



The Republic of Uganda

MINISTRY OF LOCAL GOVERNMENT

Implementation Guidelines for PARISH DEVELOPMENT MODEL

JUNE 2021

Ministry of Local Government
WORKERS' HOUSE,
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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
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
MFPED	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 (3)
NDPs	National Development Plans



NGO	Non-Governmental Organisation
NPA	National Planning Authority
NSS	National Statistical Systems
PDC	Parish Development Committee
PDM	Parish Development Model
PPP/PPCP	Public Private Partnerships/Public Private Community 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

I am delegated to present the Guideline for The Parish Development Model, which will guide all the stakeholders in organizing and delivering public and private programme interventions for wealth creation at the Parish level as the lowest economic planning unit.

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 two 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.

The Parish Model Implementation arrangements are in two parts: establishment requirements and operational requirements.

The PDM establishment requirements consisted of the following prior actions (i) Clarifying the public services that is required at the Subcounty level versus those at the parish level (ii) Updating the Service Delivery Standards at Parish level for the relevant MDAs in line with the whole Government approach and the NDP III programme planning and budgeting approach. This was to help address all the five capitals of the livelihoods: Human capital; natural capital; physical capital; social capital; and financial capital.

The PDM Guideline has been developed through intensive consultation with various stakeholders drawn from government, the private sector, NGOs and Development Partners among others. I would like to thank all those who were involved for rendering their expertise and support to the formulation process.

I argue all stakeholders to join hands in using the PDM Guidelines so that the Development Goals and Objectives are fully achieved.

Raphael Magezi (MP)
Minister of Local Government



1.0 INTRODUCTION

1.1 BACKGROUND TO PDM

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

- a. **Article 176, (2b, d, e and f)) 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 and
 - iv. Local Government shall oversee the performance of all persons employed by Government to provide services in their areas and monitor the provision of Government services or implementation of projects in their areas.
 - b. **The Local Government Act under Section 95** further provides that MOLG shall be responsible for Inspection, Monitoring and Coordination of Local Governments
 - c. **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.
- d. **The Third National Development Plan (NDPIII).** NDPIII identifies the need to bring services closer to the people by strengthening the sub-county as the lowest planning unit and the Parish as the administrative and operational hub for all government services.
 - e. Furthermore, the emergence of Local Economic Development (LED), as one of the pillars of decentralization where CSOs, private sector and other development partners play a critical role in tapping into and supporting local economic opportunities and enhance people's incomes.



- f. In 1992, Uganda embarked on the journey of decentralisation with the strategic objective of:
- i. building democratic governance systems that are responsive and accountable to the public;
 - ii. improving delivery of services to communities at the grassroots; and
 - iii. (fostering a sense of local ownership.

The policy sought to reverse the centralised approach which government had been using to do its work through, the devolution of power, decision-making, as well as implementation of programmes and utilisation of fiscal resources.

1.2 A HISTORICAL PERSPECTIVE OF THE PDM

During the pre- and post-independent Uganda initiative similar to the PDM were practiced in Uganda. The initiatives were effectively used as a basis for Local Government Administration. Throughout this period, the administrative structure was operational and played critical roles in social, economic and political governance. This initiative was reinforced by village structures under the stewardship of the village chief through the Parish to the Sub County level. Under this, all births and deaths were registered, parishes maintained a registry of all community members by gender, migrants and visitors, parishes enforced National programs on health, education and people's welfare in terms food security, household incomes and public health (toilets, latrines, drying racks, waste pits) and would mobilize communities in cases of epidemics, supervise social activities such as community road maintenance, water points and sacred places among others. All this information would be regularly shared through the sub-county to the National registry.

1.3 WHAT HAS INFORMED THE INTRODUCTION OF PDM

The introduction of the PDM is a result of a number of reviews of Government's planning, implementation and results monitoring mechanisms including: -

- a. The NDP I End-of-Term Evaluation and the NDP II Mid-Term Review that recommended its adoption. 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).
- c. The NRM Manifesto 2021-2026

2.0 THE PARISH DEVELOPMENT MODEL

2.1 THE PARISH DEVELOPMENT MODEL (PDM)

- i. 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.
- ii. 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
- iii. The PDM underlies the spirit of harmonisation 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 organised, integrated, well-coordinated and results-based efforts.
- iv. The PDM has seven Pillars i.e. (a) Production, Storage, Processing and Marketing; (b) Infrastructure and Economic Services; (c) Financial Inclusion; (d) Social Services; (e) Mindset change; (f) Parish Based Management Information System (g) Governance and Administration.

The PDM is therefore Government of Uganda's approach that delivers a package of services and entails;

- Creating data systems that constantly feed the whole Government with real-time information concerning various interventions at the Parish level. The data generated and interpreted will improve the understanding of the different and unique characteristics of households across the country and hence provide the basis for the delivery of targeted interventions.
- Dedicated efforts and investments in the organisation and coordination of farmers at Parish level and other value chain actors through area-based commodity clusters to increase production and productivity that will create sustainable agricultural production.
- Regular provision of agricultural extension and education to farming households including business management training and access to finance
- 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
- Provide access to financial services to households that operate in the subsistence economy but with bankable projects along the value chain of the 18 priority commodities.

- Monitor, mobilize and enforce compliance in the community to undertake infrastructure like hygiene and government policy on social services (education, Health)
- Mobilising & sensitising Households for socio-economic development for self-help projects, hard work on the 18 enterprise crops along the value chain, savings and investments.
- Addressing vulnerability among youth, women, PWDs at the grassroots by developing and Implementing Action Plans for inclusion of disadvantaged interest groups

2.2 THE PURPOSE, GOAL & OBJECTIVE OF THE PARISH DEVELOPMENT MODEL

- 1.1.1 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.

- 1.1.2 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
- 1.1.3 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.

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

2.3 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 behind 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 in order 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.

3.0 PILLARS OF THE PDM

The PDM is premised on seven major Pillars, which are:

Table 1: Pillars of the Parish Development Model

Sn	Pillars
1	Production, Storage, Processing and Marketing
2	Infrastructure and Economic Services
3	Financial Inclusion
4	Social Services
5	Mindset change and cross cutting issues (Gender, environment, Disability etc)
6	Parish Based Management Information System
7	Governance and Administration

How the Model is Envisaged to Work

- i. Coordination of PDM implementation by Ministry of Local Government
- ii. Mobilization of stakeholders and non-state actors to support implementation of PDM
- iii. Popularization of PDM at national and sub national level
- iv. Operationalization of all PDM pillars by allocation of required resources
- v. Filling all Vacant Position for Parish Chiefs in the District
- vi. Operationalization of the PDCs and PMC at parish level
- vii. Equipping PDCs with necessary IT equipment's for data Collection
- viii. Support capacity building of stakeholders at National and Sub-National level
- ix. Finalization of all Documents (PDC Guidelines, PDC and PMC Manuals)
- x. Support Formation of Community Group /SAACOs
- xi. Roll out popularization and sensitization of PDM in print, electronic media and meetings.

3.1PILLAR 1: PRODUCTION, 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 NDP III.

Under this Pillar, government will roll out the e-Voucher for farm inputs, the e-Extension and eCertification 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, in order 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.

Under the coordination and supervision of the Parish Chief and in accordance with the Comprehensive National Development Planning Framework (CNDPF), citizens at the household level will work together with the Parish Development Committees (PDCs) to identify their peculiar needs and opportunities in order to create more jobs and wealth in their Parish.

This Pillar will emphasise the delivery of the following services at the parish level.

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

The roles of key actors at LGs will include the following: -

Subcounty Local Government Staff

- 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 setting (economic activity, Commodity etc)
- vi. Supervise and collect data

Parish Chief/ Town Agent

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

Private Sector/NGOs, CBOs, CSOs

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

Farmers and Farmer Organizations

- i. Farmer to farmer extension services.
- ii. Multiplication seeds, planting materials and stocks
- iii. Undertake farmer training and resource mobilization.
- iv. Undertake farmer institutional development in liaison with Sub-County extension staff and Parish Chief
- v. Record keeping and provision of agricultural data
- vi. Farmers group formation
- vii. Market information and sourcing
- viii. Support farmers in accessing credits

Educational Institutions

- i. Attach trainees to communities to support extension to farmers.

3.2 PILLAR 2: INFRASTRUCTURE AND ECONOMIC SERVICES

Public and private sector institutions will provide a range of infrastructure and economic services at the Parish level in a phased approach. These infrastructure and economic services complement the functions under other pillars of the PDM and include:

- a) Accessible community roads
- b) Improvement of choke points /bridges on community roads
- c) Upgrade community local markets
- d) Extension of safe water for domestic use
- e) Extension of power to communities
- f) Creation of free internet zones in communities
- g) Extension of the National internet infrastructure to the subcounty
- h) Appropriate staffing to support ICT function in Local governments shall be put in place.
- i) Develop appropriate e-services to support the PDM

3.3 PILLAR 3: FINANCIAL INCLUSION:

The overall goal of the PDM Financial Inclusion Pillar is to enable participation of subsistence households in the financial sector and hence the money economy.

- i. This Pillar is aimed at improving access to financial services for households that are currently operating in the subsistence economy (subsistence households) and equipping them with skills for enterprise growth, value addition and marketing of their products and services.

- ii. Under this Pillar, PDM will support a wide range of financial solutions (savings, credit, insurance, transfers etc) to subsistence households in order to enhance incomes, smoothen consumption, build assets and reduce vulnerability to shocks.

3.3.1 COMPONENTS OF THE PDM FINANCIAL INCLUSION PILLAR

The Pillar is intended to organize subsistence households into business-oriented groups and links them to quality inputs that support productivity, processing and value chain development, insurance, payment systems, tailored technical assistance (including business development services), guaranteed markets (mainly through contracts with value chain leaders) & appropriate loan financing.

As such, the PDM Financial Inclusion Pillar shall have six components namely;

- a) Community Organisation
- b) Business development services
- c) Payment systems
- d) Insurance
- e) Savings
- f) Low-cost loans using the Parish Revolving Fund

A) COMMUNITY ORGANISATION

The communities shall be organized into groups by the PDCs, Farmers Organizations with support of sub county based extension workers. The starting points of group organization will be at the Village/Cell and the Parish/Ward levels and moving upwards. Where there are existing groups, they will be supported and their capacities strengthened. In the absence of any parish wide groups, communities will be encouraged and supported to form new groups. These groups shall take the form of cooperatives or other formal organizational structures (such as Associations, Community Based Organizations etc) and will enable households at the Parish level to benefit from; economies of scale (in savings, production, marketing and extension services), quality inputs/output, reliable production advice, improved information (on) and connectivity to commodity as well as minimize post-harvest losses on top of access to finance.

B) BUSINESS DEVELOPMENT SERVICES (BDS)

Financial inclusion initiatives are essential for business development services to MSMEs. Under the PDM BDS will be delivered by Enterprise Uganda as well as Local government Extension staff in a targeted manner. The roles of stakeholders in BDS are elaborated below:

a. Enterprise Uganda

Enterprise Uganda will develop a National Business Development Services Framework to coordinate and support (BDS) service providers across the country. This framework will enable matching of both public and private BDS providers with specific parish demands. Through this Framework and using a nation-wide network of BDS providers; -

- i. Producer/processing/marketing groups and cooperatives shall be prepared and supported to improve their business models, financial, operational, management, legal, or technical obstacles that may hinder their performance and growth.
- ii. The capacity of industry Apex organisations to organise households that are operating in the subsistence economy and deliver results shall be strengthened.

b. Local Government

- i. Support Parish based enterprises through training to improve productivity, efficiency, profitability, business viability and supply chain participation.
- ii. Organise and mainstream subsistence households into strong producer/processing/marketing groups, associations and cooperatives should help government to address majority of the risks involved in financing them by;
- iii. Educate parish based enterprises on the importance of collective/bulk buying of inputs from reliable sources preferably the off-takers
- iv. Educate parish-based enterprises on efficient use of storage facility to reduce post-harvest losses.
- v. Support the operation of a private extension system that is more responsive and focused on the selected crops/animals.

C) Collection and management of data on participating households, service providers and enterprises.

D) AGRICULTURE INSURANCE

In partnership with the Agro-Consortium (a consortium of local agriculture insurers), Government shall promote the development and delivery of agricultural insurance products to scale-up the Uganda Agriculture Insurance Scheme (UAIS) in a sustainable manner and as one of the critical instruments to de-risk the agricultural sector in Uganda. The UAIS countrywide shall provide insurance premium (subsidies to farmers of 30%, 50% and 80%) depending on whether they are large scale, small-scale farmers, or in disaster prone areas, respectively.

The main objectives of the UAIS are highlighted as follows:

- a) To reduce on the food insecurity prevailing in Uganda
- b) To stabilize and eventually increase on the household incomes.
- c) Increase exporting earnings for the country
- d) The UAIS indirectly also ensures comprehensive participation of women farmers since they are increasingly becoming the breadwinners through their farming activities.

E) PAYMENTS SYSTEM

All processes and transactions shall be computerized/digital using a dedicated PRF ICT platform. This shall make it easier to monitor performance of the Fund, even for remote supervision. As such, transfers shall be supported by digital financial technologies that are under formal regulation, in order to provide financial services in a secure, transparent and efficient manner, as well as to effectively monitor recovery. This is expected to increase accountability and reduce risk of loss of funds.

The Treasury in consultations with the Ministry of ICT & National Guidance shall prescribe/ approve the:

- i. Proposed PRF Financial Management System
- ii. Digital modalities of disbursement and management of funds under the PRF to ensure that there are sufficient controls within this framework

F) PARISH REVOLVING FUND (PRF)

The PRF will be implemented in line with the Uganda National Financial Inclusion Strategy 2017-2022, whose vision is to ensure that all Households have access to and use of affordable financial services to ensure their financial security.

Institutional Arrangements and Management of Parish Revolving Fund Local Government Level

- i. The Parish Revolving Fund is integrated within the existing structures of Government. The Chief Administrative Officers and Town Clerks are the accounting officers for the Parish Revolving Fund at the Districts and Municipality levels respectively. In the case of KCCA, the Executive Director is the Accounting Officer.
- ii. The funds will be appropriated directly to implementing Districts/ Cities/ Municipalities and KCCA, earmarked for individual parishes. The Districts, Cities, Municipalities and KCCA in turn sign Financing Agreements with each parish-based beneficiaries approved for funding. The Local Governments/KCCA and Sub- County/Division staff will provide the necessary technical guidance and support to the beneficiaries in the course of implementation
- iii. The loans shall be appraised by the Parish Development Committee, the Sub-County Planning Committee and disbursement approved by the CAO/ Town Clerks/ED KCCA .
- iv. PRF will be channelled directly from the Treasury to beneficiary accounts that will be opened in regulated Financial Institutions to ensure that households in the Parish are able to save, borrow and invest.
- v. The PRF shall lend to the qualifying projects at a concessional interest rate of [a five-year average inflation rate +1%] per annum and shall be charged on a reducing balance basis. This shall be determined a year in advance. In the FY 2021/22 the PRF interest rate shall be 6%. This caters for the cost of inflation in the course of implementation of the PRF. The maximum duration for recovery of funds is three (3) years.

- vi. All financial services provided under the PRF shall be based on a thoroughly vetted assessment of the borrowers by the PDC.

Criteria for Access to PRF by Beneficiaries

- i. A qualifying project is required to be:
 - a) Run and owned by participating village residents (through a Cell Group in case of urban areas) or participating Parish residents through a Parish Group (in case of rural areas).
 - b) Engaged in the production/storage/value addition/buying and selling of any of the recommended production lines.
 - c) Clear about the business to be financed. This shall be demonstrated by a business plan
 - d) Having a known physical address/ location within the parish.
- ii. Project that requires land, there must be evidence that the community/groups have given the land for free of charge. The ownership and legal status of the land shall be established through a valid agreement on the use of the land.
- iii. There shall be evidence that the project has been selected through a participatory process and has undergone adequate viability and sustainability analysis guided by the Local Government Technical Planning Committees.
- iv. At least ninety-percent (90%) of the budget for the project should go into the core inputs of the project, as opposed to non-core inputs and administrative expenses.
- v. Members of each Parish Group co-guarantee one another for purposes of ensuring successful implementation of their approved project. The guarantees shall be by each individual in the group and shall be enforceable individually or severally.

3.4 PILLAR 4: SOCIAL SERVICES

Primary health care, education, access to clean water, transport and communication that constitute basic social services are enablers in the attainment of better quality of life for households. This Pillar shall consolidate delivery of these services at the grassroots level. Under this Pillar, relevant MDAs shall identify and transfer resources to Local Governments in line with article 176(2)(e) of the 1995 constitution of Republic of Uganda to enable the local government establish the best social services envisage through the implementation of this constitutional provision. The resources transferred will be appropriately planned for by the local governments to: -

- a) Construct and equip health centre (HCII)
- b) Recruit critical staff as well as extension workers needed.

- c) Strengthen infrastructure /facilities management
- d) Provide and maintain safe and accessible water points
- e) Support functional Village Health Teams (VHT)
- f) Construct/upgrade community primary schools
- g) Provide logistics and equipment for institutions (schools, Hospitals, Health centres)

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 subcounty and district level.

The implementation of this pillar should result to better outcomes in the following areas; school enrolment, primary school drop outs, accessing safe water and motorable community roads, Household sanitation and hygiene housing facilities .

3.5 PILLAR 5: PARISH BASED MANAGEMENT INFORMATION SYSTEM (PBMIS)

The Parish Based Management Information System (PBMIS) is an integrated system that seeks to support community profiling, data collection, analysis, tabulation, storage and dissemination at the Parish level. This will support planning and decision making at the grassroots and also national level. MoLG is the overall lead agency for the PBMIS and is responsible for reporting on PDM.

The Parish Chiefs will be the primary data collectors under PBMIS, and will coordinate the community groups, and NGOS/CSOs to provide operational data relevant to PDM. The sub-county and the District Planning Units will provide back-up technical support at the Local Government level.

The data needs under the work plans and budgets of the various MDAs and LGs as defined under the different programme Implementation Action Plans (PIAPs) shall reflect a focus on the Parish in order to track results under the PDM.

Objectives of the PBMIS

The objectives of the Parish Based Management Information System (PBMIS) are to;

- i. Provide a repository for operational, administrative and socio-economic data to guide in generation of work plans, budgets, and performance reports at Parish level
- ii. Provide a platform for tracking the implementation of NDP III strategic interventions at the Parish level
- iii. Provide an electronic web-based management information system platform for the results-based monitoring and evaluation of the local economic development initiatives at the Parish level.

This pillar defines the Roles of the different stakeholders

Ministry of Local Government (MoLG)

- i. Set up and coordinate the PBMIS;
- ii. Coordination effective implementation of the PBMIS;
- iii. Rollout the Parish Based Management Information System across all Local Governments in the country by end of FY2021/22;
- iv. Provide technical support to the parishes to ensure effective data collection.

Uganda Bureau of Statistics (UBOS)

Define data standards, provide technical guidance, and ensure supervision of generation of quality data to inform decision making for the PDM.

Ministry of Information and Communication Technology and National Guidance (MoICT & NG)

Providing technical support, including system development

LG Local Governments (Districts, Cities, Municipalities) (HLGs)

- i. Set up and Coordinate the Parish Based Management Information System at the LGs
- ii. Ensuring functionality of the PBMIS
- iii. Provide backup technical support to the sub-counties and parishes/wards

Lower Local Governments (Sub-Counties, Divisions and Town Councils) (LLGs)

- i. Supervise and consolidate the collection and management of Parish based data
- ii. Provide backup technical support to the parishes

The Parish

- i. Responsible for data collection on PDM activities at Community level
- ii. Provide backup technical support to the village

Non-State Actors

- i. Support the establishment of the Parish Based Management Information System (PBMIS)
- ii. Support data collection at the parish level.

3.6 PILLAR 6: GOVERNANCE AND ADMINISTRATION

This Pillar is responsible for implementation aspects of the PDM, by providing for coordination and implementing structures as well as functions at National and Sub National level. The national level structures will focus at policy formulation and reporting, while subnational level structures provide for operations at frontline.

At the National level, a high-level Policy Committee; an inter-institutional PDM Technical Committee with associated working groups; and a PDM Secretariat; will be established for the effective implementation of the PDM.

The role of each is explained below.

3.6.1 The PDM Policy Committee

- i) The membership of the PDM Policy Committee is as follows:
 - a) Minister of Local Government - Chairperson
 - b) Minister of Finance, Planning & Economic Development- Co-Chair
 - c) Office Of the Prime Minister
 - d) Minister of Agriculture, Animal Industry and Fisheries- Member
 - e) Minister of Trade, Industry and Cooperatives- Member
 - f) Minister of Works & Transport-Member
 - g) Minister of Gender, Labour and Social Development - Member
 - h) Minister of Education and Sports- Member
 - i) Minister of Health- Member
 - j) Minister of ICT & National Guidance- Member
 - k) Minister of Kampala and Metropolitan Affairs- Member
 - l) Chairperson National Planning Authority- Member
 - m) Chief Coordinator, Operation Wealth Creation (OP/OWC)- Member
 - n) Private sector representatives (Co-Opted)
 - o) Civil Society Representatives (Co-Opted)
 - p) Any other MDA or institution appointed by the Committee Chair.

- ii) The PDM Policy Committee shall be convened twice every financial year, or at any other time when considered necessary and it shall have the ultimate responsibility for the implementation of the PDM. The Policy Committee shall also, through the Minister of Local Government, convene the annual PDM Review and report on progress to Cabinet.

3.6.2 Role of the PDM Policy Committee

The overall role of the PDM Policy Committee is to provide the strategic vision and support for the effective implementation of the PDM. In particular, the PDM Policy Committee shall: -

- a) Receive and review plans, budgets and reports from the PDM Technical Committee and make recommendations to Cabinet.
- b) Periodically report to the Cabinet on implementation progress and challenges.
- c) Continually offer policy guidance and support on the effective implementation of the PDM.
- d) Present to Cabinet the different funding options and modalities for any identified gaps.

3.6.3 Inter-Ministerial Technical Committee on PDM

- i. The Inter-Ministerial Technical Committee on the PDM (PDM Technical Committee) is the technical advisory committee that will enhance coordination and bring together the various stakeholders involved in the implementation of the PDM and promoting its agenda in the country.
- ii. The PDM Technical Committee will be chaired by the Permanent Secretary, Ministry of Local Government or his/her representative.
- iii. Membership of the PDM Technical Committee shall be composed of Permanent Secretaries and Executive Directors or their senior representatives) from:
 - a) Ministry of Local Government (Chair)
 - b) Ministry of Finance, Planning & Economic Development
 - c) Ministry of Agriculture, Animal Industry and Fisheries
 - d) Ministry of Trade, Industry and Cooperatives
 - e) Ministry of Gender, Labour and Social Development
 - f) Ministry of Education and Sports
 - g) Ministry of Health

- h) Ministry of Lands, Housing & Urban Development
 - i) Ministry of ICT & National Guidance
 - j) Ministry of Kampala and Metropolitan Affairs
 - k) National Planning Authority
 - l) Uganda Bureau of Statistics
 - m) Economic Policy Research Centre
 - n) Office of the President/Operation Wealth Creation (OP/OWC)
 - o) Private sector representatives (Co-Opted)
- iv. The PDM Technical Committee will meet on a quarterly basis or at any other time when considered necessary.

Role of the PDM Technical Committee

- i) The PDM Technical Committee shall oversee implementation of the PDM. In particular, the PDM Technical Committee shall: -.
 - a) Develop a communication strategy for the PDM, which shall be implemented by the Secretariat. This includes an annual report regarding the status of the PDM implementation, utilising the monitoring and evaluation framework described in the next section.
 - b) Oversee the work of the PDM Working Groups
 - c) Prepare reports and make recommendations to the PDM Policy Committee. These will include plans, budgets and results for effective implementation of the PDM.
 - d) Develop detailed Action Plans to operationalise the PDM
 - e) Review implementation of PDM activities
 - f) Offer technical guidance to support effective implementation of the PDM
 - g) Receive and review reports from PDM secretariat
 - h) Inform decisions on matters that requires urgent attention / solutions
 - i) Regularly engage the various stakeholders on the PDM
 - j) Ensure the mainstreaming of PDM in existing M&E frameworks to facilitate tracking of implementation progress.

3.6.4 PDM Secretariat

Global best practice in the implementation of national strategies has indicated that a sufficiently resourced Secretariat is needed. The PDM Secretariat will be hosted within the Ministry of Local Government.

Roles of the PDM Secretariat

The PDM Secretariat will provide Secretariat support to the PDM Technical Committee and facilitate any PDM forums. In particular, the Secretariat shall: -

- i. Ensure that guidelines and other instruments for operationalizing decentralized services under the PDM are issued before the commencement of the Financial Year.
- ii. Coordinate the development of detailed Action Plans to operationalise the PDM.
- iii. Receive and review reports on PDM implementation from the LGs, MDAs and compile a summary for submission to the PDM Technical Committee as per the guidelines.
- iv. Guide and follow up with LGs on the implementation of the different aspects of the PDM.
- v. Ensure that monitoring, evaluation and learning on the PDM are undertaken in order to facilitate tracking of implementation progress.
- vi. Coordinate the effective implementation of the Parish Based Management Information System.
- vii. Coordinate periodic progress reports on PDM implementation.
- viii. Undertake any other task assigned by the PDM Technical Committee from time to time.

3.6.5 PDM Working Groups

- i) There will be six working groups as follows:

#	PDM Working Group	Working Group Members
1	Production, Storage, Processing and Marketing	MAAIF, NAADs, MoTIC, MoLHUD, NPA, OPM, MoLG, OWC
2	Infrastructure and Economic Services	MoWT, MoWE, UNRA, URF, MoICT&NG, UCC, OPM, NITA- U, MoLG, OPM, NPA, REA, MoEMD, OPM
3	Financial Inclusion	MoFPED, MoTIC, Enterprise Uganda, Private sector representatives (Co-Opted), MoLG, OWC, BoU, NSSF, CMA, IRA, UBRA, FSDU, MAAIF& OPM
4	Social Services	MoH, MoE&S, MoWE, MoPS, MoLG, OWC, OPM& MoGLSD
5	Mindset change and cross cutting issues (Gender, environment, Disability etc)	MoGLSD, MoPS, MoLG, OPM, OWC, MoICT&NG, OPM
6	Parish Based Management Information System and Community Data	MoLG, UBOS, MoICT & NG, OPM, NPA, REA, NITA, UCC, NIRA, MAAIF, OWC, MoEMD & MoFPED

- ii) Non-State Actors will be co-opted in the working groups.
- iii) The working groups will serve as an avenue for consultation and review.
- iv) The working groups will report quarterly to the PDM Technical Committee
- v) The PDM Working Groups will review and propose amendments to Operational Guidelines for respective Pillars.

3.6.6 Ministry of Local Government shall;

- i. Establish and equip the PDM secretariat under the technical department in charge of Policy and Planning.
- ii. Strengthen capacity of LGs on PDM conceptualization, policy, planning, budgeting and implementation.
- iii. Set up and coordinate the National Parish Based Management Information System.
- iv. Ensure compliance of PDM implementation and reporting in accordance with set standards at all level in LGs.
- v. Ensure PDM guidelines are developed and disseminated.
- vi. Ensure rationalisation of service delivery work plans of LGs, NGOs and Development Partners at the Parish level.
- vii. Mainstream the PDM within the economic development strategies of urban centres, particularly the strategies for Greater Kampala Metropolitan Area and for secondary cities.
- viii. Ensure operationalisation of Parish Development Committees
- ix. Mobilize and coordinate MDAs, the private sector and non-state actors for PDM implementation
- x. Convene meetings of the PDM Technical Committee
- xi. Prepare reports to the Cabinet Sub-Committee on the PDM

3.6.7 Ministries, Departments and Agencies of Government (MDAs)

The role of other MDAs in the PDM implementation will remain that of providing policy guidance, supervision, capacity building, and monitoring for results of their respective mandates at LGs/Parishes. In particular, other MDAs will: -

- i. Align the NDPIII Programme Implement Action Plans, work plans, budgets and implementation to the PDM priority needs

- ii. Establish implementation structures to coordinate the PDM activities
- iii. Mainstream PDM M&E requirements within the existing M&E frameworks
- iv. Facilitate engagement with the private sector and Non-State Actors on the PDM
- v. Provide technical backup to LGs in the implementation of the PDM
- vi. Prepare and submit periodic progress reports to PDM Secretariat.

3.6.8 Local Governments (District, Cities, Municipalities)

At the HLG level, the PDM will be implemented through the existing structures of District/ City and Municipal Council. The CAO/ Town Clerk/City Director will be the Accounting Officer and Nominate a suitable officer within the TPC as the PDM Focal Person (FPP) and, through the CAO/ Town Clerk, City Director will report to the District Executive Committee on the issues of the PDM. The LGs shall:

- i. Establish and equip the PDM secretariat function within the Technical Planning Committee (TPC)
- ii. iii. Prepare and approve consolidated work plans / budgets for the PDM implementation
- iv. Set up and coordinate the Parish Based Management Information System at the LG.
- v. Receive, manage and account for finances as well as other resources under the PDM
- vi. Ensure compliance of PDM implementation, M&E and reporting in accordance with set standards at all level in LGs.
- vii. Receive and compile reports on PDM implementation from lower Local Governments for submission to MoLG and relevant MDAs
- viii. Create awareness and mobilization for the Implementation of the PDM
- ix. Coordinate Public Private Community Partnership (PPCP) engagements at the lower local governments.
- x. Provide overall coordination and supervision of PDM at all LG levels.

3.6.8 Lower Local Governments (Sub-Counties, Divisions and Town Councils)

Currently, the sub-county/ Division/ Town Council is the lowest local government accounting structure, and has approved staffing and accountability structures for planning, budgeting and delivery of government services. Under the sub-county/ Division/ Town Council, there are primarily two types of administrative units; the Parish and the village/cell. The PDM will not alter this framework but will adopt the Parish as the lowest unit for planning, budgeting and delivery of interventions for socio-economic transformation.

The Sub County Chief/Town Clerk will be the Accounting Officer and the CDO the focal point person. The Sub- County shall:

- a) Strengthen capacity of Parishes/Wards on PDM conceptualization, planning, budgeting and implementation.
- b) Receive and consolidate Parish level work plans / budgets for the PDM implementation
- c) Receive, manage and account for PDM related finances as well as other resources under their control
- d) Supervise and consolidate the collection and management of Parish based data
- e) Ensure the implementation, monitoring and evaluation of the PDM activities at the sub county/division/town council and Parish level
- f) Receive and compile reports from Parish for submission to the District, City and Municipalities
- g) Ensure formation of the PDC/WDC within the Parishes/wards under their control
- h) Create awareness and advocate for the Implementation of the PDM
- i) Provide technical support services at the Parishes/Wards
- j) Provide overall coordination and supervision of the PDM at the community
- k) Undertake any other PDM related task assigned by the TPC from time to time.

3.6.9 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.

A. 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.

B. Parish Development Committees / Ward Development Committees

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

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	

3.6.10 The Role of The Non-State Actors

- i. 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.
- ii. The conceptual framework of the PDM envisions the participation of the non-state actors in the delivery of services at Parish level that promote /improve;
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.
- iii. Non-Government Organisations involved in service delivery will be required to submit annual work plans and budgets to their host sub-counties showing their Parish level interventions.
- iv. Private Sector working within the district will be required to mainstream their interventions with districts and sub-county. The Parish Chief will specifically be required to report on the number of out-growers and suppliers associated with such arrangements.

Roles and responsibilities of non-state actors

- a. Resource provider in terms of providing finance, expertise and other strategic resources
- b. Beneficiary of government efforts to create an enabling environment, capacity development, information provision and knowledge sharing, of financial support and of contracts for implementing NDP/III projects;
- c. Reformer in adapting business models through corporate social responsibility to increase positive development impact;
- d. Developer in implementing social, inclusive initiatives and business models; and
- e. Participant in policy dialogue and multi-stakeholder initiatives on development related issues.

Local Economic Development for Income Generation.

- a. Support the mobilisation and formation of cooperatives as well as farmer groups.
- b. Training and building capacity of cooperatives and farmer groups.
- c. Delivery of services such construction of community access roads, housing, supplies, etc.
- d. Provision of capital and loanable funds
- e. Provision of technical services such as extension, etc.
- f. Provide offtake opportunities for the citizens
- g. Provide employment to the citizens

- h. Support the establishment of the Parish based Management Information System

Sustainable food production and nutrition.

- a) Food production for food security (area-based commodity value chains)
- b) Setting post-harvest handling infrastructure
- c) Construction and management of market structures
- d) Establishing water for production facilities (valley dams)

Better health and education

- a) Establishing water for domestic use (boreholes)
- b. Establishing water for sanitation facilities (toilets etc)
- c. Establish pre-primary and primary schools
- d. Conducting community sensitisation on health and hygiene

Sustainable Environment and Natural Resources Management

- a. Increase investment in value addition to environment and natural resources products and services e.g., production of environmentally friendly cooking stoves
- b. Increase awareness on sustainable use and management of environment and natural resources
- c. Promote local community-based eco-tourism
- d. Mobilization of farmers and farmer groups to employ sustainable farming practices.

3.7 PILLAR 7: MIND SET CHANGE, COMMUNITY MOBILIZATION AND CROSS CUTTING ISSUES

The right 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 sector officials at all levels private sector players and communities. The purpose is to achieve realistic planning, implementation, resource utilisation and management as well as reporting and accountability processes.

The right mindset, integrated community mobilization and paying attention to crosscutting issues are prerequisite for a successful achievement of the results sought by PDM implementation.

This Pillar is therefore intended to implement the Community Mobilization and Mindset Change as well as the Natural Resources Management Land and Water Management programmes under the NDPIII.

As such, 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 and LGs that contribute to the above programmes as

Objectives

- 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
- III. Enhance financial literacy for households (Financial Literacy Strategy).
- IV. Enhance participation and ownership of community initiatives
- V. Enhance household capacity in identifying local resources for addressing their needs
- VI. Promote national values and reduce negative cultural practices and attitudes

To ensure the achievement of outcomes and interventions the following actions will be taken at different Local Government levels

Subcounty Local Government Staff

- i. Provide Parish chiefs with information on approved programmes to be implemented within the Parish for strategic community mobilizations.
- ii. Mapping and disseminating the non-state actors at sub county level for referral purposes
- 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. Mobilize communities for Public Partnerships engagements
- vi. Support and build capacity of Parish actors. Customise and deliver mindset change messages to these actors.

Parish Chief, Town Agents PDCs/WDCs

- i. Conduct community mobilization and sensitization/awareness on all Government and non-government programmes
- ii. Promote civic education aimed at nurturing good citizens
- iii. Mobilize community for Private Public Community Partnerships
- iv. Mobilize and sensitize communities on cross cutting issues of gender, environment protection, culture, child protection, clean energy, domestic violence and other health issues (Nutrition, HIV/AIDs)

- v. Mobilize and sensitize the population especially the youth for adoption of right behaviours and practices acceptable in society.
- vi. Promotion of mentorship programmes for households and communities for livelihoods improvement.

Broad Interventions under this Pillar:

- i. Establish feedback mechanism to capture community views on Government performance and enhance citizen participation in the development process
- ii. Identify transformational champions per community to create a critical mass required to effect mind-set change
- iii. Implement activities aimed at promoting awareness and participation in existing government programmes;
- iv. Promote household engagement in positive cultural beliefs and norms for positive development;
- v. Promote programme that rewards and sanctions best and worst performing households respectively.
- vi. Inculcating ethical standards and values in the communities through continuous awareness raising and education

The above will ensure promotion of advocacy, social mobilization and behavioral change communication for community development.

4.0. M&E STRATEGY AND RESULTS FRAMEWORK

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. In addition, it informs learning and innovation in programming.

4.1 PERFORMANCE FRAMEWORK

- i) MoLG has developed PDM results framework which should at higher level feed into the National Monitoring and Evaluation Policy (2013), housed in the Office of the Prime Minister (OPM).
- ii) OPM will mainstream the performance of the PDM within the Government Annual Performance Report (GAPR) for transparency and accountability.

4.2 IMPLEMENTATION MONITORING

- i) MoLG shall undertake quarterly monitoring PDM activities and annual review of its interventions. All forms of reporting (activity, quarterly or annual) should demonstrate results and their contribution to the attainment of the objectives of the PDM.
- ii) As guided by the M&E Policy (2013) the PDM shall be subjected to a process of midterm and end of NPDIII evaluation to provide evidence for decision-making and to inform the continuation of the PDM in the successor future Government Plan. These studies/evaluations shall be guided by OPM in collaboration with MoLG and NPA.
- iii) The monitoring and evaluation of the PDM shall be participatory involving all stakeholders.
- iv) The routine monitoring and evaluation tools to be used shall entail the following:
 - a) Regular PDM Technical Committee Meetings (at least once a quarter);
 - b) Annual reports to the PDM Policy Committee.
 - c) A national survey shall be undertaken by the PDM Technical Committee every two years, to measure progress of the PDM.

A detailed result framework has been developed to inform the PDM implementation and reporting.



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