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**QUESTION 1**

**(a) Describe the major pillars of the parish development model.**

The Parish Development Model (PDM) is a government strategy or approach for organizing and delivering public and private sector interventions for wealth creation and employment generation at the parish level as the lowest economic planning unit to ensure support for more Ugandans to increase their demand for goods and services. It was conceived under the third Development Plan (NDP III) and predescribed by the NRM manifesto 2021-2026 as a last mile strategy for service delivery, improving incomes and welfare of all Ugandans at the household level, deepen the decentralization process, enable exclusive, sustainable balanced and equitable socio-economic transformation and increase accountability at local levels. Below are the major pillars of the parish development model;

1. **Production, Storage, Processing and Marketing;**

This Pillar is aimed at supporting the creation of more productive jobs and wealth for all Ugandans especially in the Agro- industrialization, 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. This pillar will emphasise the following; extension services for crop, animal husbandry and fisheries, training/ capacity building, organization-groups, associations and cooperatives, inputs such as seed, fertilisers, drugs, pesticides and machinery, water for domestic use and production, access to market among others.

1. **Financial Inclusion;**

The overall goal of the PDM Financial Inclusion Pillar will be to enable participation of subsistence households in the financial sector and hence the money economy. 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. Under this Pillar, PDM supports 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. 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) and appropriate loan financing. As such, the PDM Financial Inclusion Pillar shall have six components and these are; community Organisation, Business development services, payment systems, insurance, savings and low-cost loans using the parish revolving fund.

1. **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 such as; accessible community roads, improvement of choke points/bridges on community roads, upgrade community local markets, extension of safe water for domestic use, extension of power to communities, creation of free internet zones in communities, extension of the National internet infrastructure to the sub county, appropriate staffing to support ICT function in Local governments, and developing appropriate e-services to support the PDM.

1. **Parish Based Management Information System;**

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 are the primary data collectors under PBMIS, and 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) reflect a focus on the Parish in order to track results under the PDM. Its objectives are;

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

1. **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.

1. **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 consolidates delivery of these services at the grassroots level. Under this Pillar, relevant MDAs 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 construct and equip health centre (HCII), recruit critical staff as well as extension workers needed, strengthen infrastructure /facilities management, Provide and maintain safe and accessible water points, Support functional Village Health Teams (VHT), Construct/upgrade community primary schools, and Provide logistics and equipment for institutions (schools, Hospitals, Health centers).

1. **Mindset change, community mobilization and cross cutting issues;**

This pillar is intended to implement the Community Mobilisation and mindset change as well as the natural resources management land and water management programmes under the NDP III. The right mindset is a perquisite 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 utilization and management as well as reporting and accountability process. 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.

**QUESTION 1(b)**

**What lessons can be applied from Youth Livelihood fund and Emyooga to PDM.**

The Youth Livelihood Programme was a five-year rolling programme Financed by the government of Uganda, launched on January 24th 2014. It was designed as one of the interventions of Government in response to the high unemployment rate and poverty among the youth in the country. Its primary objective was to empower the target youth to harness their socio-economic potential and increase self-employment opportunities and income levels, however it also prioritised; entrepreneurship skills development, financial support for the youth to establish income generating activities, vocational skills and institutional support as well as supporting youth with knowledge and information for attitudinal change.

The Presidential Initiative on wealth and job creation (Emyooga) was launched in August 2019 as part of the broad government strategy targeting to transform 68% of homesteads from subsistence to market-oriented production with the overall objective of promoting job creation and improving household incomes. The presidential initiave on wealth and job creation has two major components which are;

* Establishment of zonal artisan/Jua kali parks implemented by office of the president.
* Setting up specialized funds (emyooga)-implemented by ministry of finance planning and economic development (microfinance support centre ltd).

**By focusing on the challenges and mistakes drawn from the youth livelihood and Emyooga, vital lessons can be brought forward into PDM to better streamline its success and these include:**

**Create awareness.** In the previous programmes, government did not create enough awareness to the people entitled to receive these funds and services which therefore found most individuals abruptly and were not ready for the outcomes of these programmes. Parish development model should create enough awareness to the individuals of the different parishes to make sure that people of the communities work hand in hand to the success of the development model.

**Minimizing political interferences:** Youth livelihood and emyooga were so much interrupted by political leaders that made them political platforms for transmitting their ideologies. This highly affected the works of these programmes. Parish Development Model should therefore minimize political interferences in order to achieve its objectives.

**Training circle managers & societies on the principles of the programe.** In order to increase the chances of the success of this programme, managers at the parish levels should be trained on the principles of the model. this was ignored in the youth livelihood and emyooga programmes and this led to their failure.ie as Abraham Lincolin said, “if I have 8 hours to cut a tree I should spend 6 hours sharpening my axe”.

**Follow up the progress of this model.** For youth livelihood and emyooga, government did not take the initiative of following up the progress of these programmes towards achieving their objectives, this should be emphasized in the parish development model to make sure that the programme achieves its objectives.

**Reduce bureaucracy.** Receiving these funds normally goes through a very long process which delays the implementation of these programmes. Government should minimize the red tape it goes through before making any decisions as well as giving out money so as to make the implementation fast.

**Follow the qualification guidelines specified by Ministry of finance, planning and economic development.** To reduce the amount of embezzlement of these funds, Government should make sure that before giving out money to these parishes, the guidelines stated by the ministry of finance are followed.

**Associations being formed hurriedly to receive quick cash.** Most of these SACCOs had no shared vision, objectives or goals establishing them. This should be a lesson to the youth development model ie it should have a shared vision to ensure its success.

**Reduce rush for results.** youth livelihood and Emyooga expected results in a very fast time period, of which the results and effect of these programmes could take some good years to yield results. Parish development model should be given enough time to operate so as to see the results of this model. Hon Lilian Aber (NRM, Kitgum district) observed that it was a lesson to us to take our time to implement government programmes of such a magnitude following the failure of Emyooga. Following reports of irregularities in the implementation of the programme, legislators were tasked to appraise the impact of the Emyooga funds in their constituencies within a week prior to commencement of the much anticipated Shs 490 billion Parish Development Model (PDM).

**No direct budget was provided to the district officers and other technocrats** who were understaffed and poorly remunerated for effective monitoring and supervision. This affected day-to-day operation of the SACCOs. The youth development model should therefore provide a budget before allocating funds to these individuals so as to avoid embezzlement of these funds. and monitored by the various accounting officers at the different district levels.

**QUESTION 1(c)**

**As an entrepreneurship student, how will you exploit the PDM?**

* **Creating a work team.**

This work team enables the aid from the PDM effective. Once my entrepreneurial project works and grows, I will need to hire other people and form a team which will help me get to know and learn new things and boost my business.

* **Register to join the SACCOs,**

Since parishes are required to collect data and inform the government where the homesteads are located and their exact number, I should take initiative to register my household with a SACCO if we are beneficiaries.

* **Make a business plan.**

For any legible beneficiary to access the PDM funds, they must have a business plan. So coming up with a business plan should be on my list as an entrepreneurship student if am to exploit this model. And in this case my business plan should be an agricultural project as the government is aiming at transforming the subsistence sector into a money economy.

* **Drawing lessons from the previous government interventions.**

Some of the previous government interventions in the job creation field such as Uganda Women Entrepreneurship Programme (UWEP) and Youth Livelihood Programme (YLP) suffered several setbacks like lack of coordination among stake holders and the public. One way to make sure such issues do not emerge again is to get involved with the new broad stake holder-public coordination in order to benefit from the PDM.

* **Create Awareness about the PDM in my homestead.**

There is a challenge of limited information required for successful implementation of the model. Since the PDM Funds will not be given to individuals but instead to homesteads, as an entrepreneurship student I should educate my homestead about the PDM. Sensitizing the public to understand that the PDM and how it will work so that citizens do not consider it as a mechanism for accessing free money from the government and misuse the funds for investing in different projects.

* **Register to join the SACCOS**

Since parishes are required to collect data and inform the government where the homesteads are located and their exact number, I should take initiative to register my household with a SACCO if we are beneficiaries.

* **Assess if my homestead is a beneficiary,**

Since the Parish Development Model is not for everyone, I should first asses if my homestead is a beneficiary. Beneficiaries are those that are in 39% households that are in a subsistence economy, for example producing for eating.

* **Make a business plan.**

For any legible beneficiary to access the PDM funds, they must have a business plan. So coming up with a business plan should be on my list as an entrepreneurship student if am to exploit this model. And in this case my business plan should be an agricultural project as the government is aiming at transforming the subsistence sector into a money economy.

* **Gathering data or information on the PDM.**

Data remains a major challenge in ensuring inclusive participation as a student in the different development activities. Since it is a parish-based management information system (PBMIS), it is therefore expected to provide socio-economic data that linked to the ministry of Gender, labor and social economic development for easy identification of the vulnerable and that is the individuals or groups so that appropriate responses are initiated to ensure I and my group or homestead is not left behind.