from a non-communicable disease. Illness was associated with a 20% drop in both monthly earnings and hours worked, and those reporting illness were less likely to be employed and more likely to be in informal, less secure jobs. Notably, women bore over 60% of the disease burden. To mitigate these impacts, the study advocates speeding up the implementation of an affordable National Health Insurance Scheme and integrating women's health services into community health outreach.

In the realm of **labour standards**, EPRC, in partnership with the Belgian Development Agency Uganda (Enabel), assessed Uganda's labour inspection system (focusing on the cocoa, coffee, and hospitality sectors). It found the labour inspectorate to be severely under-resourced – the ratio of inspectors to workers far exceeds international norms – and that inspections are too infrequent and limited in scope to effect real change. The study's recommendations include hiring more labour officers (to meet ILO-recommended ratios), better training and equipping of inspectors, and involving employers and worker organisations to improve compliance through social dialogue.

Finally, on the macro level, EPRC contributed to Uganda's understanding of **poverty and inequality trends**. By analysing the 2023/24 national household survey, researchers found that the share of Ugandans living below the national poverty line fell from 20.3% in 2019/20 to 16.4% in 2023/24 – an encouraging improvement. Income inequality also declined (national Gini coefficient dropping from 0.413 to 0.382), with powerful gains in Northern and Central regions. However, because of population growth, the absolute number of people in poverty stagnated at around 7 million, underscoring that many households are still vulnerable. EPRC's team presented these findings at the official survey launch in May 2025, helping frame policy discussions on sustaining inclusive growth. Overall, research in this cluster is guiding policymakers on how to broaden social protection, sharpen poverty targeting, and secure livelihoods for the most vulnerable.

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to

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## Gender Equality and Inclusion:



EPRC devoted significant effort to understanding and closing gender gaps in Uganda's economy. A comprehensive study on the **gender pay gap** revealed stark disparities: on average, women earn markedly less than men, and the wage gap has widened over the past decade. Nationally, the raw gender wage gap grew from 43% in 2012/13 to 52% in 2019/20, meaning women's average earnings are just about half of men's. The gap is especially alarming in agriculture, where it jumped from 9% to 40% over that period. Importantly, most of this wage gap (over 80%) cannot be explained by differences in education, experience, or other observable factors, pointing to structural inequalities and discriminatory norms in the labour market. The study recommends empowering women in higher-value sectors (e.g. commercial agriculture and manufacturing), facilitating their entry into better-paid occupations through skills training and mentorship, and enforcing equitable workplace policies.

In collaboration with UN Women, EPRC also produced a "Women in the Labour Force" report as part of the Women Count initiative. It was found that the women's employment-to-population ratio remains significantly lower than that of men, reflecting untapped potential in the economy. Young women (especially under 35) face the most significant barriers due to childcare responsibilities and cultural expectations, which are evident in much lower employment rates for women during prime childbearing years. Women in Uganda are also concentrated in informal and vulnerable employment, often self-employed or unpaid family workers, and remain underrepresented in industries and services. A significant constraint is the burden of unpaid care work; women devote substantially more time to domestic duties than men, limiting their availability for paid work. To address these gaps, EPRC's research advocates targeted interventions: vocational and entrepreneurship programmes tailored for young women (including NEET youth), incentives and training to help women move into industrial and STEM fields, and family-friendly workplace policies like flexible hours, parental leave, and childcare support to help mothers remain in the workforce. Reducing unpaid care burdens via public childcare services and campaigns for more equitable household roles are also crucial.

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in agriculture from  
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men



EPRC disseminated these findings through policy briefs and dialogues, fuelling discussions on how to better support women entrepreneurs and workers. fertility rate has fallen from

Another study in progress is examining the **paradox of declining fertility rates amidst persistent teenage pregnancy**. Uganda's total fertility rate has fallen from 6.7 (2006) to 5.2 (2022), yet the rate of adolescent motherhood remains stuck around 25%. This research is exploring how improved education and contraceptive access have lowered overall fertility, while socio-cultural factors (like early marriage) continue to drive high adolescent pregnancy rates. The insights will inform policies aimed at strengthening reproductive health education, keeping girls in school, and supporting the health and economic empowerment of young women. Through these gender-focused studies, EPRC is highlighting that inclusive economic growth requires closing gender gaps by ensuring women and girls have equal opportunities, safety, and support to participate fully in Uganda's development.

6.7% to  
5.2%

rate of adolescent  
motherhood remains  
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25%

## Business Climate and Trade



In FY2024/25, EPRC made strides in research to enhance Uganda's business environment and trade competitiveness. A major accomplishment was the **refresh of the Uganda Business Climate Index (BCI)**, which is conducted in collaboration with the Ministry of Finance, Planning, and Economic Development. After a decade of using the same methodology, the BCI survey underwent an overhaul to enhance its relevance and accuracy. The sample of firms was expanded from 178 to over 1,150 businesses, now covering 23 districts and a wider range of sectors. New questions were added to capture emerging issues (like technology use), and data collection moved to electronic tablets for efficiency. By Q4 of the financial year, four quarterly BCI reports (Issues No. 47–50) had been produced under the new system. This richer BCI has already provided insight into the private sector's conditions: surveyed firms cited multiple taxation, unreliable electricity, and competition from the informal sector as key hurdles to doing business. The BCI results also revealed concerns about weakening business associations, prompting EPRC to plan dialogues on strengthening these associations and fostering public-private engagement. With the updated BCI, policymakers and investors now have a more credible barometer of business sentiment, and EPRC has institutionalised quarterly press conferences to disseminate these findings widely.

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In the area of trade and industrial policy, EPRC investigated the proposed **ban on second-hand clothing imports (Mivumba)** – a highly debated issue. Second-hand apparel is a major source of affordable clothing and an estimated 700,000 jobs (especially for women) in Uganda’s informal sector. However, East African governments have considered banning these imports to boost local textile industries. EPRC’s analysis cautioned that an abrupt ban could disrupt livelihoods and consumer supply, since Uganda’s domestic textile production cannot yet meet national demand. The research recommended a gradual phase-out approach: strengthen domestic manufacturing capacity before implementing any ban and provide transitional support for those affected. It also noted that while second-hand clothing imports contribute some tax revenue, their share of GDP is shrinking, indicating the need for a broader strategy to grow the textile sector beyond just a ban. These findings were brought to the fore at a high-profile public dialogue in November 2024, sparking extensive media coverage (the discussion even made the front page of the Daily Monitor on 18th January 2025). The debate influenced policymakers to weigh the trade-offs of the ban more carefully.

Another study addressed a critical trade finance issue: establishing an **Export Credit Guarantee Scheme in Uganda**. With government plans underway to create a \$218 million export credit fund, EPRC assessed the prerequisites for success. The research recommends setting up a dedicated Export Credit Agency (ECA) – whether public, private, or a public-private partnership – with a clear legal and regulatory framework. Operational independence for this ECA is crucial, enabling it to maintain flexibility and specialised capacity to manage export credit risks. The study further urged an Act of Parliament to formalise the ECA’s mandate, governance, and oversight mechanisms. By drawing lessons from other countries, EPRC highlighted that Uganda’s ECA must be well-capitalised and jointly overseen by financial and insurance regulators for credibility. These insights, shared with policymakers and business leaders (including at the Presidential CEO Forum retreat in June 2025), are guiding the design of Uganda’s export financing tools to help exporters thrive in regional and global markets.

On the domestic industry front, EPRC provided timely evidence to reform the sugarcane sub-sector. Through a **Regulatory Impact Assessment (RIA)** of sugarcane sub-sector policies and regulations (conducted under the Innovation Lab for Food Security project with Michigan State University), EPRC demonstrated the need to update the National Sugar Policy 2010 and the Sugar Act 2020. The RIA identified shortcomings in the existing regulations that were hindering inclusive growth in the sugarcane industry. EPRC’s recommendations – notably, to replace the Sugar Board with a new Sugarcane Stakeholders’ Council for self-regulation, creating a transparent pricing formula for cane to ensure growers receive a fair, formula-determined minimum price per ton, sharing proceeds from sugar by-products (such as molasses and bagasse) with the farmers and a dedicated funding mechanism: a levy shared between millers and out-growers to finance the council’s activities were adopted by Parliament during debate on the 2023 Sugar Amendment Bill. The amended law, signed by the President in May 2025, reflects EPRC’s proposals and is expected to improve governance and fairness in the sugar industry. This is a prime example of research directly translating into policy action, benefiting thousands of farmers and industry players. Overall, the Centre’s work on business and trade is helping to create a more enabling environment for private sector growth, while safeguarding the livelihoods that depend on key industries.

proposed ban on  
second-hand clothing  
imports

**700,000**  
jobs (especially for  
women) in Uganda’s  
informal sector

**an abrupt ban  
could disrupt  
livelihoods and  
consumer supply,  
since Uganda’s  
domestic textile  
production cannot  
yet meet national  
demand**

**ECGS  
research  
recommends  
setting up a  
dedicated Export  
Credit Agency  
(ECA) – whether  
public, private, or  
a public-private  
partnership -  
with a clear legal  
and regulatory  
framework**

## Public Finance and Economic Governance



EPRC continued to support evidence-based fiscal policy and governance reforms through its research. One key study scrutinised Uganda's increasing reliance on **supplementary budgets**. When government spending exceeds the approved budget (often to meet rising public service demands without corresponding revenue growth), it resorts to supplementary budgets; however, this practice undermines fiscal discipline. The research highlighted that many supplementary expenditures were foreseeable and should have been included in the original budget, indicating weaknesses in planning. Moreover, Uganda's Public Finance Management Act caps supplements at 3% of the budget, a limit that is often breached, threatening fiscal sustainability and driving up public debt. EPRC's analysis warned that frequent off-budget spending squeezes future fiscal space (due to higher debt servicing) and erodes budget credibility. To address these issues, EPRC recommended stricter adherence to budget planning, with ministries and agencies being required to better anticipate all their obligations. The EPRC also proposed that no supplementary budget should be approved without a clear revenue source to fund it. Additionally, the study urged that all legally mandated expenditures be fully provided for in the main budget to avoid mid-year crises. This research was completed in early 2025, and EPRC shared a briefing note with the Ministry of Finance and its own Board, sparking discussions on tightening Uganda's budget process.

In another governance-related project, EPRC evaluated the impact of the government's **National Budget Month (NBM)** initiative. Since 2018, June has been designated as "*Budget Month*" to raise public awareness and participation in the budget process through media campaigns, regional meetings, and even Service Delivery Awards for agencies. Paradoxically, despite Uganda achieving high budget transparency ratings, citizen participation in budget matters had declined. EPRC's study, which combined surveys and interviews across regions, found that while NBM activities have increased information dissemination, their reach is skewed toward urban audiences. The emerging messages were to broaden and deepen citizen engagement: expand Budget Month outreach beyond Kampala into rural districts, leverage social media to engage youth,

**EPRC recommended stricter adherence to budget planning, with ministries and agencies being required to better anticipate all their obligations**

**no supplementary budget should be approved without a clear revenue source to fund it**

**expand Budget Month outreach beyond Kampala into rural districts**



and simplify budget information for the public. Another set of recommendations focused on improving the assessment framework for government performance (since the Service Delivery Awards were meant to incentivise agencies): the study suggested tailoring evaluation indicators to each agency's mandate and weighting them to prioritise actual service delivery outcomes. These findings were not only presented to the Ministry's Budget Month committee but were promptly acted upon. In May 2025, the Ministry formally requested EPRC's report to help shape the FY2025/26 Budget Month programs.

**tailoring evaluation indicators to each agency's mandate and weighting them to prioritise actual service delivery outcomes**

## Green Economy and Energy Transition



In line with global shifts, Uganda is proactively seeking green growth opportunities, and the EPRC is contributing critical analysis on this front through a study assessing Uganda's readiness for the **large-scale adoption of Electric Vehicles (EVs)**. The government has set ambitious goals, aiming for 25% of public transport and motorbikes to transition to electric by 2030, and all passenger vehicles by 2040, to mitigate emissions and foster green jobs. However, despite the anticipated



global surge in the EV market, Uganda faces significant challenges in harnessing this opportunity. EPRC's research, conducted through stakeholder surveys and policy reviews, identified key constraints including inadequate charging infrastructure (with limited stations primarily in Kampala and cumbersome grid connection processes for new ones), the high upfront costs of EVs exacerbated by expensive batteries and insufficient consumer incentives (as most existing incentives target manufacturers, and local assembly capacity remains nascent), and regulatory gaps such as the absence of finalized standards and guidelines for EV charging and maintenance. In response to these findings, EPRC has recommended urgent government action to facilitate electric mobility, including fast-tracking the rollout of charging stations by finalising EV regulations and simplifying the grid connection process for investors. The study also urged the Ministry of Finance's Climate Finance Unit to help mobilise funding for EV infrastructure through blended finance and grants. Furthermore, given the limited lifespan of current battery technology (typically under 15 years), EPRC proposes banning the import of very old used EVs (those over 10 years from their first registration) to prevent Uganda from becoming a dumping ground for spent batteries. These vital recommendations were shared with high-level stakeholders at the Presidential CEO Forum retreat in June 2025 and are currently informing Uganda's evolving e-mobility policy framework.

**urgent government  
action to facilitate  
electric mobility,  
including fast-  
tracking the  
rollout of charging  
stations**

**mobilise  
funding for EV  
infrastructure  
through blended  
finance and grants**



## 02 Strategic Partnerships for Evidence-informed Development

EPRC's collaborative approach to research is rooted in the understanding that strong partnerships are vital for turning evidence into policy action. The Centre intentionally develops and maintains alliances across government, academia, civil society, and the private sector to enhance the adoption of its research outcomes. This strategic partnership model guarantees that EPRC's work stays demand-driven and relevant to policy, aligning research priorities with national development aims and stakeholder needs. By working closely with key institutions, EPRC connects knowledge with action, which is essential for evidence-based development. EPRC's partnership approach is therefore twofold: institutional cooperation for joint research and policy formulation, and stakeholder engagement to effectively share findings.





## Institutional Partnerships



### New Strategic Partnerships and Collaborations in FY2024/25

Throughout the year, EPRC established several significant partnerships to broaden its policy influence. These included both formal and informal alliances.

#### Formal Partnerships

Notably, the Centre signed MoUs with the Microfinance Support Centre (MSC) and the Presidential CEO Forum (PCF), exemplifying EPRC's commitment to linking evidence with action. The MoU with MSC, signed in October 2024, tasked EPRC with joint studies to support MSC's initiatives. These included assessing whether SACCOs supported by MSC lent at recommended rates and how taxation impacted their operations. The partnership aimed to integrate research into MSC's programmes,

improving Uganda's microfinance interventions. MSC's Executive Director Mr. John Peter Mujuni welcomed the alliance, noting that leveraging EPRC's research to influence policy would strengthen their mandate and boost livelihoods for people with low incomes. This showcased the value of EPRC's evidence in supporting agencies like MSC.

Similarly, the MoU with the Presidential CEO Forum (PCF), a platform linking private sector leaders with political authorities, was a strategic move to introduce evidence into public-private dialogue. Formalised in October 2024, this partnership had EPRC supporting the Forum's agenda of private-sector-led growth. EPRC conducted three priority policy studies: electric mobility in Uganda, a national business insurance scheme, and the post-Umeme power sector assessment. These addressed urgent business climate

questions, informing discussions with the government. Working with the PCF gave EPRC a channel to reach policymakers and CEOs, ensuring evidence-influenced reforms to improve the business environment. The collaboration increased EPRC's visibility: "The MOU boosted our visibility as well as that of the Forum. It positioned us among private sector players... Let our work be an enabler to the achievement of NDP IV," Dr. Ssewanyana said, highlighting alignment with Uganda's National Development Plan IV goals.

#### Informal Collaborations

EPRC formed informal collaborations alongside formal partnerships to expand its research influence. In FY2024/25, two notable examples involved joint efforts with the Uganda Institute of Banking and Financial Services (UIBFS) and the Personal Data Protection Office (PDPO). Though not governed by MoUs, these

collaborations allowed EPRC to share expertise and learn from leading institutions. With UIBFS, a professional bank training body, EPRC worked on financial sector research and capacity-building, with senior researchers delivering guest lectures and workshops on digital finance and credit risk, linking research to practitioner upskilling. UIBFS provided industry perspectives that enriched EPRC's analysis of Uganda's financial services sector. With PDPO, Uganda's data protection authority, EPRC, engaged in policy discussions on data governance and the digital economy, sharing findings on digital infrastructure and fintech growth to inform the Office's efforts to balance innovation and privacy. These flexible collaborations help EPRC incorporate evidence into specific policy domains and stay responsive to emerging issues beyond its usual scope. Overall, these partnerships have expanded EPRC's reach and opened new avenues for its research to influence practice.

## **Maintaining Partnerships with Government, Civil Society, and the Private Sector**

During the year, EPRC not only pursued new alliances but also sustained and deepened its long-standing partnerships with key Ministries, Departments, and Agencies (MDAs), civil society organisations (CSOs), and private sector bodies. Coordination with government ministries and agencies remained especially strong,

reflecting EPRC's historical role as a trusted research arm for policy formulation and implementation.

### **Engagement with the Ministry of Finance and the Bank of Uganda**

The Centre worked closely with the Ministry of Finance, Planning, and Economic Development (MoFPED) on several fronts. For instance, they jointly refreshed the Uganda Business Climate Index survey to improve its relevance for economic planning. MoFPED officials were actively involved in redesigning the BCI methodology and expanding its sample, ensuring the index responded to current policy questions. Additionally, EPRC's researchers continued to support MoFPED's policy units through technical analyses. The National Budget Month activities evaluation study was one such effort, and its results were later integrated into MoFPED's budget outreach strategy. Collaboration also continued with the Bank of Uganda (BoU), illustrated by the co-production of the Agricultural Finance Yearbook and BoU's participation in its launch. This partnership with the central bank enhanced the credibility and uptake of EPRC's financial sector findings.

### **Engagement with other MDAs**

Beyond the finance sector, EPRC maintained active engagement with line ministries and agencies in areas aligned with its research themes. For example, the Centre's work on employment and skills contributed to discussions with

the Ministry of Gender, Labour and Social Development (MGLSD) on work-based learning policy. In contrast, its agricultural policy research informed ongoing talks with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) regarding agro-industrialisation strategies. EPRC also collaborated with the Uganda Bureau of Statistics (UBoS) on projects like developing a Multidimensional Employability Index. These partnerships drew on each institution's strengths (data from UBoS, analytical expertise from EPRC). Across these engagements, EPRC acted as a neutral policy advisor and knowledge provider, often integrated into government-led processes while maintaining independence to preserve the objectivity of its analysis.

### **Engagement with civil society and the broader policy community**

This remained a priority as well. EPRC regularly collaborated with other think tanks, NGOs, and advocacy coalitions to broaden the platform for evidence-based dialogue. During FY2024/25, the Centre co-convened events with partners, including the Civil Society Budget Advocacy Group (CSBAG) and ACODE, focusing on fiscal policy and governance issues. These joint efforts with CSOs helped disseminate EPRC research at the grassroots level and involved citizen perspectives in policy debates. Moreover, EPRC's inclusion of CSO representatives in its stakeholder committees (for example, on the Budget Month study, where the research team presented interim



findings to a committee that included MoFPED and civil society members) encouraged mutual learning. By engaging with civil society actors, EPRC strengthened the demand side of policy, empowering non-state stakeholders to use evidence in holding the government to account and improving programme design.

### Private Sector Partnerships

Likewise, EPRC sustained robust links with the private sector beyond the new partnerships already noted. The Centre had historically engaged private sector associations as both subjects and consumers of its research. Over the past year, EPRC collaborated with organisations such as the Private Sector Foundation Uganda (PSFU) and the Uganda Manufacturers Association (UMA) by providing research input on business competitiveness and participating in private-sector roundtables. EPRC's frequent interactions with the business community – through surveys (e.g., the Business Climate Index covering over 1,100 firms), executive dialogues, and forums like the Presidential CEO Forum – ensured that the voice of industry was reflected in policy research, and conversely, that businesses were apprised of evidence-based policy directions. This two-way exchange was evident in EPRC studies that addressed issues raised by the private sector. For example, the Centre's research on Uganda's high electricity tariffs following Umeme's privatisation was partly driven by concerns from the manufacturing sector. It was shared with the energy regulator and investors

for action. By maintaining trust and regular communication with private sector organisations, EPRC positioned itself as a valuable partner in crafting policies that enabled a more conducive business environment.

In summary, the Centre's lasting partnerships – with government agencies providing policy guidance, civil society voicing citizen priorities, and the private sector fostering growth – created a tripod of support for evidence-based policymaking. EPRC's ability to convene and its credibility with all three groups considerably increased the chances that research findings were understood, accepted, and implemented.

### Leveraging International Partnerships

In FY2024/25, EPRC strategically deepened its international collaborations to advance research quality, enhance policy relevance, and strengthen engagement at regional and global levels. New strategic partnerships were established with:

- **German Institute of Development and Sustainability (IDOS):** To conduct a joint business survey on tax expenditures and taxpayer perceptions, including an IDOS staff visit to Uganda.
- **Friedman School of Nutrition Science, Tufts University:** To support collaborative engagement on innovations in food and nutrition security.
- **Swisscontact:** For knowledge

exchange on market systems development and private sector-led growth in agriculture. Centre staff also actively engaged with professional networks such as AAAE, NeST, and NIERA, and sustained ongoing partnerships across four categories:

- **Regional Economic Communities (RECs):** Continued engagements with AU, COMESA, and EAC focused on regional trade integration.
- **International Organisations and Bilateral Agencies:** Collaborated with World Bank, AfDB, UN Women, ILO, UNICEF, Enabel, and USAID on policy-relevant research.
- **South-South Cooperation:** Strengthened links with think tanks and networks such as ACET, AERC, APHRC, AEN, ANAPRI, and Southern Voice.
- **North-South Cooperation:** Maintained relationships with institutions like IDRC, INCLUDE, Michigan State University (MSU), On Think Tanks (OTT), and HIVA (under ENABLE).

These partnerships contributed to improved dissemination, peer learning, technical rigour, and greater visibility of EPRC's work across the global policy landscape.

### Researcher and Practitioner Secondment Programme

In the financial year 2024/2025, the Centre piloted a researcher and practitioner secondment

programme, facilitating exchanges between EPRC and key public and private institutions. This initiative aimed to foster cross-institutional collaboration and knowledge sharing among researchers and practitioners to enhance their expertise in using evidence to influence decision-making

and policy implementation processes. Although it did not fully meet its initial target of six exchanges, it provided valuable insights and laid a foundation for future growth. The two successful secondments from the Ministry of Finance, Planning, and Economic Development promoted significant

cross-institutional collaboration and knowledge exchange, demonstrated by the request to extend the secondees' tenure for a third year. This positive initial engagement highlights the mutual benefits and relevance of such partnerships.





# 03 Policy Engagement and Uptake

EPRC's policy engagement seeks to ensure research influences decision-making and promotes systemic change. In FY2024/25, it enhanced relationships with key Ugandan policymakers, such as government ministries, parliamentary committees, local authorities, development partners, and sector associations, ensuring research findings are timely, accessible, and relevant. Using advisory roles, technical groups, forums, and briefings, EPRC strategically guides policy development and reforms.



## Engagement in Policy and Technical Working Groups



Throughout the year, EPRC actively participated in 17 national and sector-level technical working groups, supporting the design, review, and implementation of key policy frameworks. EPRC researchers contributed to the Employment and Skills TWG by providing results from EPRC's work-based learning and labour market studies. Within the Social Protection Task Force, EPRC's research on informal sector pensions and social insurance for farmers provided a vital foundation for policy proposals. Additionally, staff offered fiscal insights, such as the implications of supplementary budgets, to the Public Finance Management Working Group.

EPRC's presence in these forums ensured that its research findings—such as on youth NEET rates, gender pay gaps, or tax policy—directly influenced the drafts of national strategies and action plans. Indeed, some of EPRC's ongoing studies are specifically designed to fill evidence gaps in key strategies. For example, the forthcoming National Employment Strategy (2023–2028) will leverage indicators from EPRC's employability index project. Discussions concerning the operationalisation of the National

Health Insurance Scheme have benefited from EPRC's analysis of health financing gaps and informal sector needs. EPRC's value within these groups derives from its neutrality and analytical rigour, as it brought facts and scenario modelling to the table, supporting technical committees in weighing options objectively.

EPRC also provided technical input into the Sub-Regional Competitiveness Index (MoFPED), Labour Force Surveys (UBOS), export promotion strategies (EXIM Think Tank—MoFPED), and URA's corporate strategy. The Centre's research output was formally integrated into the State of the Population Report (2024) and influenced the restructuring of gender indicators in national monitoring frameworks.

Furthermore, EPRC strengthened its engagement with the executive and cabinet-level processes by providing policy briefs and participating in high-level consultative meetings. In FY2024/25, the Centre responded to requests from the Ministry of Education and Sports (MoES) for input on curriculum reforms (leveraging findings from the YES-PACT education project) and from the Ministry of Energy regarding tariff regulation (following EPRC's energy sector studies). EPRC was also represented in the Presidential Advisory Committee on the Economy through the Presidential CEO Forum partnership, effectively giving EPRC an indirect seat in advising top decision-makers on private sector development challenges. Through this platform, EPRC shared

evidence on electric vehicle adoption and business insurance with a mix of ministers and business executives in June 2025, stimulating evidence-informed dialogue at the national level.

## Advisory in Legislation and Policy Development Processes



On the legislative front, most notably, EPRC's Regulatory Impact Assessment (RIA) on Uganda's sugarcane sub-sector prompted direct legislative action. The Parliament adopted its evidence-based recommendations in the Sugarcane (Amendment) Bill 2023, which was subsequently signed into law by the President in May 2025. This case exemplifies the Centre's role in enabling evidence-led reform, demonstrating how sustained engagement can produce impactful policy outcomes. Beyond the amendment to the Sugar Act, EPRC engaged Parliament on other issues. For example, our researchers presented findings on revenue mobilisation to the Parliamentary Budget Committee. They also briefed the Parliamentary Forum on Climate Change regarding green growth financing, translating research from a collaborative project with development partners. Many of these



interactions stemmed from EPRC's existing partnerships; ministries and parliamentary forums sought EPRC's expertise because of its established track record as a reliable source of independent insight. The Centre, in turn, diligently followed up, providing additional data or analysis as requested, which reinforced its vital role in the policy development process.

The Centre also supported strategic policy initiatives in collaboration with agencies such as UNEB, MoES, MoGLSD, and MAAIF, reinforcing its reputation as a trusted partner across the public policy ecosystem. Through these engagements, EPRC continued to bridge the gap between research and decision-making, strengthening Uganda's capacity for inclusive, data-driven governance.

Finally, EPRC's influence on policy became increasingly visible in formal government documents. Over the year, references to EPRC research appeared in the Background to the Budget and National Development Report publications. Additionally, EPRC's policy briefs were circulated at Cabinet retreats and Ministerial policy meetings. By integrating its work into these official channels, EPRC ensured a lasting impact: its evidence became part of the knowledge base that decision-makers relied upon even after the immediate projects concluded.

## Empowering Stakeholders for Enhanced Policy Impact



The Centre executed several targeted collaborative capacity-building initiatives during the reporting period. These efforts aimed to equip key stakeholders with the skills and knowledge necessary to enhance their contributions to evidence-based decision-making and national development priorities. A total of five training sessions were conducted between July 2024 and May 2025, each covering topics such as gender statistics, policy advocacy, and informal sector assessments. The total number of participants across all sessions was 137, comprising 80 women and 57 men. A brief overview of each training session is provided:

### Training of Trainers on Gender Statistics (July 8-12, 2024):

A Training of Trainers (ToT) programme on Gender Statistics was conducted to develop a cadre of skilled instructors capable of sourcing, analysing, packaging, communicating, and advocating for gender statistics. This initiative, funded by UN WOMEN in Uganda, directly supports improved decision-making, accountability, and reporting on Gender Equality and Women's Empowerment (GEWE).

### Rapid Assessment Training for the Office of the President (November 5-8, 2024):

Technical staff from the Cabinet Secretariat's Policy Development and Capacity Building Department within the Office of the President received specialised training on rapid assessment methodologies. This training enhanced their capacity to efficiently conduct assessments for policy and program design, implementation, and evaluation.

### Mentorship Programme Initiation Workshop on Gender Statistics (February 3-7, 2025):

A foundational workshop co-organised with UN WOMEN in Uganda marked the launch of a comprehensive mentorship programme focused on gender statistics. This programme aims to equip both data producers and users with enhanced skills and knowledge to improve the quality and utilisation of gender statistics, thereby strengthening national commitments to Gender Equality and Women's Empowerment (GEWE). The initial workshop focused on orienting mentors and mentees, assessing capacity gaps, clarifying roles, and developing initial mentoring plans.

### Business Community Training on BCI Research Reports (March 27, 2025):

Members of the business community in Mbarara were trained in the interpretation and application of Business Climate Index (BCI) research reports. This initiative aimed to enhance their understanding of research findings and their potential implications for business strategy and decision-making.

## Participation in Regional and International Forums



Recognising the importance of engaging with the global research community, EPRC researchers actively participated in several key regional and international forums during the reporting period. These activities facilitated vital knowledge exchange, increased the Centre's visibility, and provided valuable insights into the best global practices and emerging policy trends.

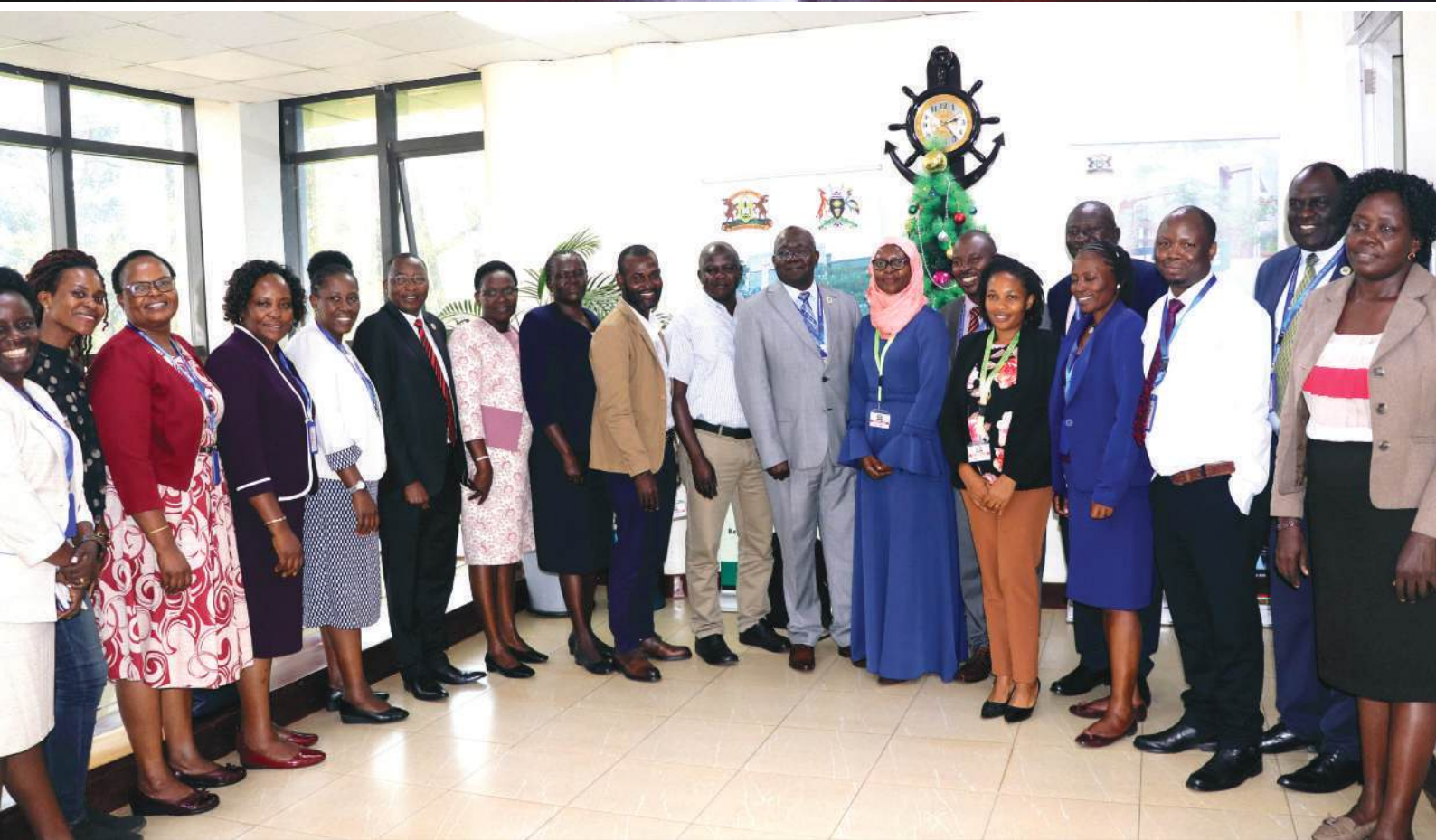
- **Feed the Future PRCI Annual Meeting & ANAPRI Stakeholders Conference (Dakar, Senegal, November 24-30, 2024):** This dual participation provided a platform for exchanging best practices in policy outreach planning and gaining insights into strengthening the role of African policy research institutes. A key emphasis was on the "localisation agenda," which underscores the importance of integrating research with local partners to address pressing agricultural challenges.
- **10th Africa Think Tank Summit (Abidjan, Côte d'Ivoire, October 8-10, 2024):** Dr. Sarah Ssewanyana represented EPRC at this continental platform organized by the African Capacity Building Foundation (ACBF). The summit, themed "Evidence-Based Strategies for Sustainable Climate Financing in Africa," facilitated strategic discussions on the role of think tanks in Africa's transformation agenda.
- **AERC Regional Policy Forum on Financial Inclusion and Market Development (Nairobi, Kenya, October 27-29, 2024):** Dr. Isaac Shinyekwa contributed to discussions on financial inclusion and market development. EPRC presented two commissioned papers, reinforcing the Centre's research influence within the AERC network.
- **UAE–Africa Think Tank Dialogue (Abu Dhabi, UAE, October 28-29, 2024):** Dr. Sarah Ssewanyana strengthened South–South collaboration and positioned EPRC within a global policy discourse on development financing and geoeconomic cooperation.
- **Dialogue Days 2024: Planetary Health (Bengaluru, India, December 1-5, 2024):** The Director of Research, Dr. Ibrahim Kasiye, presented findings on the "Impacts of Rising Temperatures on Disease Prevalence," engaging with experts to stimulate innovative solutions for global health challenges.
- **World Bank Conference (Washington, D.C., USA, December 17-18, 2024):** Dr. Phionah Namulira presented research on "The Effect of the COVID-19 Pandemic on Students' Learning Outcomes in Uganda," enhancing the Centre's international visibility

and providing exposure to diverse research perspectives.

- **Regional Policy Forum on Value Chain Development, Trade and Economic Transformation in Africa (Addis Ababa, Ethiopia, March 12, 2025):** Dr. Isaac Shinyekwa moderated a high-level panel discussion, leveraging research from the GVC collaborative project to promote policy adoption and actions crucial for Africa's economic transformation.
- **IGAD Meeting on Youth Demographic Dividend (Addis Ababa, Ethiopia, February 16-21, 2025):** Dr. Ibrahim Kasiye served as a moderator during a meeting with participants from seven IGAD member states, focusing on strategies to harness the youth demographic dividend.
- **Partnership for Economic Policy (PEP) Canada:** Regean Mugume attended a research visit and capacity-building workshop, which enhanced his competencies in experimental research methods and broadened his network within the global development research community.

These active participations in regional and international forums underscore the Centre's commitment to knowledge sharing, networking, and contributing to global policy dialogues, ultimately enriching its research capacity and enhancing its influence.







# 04 Stakeholder Engagement and Communications

In FY2024/25, the Centre adopted a strategic and focused approach to stakeholder communication and outreach, transforming complex research into accessible knowledge and establishing platforms for dialogue, feedback, and collaboration. Through national and regional events, targeted briefings, and multi-sector consultations, EPRC enhanced relationships with diverse stakeholders, including government, civil society, development partners, academia, private sector actors, and the media.





## Stakeholder Perceptions and Engagement Framework

### Stakeholder Perception Survey

To gauge its performance and policy relevance, EPRC conducted a comprehensive Stakeholder Perception Survey. The findings revealed strong confidence in the Centre's credibility, with partners from government, academia, and the private sector consistently recognising EPRC as a trusted source for rigorous, impartial data and analysis. Stakeholders particularly praised the Centre's improved agility in responding to emerging policy questions and its ability to package research in user-friendly formats. The survey also provided valuable constructive feedback, with partners encouraging EPRC to deepen its regional outreach and to simplify technical findings for broader audiences

further. This feedback is directly informing EPRC's strategic planning for future partnerships.

### Stakeholder Mapping and Alignment

Additionally, to strengthen its engagement strategy, EPRC conducted comprehensive stakeholder mapping in FY2024/25 using the Alignment, Interest and Influence Matrix (AIIM) methodology. This framework helped identify which partners are key drivers of policy, strategic allies, and primary beneficiaries or end-users of the research. The outcome of the AIIM exercise was a clear engagement plan that ensured no critical voice was overlooked in the research-to-policy pipeline. Consequently, targeted communication strategies were developed across several high-impact research projects, leading to increased visibility, better stakeholder alignment, and greater uptake of policy recommendations.

#### Key Highlights:

##### **GROW Unpaid Care Work Project**

— From Promises to Actions: This communication strategy increased national awareness about gender norms and unpaid care work. It effectively engaged policymakers, civil society, and media actors, creating momentum for institutional reforms to promote gender equity in both public and private sector workplaces.

##### **Inclusive Labour Market Institutions Project:**

Focused stakeholder dialogues and targeted knowledge products promoted constructive engagement with policymakers, labour market actors, and sector regulators. These efforts improved recognition of

inclusive institutional reforms as a vital enabler for decent and productive employment.

##### **Regulatory Impact Assessment (RIA) on the Sugarcane Sub-Sector:**

A strong dissemination and engagement strategy—featuring regional and national validation workshops, a parliamentary dialogue, and media coverage—gained significant buy-in from stakeholders. The evidence produced by this initiative was crucial in guiding amendments to the Sugar Act, which Parliament approved and signed into law in May 2025.

##### **YES-PACT Policy Engagement:**

Customised communication products and multi-stakeholder engagements supported the dissemination of

findings from the Youth Employment and Skills PACT (YES-PACT) study. These efforts enhanced policy discourse on implementing Uganda's revised O-Level Secondary School Curriculum and promoted the uptake of evidence on youth skills and employment.

##### **Road Infrastructure and Food Security Study – R2P Outreach Strategy:**

Despite funding cuts to this USAID-supported initiative, EPRC executed an initial outreach strategy to improve policy awareness regarding the connections between road access and food security outcomes. Although the study had limitations, early engagements provided valuable insights into how infrastructure influences household resilience.

## Key Dissemination and Engagement Events

### National and Regional Dialogues

EPRC hosted over a dozen policy engagement forums on critical topics, including agricultural finance, work-based learning, gender statistics, labour market institutions, and infrastructure. These events facilitated multi-stakeholder discourse, increased the visibility of research findings, and promoted consensus-building around key policy issues.

### High-Profile Policy Forums and Dialogues

As a hallmark of EPRC's strategy, in FY2024/25, the Centre organised or co-hosted numerous high-level policy dialogues, often in partnership with relevant Ministries, Departments and Agencies (MDAs) and development partners that brought together Ministers, MPs, and private sector leaders. For example, after EPRC presented evidence on the sugar industry's regulatory gaps, a high-level dialogue with Members of Parliament was held in November 2024 to vet the findings, directly paving the way for legislative action. Likewise, EPRC's study on National Budget Month effectiveness was shared in a MoFPED-led forum with both government and civil society representatives, influencing the planning of the subsequent Budget Month activities. Other such events (see Annex One) that provided neutral platforms to debate research findings and build consensus on policy recommendations included:

- The 12th and 13th National Forums on Agriculture and Food Security, focusing on contributory

social insurance schemes for farmers and the nexus between Food Security, Road, and Market Infrastructure in Uganda, respectively.

- Policy dialogue on the implications of the proposed ban on second-hand apparel.
- The 7th Annual Gender Statistics Forum, highlighting the modernisation of gender data for inclusive development, where EPRC presented on women's empowerment and labour force participation.
- Launch of the 13th Edition of the Agricultural Finance Yearbook, emphasising sustainable financing for agriculture.
- Launch of the Inclusive Labour Markets Institutions Project.
- Project Conceptualisation and Design meetings for the INCLUDE project.

### Stakeholder Validation Workshops

Engaging specifically with government agencies, civil society organisations, and private sector bodies helped confirm and refine key research findings before final dissemination. These were convened at both national and regional levels and included:

- Extensive stakeholder consultations and validation of the Regulatory Impact Assessment (RIA) on Uganda's sugarcane sub-sector, aiming to address policy and regulatory challenges that hinder its sustainability. This involved four regional workshops that engaged over 400 participants (October 10-25, 2024);
- A validation workshop for the study on developing TVET systems for economic transformation in

Uganda.

### Collaborative Engagements

Joint planning and co-hosting of events with ministries, donor agencies, research institutions, and regional organisations facilitated a more inclusive and participatory research-to-policy ecosystem. Notable accomplishments are highlighted:

- **YES-PACT Curriculum Engagement (with ACET):** EPRC convened a series of stakeholder engagements to disseminate findings on the implementation of Uganda's revised O-Level curriculum. These included a knowledge café, meetings with UNEB, and regional events in Mbale and Masaka. The engagements led to UNEB's commitment to incorporate findings into future examination processes and generated regional knowledge sharing within ACET networks.
- **GrOW Unpaid Care Work Project (with IDRC, Care International in Uganda, and Makerere University School of Women and Gender Studies):** Through regional dissemination events and a national stakeholder dialogue, EPRC catalysed local government commitments to budget for unpaid care awareness and supported the emergence of national advocacy networks, including UWOPA and MenEngage.
- **Sugarcane Sector RIA (with Michigan State University and MoFPED):** EPRC led a series of inclusive consultations with over 400 stakeholders, culminating in the adoption of its policy recommendations by Parliament in the Sugarcane (Amendment) Bill 2023.







## 05 Media and Visibility

The Centre increased its presence in print and broadcast media, with researchers writing op-eds, offering expert commentary on key economic issues. Throughout the year, EPRC contributed numerous thought pieces to leading outlets such as New Vision, Daily Monitor, and The Observer on topics ranging from digital financial fraud to urban climate resilience. Notably, EPRC also adopted more interactive dissemination formats. Press conferences and briefings are now held regularly to publicise major studies. For instance, a new quarterly press briefing for the Uganda Business Climate Index was introduced in May 2025 to ensure that the findings are widely disseminated to inform economic policy. These media engagements expanded the reach of EPRC's research and helped sustain policy debates in the public sphere.



## Print Media Coverage and visibility

Print media remains a crucial component of EPRC's dissemination strategy, ensuring that research findings are accessible, influential, and action oriented. In FY2024/25, the Centre achieved a total of 55 features in print media—comprising 31 attributed mentions and 24 placements—in leading national publications. The Daily Monitor reported the highest number of stories, closely followed by The Observer and New Vision, with occasional features in the Ministry of Finance Monthly Magazine and other sector-specific publications.

Notable coverage included:

- **Petroleum Sector Reform:** In *"Winners and Losers in Uganda's Fuel Import Business"* (Daily Monitor, July 9, 2024), EPRC researchers analysed market implications of Uganda's fuel import strategy.
- **EPRC at 30:** A commemorative article in the *Ministry of Finance Monthly Magazine* (July 12, 2024) highlighted EPRC's 30-year contribution to policy research and national development.
- **Non-Communicable Diseases:** Findings from a study on diabetes and its economic burden were featured in *"Diabetes, the Silent Killer"* (Daily Monitor, July 14, 2024).
- **Tourism and Economic**

**Potential:** *"How the Tourism Sector Has Proved Potential"* (New Vision, August 13, 2024) showcased EPRC insights into Uganda's tourism sector.

- **Labour Market Reforms:** *"A Nation of Labour Rights: Experts Call for Government Action"* (New Vision, July 29, 2024) cited EPRC's work on labour regulation and formalisation.
- **Digital Taxation:** *"Technology Can Shape Uganda's Tax Administration"* (The Observer, September 11, 2024) explored the impact of digital tools on tax policy, drawing from EPRC research.

These articles and others in **Annex 2**, authored or informed by EPRC staff, contributed to national policy debates and expanded the reach of the Centre's research beyond traditional policy audiences.

## Digital Media Visibility

Digital media played an increasingly important role in expanding the reach and accessibility of EPRC's work. In FY2024/25, the Centre secured a total of **7 digital media features** across platforms such as Entebbe.ug, Uganda Radio Network (URN), Nile Post, C-News Uganda, and LinkedIn. These online mentions provided timely and targeted exposure of EPRC's research to a broader and more diverse range of policy audiences.

Featured topics ranged from informality in Uganda's labour

market and findings from the Uganda Business Climate Index to the economic implications of unpaid care work. Notably, coverage of the unpaid care study was amplified by Uganda Radio Network (URN) and Nile Post, with expert commentaries from Dr. Madina Guloba and Prof. Florence Muhumuza. LinkedIn posts by EPRC researchers also contributed to professional visibility and sector-wide engagement on emerging development themes. This strategic use of digital platforms significantly increased the Centre's online presence, complementing traditional media and reinforcing EPRC's role as a credible and accessible source of economic and policy knowledge in Uganda.

## Broadcast Media Engagement

Broadcast media continued to serve as a vital channel for expanding the reach of EPRC's research to wider public audiences. In FY2024/25, the Centre secured a total of 50 broadcast media features, including 32 television appearances and 18 radio engagements. See Annex 3.

Key highlights include:

- **NTV Uganda and NBS TV:** These stations featured prominently, airing multiple segments related to unpaid care work, manufacturing trends, sugarcane sector reform, and labour productivity. Notable appearances included "NTV Akawungeezi," "NTV Live

- at 9,” and “NBS Business Perspectives.”
- **Smart 24 TV and UBC TV:** Provided platforms for in-depth discussions on agriculture, economic recovery, and informal sector dynamics.
- **Endigito Radio, Akaboozi FM, and Radio One:** Enabled regional dissemination and public sensitisation, particularly on labour and market systems development in local languages.
- **Special Reports and Documentaries:** Long-format coverage featured EPRC’s contributions to national forums and thematic policy issues.

These appearances significantly facilitated more inclusive engagement

with communities, policymakers, and grassroots stakeholders. The consistent media presence also reinforced EPRC’s standing as a reliable and authoritative source of independent policy research in Uganda.

### Digital and Social Media Engagement

This section details the Centre’s initiatives to improve its digital and social media presence, recognising these channels as vital for disseminating research, encouraging public engagement, and supporting policy dialogue. Initiatives involved launching multimedia content and targeted social media campaigns to engage diverse audiences and boost

the impact of the research. Through coordinated efforts, customised messaging, and live coverage of policy events, EPRC broadened its influence beyond traditional spaces. These platforms have raised awareness, driven traffic to publications, and maintained multi-stakeholder dialogue on policy reforms.

**Social Media Engagement, Reach and User Growth:** EPRC maintained a consistent and strategic presence across its official social media platforms—including Facebook, Twitter (X), LinkedIn, and YouTube—serving as key channels for real-time dissemination, stakeholder interaction, and public engagement.

## Key Performance Highlights (July 2024 – June 2025):



- **Twitter/X (@EPRC\_Official):**
  - Total Tweets: 452
  - New Followers: 1,008 (Total Followers: 16,764)
  - Estimated Users Reached: 58,000 unique accounts
  - Impressions: 429,000
  - Engagement Rate: 3.6%
  - Top-Performing Content: Threads on the Sugarcane RIA, BCI press briefings, and unpaid care work studies.



- **Facebook (Economic Policy Research Centre):**
  - Total Posts: 189
  - New Page Likes: 734 (Total Page Likes: 8,245)
  - Estimated Users Reached: 46,000 unique users
  - Total Reach: 182,000
  - Notable Engagements: Event livestreams, YES-PACT stakeholder highlights, and gender equity forums.



- **LinkedIn (EPRC Uganda):**
  - Follower Growth: +624 (Total Followers: 4,528)
  - Estimated Users Reached: 12,700
  - Engagements: 2,300+ post interactions
  - Popular Content: Op-eds by researchers, research fellowships, and conference highlights.



- **YouTube (EPRC Uganda Channel):**
  - New Video Uploads: 12
  - Total Views: 8,675
  - Total Subscribers: 609
  - Estimated Unique Viewers: 6,420
  - Most Watched: National Forum on Agriculture and Food Security, Sugarcane Sub-sector RIA, and YES-PACT dissemination sessions.



**EPRC Vlog Series:** The Centre launched a new vlog series on August 19, 2024, to disseminate research results to a broader public audience and stimulate discussion on critical research topics. This initiative aims to encourage public feedback and involvement, thereby enhancing the relevance and societal impact of our work. The platform has also attracted **4,376** subscribers since its inception five months ago, with **53** new subscribers in the last month. The vlog series, currently in its fifth iteration, has garnered a total of **7,607** views as of May 17, 2025. The top 5 viewed videos are displayed in the Annex 4.

#### Website Analytics and Digital Reach

The EPRC website ([www.eprcug.org](http://www.eprcug.org)) continued to serve as the Centre's primary digital hub for research dissemination, stakeholder engagement, and institutional visibility. Throughout the financial year from July 2024 to June 2025, the platform recorded steady and targeted traffic from both domestic and international audiences.

#### Most Accessed Pages:

- Publications
- Business Climate Index
- Events & Announcements
- Internship & Careers

Most users accessed the site via

mobile (**58%**), followed by desktop (**39%**) and tablet devices (**3%**), reflecting the importance of mobile-optimised content. Research publications, policy briefs, and event updates were among the most downloaded resources.

Website performance was further enhanced through regular updates, integration with social media content, and cross-linking from media and institutional partner websites. Looking forward, EPRC will continue to prioritise search engine optimisation (SEO), content accessibility, and analytics-driven improvements to enhance user experience and expand its digital policy engagement footprint.

### Key Performance Metrics (July 2024 – June 2025):

#### • Total Users:

**112,584**

#### • New Visitors:

**91,476 (81.3%)**

#### • Returning Visitors:

**21,108 (18.7%)**

#### • Page Views:

**336,782**

#### • Top Locations:

**Uganda, Kenya, the United States, the United Kingdom, and South Africa**

## Production and Circulation of Research Products

EPRC continued to prioritise the development of high-quality, policy-relevant knowledge products. In FY2024/25, the Centre produced a diverse set of outputs tailored to various stakeholders, including policymakers, academics, civil society, and the public.

### Publications:

We successfully produced and distributed 28 Research Publications, contributing to the Centre's mission of generating and disseminating evidence to inform public policy and

development programming. These outputs spanned technical and policy-oriented formats, designed for academic, government, development partner, and public audiences. These publications covered priority themes, including contributory social insurance for farmers, the implications of global conflicts on Uganda's economy, digital market development, agriculture, and challenges in micro-enterprise recovery.

Notably, the year's output included at least four peer-reviewed journal articles, two book chapters, one in an international volume (Springer), six working papers, 12 policy briefs,

and two fact sheets or poster publications. All publications were made publicly accessible via the EPRC website, ensuring open access to knowledge and enhancing the Centre's transparency and credibility. EPRC also ensured open access to its publications through its online repository, reinforcing transparency and knowledge sharing within the national and international research communities. A detailed list of the publications from July 2024 to June 2025 is available in **Annexe 5**.



# 06 Talent Management and Organisational Effectiveness

EPRC recognises that a robust Human Resource (HR) system is vital for achieving its research and policy goals. Over the past year, EPRC has focused on improving its human resources to enhance productivity, efficiency, and effectiveness. This involved refining performance management systems, strategic talent acquisition, targeted capacity-building programmes, and streamlining management processes to ensure the Centre is well-equipped to meet its strategic aims.







## Performance Management and Human Resources

To improve employee engagement and integration, a new onboarding “buddy programme” was launched. This initiative pairs new recruits with experienced staff to ensure smooth and effective integration into EPRC’s research and administrative roles. The programme was successfully implemented for six new research team members, demonstrating a commitment to nurturing new talent from the outset. We also successfully retained a promising young professional, Ms Hildah Namuleme, by promoting her to a Research Analyst position based on her excellent performance and dedication.

### Staff Recruitment and Retention

EPRC successfully attracted high-quality talent, filling key gaps within its research function. A total of nine new staff members were recruited between October 2024 and February 2025, including three Research Fellows and three Research Analysts, following a competitive internal recruitment process.

Despite the successful recruitment, the Centre experienced the departure of two senior staff members. Mr Paul Lakuma, Senior Research Fellow and Head of Macroeconomics, the Ministry of Finance. At the same time, Mr Joshua Mudde Mwesigwa, a Knowledge Management Associate, moved to the Bank of Uganda. Despite these departures, the Centre maintained a strong staff retention rate of 96% for the period, exceeding its target of 85%. The Centre also initiated a comprehensive job analysis and salary review, the first in 12 years, to ensure our compensation remains competitive.

### Capacity Building and Professional Development

The Centre enhanced staff development and promoted a culture of continuous learning through a strategic combination of internal training programmes and high-level external engagements. These initiatives are specifically designed to improve staff skills in key areas, including research methodology, data governance, policy communication, and gender-sensitive

approaches.

All staff members participated in essential Data Protection Training organised by the Personal Data Protection Office of NITA Uganda, ensuring greater compliance with national regulations and improved handling of sensitive information. Our staff also attended a Financial Literacy session led by UAP Old Mutual to enhance their understanding of personal finance and raise awareness of insurance services and medical insurance offered by the Insurance Regulatory Authority and Prudential Assurance Uganda Limited. Additionally, a collaborative workshop on Research Co-creation and Communication Science, organised in partnership with the Environment for Development (EfD) Initiative, equipped researchers with skills to translate complex evidence into accessible, policy-relevant messages. Two of our senior researchers also attended a Feminist Economics Summer School, reinforcing our commitment to integrating gender analysis across our work. Notably, our dedication to excellence was recognised

internationally when Regean Mugume, a Research Analyst, received the Young Academic Award from the World Alliance for International Financial Centres, thereby increasing EPRC's visibility on the global stage.

### **Virtual Training**

Complementing the in-person programmes, EPRC also prioritised virtual training and remote learning initiatives. Staff participated in a webinar on Data Visualisation and Descriptive Graphs to improve their skills in creating effective data representations. Additionally, an online course on Youth Employability and Entrepreneurship offered our team insights into the digital economy's role in creating jobs. These flexible virtual activities reinforced the Centre's commitment to continuous professional development.

### **Young Professionals Programme (YPP)**

To nurture the next generation of policy researchers, during FY2024/25, EPRC continued its flagship Young Professionals Programme (YPP), through which it partnered with academic institutions to identify and mentor emerging talented economists. The YPP is a competitive programme that recruits outstanding early-career economists—often recent Master's graduates from the School of Economics, Makerere University—for a structured research apprenticeship. Ms Alice Nalweera, the distinguished EPRC Young Professional for 2025, graduated with a cumulative grade point average (CGPA) of 4.95. She joined EPRC in February 2025 and is

involved in EPRC projects under the supervision of senior researchers, enabling her to contribute to real-world policy research while enhancing her skills.

### **Graduate and Undergraduate Internship**

The Internship Programme also hosted numerous university students (11 undergraduates and four postgraduates) for short-term placements, exposing them to the rigours of policy analysis and think-tank communications. This year's graduate cohort worked on diverse topics, including agricultural value-chain analyses and public expenditure reviews, with many presenting their findings in internal seminars, demonstrating EPRC's commitment to practical training. By investing in human capital this way, EPRC not only bolstered its research capacity but also contributed to building a wider community of practice in Uganda that valued data and analysis in policy processes.

### **Improved Organisational Effectiveness**

In the financial year 2024/25, EPRC concentrated on refining its internal processes and infrastructure to boost operational efficiency, ensure policy compliance, and strengthen the security of its work environment. These strategic initiatives were undertaken to keep the Centre agile and effective in fulfilling its mandate.

#### **5.3.1 Streamlining Management**

### **Processes**

To ensure efficiency and compliance with national best practices, EPRC reviewed and updated key policies and procedures. The Centre finalised and obtained signatures for several critical policy manuals, including Research and Publications Policy and Procedures, Finance Operations Manual, EPRC Employment Manual, and ICT Policy Manual, ensuring our processes are current and legally compliant. We also transitioned to using shared Google documents for collaborative projects, enhancing real-time information sharing and efficiency.

### **Enhancing the Work Environment**

EPRC is dedicated to creating a safe and supportive work environment for its staff. To address frequent power outages, the Centre reallocated funds to install a new power backup system, safeguarding its equipment and ensuring continuous productivity. The Centre also enhanced its security measures by installing 24-hour CCTV cameras and implementing improved procedures with a new security provider, thereby maintaining a secure and productive environment for all staff.

# 07 Managing Risk and Ensuring Good Governance

At EPRC, we believe that strong governance and careful risk management are essential to building a successful and trustworthy organisation. This section highlights the Centre's progress in establishing a robust institutional framework that supports our mission and safeguards our operational integrity.



## Audit and Operational Continuity

The Centre successfully executed its annual research work plan for the fiscal year 2024/25. This involved finalising several essential studies and events carried over from the previous year. For example, we hosted our Forum on National Agriculture and Food Security and conducted stakeholder consultations for our Regulatory Impact Assessment (RIA). We also completed our work on the Business Climate Index and the Parish Development Model (PDM) surveys. This demonstrates our commitment to fulfilling our promises and advancing our research.

## Proactive Risk Management

The Centre demonstrated a proactive approach to risk by rapidly adapting to unforeseen financial challenges. Following the suspension of a sub-agreement with a key partner (Michigan State University), which affected the popularisation activities for the sugarcane sector RIA, management devised a strategic solution. To ensure the vital work of engaging stakeholders on this topic could continue, management proposed using savings from other completed carry-over activities to fund the RIA popularisation efforts. This action underscores our capacity to identify and mitigate risks, ensuring that our

research continues to have a tangible policy impact.

## Responding to Audit Recommendations

The Centre possesses a robust framework for addressing audit recommendations, which enhances our transparency and accountability. This year, we tackled a technical recommendation concerning our volunteer staff contracts. After liaising with our legal team, we introduced a new process to ensure these contracts comply with all relevant legal and tax regulations. This proactive measure not only rectified previous findings but also bolstered our overall compliance and mitigated future risks.



# 08 Building a Strong Foundation: Our Journey to a Self-Sustaining Centre

At EPRC, we believe that strong governance and careful risk management are essential to building a successful and trustworthy organisation. This section highlights the Centre's progress in establishing a robust institutional framework that supports our mission and safeguards our operational integrity.



In the financial year 2024/25, the EPRC's efforts to become a self-sustaining institution focused on prudent financial management, strategic resource mobilisation, and the efficient use of resources. By carefully managing our budget and proactively seeking new funding, we are establishing a solid foundation that enables us to continue our vital work in shaping public policy.

## Financial Performance and Budget Management

The Centre demonstrated strong financial stewardship during the reporting period. Our effective budget management allowed us to utilise an impressive 91.7% of our Government of Uganda (GoU) budget, highlighting our commitment to making every shilling count. While the GoU remains a key partner, funding 75% of our budget, we are actively exploring ways to diversify our income and reduce our reliance on a single source of funding. To improve efficiency and reduce costs, we are transitioning to online banking and have streamlined our budget processes to ensure that all resources are allocated effectively to our primary projects.

## Resource Mobilisation

EPRC continued its robust efforts in fundraising, successfully securing new grants from restricted sources to complement its budget. These funds were allocated to activity-based collaborative research and dissemination. New grants were signed with:

- **German Institute of Development & Sustainability (IDOS):** To conduct a joint business survey on tax expenditures.
- **African Centre for Economic Transformation (ACET):** To support the dissemination and policy engagement for the YES PACT project.
- **International Labour Organisation (ILO):** For research on digital employment.

These new partnerships demonstrate the trust that our work garners and are vital for expanding our influence. Although we encountered some unexpected challenges, such as halting a project with Michigan State University under the "USAID Innovation Lab for Policy Research, Capacity and Influence" following an executive order, our team is already seeking new ways to fund these critically affected activities.

## Key Capital Investments

EPRC made a vital investment this year to safeguard our work and staff. After facing ongoing power outages, the Centre reallocated funds to implement a new power backup system, including a battery bank and a 12 KVA inverter. This strategic investment of UGX 55.5 million ensures that our team can work without interruption and that our valuable data remains secure. This decision demonstrates our commitment to fostering a safe and productive environment that supports high-quality research.

# Financial Statements

Economic Policy Research Centre  
Independent Auditor's Report and Financial Statements  
For the Financial year ended 30 June 2025

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

		30 June 2025	Restated 30 June 2024
ASSETS	Notes	US\$'000	US\$'000
<b>Non Current assets</b>			
Property, Plant & Equipment	2(a)	1,675,015	1,583,219
Intangible assets	2(b)	40,337	47,633
		<u>1,715,352</u>	<u>1,630,852</u>
<b>Investment</b>			
Investment - Longterm	3	4,120,588	6,062,357
		<u>5,835,940</u>	<u>7,693,209</u>
Receivables	4	61,137	289,251
Credit Card Guarantee	5	22,050	22,050
Cash & Cash Equivalent	6	6,338,497	3,983,591
		<u>6,421,684</u>	<u>4,294,892</u>
<b>TOTAL ASSETS</b>		<u><b>12,257,624</b></u>	<u><b>11,988,101</b></u>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Share Holders Funds	7	1,943,874	1,845,559
Strategic Reserve	8	7,788,119	7,065,107
		<u>9,731,993</u>	<u>8,910,666</u>
Deferred Revenue Grants	9	1,495,514	1,894,618
Capital Grant	10	4,450	4,943
Payables	11	1,025,667	1,177,872
		<u>2,525,631</u>	<u>3,077,433</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<u><b>12,257,624</b></u>	<u><b>11,988,101</b></u>

NOTE: The presentation of Investment has been revised to separate the long term from the short term and consequently the comparative balances from the previous period have been adjusted to align with the change in presentation.

The financial statements on pages 7 to 17 were approved by the Board of Directors on 04/09/2025 and were signed on its behalf by:

  
**BOARD CHAIRPERSON**
  
**EXECUTIVE DIRECTOR**







## ANNEXES

### Annexe 1: High-Profile Policy Forums and Dialogues



Dialogue/Forum Title	Theme	Date	Venue
12th National Forum on Agriculture and Food Security	Prospects of a contributory social insurance scheme for farmers in Uganda	August 27, 2024	Golf Course Hotel, Kampala
National dissemination of the GrOW Unpaid Care Work project endline survey results	From Promises to Actions: Shifting gender norms and public perceptions about unpaid care work in workplaces and families in Uganda	Sept-4-2024	Serena Hotel Kampala
National Engagement with Civil Society Organisations in the Care Economy space.	From Promises to Actions: Shifting gender norms and public perceptions about unpaid care work in workplaces and families in Uganda	October 30, 2025	Serena Hotel Kampala
EPRC and Members of Parliament Engagement on the Sugarcane Sub-Sector	MPs Dialogue workshop on the Sugarcane Sub-sector Regulatory Impact Assessment (RIA)	Nov-19-2024	Sheraton Hotel, Kampala
National dialogue on the Regulatory Impact Assessment on the Sugarcane sub-sector	The Regulatory Impact Assessment (RIA) on the Sugarcane Sub-sector	Nov-21-2024	Imperial Royale Hotel
7th Annual Gender Statistics Forum	Women in the labour force and draft dimensions and indicators of the Women's Empowerment Index	Nov-21-2024	Silver Spring Hotel, Kampala
Public dialogue on the proposed ban on second-hand clothes in Uganda	Implications of the proposed ban on second-hand apparel in Uganda	Nov-26-2025	Serena Hotel, Kampala
Work-Based Learning Opportunities	Fostering Innovations for Employment Opportunities through Work-Based Learning in Uganda	March-6-2025	Sheraton Hotel
National Dissemination of Building TVET Systems in Uganda Assessment Study	Building TVET Systems for Economic Transformation in Uganda	March 27-2025	Fairway Hotel
Regional Engagement with Stakeholders on the implementation of the new lower secondary school curriculum	Is the Implementation of the Revised Lower Secondary Curriculum on Track? Teachers and Learners' Experiences	April-4-2025	Maafile Leaf, Masaka
Launch of the Agriculture Finance Yearbook 2024	Achieving sustainable financing of Agriculture leveraging Wealth Creation Funds	April-15-2025	Protea Hotel, Kampala
13th Annual National Forum on Agriculture and Food Security	Connecting Communities: Leveraging Road and Market Infrastructure for Household Food Security in Uganda	June-26-2025	Protea Hotel, Kampala

## Annex 2: Articles Authored in the Media Houses and Magazines in Uganda

Media/Date	Title of article	Summary Description	Author (s)
Ministry of Finance Monthly Magazine July 12, 2024	EPRC's 30-year journey of impactful evidence generation	The article captures the EPRC journey of research in the last 30 years, noting achievements and challenges	EPRC IMD Team
New Vision August 13th, 2024	How the Tourism sector has proved its potential	The article shows Uganda's enormous potential for the tourism sector	Pauline Nakitende
The Observer, September 11th 2024	Technology can shape Uganda's tax Administration, but....	The author discusses how technology can shape Uganda's tax Administration and some challenges	Hildah Namuleme
The Observer, October 30, 2024	Revised O-level curriculum: pioneer students sit for exams, but are they prepared?	The article is an expert opinion piece examining the implementation of the revised O-level curriculum and the level of preparedness among learners.	Blessing Atwine, Madina Guloba
New Vision, Jan 10, 2025	CAADP: From Malabo to Kampala	The author discusses the AU summit held in Kampala in January 2025, which outlined a strategy for Africa's agriculture over the next ten years.	Sheila Nakkazi
The Observer Jan 23, 2025	An interest rate cap is a double-edged sword.	The article examines the government's attempt to regulate interest rates for Tier 4 financial institutions.	Jude Sebuliba
The Observer Jan 23, 2025	Elections are upon us: Uganda's economic managers will have their plate full.	The article examines various scenarios that could impact the country's economy as we approach the 2026 polls.	Smartson Ainomugisha
Daily Monitor Jan 29, 2025	Chan 2025, Afcon 2027: A tourism opportunity that should not slip	The article looks at the opportunities in the tourism sector that will come with the hosting of Chan 2025 and Afcon 2027	Pauline Nakitende
New Vision Jan 30, 2025	As we tap and click our way to convenience, digital fraud lurks	The article explains digital fraud and why Uganda should take care in their quest for convenience	Aida Natabbi
Daily Monitor Feb 5, 2025	Preparing our coffee industry to meet EU deforestation rules	The article looks at EU rules and why Uganda has no choice but to prepare to meet the requirements	Florence Nakazi
The Observer Feb 5, 2025	How the oil sector could perk up the \$500bn economy dream	The article explains the significance of the oil sector in the future quest to transform the economy	Joab Wamani
The Observer Feb 5, 2025	For Ugandan Children, a commute to school has become a death sentence	The article raises a red flag on the many deaths of school children in road traffic crashes and calls for action	Alon Mwesigwa
Daily Monitor Feb 27, 2025	Tread carefully on the issue of mobile phones in schools.	The article examines the proposed authorisation of handheld devices in primary and secondary schools, their potential benefits and shortcomings.	Linda Nakato
The Observer March 5, 2025	Social media can be a force for good.	The article examines the potential and positive ways Ugandans can utilise social media.	Rehema Kahunde
The Observer, March 19, 2025	No degree, no teaching regulation overlooks reality	The article raises serious concerns over the requirement to have all teachers attain a degree before teaching	Eric Mudoko
Daily Monitor 13th March 2025	Traditional foods are vital in climate action efforts	The article highlights the significance of traditional foods in improving food security	Christine Arwata Alum
The Observer, March 19th 2025	For the modified A-level curriculum, time is not our best ally	Highlights the challenges of implementing the modified curriculum, given the shortage of time and resources	Blessing Atwine
Daily Monitor April 2, 2025	Our cities are already showing stressful signs of climate change	The article looks at the challenges cities face due to climate change and what can be done best	Hildah Namuleme



Media/Date	Title of article	Summary Description	Author (s)
The Observer April 2, 2025	Uganda's power grid holds the key to the electric Vehicle usage transition.	The article looks at Uganda's power generation capacity and its ability to serve the EV revolution.	Trevor Kintu
The Observer April 16, 2025	Uganda's refugee management faces unprecedented disruption	The article looks at the disruption caused by the USAID withdrawal of support for refugees in the country	Phionah Namulira
Daily Monitor April 17, 2025	Finally, a tax sweetener for Ugandan entrepreneurs	The article opines on the likely impact of the proposed three-year tax break for new businesses	Alice Nalweera
The Observer June 25, 2025	Standard Gauge Railway's promise for Uganda's private sector	The article discusses the significance of the standard gauge railway for the Ugandan economy	Regean Mugume

### Annex 3: TV and Radio Appearances and Mentions

TV/Radio Appearances				
Name and Time of Programme	Date	Station	Summary of content	Who appeared?
Ebifa Mubyobusubuzi	27-Aug-2024	Smart 24 TV	The news report captures discussions from the 12th National Forum on Agriculture and Food Security.	Brian Sserunjogi, Ibrahim Kasirye
Ebifa Mubyobusubuzi	4-Sep-2024	Smart 24 TV	The report on the unpaid care work in homes based on EPRC, Makerere University School of Women and Gender Studies and Care in Uganda	Madina Guloba
NTV Weekend Edition	4-Sep-2024	NTV Uganda TV	How to account for unpaid work. The report captures our report launch and dissemination on unpaid care work in Uganda.	Madina Guloba
Endigito Radio	22-Aug-2024	Endigito Radio	The programme was to disseminate our three-year research findings to the broader community in western Uganda.	Medard Kakuru, Florence Muhanguzi
Business pulse	25-Aug-2024	NBS TV	Uganda needs to improve its coffee productivity and quality as one of the key mechanisms to achieve the 20 million bags by 2030	Florence Nakazi
NBS Business Perspectives, documentary	14-Oct-2024	NBS TV	The evolution of manufacturing in the last sixty years in Uganda	Isaac Shinyekwa
Business Today	14-Oct-2024	UBC TV	UMA is celebrating Uganda's 62nd Independence Day and the UMA annual Show	Isaac Shinyekwa
NTV Uganda 9 PM News	31-Oct-2024	NTV Uganda TV	Unpaid Care work report Uganda/ GrOW project validation workshop	Madina Guloba
Akaboozi Ruganda News Bulletin	21-Nov-2024	Akaboozi FM Radio	Report on the national validation of RIA on the sugar-cane sub-sector in Uganda	Swaibu Mbowa, Elizabeth Birabwa, Florence Nakazi
Radio One English Bulletin	21-Nov-2024	Radio One FM	Report on the national validation of RIA on the sugar-cane sub-sector in Uganda	Swaibu Mbowa, Elizabeth Birabwa, Florence Nakazi
NTV Akawungeezi	21-Nov-2024	NTV Uganda TV	Report on the national validation of RIA on the sugar-cane sub-sector in Uganda	Elizabeth Birabwa, Swaibu Mbowa
NTV Live at 9	21-Nov-2024	NTV Uganda TV	Report on the national validation of RIA on the sugar-cane sub-sector in Uganda	Elizabeth Birabwa, Swaibu Mbowa

TV/Radio Appearances				
Name and Time of Programme	Date	Station	Summary of content	Who appeared?
NBS LIVE	21-Nov-2024	NBS TV Uganda	Reforms in the Uganda sugarcane sub-sector	Sarah Ssewanyana, Florence Nakazi
UBC TV News	21-Nov-2024	UBC TV	Amending the Sugar Act 2020 and unite for better prices	Sarah Ssewanyana, Florence Nakazi, Swaibu Mbowa
CBS Radio 9 PM Luganda News	21-Nov-2024	CBS Radio	The report captured discussions at the RIA discussion for the sugarcane sub-sector	Swaibu Mbowa, Elizabeth Birabwa, Sarah Ssewanyana
Sanyu FM Luganda and English news	21-Nov-2024	Sanyu FM Radio	News reporting on our national validation on the sugarcane sub-sector RIA and the views from the participants	Elizabeth Birabwa, Swaibu Mbowa
CBS Radio Evening Luganda News	26-Nov-2024	CBS Radio	The news bulletin captured EPRC policy dialogue on the implications of the proposed ban on secondhand clothes in Uganda.	Sarah Ssewanyana, Aida Natabbi
KFM 1 PM News	26-Nov-2024	KFM Radio	The radio reported on the fears that surround the early ban on secondhand clothes in Uganda.	Sarah Ssewanyana, Aida Natabbi, EPRC
Radio One English Bulletin	26-Nov-2024	Radio One FM	Ban on secondhand clothes implications on jobs in Uganda	Sarah Ssewanyana, Aida Natabbi, EPRC
Akaboozi Luganda News Bulletin	26-Nov-2024	Akaboozi FM Radio	Luganda bulletin on the EPRC policy dialogue on the proposed ban on secondhand clothes in Uganda	Sarah Ssewanyana, Aida Natabbi, EPRC
NBS TV Live 9 PM news	26-Nov-2024	NBS TV Uganda	The news item reported on the outcomes of the EPRC policy dialogue on the proposed ban on secondhand clothes in Uganda.	Sarah Ssewanyana, Aida Natabbi
Capital FM News	26-Nov-2024	Capital FM Radio	Report on the policy dialogue on the proposed ban on secondhand clothes	Sarah Ssewanyana, Aida Natabbi, EPRC
NTV Uganda 9 PM News	27-Nov-2024	NTV Uganda TV	The report examines the findings of the EPRC study on the implications of the proposed ban on secondhand apparel in the country, as well as the policy dialogue surrounding it.	Sarah Ssewanyana, Aida Natabbi
UBC TV News	27-Nov-2024	UBC TV	Development of textile industry - Phasing out secondhand clothes and footwear in Uganda: the news report was based on our policy dialogue and research findings on the implications of the proposed ban on secondhand clothes	Sarah Ssewanyana, Aida Natabbi
NTV news	5-Mar-2025	NTV Uganda TV	EPRC, in collaboration with UN Women, launched the Gender Statistics, Policy Advocacy, and Mentorship Program to embed gender statistics in policy decision-making.	Minister Hon Mutuuzo, Ibrahim Kasirye, Elizabeth Birabwa, Florence Nakazi
Radio One English bulletin at 7 pm	5-Mar-2025	Radio one	EPRC, in collaboration with UN Women, launched a program on embedding gender statistics in policy decision-making through gender statistics, policy advocacy, and mentorship.	Minister Hon Mutuuzo, Ibrahim Kasirye, Elizabeth Birabwa, Florence Nakazi
NBS	11-Mar-2025	NBS Business Perspectives TV	Electricity: Is it enough for the manufacturing sectors	Amos Sanday
CGTN	28-Mar-2025	CGTV TV	Implications of Uganda becoming a partner of the BRICS: what Uganda will benefit from and contribute to the grouping.	Isaac Shinyekwa

TV/Radio Appearances				
Name and Time of Programme	Date	Station	Summary of content	Who appeared?
NBS	31-Mar-2025	NBS Business Perspectives TV	The likely impact of the conflict in South Sudan on the Ugandan Economy	Isaac Shinyekwa
NTV	28-Mar-2025	NTV business now TV	Discussed the role of the trade sector in contributing to the country achieving 10-fold growth	Isaac Shinyekwa
UBC TV Business News	29-Mar-2025	UBC TV	Discussed the role of the trade sector in contributing to the country achieving 10-fold growth	Isaac Shinyekwa
Bukedde 1	6-Apr-2025	Bukedde Agaata-liko Nfufu TV	Report on the EPRC BCI dissemination in Mbarara	Rehema Kahunde
NTV News	16-Apr-2025	NTV Uganda News TV	Agricultural Financing: Private Sector credit stagnates at 11%	Brian Sserunjogi
NTV Uganda Live broadcast	15-Apr-2025	NTV Uganda Live TV	Sustainable financing of Agriculture through wealth creation projects	Sarah Ssewanyana
Radio One FM 90	16-Apr-2025	7 am News Bulletin Radio	A coverage of the AFYB 2024 launch	Brian Sserunjogi,
NBS TV Business	28-Apr-25	NBS 8 PM Business Perspective News Segment	Discussion on employment issues in Uganda	Madina Guloba
Mega FM	28-May-25	Mega FM 8-9 PM	Discussion on the Business Climate Index	Dr Brian Sserunjogi, Elizabeth Birabwa and Emmanuel Erem
UBC TV	24-May-25	UBC BUSINESS ROUNDUP	Uganda Business Confidence registers a decline	Brian Sserunjogi, EPRC BCI Report, Sarah Ssewanyana, Swaibu Mbowa
BBS Telefayina	20-May-25	BBS TV Business News	Ebyenfuna bya Uganda Byongedde okugwa okusenziira ku Alipoota y'ebyenfuna efulumiziddwa	Brian Sserunjogi, Ibrahim Kasirye, Sarah Ssewanyana
NTV Uganda	21-May-25	NTV 9 pm Business	Business confidence drops to 81% amid power, tax challenges	Brian Sserunjogi, Sarah Ssewanyana, Ibrahim Kasirye
Radio One 90 FM News	20-May-25	Radio One 7 am, 7 pm news	BCI Jan-March 2025 survey results	Sarah Ssewanyana, Brian Sserunjogi, Ibrahim Kasirye
CBS Radio 7 pm news	20-May-25	CBS radio news bulletin	BCI Jan-March 2025 survey results	Sarah Ssewanyana, Brian Sserunjogi, Ibrahim Kasirye
Bukedde 1 TV	13-Jun-25	Bukedde Agaata-liko Nfufu TV	2025/26 Budget panel analysis	Madina Guloba
OPEN GATE FM	12th June 2025	BCI demonstration talk show	BCI Jan-March 2025 survey results, talk about engagement with eastern Uganda businesses, and about EPRC	Rehema Kahunde, Eric Mukoko, and Alon Mwesigwa
URA TV OPEN MINDS FORUM	27th June 2025	URA TV	This broadcast addressed issues related to accelerating e-mobility for a Greener Uganda, focusing on aligning tax policy with sustainability goals.	Philemon Okillong
NBS TV	June 26 2025	NBS Live broadcast	Broadcast of the EPRC 13th national forum on agriculture and food security	Swaibu Mbowa
UBC TV	26-Jun-25	UBC TV	Agriculture and food security in Uganda - Integrated infrastructure key in boosting production	Swaibu Mbowa
Radio One FM 90	June 26, 2025	Radio One FM 90	EPRC 13th national forum on agriculture and food security	Swaibu Mbowa



## Annex 4: Top-Ranked Videos in FY 2024/2025

Rank	Video Title	Date Published	Views	Avg. View Duration	Key Theme
1	How can Uganda boost its Export Growth? Leveraging the AfCFTA Agreement	Aug 28, 2024	1,640	1:37	Regional trade policy
2	How Uganda's Proposed Ban on Second-Hand Clothes Will Affect Stakeholders?   Expert Opinions	Nov 27, 2024	1,091	5:27	Controversial trade policy
3	How can Uganda support the creation of decent, productive jobs?   The Role of Digital Transformation	Sep 25, 2024	856	1:42	Jobs & digital economy
4	Unsustainable: A tale of Uganda's sour sugarcane sector and how it can be resuscitated	Sep 9, 2022	735	4:35	Agriculture & sugarcane policy
5	How is the RIA shaping a sustainable Sugarcane industry in Uganda?	Jan 31, 2025	619	2:02	Evidence-based policy reform





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