



The Republic of Uganda

MINISTRY OF LOCAL GOVERNMENT

Implementation Guidelines for THE PARISH DEVELOPMENT MODEL

FEBRUARY

Ministry of Local Government
WORKERS' HOUSE,
Plot 1, Pilkington Road
Southern Wing, 5th Floor
P. O. Box 7037, Kampala
Email: ps@molg.go.ug
Website: www.molg.go.ug



The Republic of Uganda

MINISTRY OF LOCAL GOVERNMENT

Implementation Guidelines for THE PARISH DEVELOPMENT MODEL

Ministry of Local Government
WORKERS' HOUSE,
Plot 1, Pilkington Road
Southern Wing, 5th Floor
P. O. Box 7037, Kampala
Email: ps@molg.go.ug
Website: www.molg.go.ug

FEBRUARY 2022

TABLE OF CONTENTS

FOREWORD.....	5
ACKNOWLEDGEMENT	7
EXECUTIVE SUMMARY	8
1.0 INTRODUCTION	9
1.1 WHAT IS THE PARISH DEVELOPMENT MODEL?	9
1.2 Historical Perspective of the PDM	9
1.3 Background to the PDM	9
2.0 THE CONCEPTUAL FRAMEWORK FOR THE PDM	11
2.1 Definition	11
2.2 Concept of The Parish Development Model	11
2.3 Policy and Regulatory Framework	11
2.4 Strategic Direction of the Parish Development Model (PDM)	11
2.4.1 Purpose of PDM	11
2.4.2 Goal of the Parish Development Model	12
2.4.3 Objective of the Parish Development Model	12
2.5 Alignment of PDM to the National Policy Framework	12
3.0 PRINCIPLES THAT UNDERPIN THE PDM	13
4.0 PILLARS OF THE PDM AND THEIR DELIVERY MECHANISMS	14
4.1 Pillar 1: Agriculture Value Chain Development (Production, Processing and Marketing)	14
4.2 Pillar 2: Infrastructure and Economic Services	17
4.3 Pillar 3: Financial Inclusion.....	18
THE PARISH REVOLVING FUND (PRF)	19
4.4 Pillar 4: Social Services Pillar	19
4.5 Pillar 5: Community Mobilisation and Mindset Change	20
4.6 Pillar 6: Parish-Based Management Information System (PBMIS)	21
4.7 Pillar 7: Governance and Administration	23



5.0 IMPLEMENTATION STRUCTURE OF PARISH DEVELOPMENT MODEL (PDM)	24
5.1 The National Policy Committee (NPC)	24
5.2 PDM Secretariat	25
5.3 PDM Working Groups	26
5.4 Local Governments and Cities	29
5.5 The Parish/Ward	30
6.0 PARTICIPATION OF NON -STATE ACTORS	31
6.1 Rationale for Non-State Actors in the PDM	31
6.2 General Roles and Responsibilities of Non-State Actors (NSA)	31
6.3 Non-State Actors and Local Economic Development.	31
6.4 Non- State Actors and Sustainable Food Production and Nutrition.	32
6.5 Non- State Actors and Better Health and Education Services.....	32
6.6 Non-State Actors and Sustainable Environment and Natural Resources Management	32
7.0 M&E STRATEGY AND RESULTS FRAMEWORK	33
7.1 Why Focus on Monitoring and Evaluation (m &e)	33
7.2 The Results Framework	33
7.3 Implementing Monitoring and Evaluation	33
CONCLUSION	34

LIST OF ACRONYMS AND ABBREVIATIONS

BDS	Business Development Services
CSOs	Civil Society Organisations
FY	Financial Year
GDP	Gross Domestic Product

GOU	Government of Uganda
ICT	Information and Communication Technology
LC	Local Council
LG	Local Government
MALGs	Ministries, Agencies and Local Governments
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MFIs	Micro Finance Institutions
M & E	Monitoring and Evaluation
MDIs	Microfinance Deposit-taking Institutions
MoICT & NG	Ministry of ICT & National Guidance
MOGLSD	Ministry of Gender Labour and Social Development
MOLHUD	Ministry of Lands Housing and Urban Development
MPED	Ministry of Finance Planning and Economic Development
MOTIC	Ministry of Trade Industry and Cooperatives
MOLG	Ministry of Local Government
MOWE	Ministry of Water and Environment
MSCL	Microfinance Support Centre Limited
MTEF	Medium Term Expenditure Framework
NDPIII	National Development Plan III
NDPs	National Development Plans
NGOs	Non-Governmental Organisations
NPA	National Planning Authority
NSS	National Statistical Systems
OP	Office of the President
PDCs	Parish Development Committees
PDM	Parish Development Model
PPP	Public Private Partnerships
PRF	Parish Revolving Fund
OWC	Operation Wealth Creation
SACCOs	Savings and Credit Cooperative Societies
UAIS	Uganda Agriculture Insurance Services



UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UDB	Uganda Development Bank
UIRI	Uganda Industrial Research Institute
UNBS	Uganda National Bureau of Standards
UMRA	Uganda Microfinance Regulatory Authority
VSLAs	Village Savings and Loan Associations



FOREWORD

Fellow Countrymen and Countrywomen, under the leadership of National Resistance Movement (NRM), we have laid the foundation for socio-economic transformation by securing the entire country; building roads, hospitals, schools, water sources, dams to generate electricity and other public services. During the recently concluded elections, we promised you that the 2021-2026 term is going to be a kisanja for creating wealth, jobs and incomes for all Ugandans.

In our Manifesto of 2021-2026, the NRM promised to use the Parish Development Model (PDM) as the strategy to reach the homesteads that are still in subsistence economy to support them to join the money economy. These Guidelines, therefore, have been prepared to direct the implementation of this transformative intervention.

Through the Parish Development Model, we are going to move the 3.5 million households that are still in subsistence farming to the money economy. Using Operation Wealth Creation (OWC), we have reduced the proportion of homesteads working for only the stomach from 68% in 2016 to 39%.

The Parish is going to be the vehicle for data gathering, area-based enterprise selection, provision of financial services, provision of basic infrastructure; particularly roads and electricity, as well as community mobilization and mindset change. The Parish will also be the focal point for services such as soil testing, quality farming inputs, extension services and mechanization.

The Parish Development Model will further help us deal with high post-harvest losses, bulking and marketing of agricultural produce, elimination of middlemen that have been exploiting our people by offering low commodity prices and easy access to markets at local, regional and international levels. The Parish Development Model is a whole-of-Government approach to socio-economic transformation in a consolidated and comprehensive way.



Through the Parish Development Model, we are going to take Government to the people in a more effective way and receive actionable feedback from the people on wealth creation and Government-provided services to quicken socio-economic transformation.

The NRM has identified four Sectors for jobs and wealth creation which the PDM will advance. These are: (a) commercial agriculture; (b) Industrialization; (c) modern services; and (d) information and communications technology (ICT). The implementation of these sectors is going to enable us achieve middle income status at a much faster pace, despite the Covid-19 pandemic that slowed down economic growth.

The Parish Chief is going to be the Coordinator of all Government efforts at each of the 10,594 Parishes and will report to the Sub-county Chief (as provided for in Sec 69 in the Local Government Act of 1997). Each Parish is going to have a Co-operative Society through which Government support will be channeled. I urge leaders at all levels to support the implementation of this intervention

H.E. Yoweri K Museveni

PRESIDENT OF THE REPUBLIC OF UGANDA



ACKNOWLEDGEMENT

The Parish Development Model (PDM) Implementation Guidelines is a result of efforts of all Government Ministries Departments and Agencies and the Local Governments in this 'Whole of Government' strategic programme to cause social-economic transformation at the parish level. I wish to acknowledge with gratitude their tremendous contributions

in the formulation of these Guidelines and the Operational Manuals of their respective PDM Pillars. I thank the National Co-ordinator, Hon. Galabuzi Sozi and his team at the Secretariat for co-ordinating the various stakeholders and producing these Guidelines.

I acknowledge and appreciate the views given to us by the various Private Sector Agencies, Civil Society Organisations and the Development Partners, who have a stake in the PDM. Their recommendations were useful in the formulation of the National Development Plan III, from which the PDM draws its inspiration. They were equally instrumental to us in formulation of the Guidelines. We thank them wholeheartedly.

It is the National Planning Authority (NPA) that put together the NDP III and they have continued to give us the much needed technical support as we implement the PDM. We are particularly indebted to the Chairperson, Dr. Pamela Mbabazi, and the Executive Director, Dr. Joseph Muvawala, for their technical insight and experience. Their support has ensured that the PDM remains consistent with the development objectives of NDP III, the Vision 2040 and the National Resistance Movement (NRM) Manifesto for 2021-2026.

Equally instrumental has been the theoretical guidance of some key academicians, economists and community development experts, notably, Prof. Ezra Suruma, Dr. Fred Muhumuza and the entire technical team at Operation Wealth Creation (OWC), who spent sleepless nights reviewing the PDM logical framework and the draft guidelines.

Finally, I acknowledge with thanks, the guidance and support of His Excellency the President of the Republic of Uganda, Lt.Gen (Rtd) Yoweri Kaguta Museveni Tibuhaburwa. Please accept our deepest gratitude. The approval and input of the Cabinet and the Parliament of Uganda is acknowledged and greatly appreciated.

Together we can improve the incomes and livelihood of all our people.



Hon. Raphael Magyezi
MINISTER OF LOCAL GOVERNMENT



EXECUTIVE SUMMARY



As guided by H.E. President Yoweri Museveni, the Guidelines as highlighted herein provide the conceptual framework, the principles that underpin the PDM and the broad implementation arrangements of the PDM or strategy as we all strive to socioeconomic transformation of Uganda. The Guidelines should be read together with the Operational Manuals that are more detailed on the specifics of the respective Pillar implementation. It is in the Pillar Manuals that detailed actions, specific targets, actors and expected results are captured.

I would like to take this opportunity to thank the Minister for Local Government Hon Raphael Magyezi and the entire team of the Ministry for the steadfast stewardship toward the development of these guidelines and pillar manuals in general.

Again, special thanks to H.E. the President for providing the vision and guidance to the country in the design and commitment of resources for the PDM as a strategic initiative of Government. Through the PDM Secretariat, efforts will be made to ensuring that Government plans and budgets are aligned to support the PDM as a key deliverable under the National Development Plan III and as envisaged under the NRM Manifesto 2021-2026.

Developing the country is a shared responsibility of all the citizens and other actors; which requires the full participation of everybody and mutual support. We look forward to successful implementation of the Parish Development Model and achievement of its goals and objectives.

For God and my Country

Hon. Dennis Galabuzi Ssozi

NATIONAL COORDINATOR PARISH DEVELOPMENT MODEL

1.1 What is the Parish Development Model?

The Parish Development Model (PDM) is a multi-sectoral strategy to create socio- economic transformation by moving the 39% households out of the subsistence economy into the money economy, using the Parish/ward as the epi-centre for Development. It emphasises the whole of Government approach in ensuring increased production, processing and marketing, infrastructure and service delivery at grassroots level.

The PDM is an NDP III implementation mechanism by both the State and Non-State Actors to achieve inclusive Development in a coordinated and participatory manner. It is the commitment of Government, as contained in the National Resistance Movement (NRM) Manifesto for 2021 – 2026, to address the question of creating wealth and jobs for the people, the majority of who are engaged in agriculture. This strategy of Government is to promote

increased incomes through modernisation of agriculture, industrialisation, services and information, communication technology. The PDM is the vehicle to organise households into farmer/community groups and support them to focus on the most viable enterprises, improve their yields, quality, bulking, processing and marketing.

For subsistence households to transit into the money economy, using the financing facilities, mind-set change, PBMS and good governance are necessary factors. The productive sector also requires supportive infrastructure, such as Community roads, water for production and connectivity to sources of affordable and reliable energy. These need to be provided by Government at the Community level. Social Services too are a pre-requisite for improved livelihood. They include health, education, good housing, sanitation and hygiene, as well as environment protection. The PDM is therefore the systematic organisation and empowerment of the population by implementing these interventions in a coordinated manner, at the Parish/ward administrative level.

1.2 Historical Perspective of the PDM

The concept of the PDM is not new. In pre-and post-independence times, development Programmes of Government were implemented at Parish/Ward level through the Parish Chief and at the Village under the Village chief. A number of services were provided at the Parish. For example, birth and death registration, maintenance of a Parish/ Village Register, Education and Health Programmes, Food security, data collection, voluntary Community roads maintenance (Bulungibwansi) and water source maintenance among others.

1.3 Background to the PDM

The PDM is a result of review of Government development plans both medium-term aspirations and long-term vision as follows: -

- a) The NDP I End-of-Term Evaluation and the NDP II Mid-Term Review, recommended the adoption of the PDM. The evaluations identified the strategic role of a Parish in improving service delivery, and strengthening production, productivity and value addition for social economic transformation and realization of NDP results. In line with this, the NDP III (Section 10, page 10 and 11) adopted the PDM as a vehicle for increasing household income and welfare.
- b) The Comprehensive Evaluation of the Decentralization Policy commissioned by the National Planning Authority (NPA) in 2019 also recommended action of Government by deepening Decentralisation and Devolution to support planning and development at Parish level.
- c) The NRM Manifesto 2021-2026 identifies the Parish as key Administrative Unit for implementing all Government Programmes, working along with non-state actors. The argument is that the Parish is the unit manned by government operatives closest to the population.
- d) There are several Programmes of Government implemented over time, which are seen as precursors to the PDM. These include the Poverty Eradication Action Plan (PEAP), the Plan for Modernisation of Agriculture (PMA), Wealth for All Programme (Bonna Bagagawale), Operation Wealth Creation (OWC), Entandikwa Credit Scheme, Emyoga Wealth Fund



implemented at constituency level, and several others. There are also affirmative programmes for Regional Development and marginalised groups, such as the Northern Uganda Social Action Fund (NUSAF), Peace Recovery and Development Plan (PRDP), Luwero Rwenzori Development Programme (LRDP), Karamoja Development Programme (KDP), Uganda Women Empowerment Programme (UWEP), Youth Livelihood Fund (YLF) and others. Through these Programmes, Government has been able to reduce the number of households in subsistence production from 68% that had persisted for a long time to 39% by 2020 (Uganda Bureau of Statistics (UBOS), Household Survey Report, 2020).

The difference between the PDM and these other Programmes is that the PDM is anchored on the multi-sectoral, all-inclusive approach, in order to provide holistic improvement in livelihoods and incomes of the households across the Country. The PDM centres on the Parish as the last mile of administrative structure of Government for Community-Based Planning and Development. It has a clear target of uplifting the households which are still in subsistence mode of living into the money economy.

It has a unique integrated M&E framework and implementation mechanism that emphasises Transparency, Accountability and results.



2.1 Definition

The Parish Development Model is a Government strategy or approach for organizing and delivering Public and Private Sector interventions for wealth creation and employment generation at the Parish level as the lowest economic planning unit. This will ensure support for more Ugandans to increase their demand for goods and services.

2.2 Concept of The Parish Development Model

The Parish Development Model (PDM) is the last mile strategy for service delivery by Government of Uganda for improving incomes and welfare of all Ugandans at the household level.

It is an extension of the whole-of-Government approach to development as envisaged under NDP III, with the Parish as the lowest administrative and operational hub for delivering services closer to the people and hence foster local economic development.

The PDM underlies the spirit of harmonization of Government interventions with every MDAs focusing on; delivering services closer to the people; and measurable results at the Parish level in order to ensure transformation of the subsistence Households into the money economy. This transformation requires organized, integrated, well-coordinated and results-based efforts.

2.3 Policy and Regulatory Framework

Implementation of the PDM is premised on the following policy and legal frameworks:

Article 176, (2b, d and e) of the Constitution of the Republic of Uganda (1995 as amended) provides among others that;

- i. Decentralization as the principle applying to all levels of local Government and, in particular, from higher to lower local Government units, to ensure peoples' participation and democratic control in decision making.
- ii. There shall be established for each Local Government Unit a sound financial base with reliable sources of revenue,
- iii. Appropriate measures shall be taken to enable Local Government Units to plan, initiate and execute policies in respect of all matters affecting the people within their jurisdiction.

The Local Government Act under Section 95 further provides that MOLG shall be responsible for Inspection, Monitoring and Coordination of Local Governments

Section 96-97 of the Local Government Act provides that line Ministries shall be responsible for provision of Technical Support, Guidance, and Establishment of Minimum National Standards of Service Delivery. The PDM aligns for all these provisions through taking of the whole of government to the Parish and ensuring that each MDA plays its appropriate role.



2.4 Strategic Direction of the Parish Development Model (PDM)

2.4.1 Purpose of PDM

The purpose of the PDM is to:

- i. Deepen the Decentralization process;
- ii. Improve Household incomes;
- iii. Enable inclusive, sustainable, balanced and equitable Socio-economic Transformation; and
- iv. Increase Accountability at local levels.

This implies eradication of poverty and vulnerability, as well as total Transformation of the subsistence Households (both on-farm and off-farm, in rural and urban settings) into the money economy.

2.4.2 GOAL OF THE PARISH DEVELOPMENT MODEL

The goal of the PDM is to increase Household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of the subsistence Households (both on-farm and off-farm, in rural and urban settings) into the money economy, as well as eradication of poverty and vulnerability in Uganda

2.4.3 OBJECTIVE OF THE PARISH DEVELOPMENT MODEL

The overall objective is to increase the effectiveness of the interaction between the Government and its people, in order to accelerate the realization of Government's long-term goal of Socio-economic Transformation.

2.5 Alignment of PDM to the National Policy Framework

PDM is implemented within the National Policy of Decentralisation which provides for building the capacity of local authorities to provide services, prepare and approve work plans, budgets and implement Programmes for the Development of their Communities. The PDM implementation is aligned to the following 5 Strategic Objectives of the NDP III;

- i) Enhance value addition in key growth opportunities;
 - ii) Strengthen private sector capacity to drive growth and create jobs;
 - iii) Consolidate & increase stock and quality of Productive Infrastructure; iv) Enhance productivity and wellbeing of Population; and
 - v) Strengthen the role of the State in guiding and facilitating development.
-
- a. **Organization:** Organising the subsistence households into formal organizational structures (such as Associations, Cooperatives) to harness economies of scale, access to financial services, production, storage, marketing and extension services.
 - b. **Coordination and Collaboration:** Leveraging on the whole of Government approach to Socio-economic Development, the PDM emphasises coordination and collaboration of the State, Private Sector and Civil Society.

- c. Market Orientation:** The PDM is premised on all households producing for food and the market and thus will promote modern information communication technology and commercialisation along the value chain.
- d. Inclusion:** The PDM is all inclusive, systematic and a deliberate approach to intervene at each of the value chain stages, in a coordinated manner to provide affirmative action for special interest groups (women, youth, elderly, and persons with disability).
- e. Equity:** The PDM shall promote balanced growth across different regions, tribes and gender. Government shall use the PDM to deliver targeted services to parts of the Country that are lagging behind. To the extent possible, the Parish allocations shall be computed on the basis of affirmative action parameters of poverty, population and vulnerability indices, plus existence of other Programmes or projects.
- f. Prioritisation:** Government shall use the PDM to support flagship Commodities in a particular ecological zone that link Production, Processing and Marketing Enterprises.
- g. Evidence based:** Decisions and actions under the PDM shall be driven by data, analysis, monitoring, evaluation, learning and results. The PDM will promote a culture of continuous improvement to achieve greater and sustainable results using lessons learnt and experience gained at a reasonable cost.
- h. Participation:** Ensuring that Communities are empowered to be part of the solutions to local problems and participate in the Development process. Participation of stakeholders is fundamental to the success of the PDM.
- i. Transparency and Accountability:** Operating with integrity and maintaining the highest standards of performance in governance, administration, business processes, financial and human resource management, as well as oversight roles. PDM will include a robust system with checks and balances to ensure that resources reach the intended beneficiaries.

4.0 PILLARS OF THE PDM AND THEIR DELIVERY MECHANISMS

The PDM is implemented along seven Pillars, namely:

- 1) Agricultural Value-Chain Development (Production, Storage, Processing and Marketing)
- 2) Infrastructure and Economic Services
- 3) Financial Inclusion
- 4) Social Services
- 5) Community Mobilisation and Mindset change
- 6) Parish-Based Management Information System
- 7) Governance and Administration

Whereas these PDM Guidelines look at the broader actions of stakeholders, the details are contained in the Pillar-specific Operational Manuals. Here are the highlights of the delivery mechanisms under each of the Pillars, specifying the actions;



4.1 Pillar 1: Agriculture Value Chain Development (Production, Processing and Marketing)

a. Background to the Pillar

The Pillar is aimed at supporting the creation of employment opportunities, food security and wealth for all Ugandans specifically the households in subsistence production. This is in line with NDP III Programmes, namely; Agro-Industrialisation, Private Sector Development, Digital Transformation and Manufacturing. The objective of the PDM is to increase Production and Productivity, across the Value Chain, by supporting interventions for food security alongside those to improve incomes of the households. The PDM Secretariat shall collaborate with the Working Groups and coordinate all the activities.

b. Activities of the Pillar.

The actions to transform the Households include;

- i. Organize and coordinate Farmers at Parish/Ward level in line with Value Chain of the enterprises selected for each Parish and form Parish-Based Commodity Clusters;
- ii. Link the organized Farmer Groups/Associations to the Zonal Industrial Hubs and Industrial Parks;
- iii. The Ministry of Agricultural and Animal Industry and Fisheries (MAAIF) and other stakeholders through District-Based Local Government Staff will build capacity and retool the Public Extension Workers and Non-State Actors, such as model farmers, to support efficiency, growth and mentoring of Farmers and their organizations;
- iv. Develop and roll out e-government products to farming Households, such as the e-voucher for farm inputs, the e-extension service and e-certification systems to strengthen service delivery at Parish level;
- v. Develop and roll out Farmer Registers in all Parishes across the Country managed by the Parish Chiefs. This will aid in building a national database of all farming Households and regularly monitor their progress;

- vi. Strengthen Farmers' Associations at local levels and build their capacities to manage Agri-business Enterprises effectively;
- vii. Support the Farmers' Associations to develop clear and effective business plans; and assist qualifying Farmers' Associations to grow into Parish/Sub-County Development Associations and Cooperatives;
- viii. Support and mobilize Farmers/Associations to invest in Community level Facilities for Commodity Storage, primary Processing, and other post-harvest handling functions;
- ix. Work closely with Financial Institutions to scale up proven financial service delivery models that are suitable for farming household;
- x. Prioritize at least two Agricultural Enterprises per Subcounty that should be promoted and branded;
- xi. Mobilize and enforce compliance to established standards and good Agricultural practices in the community to ensure that Agricultural products from the Communities meet international market requirements;
- xii. Ensure a strong involvement by Citizens at the household level through Farmer Structures working together with the Parish Development Committees (PDCs) to identify their peculiar needs and opportunities in order to create more employment and wealth in their Parish; xiii. Promote price stabilization and buying off bumper Production; xiv. Promote Sustainable Environmental Practices;
- xv. Link established business Enterprises e.g., insurance and transport to Farmers' Groups/Associations.
- xvi. Training of trainers/capacity building of higher Local Governments;
- xvii. Provide policy framework and legislation for Parish-Based Organisations - Groups, Associations, Cooperatives etc.;

c. Pillar Roles at the National Level

- i. Provide National policy on Extension Services: for Crop, Animal Husbandry and Fisheries;
- ii. Provide regulation of inputs: seed, fertilisers, acaricides, drugs, pesticides, machinery etc;
- iii. On-farm and off-Farm power and mechanisation;
- iv. National Certification and Regulation for Standards and Safety etc;
- v. Bulk Commodity Storage and Packaging Facilities for fresh, wet and dry goods;
- vi. Advice on Value Addition and Agro-Processing Facilities to include cleaning, sorting, drying, manufacturing and packaging;
- vii. National Plan for Environment and other Climate Change Mitigation Measures;
- viii. Provide Local Governments with technical and logistical water support for Production and domestic; ix. Advice on access to Local and International Markets;
- x. National Business Development Services (Provision of Information, Knowledge, Skills and Advice on Various Aspects Business); xi. Related Digital Services supporting production, storage, processing and marketing; and



- xii. Guidance on related Non-Agricultural Enterprises to support Production, Processing and Marketing in urban setting.

d. Pillar Roles at Local Government Level

- i. Train Farmers and Farmer Groups in institutional development;
- ii. Provide Extension Services along the Value Chains through demonstrations, visits, field days and competitions;
- iii. Supervise and build capacity of Community-Based Service Providers;
- iv. Link Farmers to other Service Providers;
- v. Guide PDCs on enterprise priority selection;
- vi. Supervise the collection of data, analysis and storage; and
- vii. Mobilize the Model Farmers to organize and advise other Farmer' Groups.

e. Role of Parish Chief/ Town Agent

- i. Record keeping for all activities of the PDM at the Parish;
- ii. Assist the PDC to plan and set priorities for Agricultural Enterprises and Technologies;
- iii. Supervise the work of Community-Based Service Providers at the Parish;
- iv. Monitor the implementation of PDM activities at the Parish level;
- v. Collect business and Agriculture statistics at the Parish level for analysis and Storage;
- vi. Supervise the management and operations of post-harvest handling, Storage, and Processing activities at the Parish;
- vii. Mobilize Community on self-help and economic empowerment projects, positivity on Government Programs, and cultivate business orientation;
- viii. Train PDC and create awareness on PDM implementation;
- ix. Provide accountability of all PDM resources at the Parish; and
- x. Coordinate all stakeholders at Parish level.

f. Private Sector/NGOs, CBOs and CSOs

- i. Mobilize resources for Agricultural and Non-Agricultural Services;
- ii. Provide Private Extension Services;
- iii. Supply quality Agricultural inputs;
- iv. Support Post-harvest handling, Storage and Processing activities;
- v. Provide Transport, Trade and Marketing Services;
- vi. Engage in Public Private Partnership at Community level;
- vii. Train and create awareness on PDM Pillar implementation;
- viii. Undertake other complementary activities that support Value Chain Development; such as Storage, Transport, Drying, Marketing etc.;
- ix. Harmonize their interventions to the PDM at all levels; and
- x. Participate in Planning, Monitoring and Evaluation of PDM Pillar activities.

g. Farmers and Farmer Organizations

- i. Farmer to Farmer peer Extension Services;
- ii. Procure multiplication seeds, planting materials and stocks;
- iii. Undertake innovation in farming and resource mobilization;
- iv. Farmers' Associations Institutional Development in liaison with PDC, Extension Staff and Parish Chiefs;
- v. Record keeping and provision of agricultural data;
- vi. Farmers' Group formation;
- vii. Provide market information and sourcing; and
- viii. Support Farmers in accessing credits.

h. Educational Institutions

- i. Attach trainees to Communities to support Extension to Farmers and monitor their performance in the field;
- ii. Support appropriate Innovation and Technology Transfer to Farmers and Service Providers, such as transportation, silos, weather forecasts, etc.
- iii. Study the processes and draw lessons for learning and curriculum review;
- iv. Provide expertise drawn from other experiences with regard to different enterprises.

4.2 Pillar 2: Infrastructure and Economic Services

a. Background to the Pillar

The Pillar is aimed at ensuring reliable transport and economic services for production and marketing. Public and Private Institutions will provide a range of infrastructure and economic services in a phased manner. These infrastructure and economic services complement the functions under other pillars of the PDM. The PDM Secretariat shall collaborate with the Working Group and coordinate all the activities

b. Activities of the Pillar

Activities of this Pillar include:

- i. Construct and maintain accessible Community roads; this is the key activity that is necessary to support Pillar 1.
- ii. Improve choke points /bridges on Community roads;
- iii. Upgrade community local markets;
- iv. Extension of safe water facilities for domestic use and production;
- v. Extension of power facilities to Communities, ensure availability of power in each Parish;
- vi. Creation of free internet zones in Communities;
- vii. Develop appropriate e-services to support the PDM;
- viii. Physical development planning to facilitate planned settlement;
- ix. Waste management; and
- x. Renewable energy.



c. Delivery Mechanism for Infrastructure and Economic Services

The PDCs shall identify, prioritise the needs for their Parish. These priorities will be submitted through the Local Government Structures to Sub- County/Division/Town Council and to the District/City/Municipality for resource allocation and implementation.

Where the intervention is to be done by MDAs, appropriate communication will be done by the CAO/TC to submit to the PDM Secretariat and the respective Programme Working Group at the National Level. PDM Secretariat will coordinate with MDAs to align their interventions to respond to the needs in their work-plans, budgets and implementation on the basis of information and needs brought to their attention.

Local Governments shall integrate the MDA interventions in their work plans and budgets, reflect the deliverables in infrastructure and economic services for the respective Parishes and inform the PDCs.

4.3 Pillar 3: Financial Inclusion

a. Background to the Pillar

The Pillar is aimed at enabling access to appropriate financial products and services such as savings, credit, and insurance and payment systems by households that operate in the subsisting segment (subsistence households). The PDM Financial Inclusion Pillar, therefore, shall focus on transforming subsistence households (both Agricultural and Non-Agricultural) into the money economy. The PDM Secretariat shall collaborate with the Working Group and coordinate all the activities.

The Pillar shall focus on the following:

- i. Reducing financial exclusion by addressing barriers to access financial services by the households.
- ii. Deepening and broadening formal savings, investment and insurance usage.
- iii. Strengthening credit delivery mechanisms to support inclusive growth at the household level.
- iv. Effective coordination of financial inclusion and wealth creation initiatives.
- v. Financial Information Technology: - building the digital infrastructure for efficient financial services.
- vi. Empowering and protecting individuals with financial capability through financial literacy.

The PDM Financial Inclusion Pillar shall be implemented through six components, namely;

- a) Community organisation into Enterprise Groups and PDM SACCOs
- b) Business Development Services (BDS) and financial literacy
- c) PDM Integrated Financial Management Information and Payment System (PDM IFMS)
- d) Savings and Credit
- e) Agriculture insurance
- f) Market linkages through e-market place match-making and off-taker market placements.

THE PARISH REVOLVING FUND (PRF)

- a. The Parish Revolving Fund follows a grassroots approach in which communities of subsistence households at the Parish level shall be mobilised into Enterprise Groups and supported to develop and implement viable Community-led income-generating activities that enable them to earn through their own initiative and combined efforts. This approach shall promote ownership and enhance community self-reliance.
- b. Households who are members of an Enterprise Group shall be supported to open savings in the PDM SACCO.
- c. Each household or Enterprise Group shall be financed up to an amount approved by the PDM SACCO. The amount approved by the PDM SACCO shall depend on the nature of the income-generating activity/enterprise being undertaken.
- d. Income-generating activity/enterprise shall take any form as long as it supports the Production, Storage, Value Addition or Marketing.
- e. Based on the realities on the ground as well as competitive advantage of a given Parish/Ward, income-generating activities that are recommended for PRF financing shall fall under two main categories:
 - i. Farming activities (including all forms of inputs, farm tools and machines, animal traction, micro irrigation, extension services, harvesting technologies (including fishing gear), and post-harvest handling technologies (including; storage (both wet and dry storage), grading, sorting, bulking, etc.) for any of the recommended production lines; and
 - ii. Off- the-Farm Agricultural activities for any of the recommended production lines (including processing, packaging, storage, distribution, buying and selling of agricultural products).

4.4 Pillar 4: Social Services Pillar

The Pillar is aimed at undertaking data collection on services at the Parish, to identify level of service delivery, gaps and proposing the necessary remedial interventions.

Priorities emerging from Parish Profiles and Local Government Reports will be consolidated, localised and aligned to the National level. This will inform budget allocations for the Districts by the respective Sectors. The higher Local Governments shall scrutinise Lower Local Governments work plans and priorities before engagements with PDM Secretariat and MDAs.

The PDC shall be critical in identifying and prioritising Social Services required at that level and share the priorities for approval and consolidation at the Sub-County and District level. The PDM Secretariat shall collaborate with the Working Groups and coordinate all the activities.

4.5 Pillar 5: Community Mobilisation and Mindset Change

a. Background to the Pillar

The Pillar is aimed at implementing a systematic approach of mentorship, counseling, mobilization of Community members and identifying issues that affect them. The Pillar puts



people at center stage in decision making on issues that affect their lives and participate in determining their pathways out of poverty.

The Mindset is a prerequisite for stakeholders to take practical steps that transform the way of working. This Pillar shall focus on adoption of the right way of thinking and opinions of Public Officials at all levels including Private Sector Players and Communities.

The Community members shall be empowered to take center stage in assessing their needs, identifying livelihood options, prioritizing livelihoods sources, leveraging resources, and creating sustainable solutions without living anyone behind in terms of development as per the Sustainable Development Goals (SDGs), National Development Plan III (NDPIII) and NRM Manifesto 2021-2026. The PDM Secretariat shall collaborate with the Working Groups and coordinate all the activities.

b. Objectives and Actions of the Pillar

The objectives of this Pillar are to:

- i. Enhance effective mobilization of Families, Communities and Citizens for household economic empowerment;
- ii. Strengthen capacity of Local Governments, CSOs, CBOs, NGOs and the Private Sector for effective mobilization of communities for PDM implementation; iii. Enhance financial literacy for households;
- iv. Enhance participation and ownership of community initiatives;
- v. Enhance household capacity in identifying local resources for addressing their needs; and
- vi. Promote National Values and change negative cultural practices and attitudes towards government Programs.

The specific actions include:

- i. Promote community mobilization and engagement towards PDM activities
- ii. Promote positive cultural beliefs and norms which enhance development;
- iii. Inculcate and promote positive thinking towards Personal, Family and community development for improved quality of life outside the subsistence life; and
- iv. Promote disciplined, committed and self-driven Civil Service Teams for PDM implementation.

c. Role of National Level Actors (MDAs)

The activities, resources and results of this Pillar are integrated in the Programme Implementation Action Plans (PIAPs) as well as work plans and budgets of the various MDAs which contribute to the above Programmes.

The MDAs shall also:

- i. Provide policy and legal framework for Mind-Set Change and Community mobilisation
- ii. Provide mobilisation strategy in conjunction with other stakeholders in the PDM
- iii. With other stakeholders carry out training of trainers at National and Regional Level.
- iv. Provide the guidance and training materials to the Local Governments.

- v. Together with the PDM Secretariat, monitor and carry out oversight of the mobilisation.
- vi. Provide the indicators and framework for tracking performance and success of the Programmes in the Pillar.
- vii. Quality assurance and regulatory framework for the trainings.

d. Role of Sub National Actors.

- i. Conduct training of the Parish Mobilisers and Change Agents
- ii. Provide Parish Chiefs with information on approved Programmes to be implemented within the Parish for strategic Community Mobilisations;
- iii. Identify and link the Community Groups to existing Services Providers within the Local Governments; iv. Facilitate the implementation of Community Programmes and Projects for right Mindset;
- v. Mobilise Communities for Public Private Partnership's engagements.
- vi. Support and build capacity of Parish Actors. Customise and deliver Mind-set Change messages to these actors.

e. Role of Parish Chiefs, Town Agents

Provide technical support and facilitation to the PDC to conduct Community Mobilisation and Sensitisation on the PDM and all Government and non-government Programmes in the Parish;

- i. Promote civic education aimed at nurturing good citizens;
- ii. Assist the PDC in Mobilising the Community for Private Public Partnerships;
- iii. Ensure that Mobilisation and Sensitisation Programmes in the Parish include cross cutting issues of Gender, Environment Protection, Youth and Women issues, Culture, Child Protection, clean energy, domestic violence and other health issues; iv. Document and keep track of results of Mobilisation on the Population especially the Youth on adoption of right behaviours and practices acceptable in society; and
- v. Promote mentorship Programmes for households and Communities for livelihoods improvement.

4.6 Pillar 6: Parish-Based Management Information System (PBMIS)

a. Background to the Pillar

The Pillar is aimed at supporting an integrated system for community profiling, data collection, analysis, tabulation, storage and dissemination at all levels; to inform planning and decision making at the Sub-national and National levels. Ministry of ICT and National Guidance in collaboration with MDAs shall be responsible for developing PMIS. The PDM Secretariat shall collaborate with the Working Groups and coordinate all the activities.

b. Activities of the Pillar

The Parish Chiefs shall be the primary data collectors under PBMIS and will coordinate the Community Groups, Private Sector and Civil Societies to provide operational data relevant to PDM. Data will be entered in the computers at the Parish, to ensure data analysis storage. Data needs under the work plans and budgets of the various MDAs and



Local Governments as defined under the different Program Implementation Action Plans (PIAPs) in order to track PDM results.

c. Objectives of the Parish-Based Management Information System

The objectives of PB MIS are;

- i. Provide a repository for operational, administrative and socio-economic data to guide the generation of work plans and budgets; and performance reports at Parish level and other levels of Local Governments as well as National level;
- ii. Provide a platform for tracking the implementation of NDP III strategic interventions under the PDM; and
- iii. Provide an electronic web-based Management Information System platform for the results-based monitoring and evaluation of the PDM activities;

d. Role of Ministries, Departments and Agencies of Government

- i. Provide the requisite software and data management packages;
- ii. Provide the National Policy and Legal Framework to ensure safe and accurate data, while protecting rights of the households and individuals;
- iii. Provide technical support to the Local Governments and systems development to ensure effective data collection, storage, analysis and reports; and
- iv. Define data standards, provide technical guidance, and ensure supervision of quality data to inform decision making for the PDM.

e. Role of Local Governments

- i. Customize the Parish-Based Management Information System at the LGs;
- ii. Ensure functionality of the PB MIS and applicability at all levels;
- iii. Provide backup technical support to the Sub-Counties and Parishes/Wards; and
- iv. Provide backup/ technical support to the Parishes.

f. Role of the Parish Chief/ Ward agent

- i. Responsible for data collection on PDM activities at Parish level; and
- ii. Provide backup technical support to the PDC in understanding and interpreting results of the data collected.

4.7 Pillar 7: Governance and Administration

Background of the Pillar

The Pillar is responsible for implementation aspects of the PDM by providing coordination and technical support to the implementing structures at the Sub-national and National levels. **a.**

Activities of the Pillar

The Pillar shall prioritise the following undertakings:

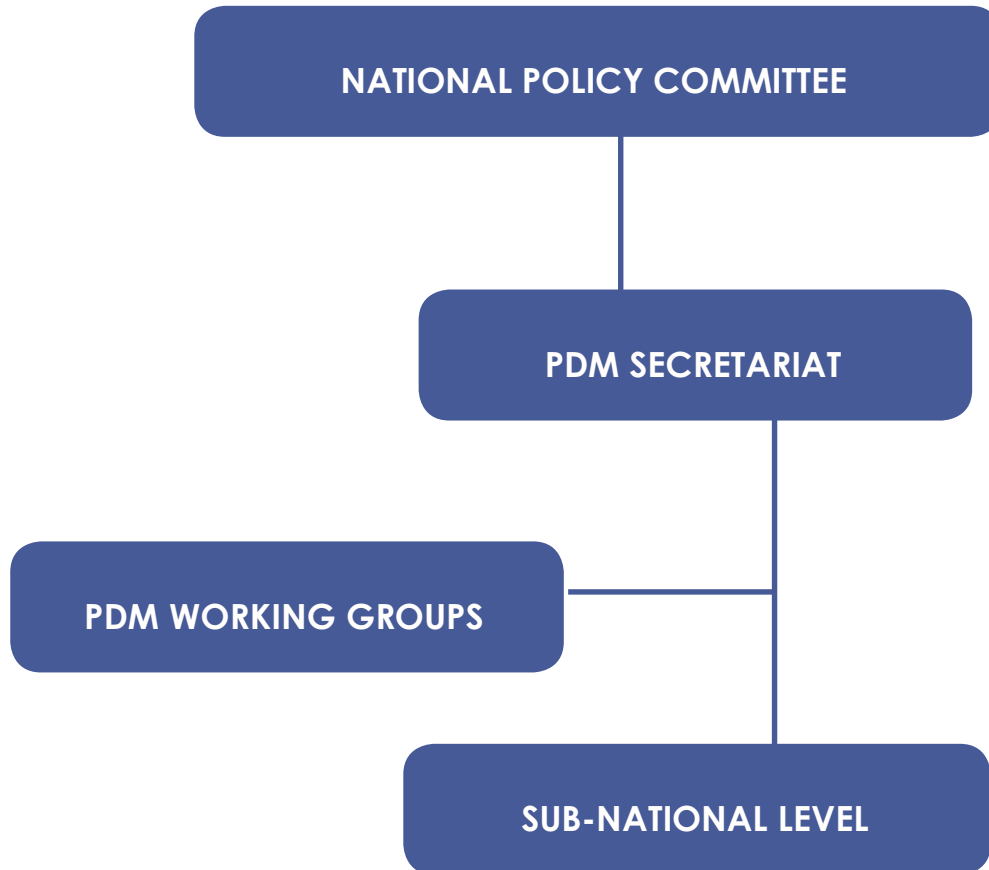
1. Establish the PDM implementation structure at national and sub-national levels. At the Local Governments, this will include establishment of the Development Committees (PDCs) in each Parish. The PDC shall spearhead mobilisation of communities, planning

and superintend over implementation of PDM programs and activities by State and Non-State Actors.

2. Support Local Governments in recruitment of Parish Chiefs as the Technical Human Resources for the PDM implementation at the Parish.
3. Research and policy of PDM Activities at National and Sub- national level.
4. Provide Transparency and Accountability mechanisms at all implementation levels.
5. Promote partnerships across State and Non-State Actors, for smooth implementation of the PDM.

5.0 IMPLEMENTATION STRUCTURE OF PARISH DEVELOPMENT MODEL (PDM)

The structure of PDM illustrates the different actors that are responsible for implementing the PDM activities.



5.1 The National Policy Committee (NPC)

The NPC is the apex forum and shall provide overall Policy direction to the PDM, oversee, guide the operationalization of the Programmes and ensure alignment with NDP III and NRM Manifesto. His Excellency the President shall chair the meetings of the National Policy Committee (NPC) and in his absence, the Vice President shall preside over the meetings. Under the NPC, the Right Honourable Prime Minister shall be the overall supervisor of the Parish Development Model, while the Minister of Finance, Planning and Economic Development will be responsible for planning and budgeting; and the Minister of Local Government shall have overall responsibility for the implementation of the Parish Development Model. The Parish Development Model Secretariat shall provide secretarial services to the NPC.

Other Members of the NPC are:

- I. Deputy Prime Ministers;

- II. Minister for General Duties, Office of the Prime Minister
- III. Minister of Agriculture Animal Industry and Fisheries;
- IV. Minister of Trade, Industry and Co-operatives; V. Minister of Works and Transport;
- VI. Minister of Gender, Labour and Social Development;
- VII. Minister of Information Communication Technology and National Guidance;
- VIII. Minister of Education and Sports;
- IX. Minister of Health;
- X. Minister for the Presidency
- XI. Minister of Kampala and Metropolitan Affairs;
- XII. Minister of Water and Environment;
- XIII. Minister of Energy and Mineral Development;
- XIV. Minister of Security
- XV. Attorney General;
- XVI. Secretary General, NRM;
- XVII. Minister of State for Northern Uganda, Office of the Prime Minister
- XVIII. Minister of State for Teso Affairs, Office of the Prime Minister
- XIX. Minister of State for Karamoja Affairs, Office of the Prime Minister
- XX. Minister of State for Bunyoro Affairs, Office of the Prime Minister
- XXI. Minister of State for Luwero - Rwenzori Affairs, Office of the Prime Minister

5.2 PDM Secretariat

The PDM Secretariat shall be domiciled at the Ministry of Local Government (MoLG). The secretariat shall have a PDM Coordinator and deputy coordinator, seven(7) pillar managers from the PDM pillars, a representative from Operation Wealth Creation (OWC) and strategic technical support Staff. The PDM Secretariat in liaison with the Permanent Secretary MoLG shall work out the staffing requirements.

The PDM Secretariat shall provide support to the NPC and Working Groups. In particular, the Secretariat shall: -

- i. Coordinate the activities of the National and Sub-National level stakeholders in the implementation of the PDM;
- ii. Coordinate activities of the NPC and PDM Working Groups and facilitate their meetings;
- iii. Monitor and track the compliance of work plans and budgetary resources;
- iv. Develop detailed Action Plans for PDM implementation;
- v. Compile detailed actions plans from MDAs on the implementation of the PDM;
- vi. Provide necessary support to the pillars and Local Governments on PDM implementation;
- vii. Produce and submit Timely Reports and recommendations on PDM implementation to the NPC;



- viii. Compile, develop and implement communications strategy for the PDM;
- ix. Review and update PDM Guidelines for approval by the NPC;
- x. Liaise, advocate and follow up PDM activities /priorities of Local Governments with MDAs;
- xi. Supervise, Monitor and Evaluate PDM implementation;
- xii. Coordinate the effective implementation of the Parish-Based Management Information System;
- xiii. Continuously build capacity for PDM implementation at Local Government level;
- xiv. Document success stories and lessons under PDM implementation;
- xv. Provide Secretarial Services to NPC and the PDM Working Groups; and
- xvi. Any other duties as assignment by the NPC.

5.3 PDM Working Groups

The Working Groups shall be comprised of Ministers, Permanent Secretaries and Technical Officers. The Working Groups will serve as an avenue for consultation and review. Reports of the Working Groups shall be compiled by the PDM Secretariat quarterly.

The PDM Working Groups will review and propose amendments to Operational Guideline and respective Pillars Manuals and assist in alignment of plans and budgets of MDAs to the PDM. The PDM Working Groups will be formed as follows;

WG1: Agricultural Value Chain Development (Production, Processing and Marketing).

- Ministry of Agriculture Animal Industry and Fisheries (Chair);
- Ministry of Trade, Industry and Cooperatives(co-chair);
- Ministry of Tourism, Wildlife and Antiquities;
- Ministry of Foreign Affairs;
- Ministry of Lands, Housing and Urban Development;
- National Planning Authority;
- Office of the Prime Minister; ▪ Operation Wealth Creation; and ▪ Ministry of Local Government.
- Representatives of Private Sector, Development Partners and Civil Society.
- Ministry of Information Communication Technology and National Guidance
- Ministry of Water and Environment
- Ministry of Energy and Mineral Development
- Ministry of Internal Affairs
- Minister for the Presidency

WG2: Infrastructure and Economic Services

- Ministry of Works and Transport (Chair);
- Ministry of Energy and Mineral Development (co- chair);

- Ministry of Water and Environment;
- Ministry of Finance, Planning and Economic Development;
- Ministry of Information Communication Technology and National Guidance;
- Office of the Prime Minister;
- Ministry of Energy and Mineral Development;
- Ministry of Local Government;
- National Planning Authority;
- Representatives of Private Sector, Development Partners and Civil Society.
- Ministry of Internal Affairs
- Minister for the Presidency

WG3: Financial Inclusion

- Ministry of Finance, Planning and Economic Development (Chair);
- Ministry of Trade, Industry and Cooperatives(co-chair);
- Ministry of Agriculture, Animal Industry and Fisheries;
- Office of the Prime Minister;
- Ministry of Local Government;
- National Planning Authority;
- Operation Wealth Creation;
- Ministry of Information Communication Technology and National Guidance
- Representatives of Private Sector, Development Partners and Civil Society.
- Ministry of Internal Affairs
- Minister for the Presidency

WG4: Social Services

- Ministry of Education and Sports (Chair);
- Ministry of Health(co-chair);
- Ministry of Water and Environment;
- Ministry of Lands, Housing and Urban Development;
- Ministry of Public Service;
- Office of the Prime Minister;
- Ministry of Gender, Labour and Social Development;
- Ministry of Local Government;
- Operation Wealth Creation; and
- Representatives of Private Sector, Development Partners and Civil Society.



- Ministry of Information Communication Technology and National Guidance
- Ministry of Internal Affairs
- Minister for the Presidency

WG5: Community Mobilization and Mindset Change

- Ministry of Gender, Labour and Social Development (Chair);
- Ministry of Information Communication Technology and National Guidance (co-chair)
- Ministry of Local Government;
- Operation Wealth Creation;
- Office of the President;
- Office of the Prime Minister;
- Ministry of Finance, Planning and Economic Development;
- Representatives of Private Sector, Development Partners and Civil Society
- Ministry of Internal Affairs.
- Minister for the Presidency

WG 6: Parish-Based Management Information System

- Ministry of Information Communication Technology and National Guidance (Chair);
- Uganda Bureau of Statistics;
- Ministry of Defense and Veteran Affairs;
- Ministry of security
- Office of the Prime Minister;
- Ministry of Agriculture, Animal Industry and Fisheries;
- Ministry of Finance, Planning and Economic Development;
- Ministry of Internal Affairs;
- Ministry of Local Government;
- Operation Wealth Creation;
- National Planning Authority;
- Representatives of Private Sector, Development Partners and Civil Society.

WG7: Governance and Administration

- Ministry of Local Government (Chair);
- Ministry of Public Service (co-chair);
- Ministry of Finance, Planning and Economic Development;
- Ministry of Kampala and Metropolitan Affairs;
- Local Government Associations;
- Minister for the Presidency
- Inspector General of Government; and
- Representatives of Private Sector, Development Partners and Civil Society.

5.4 Local Governments and Cities

At the High Local Government level, the PDM will be implemented through the existing structures of District/City and Municipal Council. The CAO/ Town Clerk will be the Accounting Officer and shall nominate a Suitable Officer among the TPC Members as the PDM Focal Point Person (FPP) who, through the CAO/ Town Clerk will report to the District/City Executive Committee on the issues of the PDM. The Local Governments and KCCA shall:

- i. Establish and equip the PDM Secretariat function within the Technical Planning Committee (TPC);
- ii. Strengthen capacity of Sub-County/Town Council and Divisions on PDM conceptualization, planning, budgeting and implementation;
- iii. Prepare and approve consolidated work plans / budgets for the PDM implementation;
- iv. Receive, manage and account for finances as well as other resources under the PDM;
- v. Support compliance of PDM implementation, M&E and reporting in accordance with set standards at all LG/City levels;
- vi. Receive and compile Reports on PDM implementation from Lower Local Governments for submission to the Secretariat and relevant Working Groups;
- vii. Create awareness and mobilisation for the Implementation of the PDM;
- viii. Coordinate Public Private Community Partnership (PPCP) engagements at the Lower Local Governments;
- ix. Provide overall coordination and supervision of PDM at all Local Government/City levels;
- x. Supervise and consolidate the collection and management of Parish based data;
- xi. Provide technical training of stakeholders on PDM implementation.
- xii. Strengthen capacity of Parishes/Wards on PDM conceptualization, planning, budgeting and implementation;
- xiii. Receive and consolidate Parish level work plans / budgets for the PDM implementation;
- xiv. Receive, manage and account for PDM related finances as well as other resources under their control;
- xv. Ensure formation of the PDC/WDC within the Parishes/ Wards under their control;
- xvi. Create awareness and advocate for the Implementation of the PDM;

5.5 The Parish/Ward

The adoption of the PDM shall be extended to the Parish level, the Whole-of-Government Approach to development and Governance (Programme-based planning, budgeting and delivery). Parish action plans, budgets and reports will be prepared, coordinated and managed by the Parish Chief/ Town Agent.

In accordance with Section 69 of the Local Government Act (1997), the Parish Chief will be responsible for ensuring implementation of the PDM and other District and Government policies and programmes in the Parish. The Parish Chief will use the data collected to advise the PDC in planning, budgeting and project implementation; supervise or monitor the implementation of socioeconomic development projects; and to implement lawful councils' Policies and decisions. The Parish Chief is subject to the direction of the relevant Responsible Officers at the higher levels of Local Government/City.



At every Parish there shall be a Parish Development Committee composed of seven (7) members as outlined below. **Table 1: The PDC Membership**

S/N	Members	Total	Remarks/Position
1	Chairperson - LC II	1	Chairperson
2	Parish Chief	1	Secretary
3	Chairperson, Women Council	1	Member
4	Chairperson, Youth Council	1	Member
5	Chairperson, Disability Council	1	Member
6	Chairperson of the Ruling Party at the Parish	1	Member
7	Opinion Leader/Elderly	1	Member

The Role of the PDC is to:

- i. Mobilise, Sensitise and create awareness on PDM Programmes to the Community;
- ii. Participate in identification of the needs and priorities of the Parish/Ward using participatory approach;
- iii. Ensure preparation of Parish/Ward Action plans, budgets and reports for the PDM;
- iv. Oversee selection of Groups and Individuals to benefit from PDM activities by the Parish Financial Agency;
- v. Assist the Parish Financial Agency in following up Recovery of Loans under the Parish/Ward Revolving Fund;
- vi. Coordinate and support implementation of PDM activities;
- vii. Receive Report of the Parish Chiefs on progress and outcomes of data collection and take appropriate action to ensure a smooth exercise;
- viii. Oversee the implementation, monitoring and evaluation of the Projects at Parish/Ward level;
- ix. Responsible for monitoring resource use and the overall accountability of resources provided to the PDC for operations;
- x. Mobilise Community for Public-Private-Community-Partnership (PPCP) arrangement in the Parish;
- xi. Prepare and submit Progress Reports on implementation of the PDM activities to the Parish Council and the Sub-County Council.

6.0 PARTICIPATION OF NON -STATE ACTORS

6.1 Rationale for Non-State Actors in the PDM

The PDM seeks to use Public Sector Resources to attract, leverage and crowd-in investments by the Non-State Actors, in support of the Country's Development Agenda;

The conceptual framework of the PDM envisions the participation of the Non-State Actors in the delivery of services at Parish level that promote; i) Local economic development for income generation; ii) Sustainable food production and nutrition; iii) Better health and education; and iv) Sustainable environment and natural resources management.

Non-Government Organisations involved in service delivery will be required to submit annual work plans and budgets to their host Sub-Counties/ Divisions/ Town Councils showing their Parish level interventions; and

Private Sector working within the District/ City/ Municipality will be required to mainstream their interventions with District/ City/ Municipality. The Parish Chief will specifically be required to report on the number of out-growers/producers and suppliers associated with such arrangements.

6.2 General Roles and Responsibilities of Non-State Actors (NSA)

- a. Resource providers in terms of providing finance, expertise and other strategic resources;
- b. Beneficiaries of Government efforts to create an enabling environment, under which the NSAs can provide capacity development, information provision and knowledge sharing, that is beneficial to the PDM and other NDP/III Projects;
- c. NSAs can initiate reforms in adapting business models through Corporate Social Responsibility to increase positive development impact;
- d. Mobilisers of the Communities as they implement their social and economic programmes, skills which are critical to the PDM; and
- e. Participants in policy dialogues and multi-stakeholder initiatives on development related issues at the Community.

6.3 Non-State Actors and Local Economic Development.

Non-State Actors play a role in Local Economic Development and support to income generating activities, through the following:

- Support the Mobilisation and Formation of Cooperatives as well as Farmer Groups;
- Help to train and build capacity of Cooperatives and Farmer Groups.
- Support Infrastructure Services such as construction of Community Access Roads, housing, renewable energy, etc;
- Provide of Capital and Loanable Funds;
- Provide technical services such as Extension, maintenance of boreholes, etc;
- Provide off-take opportunities for the Citizens, Markets, etc.;
- Provide employment to the Citizens; and
- Support the piloting of the Parish Based Management Information System in their areas of operation.

6.4 Non- State Actors and Sustainable Food Production and Nutrition.

Non-State Actors are champions of household food security, with respect to:



- Food Production, Processing, Storage and Marketing (Area-Based Commodity Value Chains);
- Setting up post-harvest handling Infrastructure;
- Construction and management of Market Structures;
- Establishment and maintenance of Community Water Facilities;

6.5 Non- State Actors and Better Health and Education Services

NSAs are well known for supplementing Government effort by:

- Construction and maintenance of Health Facilities;
- Establishing and carrying out sensitisation on Water and Sanitation Facilities;
- Construction and maintenance of Pre-primary, Primary and Secondary Schools.

6.6 Non-State Actors and Sustainable Environment and Natural Resources Management

Non-State Actors play a role in the following:

- Investing in Value-addition and modern environment and natural resources products and services e.g., production of environmentally friendly cooking stoves etc;
- Increasing awareness on Sustainable use and Management of Environment and Natural Resources;
- Promoting local Community-based eco-tourism; and
- Mobilising Farmers and Farmer Groups to employ Sustainable Farming Practices.

70 M&E STRATEGY AND RESULTS FRAMEWORK

7.1 Why Focus on Monitoring and Evaluation (m &e)

The PDM has an elaborate M&E Strategy with the purpose of ensuring that implementation of the Programme remains on course and achieves the set goals and objectives. On a regular basis, H.E. the President and the Rt. Hon Prime Minister will report to the Country on the status of implementation of the PDM. This shall be based on measurable indicators under the various Pillars. The Results Framework is intended to determine the extent to which planned activities have been implemented and translated into results, a key step in the successful management and implementation of the PDM.

7.2 The Results Framework

- i. Government has developed PDM Results Framework which should at higher level make it possible for the PDM to feed into the Industrialisation Policy, the NDP III Framework; and the National Vision.
- ii. The Office of the Prime Minister will mainstream the performance of the PDM within the Government Annual Performance Report (GAPR) for transparency and accountability.
- iii. The Subnational level outcome results shall be Parish based, with performance indices for each Pillar.

- iv. The baseline figures shall be arrived at through the Parish-based Management Information System and the targets set both for the Parish and households as at July 2025.
- v. Data requirements will be examined and agreed on by the Programme Working Group on the PBMIS.
- vi. Effective M&E ought to be done right from the beginning of the Programme. Experience has shown that doing so at the tail end of the interventions does not help.
- vii. M&E is positive to programme implementation when drivers of success or failure are identified for purposes of reviewing and improvement.

7.3 Implementing Monitoring and Evaluation

- viii. The Ministry of Economic Monitoring; shall take charge of Monitoring and Evaluation of PDM activities on a regular basis as well as undertake Annual Performance Review of PDM interventions.
- ix. All forms of reporting should demonstrate results and their contribution to the attainment of the objectives of the PDM;
- x. As guided by the M&E Policy (2013), the PDM shall be subjected to a process of MidTerm and End Term Evaluation to provide evidence for decision-making and inform the continuation of the PDM in the successor future Government Plan.
- xi. The monitoring and evaluation of the PDM shall be participatory involving all stakeholders;
- xii. **M&E Activities** include Countrywide Inspection of M&E programme readiness and awareness; training and capacity building of the teams to do the actual exercise; commissioning pilot studies on the results matrix; field collection of data on activities and outputs/outcomes; dialogue meetings with stakeholders; plus public reports and press engagements on findings, and areas of improvement.
- xiii. **The M&E tools** shall entail the following:
 - a) Annual reports to the PDM National Policy Committee.
 - b) A National Survey to every two years, to measure progress of the PDM.

At the local level, there shall be District a Monitoring Team, drawn from Office of the Resident District Commissioner (RDC), the District Executive Committee, the District Internal Security Officer (DISO) and District Technical Planning Committee. Similar arrangement shall be put into effect at the lower LG levels. Reports shall be submitted to the respective Councils for review and action on recommendations.

Area Members of Parliament have a critical stake at implementation of PDM, in terms of provision of budgetary resources, community mobilisation, as well as monitoring and evaluation, within their oversight function. They are expected to join the District Monitoring Team or to draw up their individual M&E programmes. Parliament shall also play an important role through its Accountability Committees and Sectoral Committees.



CONCLUSION

These guidelines shall be applied at all times to guide the PDM and will be reviewed from time to time to cater for any emerging issues as will be agreed by the stakeholders, Pillar Working Groups and approval by the National Policy Committee.



MINISTRY OF LOCAL GOVERNMENT

WORKERS' HOUSE,
Plot 1, Pilkington Road, Southern Wing, 5th Floor
P. O. Box 7037, Kampala
Email: ps@molg.go.ug
Website: www.molg.go.ug