

# Uganda National level activities of INCLUDE Policy-Knowledge Communities Project



**INCLUDE**

KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES



**FINAL PROJECT REPORT**

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**Economic Policy Research Centre**

**Duration of the Project: December, 2015-February, 2017**

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## **Project Summary**

The *policy-knowledge community on women's entrepreneurship and social protection in Uganda* project officially started in February, 2016, after signing the agreement in December 2015. A project plan with detailed activities was developed that essentially guided the implementation of the project. The project set out to review national policies with a focus on skills development initiatives, institutions and government in the area of women entrepreneurship while a revisit of institutional reforms and implementation of policies and programmes in social protection was undertaken. The team specifically points out that while entrepreneurship is not a panacea to the unemployment challenges the country is facing, it is one of the means through which employment and improvement in incomes of the young people can be achieved. In addition, findings also indicate that financing of social protection agenda in Uganda is still not at the forefront of government priorities. For both women entrepreneurship and social protection program implementation initiatives, political influence largely drove public programmes formulation and execution and rarely relied on a well-planned and mapped out impact strategy. This has crippled the ease in monitoring outcomes at a later date. The project team carried out a series of dissemination and advocacy strategies to share their study (s) findings, which were well received.

**Key words: Social Protection, Women entrepreneurship, policy, stakeholders, Uganda**

## 1. Introduction

The aim of the policy-knowledge communities project was to increase evidence based policy making in the areas of *women entrepreneurship* and *social protection* through research generated by the INCLUDE supported research groups as well as other relevant existing research/information generated by policy research institutions, academia and others. The existing research is yet to feed into policy processes due to a variety of factors such as limited capacity to appropriately package, communicate and translate research outputs into policy actions, programming as well as institutional challenges. It is not surprising that the entrepreneurship programme initiatives such as those targeting rural women, and social protection interventions – Social Assistance Grant for Empowerment-have not been impressive.

INCLUDE commissioned studies on Uganda under the productive employment theme (entitled “*identifying pivotal barriers to dynamic entrepreneurship among rural and women entrepreneurs*”) and two studies under the social protection theme (“*Building the economic case for investments in social protection in Uganda*” and “*Cost-benefit analysis of cash transfer programmes and post trauma services for economic empowerment of women in Uganda*”). The above policy research studies were being undertaken by Makerere Business School, Expanding Social Protection Programme-Ministry of Gender Labour and Social Development and Mbarara University of Technology and Science (MUST) respectively. The themes are aligned to Uganda’s Vision 2040 and the National Development Plan (NDP) II (2015/16-2019/20). Indeed, the Vision 2040 cites the need for skilled development, limited social protection and low levels of research to inform policy as some of the challenges in Uganda’s development. The limited evidence on ground to guide its implementation and enforcement comes out clearly in the evidence review on Uganda. In addition, the limitations in having clear prioritised actions for follow up hinder the budgeting processing and accountability. The success of government programs/projects continue to be measured based on budgets, and outputs—rather than on outcomes. Furthermore, the private sector has limited capacities to utilise the available evidence in its lobbying activities as well as for planning purposes.

Against this background, this project filled some of these identified gaps through the establishment of effective national level policy-knowledge communities on women entrepreneurship and social protection. The activities of this project were undertaken to bridge the gap between knowledge, policy and practise. The proposed project brought together key stakeholders with different perspectives/views on these two identified sub-themes. Specifically, the project sought to strengthen the capacities of practitioners, policy makers, and academia towards more evidence-based policy making processes with the following objectives:

- Increase awareness of the growing need to pay special attention to the above identified target areas of women entrepreneurship and social protection;
- Promote context based interventions that take into account gender, geography and life cycle stages of the target groups; and
- Promote learning by doing activities that encourage adoption of new ideas and practises.

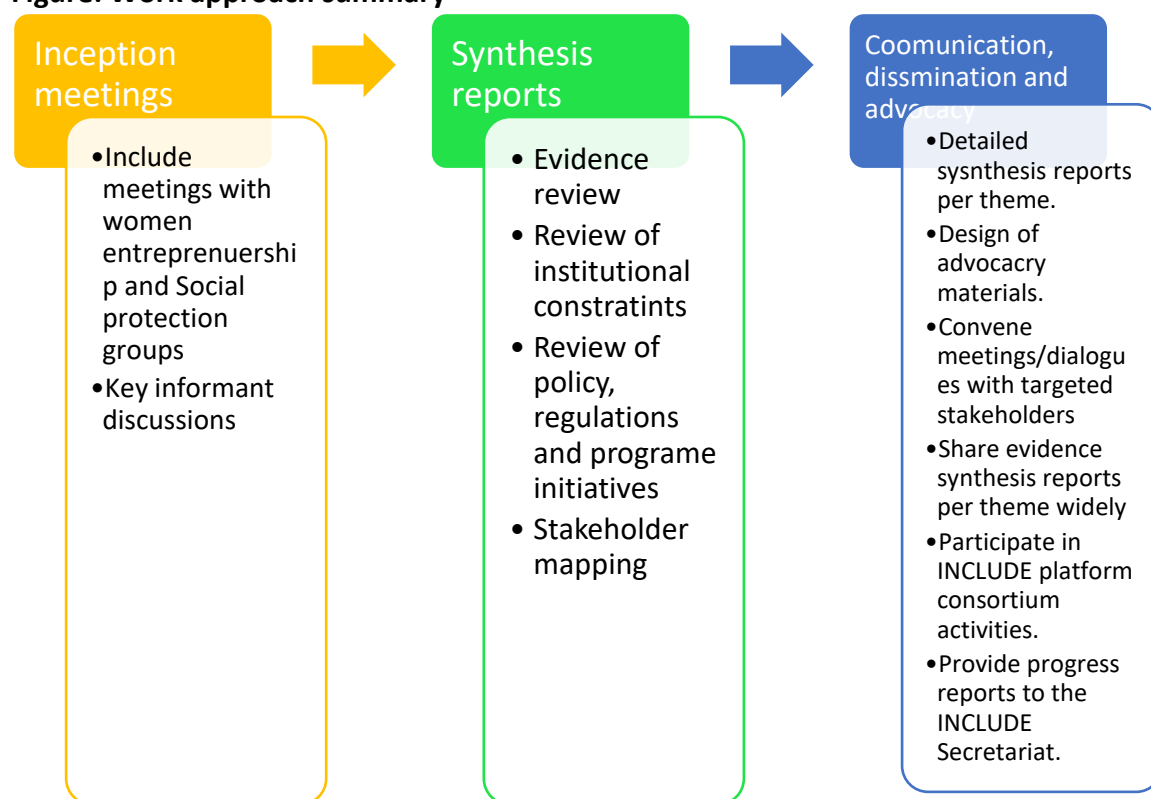
## 2. Terms of reference

The following tasks and deliverables were to be carried out by EPRC for the Platform and these included:

- a. Making an analysis of the way policy-makers and practitioners use knowledge and what kind of knowledge they need. What was the interest, motivation, power and capacity of the most relevant stakeholders?
- b. Identifying and inviting key stakeholders from the stakeholder mappings, research groups, platform members as well as EPRC's own network to an inclusive stakeholder engagement process.
- c. Holding inception meetings to comprehend the project and to generate content of the proposed knowledge exchange activities.

The agreed services were to be performed in the period from 1 December 2015 – 1 December 2016. This was extended to February 2017 given that the work started early February 2016. Below is the summarized approach to the work.

**Figure: Work approach summary**



Source: Authors' own compilation

The above key activities were to be delivered in four ways:

- i. *Deliverable 1*: Submit an inception report detailing activities and their costs not exceeding USD70,000. In addition, hold inception meetings with key partners and stakeholders to better understand the scope of work within the INCLUDE consortium.

- ii. *Deliverable 2:* Develop two main synthesis reports detailing evidence based literature review, a review of existing and upcoming policies/programmes/regulatory frames, stakeholder mapping (in both women entrepreneurship and social protection)
- iii. *Deliverable 3:* Designed and developed materials for communication, dissemination and advocacy activities such as Power Point Presentations (PPTs), an info-pack, blogs, policy briefs, and videos, among others where necessary.
- iv. *Deliverable 4:* Progress and final report documenting activities and achievements to date, and plans to ensure the work is completed according to schedule.

### 3. Project Outcomes

#### **Project Outcome 1: Inception report developed and Inception meetings held**

These were undertaken.

#### **Evidence:**

The inception report provided a synopsis on existing structures, policies and programmes on women and social protection. Also provided for in the report were the types of communication and advocacy products that were to be developed together with the impact pathway during the advocacy period. We also identified plausible risks and mitigation strategies. Finally, a detailed plan costing activities and expected dates of product delivery were included. The INCLUDE Secretariat contributed to the review of the inception/concept note refinement which was later adopted for our MoU in December 2015.

Inception meetings were held. The approach was that the EPRC team scheduled appointments with each INCLUDE research group separately to better understand their work, methods, and target audience. In addition, discussions on the status of their projects were undertaken and the niche of EPRC in their activities concretized and understood. For the *Women Entrepreneurship* group “Changing the mindset of Ugandan entrepreneurs: from Muppets to Gazelles” project, 3 inception meetings were held. The first with Uganda Investment Authority (UIA) team at UIA offices on 26/2/2016; the second with the whole Research team (local project lead MUBS, UIA and UWEAL) at their project office on 3/3/2016; and third was with the Project leader from Netherlands Prof. Romjin at EPRC offices on 4/4/2016. In relation to *Social protection*, an inception meeting was held on 2/5/2016 at the Expanding Social Protection Programme (ESPP) Offices with the project team members, who included the research team and ESPP

team members. However, EPRC Team has never met the Project leader from Netherland for WOTRO in Uganda Dr. Franziska Gassmann.

### **Project Outcome 2: Synthesis reports produced**

This exercise was undertaken as the EPRC team was conducting the inception meetings. The synthesis reports on women entrepreneurship and social protection themes were expected to: analyse the existing knowledge, identify the country level structures, and document the country-specific policy and program history in respective themes. Furthermore, a stakeholders and influence mapping was conducted to capture and map the key actors (organisations and individuals) essential to the policy influence efforts and to take note of the detractors, if any.

**Evidence:** Two draft synthesis reports were prepared. Under social protection themes, a synthesis report titled “*A pathway to inclusive social protection in Uganda: A review of evidence, policies and stakeholders*” was produced while under the Women entrepreneurship them a report titled “*Rural women entrepreneurship in Uganda: A synthesis report on policies, evidence and stakeholders*”. These were shared and validated in consultative meetings. The revised and copy edited versions after floor discussions were shared with the INCLUDE Secretariat for further review prior to posting on the EPRC website.

### **Project Outcome 3: Communication and advocacy products developed**

Two main synthesis reports were written as a basis for creating other advocacy products. From these, three (3) policy briefs were produced as well. The following are the produced materials:

**Evidence:**

1. A pathway to social protection development in Uganda: A synthesis report. EPRC Research Series No. 133
2. Rural Women Entrepreneurship in Uganda: A Synthesis Report on Policies, Evidence, and Stakeholders EPRC Research Series No. 134
3. Low literacy levels likely to impede rural women’s success in business. Policy Brief No. 85
4. Governments’ financing of social protection initiatives dismal. Policy Brief No.86
5. Fostering rural women nonfarm household enterprises financing through local groups. Policy Brief No. 84

6. A video clip was produced <https://youtu.be/YAVhbZdMTxw> six (6) minute video clip on Workshop deliberations on women entrepreneurship.

From the communication and advocacy products, a full page article was published in the New Vision of Friday June 30, 2017 under the heading, "*Way out for rural women in business*"

All the communication products are available on the EPRC Website [www.eprcug.org](http://www.eprcug.org)

#### **Project Outcome 4: Dissemination and advocacy undertaken**

Two major events capturing the themes of the project were held.

**Evidence:** The first dissemination the EPRC team participated in was “from Muppets to Gazelles project” when it was launched at Protea Hotel, Kampala.

#### **Social Protection**

On 20th October 2016, EPRC organized a consultative and dissemination workshop in which the EPRC team presented a draft synthesis report on “A pathway to inclusive social protection in Uganda: A review of evidence, policies and stakeholders”. During the same workshop, the INCLUDE team on social protection presented their preliminary results on “Building the economic case for investments in social protection in Uganda”. The meeting was attended by a cross section of participants drawn from government, civil society, development partners and academia. Overall, the meeting generated debate on several issues around social protection financing and the need to prioritize social protection in national planning and budgeting. Emphasis was placed on the need to understand the ideological and political economy of social protection in Uganda, as a means to influencing policy development and enlisting Government’s continued support through evidence.

During the meeting, a stakeholder mapping exercise was conducted to validate and improve the earlier one conducted in February and March, 2016 during the inception phase meetings. Suggestions to improve the report were provided. The meeting was tweeted and outcomes included in the EPRC newsletter and [website](http://www.eprcug.org/press-media/news-). <http://www.eprcug.org/press-media/news->



## [opinions/511-calls-for-legitimate-social-protection-increase](#)

Below are some of the photographs taken on the dissemination day at the EPRC conference room.

Plate 1: Presentation of Social protection synthesis report, October, 2016



In the Photo. Dr. Madina Guloba making the presentation.

Source: EPRC Archives, EPRC Conference Room, October 20, 2016

Plate2: WOTRO local researcher making a presentation, EPRC workshop, 2 016



In the Photo. Dr. Susan Kavuma making the presentation.

Source: EPRC Archives, EPRC Conference Room, October 20, 2016

Plate 3: Participants in group sessions on stakeholder mapping validation



Source: EPRC Archives, EPRC Conference Room, October 20, 2016

**Women entrepreneurship:** A consultative and dissemination event was held on Tuesday 20<sup>th</sup> December 2016, at the EPRC conference room to disseminate the draft synthesis report on rural women entrepreneurship in Uganda. In addition, INCLUDE partners and other stakeholders were invited to participate where our partners presented “preliminary project activities”. Below are some photos capturing the event.

Plate 4: Opening remarks at the women entrepreneurship dialogue, December 2016



In the Photo. Dr. Sarah Ssewanyana making her introductory remarks.  
Source: EPRC Archives, EPRC Conference Room, December 20, 2016

Plate 5: Presentation of rural women entrepreneurship synthesis report, December 2016



In the Photo. Dr. Madina Guloba making the presentation.  
Source: EPRC Archives, EPRC Conference Room, December 20, 2016

Plate 6: Participants in group sessions on entrepreneurship stakeholder mapping validation



Source: EPRC Archives, EPRC Conference Room, December 20, 2016

### **Additional Outcome 5: Support and contribution to INCLUDE Platform**

#### **Evidence:**

Using EPRC networks, the project team has made tremendous support to the local INCLUDE research groups and participated in the international workshops (represented by Dr. Sarah Ssewanyana) organized by INCLUDE both as panellists and participants. For instance, support on research methods,



review of survey tools, framing of policy messages and planning of stakeholder engagement activities has been extended to both the social protection and women entrepreneurship teams. In addition, EPRC team has on most occasions reviewed their work(s) in progress during the project meetings held in Netherlands or remotely through email. Specifically,

**On the women entrepreneurship theme:**

1. EPRC has also contributed by participating and presenting in partner meetings both locally and internationally. For instance: EPRC Team attended the Launch of the Women Entrepreneurship project “From Muppets to Gazelles” in 2015.
2. In 2016 the EPRC team, represented by Ms. Elizabeth Birabwa Aliro, were invited for a Gender Workshop on the project changing the mind-set of Uganda entrepreneurs as a panelist to discuss EPRC work and its relation to project outcomes at a dissemination event on 31st of March, 2016 at Homeland Inn in Mpigi.
3. Dr. Madina Guloba participated in the Muppets to Gazelles (MTG) project launch of the Nakaseke Tele Center in Nakaseke District where women can gather and share knowledge and also be trained on use of mobile phones to communicate businesses on Tuesday 13, September, 2016.
4. Dr. Guloba participated and made a presentation on their draft synthesis report on rural women entrepreneurship during a knowledge sharing workshop on the “use and adoption of ICT by rural female entrepreneurs” on 2<sup>nd</sup> February 2017- at Esella Country Hotel, Wakiso. Radio and TV interviews were conducted. In addition, the work was featured in the Monitor Newspaper article. The link to the monitor article.  
<http://mobile.monitor.co.ug/Business/Business/-user-friendly-mobile-money-interface/2471018-3800742-format-xhtml-1sv54m/index.html>
5. Dr. Guloba participated in the close of the MTG project workshop held on April 11, 2017 at Royal Suites Hotel, Kampala.

### **On the Social Protection theme:**

1. EPRC attended, participated and partnered with the ESP WOTRO team in the trainings on analysis and methods for social protection on 21<sup>st</sup> and 22<sup>nd</sup> June 2016 at Imperial Royale hotel and attended the feedback workshop on the 23<sup>rd</sup> June 2016.
2. During the October 20, 2016 consultative workshop held at EPRC conference room, WOTRO local research team shared their preliminary research findings on “Building the economic case for investments in social protection in Uganda”. Floor comments received were mainly in relation to the criteria of eligibility of members who are receiving the social protection-SAGE grant.
3. Ms. Elizabeth Aliro and Dr. Madina Guloba attended and participated in discussions of the Business case for *sustained investments in Social Protection in Uganda* at Golf Course Hotel Kampala on 22<sup>nd</sup> November 2016 organised by the Ministry of Gender Labour and Social Development (MoGLSD)-Expanding Social Protection Program (ESPP) Secretariat. In addition, EPRC supported the team by sharing the list of invitees for the consultative meeting held at the Centre.
4. Dr. Madina Guloba was nominated to be part of the Expanding Social Protection (ESP II) Evaluations Reference Group as a continuation of the partnership.
5. The EPRC team has contributed to the ESSP Research Agenda in the three day workshop meetings on various sections of Social Protection at Imperial Royale, 2017. That is the Direct Income Support (DIS) Thematic Working Group, Social Insurance Thematic Working Group, and Social Care and Support Services Group from 1<sup>st</sup> -3<sup>rd</sup>, February 2017 at Imperial.
6. EPRC, spearhead by Ms. Elizabeth Aliro and supported by Dr. Madina Guloba, organized and hosted a full day academic conference on behalf of the WOTRO social protection group led by Dr. Franziska Gassmann on 5<sup>th</sup>, September, 2017 at the EPRC conference room. The final Social protection research products were disseminated and two clinics held. One on writing a near journal publication paper and the second on

application of STATA in producing maps. The workshop/conference was well attended and well received by participants.

## **Project Outcome 6: Progress and final reports**

EPRC has on three occasions responded to the INCLUDE secretariat request on being updated on the progress of the project. This final project report is an initiative of the institution and it summaries the activities and achievements during the project period.

### **3. Accomplishments, Partnerships and other benefits**

The project's most significant accomplishment was providing information on country specific evidence on what works and does not work in women entrepreneurship programmes and social protection. That is, the project demonstrated the value of evidence in the policy processes and the need for local expertise to carry out policy reviews. We noted that that policies and both women and social protection programmes supported by Government of Uganda rarely used scientific evidence in their formulation and implementation. Potential cost benefit analysis of upscaling programmes and policies is missing.

The impact of the project on policy cycle in general has not yet been observed in the short run. However, the level of informality of women entrepreneurs and their vulnerability to access formal social protection is now being well debated across various platforms where the project team is invited to give key note speeches, be panellists and participants.

The partnership between EPRC and INCLUDE Platform has been extremely successful. Both organizations have displayed significant dedication and devotion to the project and a high level of mutual trust was established early on in the project. The open and frequent communication between EPRC and INCLUDE Platform representatives Dr. Marleen Dekker, Dr. Karin Nijenhuis and Dr. Obadia Miroro has been very beneficial and insightful. Communication was often through email and workshops in Netherland where necessary throughout the project period to go over key issues. In addition, the Dr. Dekker has kept the EPRC team informed on

upcoming opportunities through which the project report could be presented. For example, the upcoming support to a policy dialogue.

The team has also been able to strengthen old and establish new partnerships with Ministry of Gender Labour and Social development (MoGLSD), Expanding Social Protection, Uganda Women Entrepreneurship Association Limited (UWEAL), Makerere Business School, Makerere University, School of Social Science, Uganda Women's Entrepreneurship Programme (UWEP) Secretariat, other Civil Society Organisations such as Friedrich-Ebert-Stiftung (FES), Konrad-Adenauer-Stiftung (KAS) Uganda and more. These partnerships are likely to evolve into research collaborations and policy influence platforms.

The funds have been disbursed in a sequential manner from INCLUDE.