



THE MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

SIMPLIFIED GUIDE ON THE PARISH DEVELOPMENT MODEL (PDM)





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Foreword

In February 2022, the Parish Development Model (PDM) was launched by H.E the President of the Republic of Uganda, as a multi-sectoral strategy for transforming subsistence households into the money economy. Under the PDM, the Parish will be lowest administrative and operational hub for planning, budgeting, reporting and delivery of interventions to bring and deliver services closer to the people.

To achieve the goal of the PDM, which is to increase household food security, incomes and quality of life of Ugandans, communities will need to be organised and supported to identify, prioritise and respond to their own needs. To do this,



they need clear communication and support to understand the broad vision of Government, the key focus areas and their roles and responsibilities in the attainment of our common desired goal socio-economic transformation for all.

This Simplified Guide on the Parish Development Model is one of the Information, Education and Communication Materials developed by the Ministry of Gender, Labour and Social Development as the lead institution for Community Mobilization and Mindset Change, to unpack information on the PDM, for easy read and understanding by stakeholders at all levels. The Guide provides basic information on, among others, what the PDM is, the target group including participation by Special Interest Groups, process and requirements for forming Enterprise Groups and the PDM SACCO and the role of the Parish Development Committee (PDC).

As quoted by Howard Zinn “Small acts when multiplied by millions of people, can transform the World”. I therefore implore all actors’ in government, the private sector, NGOs, Development Partners and general community to embrace, support and participate in the PDM.

I hope you find this Simplified Guide useful in enhancing your knowledge and appreciation of the PDM

Betty Amongi Ongom (MP)

Minister of Gender, Labour and Social Development

Definition of Key Terminologies Used

This section provides the definition of the key terminologies that have been used in the Simplified Guide on PDM.

- (i) Women.** This includes all women from the age of 18 years
- (ii) Youth.** This includes all persons (men and women) aged between 18 to 30 years

(iii) Persons with Disability. This includes persons with a substantial functional limitation in their daily life activities caused by physical, mental or sensory impairment and environment barriers. The following is the accepted classification of Persons with Disabilities as provided for in Schedule 3 of the Persons with Disabilities Act 2020

- a)** Physical Disability caused by cerebral palsy, amputation of a limb, paralysis or deformity.
- b)** Hearing disability including deafness and hard of hearing.
- c)** Visual disability including blindness and low vision.
- d)** Little people.
- e)** Albinism.

- (iv) **Elderly**; These are women and men, who are aged 60 years and above
- (v) **Enterprise Group**; a group whose members share common objectives and are engaged in common income generating activity or enterprise.
- (vi) **Household**; A group of people who normally live and eat together irrespective of whether they are related or unrelated
- (vii) **Subsistence households**; households that are engaged in the production of goods and/or services whose returns are only

enough or unable to meet their basic food and non-food requirements. They include households engaged in subsistence farming; earning a wage or salary; operating a business; and completely not working.

1

Understanding the Parish Development Model

1.1

What Is the Parish Development Model?

The Parish Development Model (PDM) is a multi-sectoral strategy to improve incomes and welfare of Ugandans by bringing

services closer to the people/wanainchi. With this approach, the Parish will be the lowest administrative and operational hub/epi-centre for planning,

budgeting, reporting and delivery of interventions by both the State and Non-State Actors.

1.2

What does the PDM Aim to achieve?

The main aim of the Parish Development Model is to increase Household incomes and improve quality of life of Ugandans with a specific focus on the total economic transformation of

the Households through getting Ugandans out of the subsistence economy into the money economy within 5 years. Economic Transformation will be measured through the following;



1.3

Is the Parish Development Model a new Concept?

The concept of the PDM is **not new**. Traditionally, development programmes of government were implemented at parish level through the Parish Chief and at the village under the LC I Chairperson. These helped

to organize communities into production.

Currently, a number of services are being 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 and water source maintenance among others.

The new approach therefore expands on the already existent practices to now cover all services and by so doing emphasises the whole

of Government approach in ensuring increased production, processing and marketing, infrastructure and service delivery at grassroots level.

Implementation of the PDM doesn't alter or replace the mandate and existing arrangements or activities of Government Ministries, Departments and Agencies in the Planning, Budgeting and delivery of Public Services. The MDAs are expected to mainstream the Parish Development Model (PDM) within their activities by adopting the Parish as the lowest unit for planning, budgeting and delivery of interventions.

The following minimum services will be provided under the PDM at the Parish level

- 1.** Security: intelligence and defense infrastructure
- 2.** Law and Order: police, magistrates
- 3.** Education: kindergarten, primary, technical and secondary schools
- 4.** Extension services: by crop, livestock, fisheries
- 5.** Health Care: public and private clinics
- 6.** Roads: District, Urban and Community Roads (DUCAR)
- 7.** Food Storage: fresh goods and dry goods
- 8.** Food processing: cleaning, sorting, drying, packaging and milling.
- 9.** Power: hydro, solar and fossil fuels
- 10.** Information and Communication Technology (ICT); data collection
- 11.** Water: for domestic use and production
- 12.** Financial Services: savings, credit, insurance, payment platforms etc.

1.4

Pillars of the Parish Development Model

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 Mind-set change
- 6.** Parish-Based Management Information System
- 7.** Governance and Administration

1.5

Who does the PDM Target?

The Main target of the PDM are subsistence households that operate across the entire agricultural value chain. According to statistics, 39% of Ugandan households or 16 Million people are in the

subsistence economy. Majority of these represent the most poverty-stricken, landless, vulnerable and unemployed Ugandans that are trapped in the vicious cycle of “low

income, low savings, low investment, no assets.

In order to access services under the PDM, the subsistence households will be organised into common Enterprise

Groups that are engaged in a common income-generating activity within their locality i.e. at the Village/Cell and

the Parish/Ward levels. The main purpose of organising subsistence households is to ensure that a minimum

package of services is delivered in a coordinated manner in order to make investments work for the them.

1.5.1. How will the Subsistence Households be identified?

The identification of subsistence households shall be carried out using community participatory mechanisms where communities will come together, list and vet households that shall be deemed to belong to the category of Subsistence Households.

The characteristics of subsistence households will vary from region to region

and as such, community meetings will be organised where communities will define characteristics based on their own local context. However, the following are some of the general characteristics of subsistence households in rural Uganda;

- Low income earners with low or no savings
- Have limited access to land with majority owning or being able to rent not more than 1.3 acres of land

- Majority didn't finish primary school
- While they grow food, most of it if not all is for home consumption
- Produce mainly food crops (beans, maize, matooke, cassava, sweet potato, gnuts)
- Have a high household size
- Depend on others for handouts e.g. parents and friends

- Rent or live with family on family land

To identify households that fall within the above listed characteristics, a participatory community wealth ranking methodology will be used to rank households and by so doing identify the poorest and most deserving households to be targeted for the PDM. Lists and names of subsistence households generated through the participatory community process will be assessed with support from the LC1 chairperson and validated by the Parish Chiefs, Community Development Officers (CDOs), Operation Wealth Creation (OWC) constituency coordinators as well as 3

community members selected by the community to undertake physical vetting of prospective households.

Prior to the rollout of community selection activities, the Ministry of ICT and National guidance in collaboration with UBoS will collect information on each member of the community in terms of their social and economic conditions including their participation or not in various income generating areas. This will include but not limited to:

- (i)** Members of the household and their occupation
- (ii)** Experience in producing the selected enterprise

- (iii)** Details of their economic activity
- (iv)** Asset details: land, livestock, type of house etc.
- (v)** Liability: Debt, Mortgage, Borrowing etc.
- (vi)** Vulnerability of the family.
- (vii)** Income and expenditure
- (viii)** If they are members of any existing enterprise group
- (ix)** If they are members of any existing village group.
- (x)** The information that shall be collected through this exercise will be used to corroborate the findings of the community wealth ranking process.

2

Enterprise Group Formation and the PDM SACCO

2.1

How is Enterprise Group Formation to be handled under PDM?

The Enterprise Groups shall comprise of a minimum of 10 and a Maximum of 30 members The Enterprise Groups shall be registered at the sub-county and may include farmer's groups, associations, community-based groups, agri-traders' groups etc.

Both pre-existing and newly formed Enterprise Groups are

eligible for inclusion under the PDM for as long as they fulfil the requirements for formation of enterprise groups.

In the case of an existing, group, it should fulfil the following criteria to be eligible under the PDM;

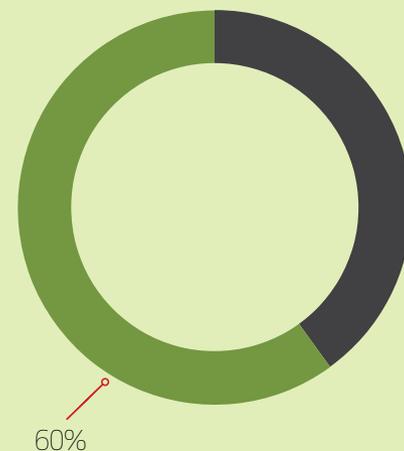
a) The group has a commercial orientation (e.g. formed for purposes of carrying out

commercial activities at any node of the recommended value chain) and is engaged in active income generating activities.

b) The group is registered by the Local Government and has existed for at least one year.

c) Over 60% of the members in the group are from subsistence households

- d)** The group has a functional Executive Committee.
- e)** There is evidence of regular meetings (evidence of minutes).
- f)** The group has some basic records (Group constitution, members register, minutes of meetings, schedule of member's contributions, etc.) and or is capable of keeping records e.g. group objectives, membership, minutes of meetings, financial records, number and type of farm enterprises in the group.
- g)** The size of the PDM Enterprise Group is between 10-30 members.
- h)** The group is functional and the PDC or local Councillors verified or can verify its functionality during appraisal.
- i)** The group runs an established savings scheme (VSLA)/ and or has an Account with a regulated financial institution.
- j)** Not more than two members of the group come from the same household.
- k)** The group has women, youths and PWDs in leadership positions and are participating in decision making-for mixed groups.



PERCENTAGE OF GROUP MEMBERS FROM SUBSISTENCE HOUSEHOLDS

In case where the group is to be newly formed;

- a)** The Parish Chief supported by local experts (including the CDO, Extension staff, Commercial Officers and any other subject matter specialists) shall guide the group formation process professionally so as to create sustainable groups for the implementation of the PDM.
- b)** A wealth ranking exercise will be conducted to identify subsistence households and members supported to form themselves into Enterprise Groups.

c) To ensure group cohesion, groups should pay attention to the following key factors;

- Frequency of contact (frequent interaction among members enhances participation and makes members feel a sense of belonging).
- Satisfaction of group needs / requirements (a well-defined Goal, “SMART” objectives, action- plan) and Group dynamics.
- Size of the group (big groups are harder to manage, keep together than small group)-10-30 members is good for cohesion.
- Degree of homogeneity and heterogeneity (people of the same status and common interests cling more together than of different status and interest).
- Group norms (norms formulated in a participatory manner unite members in a better way than those formulated by a few members)
- Representation of different gender, youth, and people with disabilities in leadership positions etc.
- No discrimination of certain categories of

members e.g., people with HIV/AIDS, people with disabilities, women and youth.

- d)** Members of each Enterprise Group shall be engaged in similar income generating activity as a basis for coming together.
- e)** Each Enterprise Group shall consist of a minimum of 10 members and a maximum of 30 members.
- f)** Each Enterprise Group shall consist of a minimum of 10 members and a maximum of 30 members. At least 30 percent of these shall be women and 30 percent shall be youth and PWDs.

- g)** Each Enterprise Group shall constitute an executive Committee from its membership. The Committee of the Enterprise Group shall play an oversight role towards the implementation of support provided to the Enterprise Groups by various state and non-state actors. The nomination and election of the individual members to the Committee shall be done by the groups themselves in a participatory manner. At least two members on the executive shall be women and one youth. The

Committee shall comprise the following:

- (i)** Chairperson.
- (ii)** Vice Chairperson
- (iii)** Secretary
- (iv)** Treasurer
- (v)** Publicity

2.1.1 Participation by Special Interest Groups

Special Interest Groups include the following; Women, Youth, Persons with Disabilities and Older Persons. To ensure equity and participation of all, special consideration has been made to encourage participation of Special Interest the PDM

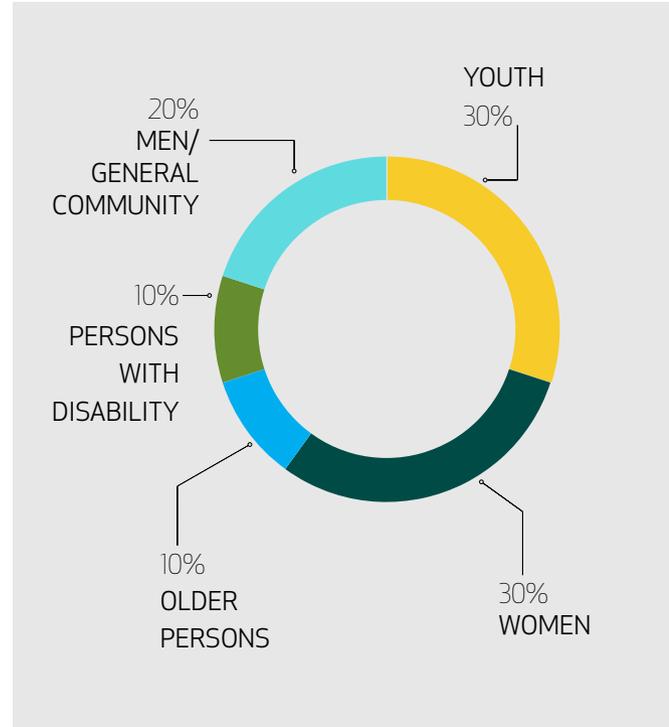
In accessing the Parish Revolving Fund, the following quotas have been allocated for Special Interest Groups;

- (i) Women (30%)
- (ii) Youth (30%)

- (iii) Persons with disability (10%)
- (iv) Older Persons (10%)
- (v) Men/General (20%).

It is therefore expected that during Enterprise Group Formation, the Parish Chief should ensure that there are specific groups for Women, Youth, Persons with Disabilities and Older Persons.

Unlike other Special Interest Groups, women may benefit under all other categories for the Special Interest Groups for as long as they fulfil the criteria set therein.



What enterprises are eligible for support under the PDM?

Each Parish shall choose/ have flagship projects that will benefit all interested subsistence households. The flagship projects shall be identified and selected by the parish residents in a participatory manner guided by the Commercial Officer, CDO and relevant sector experts.

For farming enterprise, production lines that offer higher returns per acre, per annum will be selected. Subsistence households are encouraged to choose from the following identified enterprises which have higher returns per acre, per annum;





Cashew Nut



Cassava

Cocoa



Coffee



Cotton

Dairy cattle



Fish



Irish Potatoes



Macadamia Nuts

Maize



Mangoes



Millet



Mushrooms

Onion



Oranges



Passion fruit



Cash Pasture for Dairy Cattle

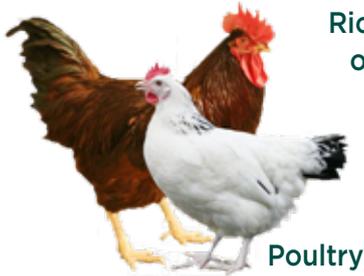


Piggery





Pineapples



Poultry

Rice (Upland or irrigated rice)



Vegetable Oils/Oil Palm



Shea Nut



Sorghum



Sugar Cane



Tea



Tobacco



Tomatoes

In urban areas, priority shall be given to enterprises in Value addition, Input supply, as well as the Buying and Selling of produce in any of the recommended production lines, in order to enable the subsistence households in urban areas set up enterprises/projects that have a high multiplier effect on jobs and wealth creation. However, farming of high value Agricultural commodities (e.g. like Poultry, Piggery, dairy, mushrooms, vegetables, fish) will also be supported.

maize mill



silos



traders



drug shop



stores



Using the 4-acre model to enhance productivity

In choosing what enterprise to undertake, subsistence households are advised to take into consideration land as a factor of production.

For subsistence households with 4 acres, the "Four-acre model" will be adopted and applied as follows;

1



One acre for clonal coffee

2



One acre for fruits (passion fruit, mangoes, oranges and pineapples)

4



One acre for food crops for the family (cassava, bananas, upland rice or irrigation rice, Irish potatoes, sorghum or millet)

3



One acre for pasture for dairy cattle (eight of them); poultry for eggs in the backyard; piggery; and fish farming along the edges of the wetlands (not in the centre)

Formation of the PDM SACCO

All support from government to the Parish under PDM shall be through the PDM SACCO.

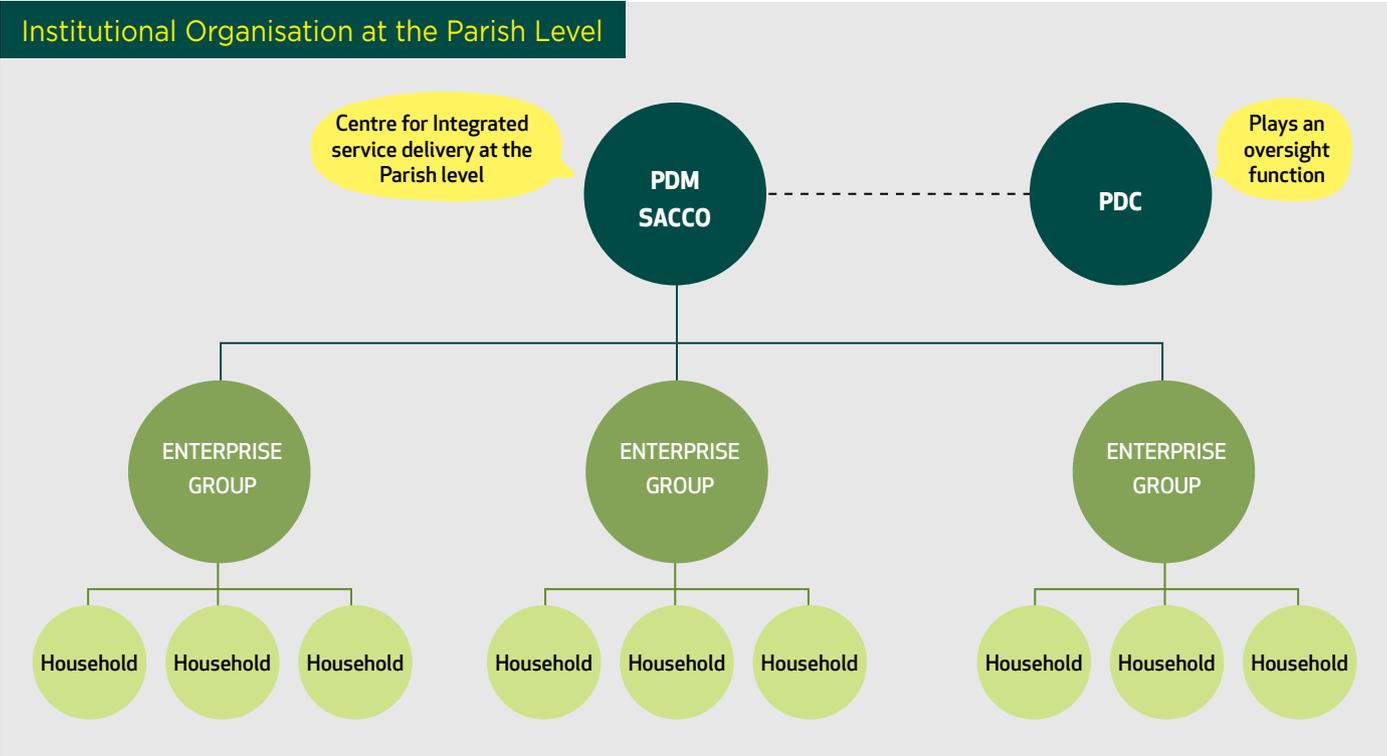
Each Parish shall have only one (1) PDM SACCO and this shall be formed by the registered Enterprise Groups within the Parish.

PDM SACCO shall link subsistence households, through their Enterprise Groups, to quality inputs, insurance, payment systems, tailored Business and Technical Development Services (including extension services, value addition services etc.), guaranteed markets (mainly through contracts with value chain leaders), grants, appropriate loan financing and savings.

The PDM SACCO shall be owned and controlled by its members (PDM Enterprise Groups), and where all members have an equal say in how the organization is run for the promotion of their economic interests. It is a special type of a multi-purpose cooperative.

2.4

The institutional structure of the PDM SACCO



The PDM SACCO shall constitute an Executive Committee from the representatives of parish based common Enterprise Groups.

The Executive Committee of the PDM SACCO will play an oversight role towards the implementation of support provided to the parish based common Enterprise Groups by various state and non-state actors.

The Committee shall be comprised of the following;

- Chairperson.
- Vice Chairperson
- Secretary
- Treasurer
- Publicity Committee Members (Each village one representative from the remaining seconded members)

The nomination and election of the individual members to the Committee shall be done by the groups themselves in a participatory manner. The Committee shall be elected from the seconded members, (delegates) of the parish based common Enterprise Groups of a particular area.

At least 1/3 of members on the executive shall be women while special consideration should be made to ensure that Special Interest Groups are also elected and represented on the Executive Committee of the PDM SACCO.

2.5

Steps of establishing the PDM SACCO

The following steps will be followed in establishing the PDM SACCO:

- a)** The Parish chief, in liaison with the Commercial Officers or a representative of the Registrar of Cooperatives, shall convene a sensitisation meeting to propagate and sell the idea of forming a PDM SACCO to the identified/formed PDM enterprise groups. Delegates to this initial meeting shall constitute the chairperson, secretary and treasurer of the Enterprise Groups within the Parish. Local and opinion leaders as well as Representatives of Local Institutions, Community Development Agencies, existing Cooperatives, operating in the area, etc. shall be invited guests to the meeting.
- b)** The commercial officer or any other Representative of the Registrar in the area shall join this initial meeting to explain the technical details of forming and operating a PDM SACCO to the people. This shall focus on the following areas:
 - (i)** The purpose and objectives of the PDM SACCO,
 - (ii)** The activities/business of the PDM SACCO,
 - (iii)** The common reasons/interests of members in forming the PDM SACCO,
 - (iv)** The expected requirements for an Enterprise Group to become a member of the PDM SACCO,
 - (v)** The advantages of an Enterprise Group becoming a member of the PDM SACCO.

- (vi)** The cooperative philosophy (Principles, values and norms of the cooperatives.
- (vii)** The PDM SACCO governance structure that says the role and powers of the members, and the different committees.
- c)** The Commercial Officer or a Representative of the Registrar of Cooperative Societies shall guide the meeting in developing the By-laws for the PDM SACCO. The meeting shall use the model Bylaws, in the format approved by the Registrar of Cooperative Societies in the Ministry of Trade, Industry and Cooperatives.
- d)** The name of the PDM SACCO shall be derived from the name of the Parish, followed by the name of the Sub-County but with the word PDM SACCO at end e.g. “Kasenge- Goma PDM SACCO’ (for Kasenge parish in Goma Sub County)’ and the District where it is situated; the location of its head office; par value (price per share); minimum number of shares of and membership.
- e)** Once at-least five Enterprise Groups have expressed interest to become members, a second meeting comprising of representatives of these and other PDM enterprise groups in the parish shall be convened immediately. The purpose of this second meeting shall be to elect an interim committee (leaders) of five members i.e. the Chairperson, the Vice Chairperson, Secretary, Treasurer and publicity.
- f)** The interim committee shall be responsible for steering the process of forming the PDM SACCO. These shall include among others completing the development of the Bye Laws; and compiling all the relevant documents as shall be required for registration of the PDM SACCO

- g) Political leaders, members of the PDC and civil servants shall, to the extent possible, avoid being elected on the Interim Committee. They will serve best if they remain as its advisors and most important, community mobilizers and overseers of PDM activities.**
- h) The Interim Committee Members shall hold office until the PDM SACCO's first General Meeting (within 1 month of registration) at which the members will elect a new and substantive Committee.**



ISSUES TO NOTE

- a)** When registration has been done, the interim committee shall within 30 days of registration, convene the PDM SACCO's first General Meeting to elect the substantive committees, as per the PDM SACCO Bye Law.
- b)** In the first General Meeting, and with the guidance of the Commercial Officer, the members shall pass a resolution to open an account with the most convenient Financial Institution.
- c)** No political leader, Commercial Officer or any other civil servant shall be a signatory to the PDM SACCO Bank Accounts and or play any operational or management roles, in relation to the PDM SACCO's Bank Account.
- d)** The PDM SACCO shall open a bank account in any convenient Financial Institution, as per the resolution of in the first General Meeting. The PDM SACCO's application for an account shall be accompanied by a certified Registration Certificate and a letter of recommendation from the DCO.
- e)** The Commercial Officer or a representative of the Registrar of Cooperative Societies shall undertake induction training for the newly elected PDM SACCO's leaders.

Key Functions of the PDM SACCO

PDM SACCO - MULTI PURPOSE SACCO

At Parish Level

PRODUCTION A

- Coordinate the provision of quality inputs (through an input credit facility or grants)
- Provision of extension services
- Post harvest management including storage
- Member mobilization, profiling and organization
- Promotion of non-financial risk mitigation e.g. irrigation, etc.

MARKETING B

- Market for members' produce
- Preparing members on market requirements
- Bulking, price negotiations
- Contracts management
- Primary processing

FINANCE AND INVESTMENT D

- Mobilization of savings
- Loans and credit management
- Promotion of agriculture insurance
- Promotion of other financial products e.g. micro-leasing
- Financial literacy/money management

TECHNICAL ASSISTANCE C

- Training, mentorship and coaching of members
- Technical knowledge including extension services, advisory services, processing, compliance to standards etc.
- Mindset change
- Management Information System

3

Unpacking the Parish Revolving Fund

- a)** A Parish Revolving Fund shall be established to enable subsistence households access cheap credit to create self-employment opportunities
- b)** The PDM SACCO shall be responsible for the management of the Parish Revolving Fund (including but not limited to documentation/receipt of applications, loan appraisals, disbursements and recovery)
- c)** The Parish Development Committee will determine the period within which the loan must be repaid back and the amount to be accessed by each group/ income generating activity. The maximum loan term shall not exceed 3 years (36 months) while the amount shall depend on the nature of activity being undertaken.
- d)** Households/Enterprise Groups shall apply for loans from a PDM SACCO at an interest rate of 5% per annum
- e)** The PDM SACCO shall approve loans and disburse funds to registered members
- f)** The PDM SACCO shall follow-up repayments and manage the revolving of PRF funds within the Parish
- g)** Enterprise Groups at a Parish shall access auxiliary services like quality inputs, business advisory services,

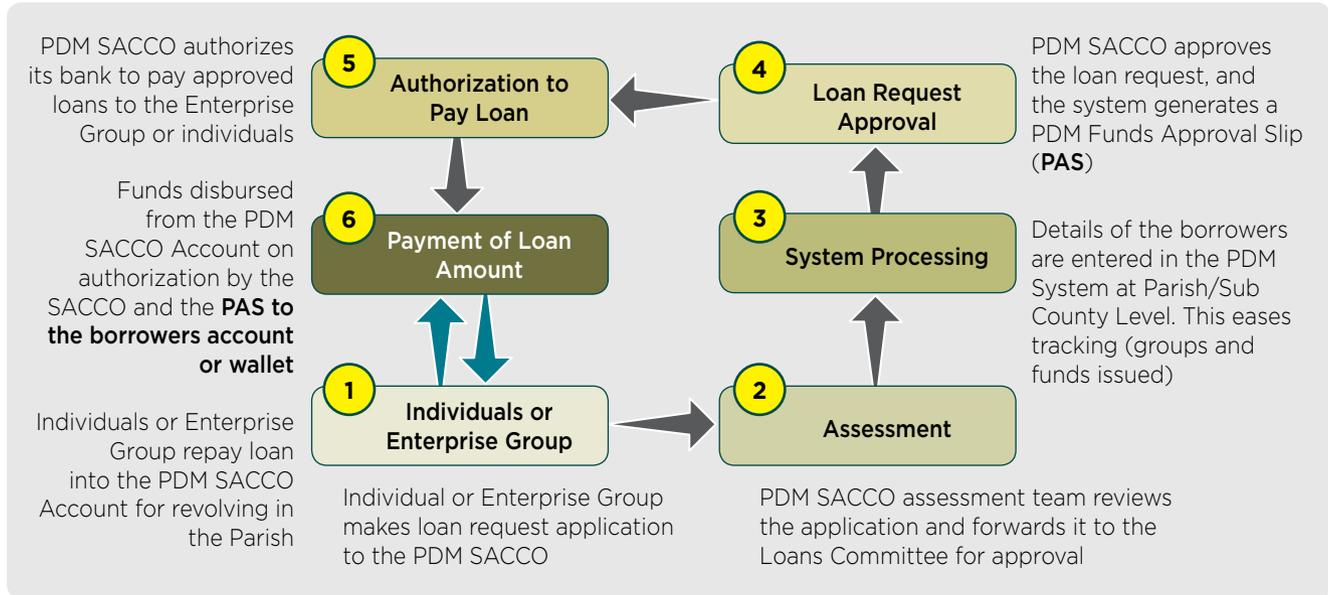
financial literacy, extension services, insurance and guaranteed markets through the PDM SACCO

h) The grace period will depend on the nature of the enterprise. It will be agreed upon mutually between

PDM SACCO members and the District on consideration of the project maturity and cash-flow projections

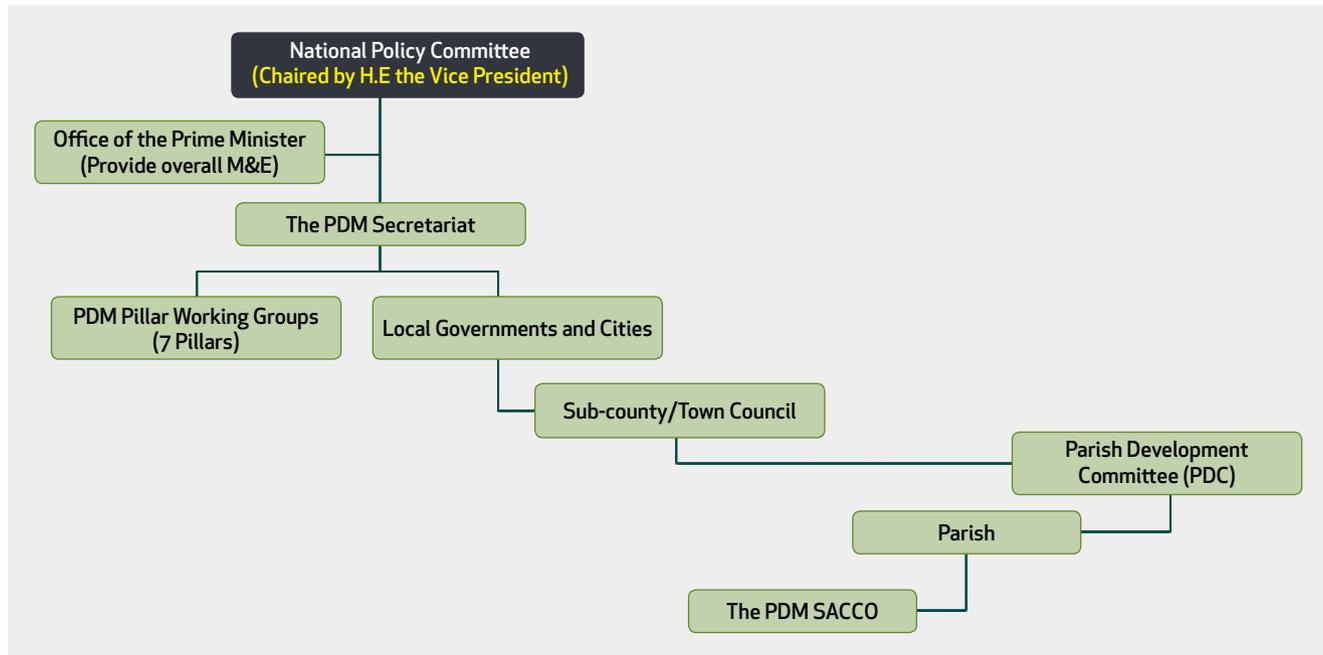
3.1

Loan approval and Repayment Process



4

Implementation structure of the PDM



Roles and Responsibilities of Stakeholders

a) LC V Chairpersons/Mayors of Cities and Municipalities

- Supervise the PDM to ensure that it is implemented according to the set guidelines.
- Ensure effective financial accountability for the resources released to the Local Governments (KCCA inclusive)

b) Resident District Commissioners (RDCs)/ Resident City Commissioner (RCC) and Coordinators of Operation Wealth Creation

- Mobilize communities to participate in the PDM.

- Monitor the performance of the PDM to ensure successful implementation and positive impact.

c) The Chief Administrative Officers (CAOs)/Town Clerks/ Executive Director (ED), KCCA

- Responsible for the overall implementation of the PDM in their respective Districts, Cities and Municipalities.
- Submit progress reports on the implementation of the PDM to the Permanent Secretary Ministry of Local Government, on a quarterly and annual basis.

- Coordinate provision of business development services/capacity building activities for the Enterprise Groups/PDM SACCOs within the District.
- Support Parish Chiefs in the preparation, appraisal, supervision and monitoring of PDM SACCOs.
- Provision of technical support, capacity building and mentoring to Enterprise Groups/PDM SACCOs.
- Ensure registration of all Enterprise Groups
- Facilitate auditing of PDM SACCOs financial records

- Coordinate PDM M&E activities at District level
- Maintain records on the PDM at the district level
- The Executive Director (ED), KCCA is responsible for the overall technical oversight of the PDM implementation in KCCA and shall be required to submit progress reports on the implementation of the PDM to the Permanent Secretary Ministry of Local Government, on a quarterly and annual basis.

d) Parish Development Committee (PDC)

A Parish Development Committee (PDC) shall be set-up in each Parish to supervise

the implementation of the Parish Development Model.

The Parish Development Committee shall have a membership of 7 people drawn from within the Parish.

The quorum of the PDC shall be two thirds (2/3) of the members and meetings will take place at least once a quarter. The members of the PDC shall include the following;

S/N	MEMBERS	POSITION
1	Parish Chief	Secretary
2	LCII Chairperson	Chairperson
3	Chairperson Women Council	Member
4	Chairperson Youth Council	Member
5	Chairperson Disability Council	Member
6	Chairperson of the Ruling Party at the Parish	Member
7	Opinion Leader/Older Person	Member

The Roles of the Parish Development Committee include the following:

- (i)** Develop Parish/Ward Action plans, budgets and reports on the PDM;
- (ii)** Mobilise, Sensitise and create awareness on PDM to the community;
- (iii)** Participate in identification of the needs and priorities of the Parish/Ward
- (iv)** Provide oversight supervision of the PDM SACCOs
- (v)** Oversee selection of groups and individuals to benefit from PDM activities;

- (vi)** Assist the PDM SACCO in following up recovery of loans under the Parish/Ward Revolving Fund;
- (vii)** Coordinate and support implementation of PDM activities in the Parish;
- (viii)** Receive and discuss from the Parish Chief/Town/Ward Agent progress report on PDM implementation;
- (ix)** Prepare and submit progress report on implementation of the PDM activities to the Parish council and the Sub-county council;
- (x)** Ensure that Non-State Actors (NSAs) participate in activities and meetings of the respective Local

Councils where they operate for greater harmonisation of PDM interventions.

e) Role of the Parish Chief/Town Agent

The Parish Chief/Town Agent will be the technical person at the Parish and shall perform the following roles:

- (i)** Ensure that the roles of Parish Development Committee are executed.
- (ii)** Compile a household Register, with support and guidance of Extension workers.
- (iii)** Receive and consolidate Parish level work plans/budgets for the PDM implementation;

- (iv)** Create awareness and advocate for the Implementation of the PDM;
 - (v)** Support the Sub-County Chief to compile vital Registration Statistics and submit monthly returns to the Local Government.
 - (vi)** Lead the implementation of the PBMIS at the Parish/ Ward
 - (vii)** Undertake Mobilisation and Sensitisation Programmes in the Parish on cross cutting issues of Gender, Environment Protection, Youth and Women issues, Culture, Child Protection, clean energy, domestic violence and other health issues
 - (viii)** Responsible for data collection on PDM activities at Parish level;
- f) Roles of the PDM SACCO Leadership**
- (i)** Working with Subject matter specialists, assess the Enterprise Groups applying to be members of the PDM SACCO
 - (ii)** Coordinate the delivery of technical support, training, mentoring and other business support services within the Parish.
 - (iii)** Review and approve the business plans and loan requests from the Enterprise Groups.
 - (iv)** Ensure Enterprise Groups develop and follow byelaws and are adhere to their core principles (regular meetings, regular savings, timely repayment and record keeping).
- (v)** Monitor the support provided to the groups to ensure that they are being used for the desired purpose in accordance with their business plans.
 - (vi)** Keep records of support to the Parish and support Enterprise Groups to maintain records.
 - (vii)** Prepare progress reports and share with the Sub-County Chief and the Parish Development Committee as well as all the groups on a quarterly basis.

- (viii)** Convene regular meetings with all Enterprise Groups in a parish as agreed in byelaws.
- (ix)** Conduct public mobilization and sensitization to generate awareness among potential members at the parish level in an effort to recruit more Enterprise Groups as its members.

g) Roles of Enterprise Groups and their membership

- (i)** Profile all group members as a means of determining their individual needs and what is needed
- (ii)** Select three (3) members from their executive to

represent them at the PDM SACCO assembly.

- (iii)** Institute democratic norms and practices such as regular meetings, member attendance and participatory decision-making
- (iv)** Formulate and implement group byelaws to regulate group activities, savings, and credit, etc.
- (v)** Institute saving practices and encourage all members to save
- (vi)** Manage savings and credit operations and systems including bookkeeping
- (vii)** Identify, articulate/resolve individual/common issues affecting the members

- (viii)** Support members in the development of household level business plans and aggregate them into Enterprise Group business plans
- (ix)** Approve households' business plans and requests for services
- (x)** Request for and pay Group loan within stipulated time
- (xi)** Monitor members in the implementation of their business plans

5

The Parish We Want to See



The Characteristics of a Model Parish we want to achieve

- Sustainable institutions (at Parish, District and National levels)
- Traceability and full accountability of all funds
- Measurable increased production and marketing of agricultural products
- Increased household incomes by participating subsistence households
- Increased value and volume of savings and credit
- Increased financial inclusion for women and youth
- Realization of the NRM Manifesto 2021-2026.

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