

PARISH DEVELOPMENT MODEL



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Strengthening Activity (CSSA)

PARISH DEVELOPMENT MODEL



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Agro-industrialization Program
Implementation Plan in Mbarara
and Rubirizi districts Project

**Simplified version of the Parish Development Model.
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Prepared by NAWAD CSSA Project Intervention.

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1. INTRODUCTION AND BACKGROUND

The parish will be the epicentre of multi-sectoral community development planning, implementation, supervision, monitoring and accountability. The LC2 chairman and parish chief shall be responsible for political and administrative stewardship in the implementation of the parish model in their respective parishes with support from the sub county and district technical planning committee (STPC and DTTC).

The Parish Development Model is premised on the notion that Parish Development Committee together with the common citizens in the village are better placed to identify and respond to their own needs, and that it is the beneficiaries of the social services who are the best to set priorities and direct the use of resources. Government has set structures and framework for Planning, Budgeting, and delivery of Public Services. Under the Subcounty Local Government there are primarily to types of Administrative Units. The Parish and the Village. Mainstreaming the Parish Development Model (PDM) will not alter this framework but will adopt the Parish as the lowest reference unit for planning, budgeting, and delivery of interventions to drive socio-economic transformation. In short adoption of the PDM will extend to the Parish level the whole of Government approach to Development Governance. Subcounty Workplans, Budgets and Reports will be prepared around the Parish Units that constitute the Subcounty

2. THE PURPOSE, GOAL & OBJECTIVE OF THE PARISH DEVELOPMENT MODEL

The purpose of the PDM is to deepen the decentralisation process; improve household incomes; enable inclusive, sustainable, balanced, and equitable socio-economic transformation; and 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.

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

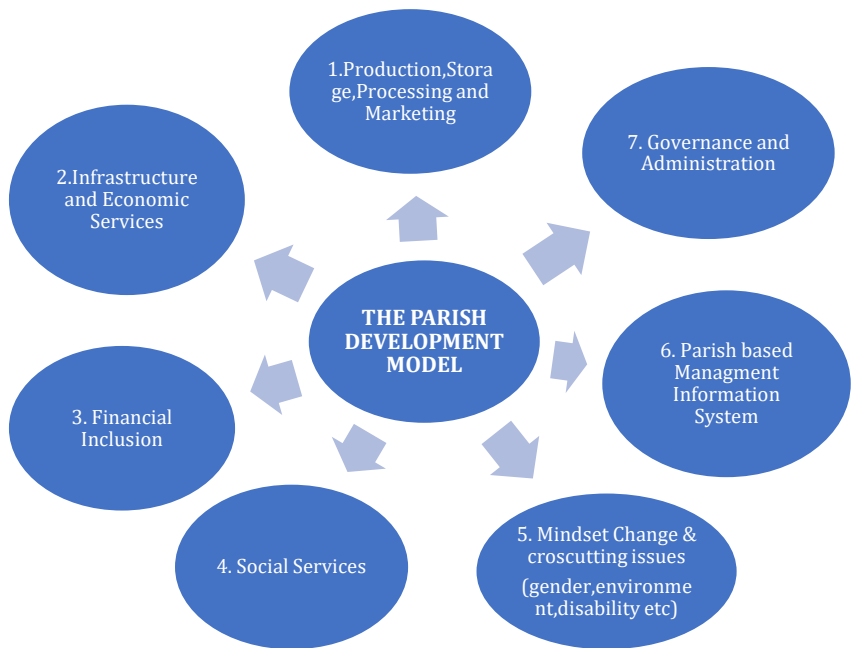
The overall objective is to increase the effectiveness of the interaction between the government and its people, to accelerate the realization of government's long-term goal of socio-economic transformation.

3. PRIORITY COMMODITIES FOR THE PARISH MODEL INCLUDE:

Coffee, Cotton, Cocoa, Cassava, Tea, Vegetable Oils (Inc. Oil Palm), Maize, Rice, Sugar Cane, Fish, Dairy, Beef, Bananas, Beans, Avocado, Shea Nut, Cashew Nuts, Macadamia

The PDM is aligned to the following 5 strategic objectives of the NDPIII.

- 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
- v) Strengthen the role of the State in guiding and facilitating development



4. THE PDM HAS SEVEN PILLARS

The PDM is therefore a government approach that delivers a package of services and entails.

- ✓ The Model proposes building infrastructure and systems that support processing and marketing of Uganda's agricultural products.
- ✓ Generating data on house-holds country-wide to inform Government interventions.
- ✓ Farmers at Parish level will be coordinated through area-based commodity clusters to increase production and productivity that will create sustainable agricultural production.
- ✓ Farmers will get access to Agricultural extension services, finance business Management training.
- ✓ Build infrastructure and systems that support processing and marketing of Uganda's agricultural products.
- ✓ Strengthen participatory planning by local communities to collectively identify and address systemic bottlenecks that affect local economic development.
- ✓ Addressing vulnerability among youth, women, PWDs at the grassroots by developing and Implementing Action Plans for inclusion of disadvantaged interest groups

Pillar relevant to NAWAD's CSSA project intervention: Production, Storage Processing and Marketing:

This Pillar is aimed at supporting the creation of more productive jobs and wealth for all Ugandans especially in the Agro-Industrialisation, Private Sector Development, Digital Transformation and Manufacturing Programmes under the NDPIII. Under this Pillar, government will roll out the e-Voucher for farm inputs, the e-Extension and e Certification systems to strengthen service delivery at parish level. A farmer register will be developed and rolled-out in all parishes across the country to be managed by the parish chiefs, which will aid in building a national database of all farming households and regularly monitor their progress. Dedicated and programmatic efforts and investments in the organisation and coordination of farmers at village and Parish levels and other value chain actors through area-based commodity clusters shall be undertaken.

Common guidelines for professional farmer organizations, to improve business performance developed; and retooling for the public extension service and non-state

actors to support the establishment, growth and mentoring of Farmer Organizations. Support farm cooperatives and farmers' associations at local levels to strengthen their capacity to manage their agribusiness enterprises effectively, to scale up their operations, and to improve their profitability; cooperatives and associations supported to develop clear and effective business plans; and support to qualifying farmers' cooperatives and associations to investment in community-level facilities for commodity storage, primary processing, and other post-harvest handling functions.

For each District, identify two priority agricultural commodities that should be promoted and branded. Mobilise and enforce compliance to established standards and good agricultural practices in the community to ensure that agricultural products from the communities meet market requirements.

The pillar emphasises the delivery of the following services at the parish level.

- ✓ Extension services: for crop, animal husbandry and fisheries
- ✓ Training/capacity building
- ✓ Organisation- groups, associations, cooperatives etc
- ✓ Inputs: seed, fertilisers, acaricides, drugs, pesticides, machinery etc
- ✓ Farm power and off-farm mechanisation
- ✓ Certification and regulation: for standards and safety etc
- ✓ Commodity Storage and Bulking Facilities: fresh, wet, and dry goods
- ✓ Value addition and processing facilities to include cleaning, sorting, drying, manufacturing and packaging.
- ✓ Environment and other climate change mitigation measures
- ✓ Water: for domestic use and production
- ✓ Access to Market
- ✓ Business Development Services
- ✓ Related digital services supporting production, storage, processing

Table 1. Contribution of Community Mobilization and Mindset Change in realization of the Pillars of PDM

Contribution of Community Mobilization and Mindset Change in realization of the Pillars of PDM S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
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1.	Production, Storage, Processing and Marketing	<ul style="list-style-type: none"> - Train farmers and farmer groups in institutional development - Provide extension services along the value chains - Supervise and build capacity of community-based service providers - Link farmers to other service providers - Guide PDCs on enterprise priority setting - Supervise the collection of data, analysis, and storage - Mobilize model farmers to organize and advise farmers - Develop Parish Development Plans and set priorities for agricultural enterprises and technologies - Monitor implementation of activities and report to the community - Collect business and agriculture statistics and submit to sub-county for analysis and storage - Supervise management and operations of post-harvest handling, storage, and processing activities 	<ul style="list-style-type: none"> - Operationalize Community Learning Centres as hubs for service delivery under PDM - Build capacity of communities to conduct community situational analysis (using PRA tools, support communities to develop Community Calendars, Community/Village/Parish resource maps to enable communities' profile their activities, needs and challenges. (Each Village will be supported to produce one (1) Village Resource map
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5. PRINCIPLES THAT UNDERPIN THE PARISH DEVELOPMENT MODEL

I. Organization: Organising Ugandans that are currently operating in the subsistence economy, around their local enterprises in a way that links them to quality inputs, tailored technical assistance (including business development services, extension

services etc), guaranteed markets, subsidized credit etc. This organisation will be done either through cooperatives or other formal organizational structures (such as associations) and will enable Ugandans at the Parish/Ward level to overcome; diseconomies of scale (in savings, production, marketing, and extension services), poor quality inputs/output, lack of reliable production advice, information (on) and connectivity to commodity and financial markets and post-harvest losses

ii. Coordination & collaboration: PDM emphasises the whole of government approach to socio-economic development. as such, all interventions by different stakeholders at parish level shall be coordinated by the parish chief.

iii. Market orientation: The PDM shall encourage market-based approaches that strengthen the value chains, incentivise competition, efficiency, and innovation that will drive down the requirement for Government support over time, and at the same time avoiding distortions and leveraging Government's resources, to unlock investments by all actors at each segment of the value chains.

iv. Inclusion: Local economic development in Uganda shall be inclusive and shall take a value chain approach ensuring that all value chain actors (including women, youth, smallholder farmers and other agri-MSMEs), can access appropriate services to support their needs. The PDM is a systematic and deliberate approach to intervene at each of the stages of the value chain, in a coordinated manner to ensure that once production is scaled up, it continues to be encouraged by stable prices, availability of affordable finance, predictable markets, availability of processing or storage infrastructure, etc.

v. Equity: The PDM shall promote balanced growth across different regions and gender. Government shall use the PDM to understand and deliver targeted services to parts of the country that are lagging in development and to support vulnerable or marginalised groups, persons with disabilities and those affected and infected with HIV/AIDS. Gender and equity will feature prominently in the PDM results framework.

vi. Prioritisation: Government will use the PDM to support flagship commodities in a particular ecological zone that links production, processing, and marketing enterprises.

vii. Evidence based: Decisions and actions under the PDM will be driven by data, analysis, evaluation, learning and results. The PDM will promote a culture of continuous improvement to achieve greater and sustainable results using lesson learnt and experience at a reasonable cost.

viii. Participation: Ensuring that communities are part of the solutions to local problems to buttress the development process for poverty alleviation and improved quality of life.

ix. Transparency and accountability: Operating with integrity and transparency, and maintaining the highest standards of performance in governance, administration, business processes, financial and human resource management, as well as oversight, thereby providing the best value to the people at the grassroots.

6. THE ROLES OF KEY ACTORS AT LGS WILL INCLUDE THE FOLLOWING:

Subcounty Local Government Staff

- ✓ Train farmers and farmer groups in institutional development
- ✓ Provide extension services along the value chains through demonstrations, visits, field days and competitions.
- ✓ Supervise and build capacity of community-based service providers
- ✓ Link farmers to other service providers.
- ✓ Guide PDCs on enterprise priority setting (economic activity, Commodity etc)
- ✓ Supervise and collect data

Parish Chief/ Town Agent

- ✓ Planning and priority setting for agricultural enterprises and technologies
- ✓ Supervise community-based service providers
- ✓ Monitoring and reporting
- ✓ Collect business and agriculture statistics
- ✓ Supervise management and operations of postharvest handling, storage, value addition and processing activities.
- ✓ Mobilize community on self-help and economic empowerment projects, positivity on government programmes, culture, and business orientations
- ✓ Coordination of all stakeholders at Parish level

Private Sector/NGOs, CBOs, CSOs

- ✓ Resource mobilization for agricultural and non-agriculture services
- ✓ Private extension service provision
- ✓ Supply of quality agricultural inputs
- ✓ Support postharvest handling, storage, value addition and processing
- ✓ Provide services in transport, trade, and marketing
- ✓ Engage in public private community partnership
- ✓ Training and awareness creation
- ✓ Undertake other complementary activities that support value chain development
- ✓ Provide markets

Farmers and Farmer Organizations

- ✓ Farmer to farmer extension services.
- ✓ Multiplication seeds, planting materials and stocks

- ✓ Undertake farmer training and resource mobilization.
- ✓ Undertake farmer institutional development in liaison with Sub-County extension staff and Parish Chief
- ✓ Record keeping and provision of agricultural data
- ✓ Farmers group formation
- ✓ Market information and sourcing
- ✓ Support farmers in accessing credits

Parish Development Committees / Ward Development Committees

- ✓ Mobilize, Sensitize, and create awareness on PDM programmes to the community
- ✓ Participate in identification of the needs and priorities of the village using participatory approach
- ✓ Ensure preparation of Parish Action plans and budgets
- ✓ Participate in selection of groups and individuals to benefit from PDM activities
- ✓ Coordinate and support implementation of PDM activities
- ✓ Responsible for data collection on PDM activities
- ✓ Oversee the implementation, monitoring and evaluation of the projects at village level
- ✓ Responsible for the overall accountability of resources provided to the PDC for operations
- ✓ Mobilize community for PPCP arrangement
- ✓ Prepare and submit progress report on implementation of the PDM activities

The Parish

The adoption of the PDM will extend, 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 and Parish Development Committee (PDC) which will be the technical arm of the Parish Council.

The Parish Chief

In accordance with Section 69 of the Local Government Act (1997), the Parish Chief will be responsible for ensuring implementation of district and government policies and programmes in his or her area of jurisdiction. The Parish Chief will assist the Parish council in planning, budgeting, and budget implementation; supervise or monitor the implementation of socioeconomic development projects; and to

implement lawful councils’ policies and decisions of the council. He/she is subject to the direction of the relevant sub-county council and of the chief administrative officer.

Composition of PDC

Communities shall elect members of the Parish Development Committee based on sound mind, characters, personality, and integrity.

Table 1. The PDC Membership

S/N	Members	Total	Remarks/Position
1	LCII Chairperson	1	Chairperson
2	Parish Chief	1	Secretary
3	Members of the parish executives holding the following portfolios: Sec. Production, Sec. Information, Sec. Prodn & Env, Representatives of the special interest group in the executive (Youth, PWD, Women)	6	Members; depending on number of villages
4	CSOs, NGOs, CBOs	1	Member
5	Opinion Leaders (Male and Female) such as retired civil servants	2	Members
6	Business/Private Sector Representatives	1	Member
7	Chairpersons LC1 Per Parish	(TBD)	Member
TOTAL		12	

KEY ASPECTS OF THE PARISH DEVELOPMENT MODEL.

1. The parish development committee chaired by the parish chief will coordinate implementation of the parish model.
2. Every parish is expected to mobilize and organize its productive youth, women and men into a parish production and marketing cooperative association.

3. Every parish cooperative association is expected to prioritize and plan for commercial agriculture, fishing, livestock, trade, and other commercial activities they would like to engage in for income generation.
4. Every parish cooperative society is expected to start a SACCO to save and invest in strategic commodities in which members have comparative and competitive advantage with ready market.
5. The central government will supplement the locally mobilized funds with central government revolving funds to undertake planned productive projects. The YLP (Youth Livelihood Programme), UWEP (Uganda Women Entrepreneurship Programme), Emyooga and DEEG funds will be channelled to the parish to implement the parish model.
6. To increase production and productivity every parish will have access to tractor services and improved seeds and breeds.
7. Production extension staff are expected to provide extension services to farmers, fishermen and livestock keepers.
8. Every parish will be provided machinery such as cassava chippers, flour, and oil millers among others to process, package and brand their products.
9. Members of the parish cooperative association will be supported to have access to local, regional and export markets and to set up a parish market /trading centre.
10. Support construction of a parish resource centre with offices and hall for community meetings.
11. Set up a parish database for evidence-based planning and programming.
12. Provide other social and community development services including games and sports facilities for youth.
13. Have a plan to develop the parish centre into an urban growth centre.
14. Plan for extension of community access roads, water, and electricity services to the parish centre.
15. Prioritize recruitment of parish chiefs, community development assistants and extension workers to implement the parish rural transformation model.
16. All community-based organizations, NGOs and FBOs to align and harmonize their activities to the Parish Model strategy.

It should also be noted that there is a plan to orient all key stakeholders in the planning, implementation, supervision, monitoring and reporting on the performance of the Parish

Extracts/References:

1. Implementation Guidelines for; PARISH DEVELOPMENT MODEL Ministry of Local Government, 2021
2. The Republic of Uganda, THE PARISH DEVELOPMENT MODEL COMMUNITY MOBILISATION AND MINDSET CHANGE OPERATIONAL MANUAL



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