

PARLIAMENT OF UGANDA

REPORT OF THE COMMITTEE ON PUBLIC SERVICE AND LOCAL GOVERNMENT
ON

THE STATUS OF THE IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL IN
THE FY 2021/22

OFFICE OF THE CLERK TO PARLIAMENT
PARLIAMENT BUILDINGS
KAMPALA - UGANDA

March 2022

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CSOs	Civil Society Organizations
FY	Financial Year
HCII	Health Centre Twos
ICT	Information and Communication Technology
MDAs	Ministry, Departments and Agencies
NBFP	National Budget Framework Paper
NAADS	National Agriculture Advisory Services
NGOs	Non-Governmental Organizations
PDM	Parish Development Model
PRDP	Peace Recovery and Development Plan
PRF	Parish Development Funds
OWC	Operation Wealth Creation
SACCOSS	Saving and Credit Cooperatives Societies
UGIFT	Uganda Inter-Governmental Fiscal Transfers Programme
UWEP	Uganda Women Entrepreneurship Programme
YLP	Youth Livelihood Programme

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1.0 INTRODUCTION.

Rt. Hon. Speaker

The status of the implementation of the Parish Development Model (PDM) was laid by Hon. Magyezi Raphael, the Minister of Local Government on the 7th of December 2021 and was referred to the Committee on Public Service and Local Government in accordance with Rule 159 and 189 of the Rules of Procedure of Parliament. The Committee on Public Service and Local Government examined the status of the implementation of the model in detail, made inquiries and in accordance to Rule 159 and 189 hereby presents this report.

2.0 METHODOLOGY

The Committee;

- i) held consultative meetings with , and received submissions from the following stakeholders:
 - a) The Ministry of Local Government
 - b) Ministry of Gender, Labour and Social Development
 - c) Ministry of Agriculture, Animal Industry and Fisheries
 - d) Ministry of ICT & NG
 - e) OWC
 - f) Civil Society Budget Advocacy Group
 - g) Action Against Hunger
 - h) Food Rights Alliance
- ii) Reviewed relevant literature,
- iii) Made reference to relevant laws

3.0 BACKGROUND

In FY2021/22, Government sought to roll out the Parish Development Model as a national development strategy. The funds to finance the strategy were initially proposed to be mobilised from reallocations towards PRDP, Luwero-Rwenzori Development Programme, NAADs (Seedlings), Agri-Led (OWC), UCDA (Seedlings) as well as amalgamation of existing wealth funds such as Uganda Women Entrepreneur Programme (UWEP) and Youth Livelihood Programme (YLP).

UGX 453 billion was expected to be raised from the amalgamation. Of this, UGX 404 billion was to be used as revolving fund¹

¹ Ministry of Finance, Planning and Economic Development 2021. Ministerial Statement on the Parish Development Model

4.0 THE PDM SEVEN MAJOR PILLARS

The Parish Development Model is premised on the 7 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 mobilization, Mindset change and cross cutting issues (Gender, environment, Disability etc)
6. Parish based Management Information System
7. Governance and Administration



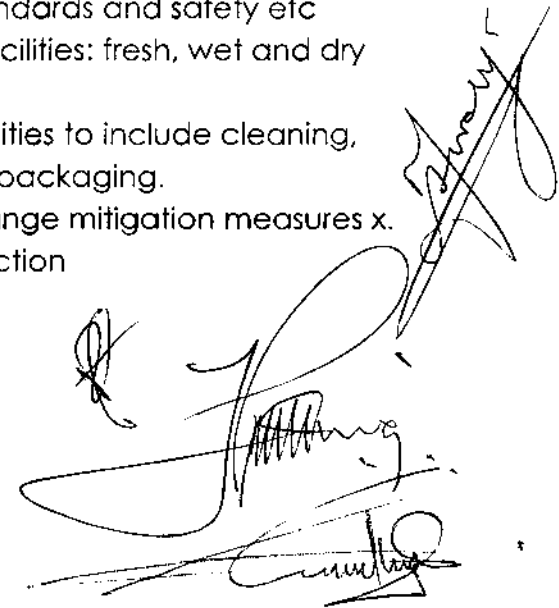
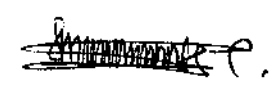
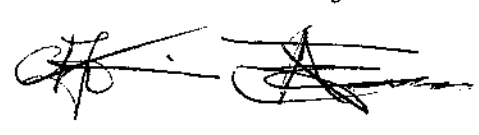
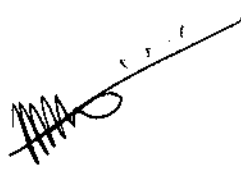
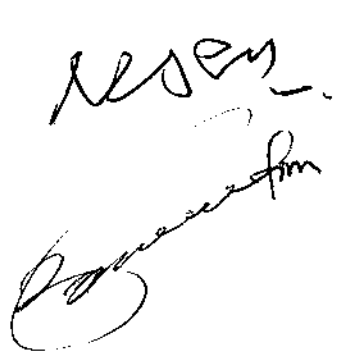
4.1 Pillar 1 Agricultural value chain development (Production, Storage, Processing and Marketing)

This Pillar is aimed at supporting the creation of more productive jobs and wealth for all Ugandans especially in the Agro-Industrialisation, Private Sector Development, Digital Transformation and Manufacturing Programmes under the NDP III.

Under this Pillar, government will roll out the e-Voucher for farm inputs, the e-Extension and e-Certification systems to strengthen service delivery at parish level. A farmer register will be developed and rolled-out in all parishes across the country to be managed by the parish chiefs, which will aid in building a national database of all farming households and regularly monitor their progress.

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

- a) Extension services: for crop, animal husbandry and fisheries
- b) Training/capacity building
- c) Organisation- groups, associations, cooperatives etc
- d) Inputs: seed, fertilisers, acaricides, drugs, pesticides, machinery etc
- e) Farm power and off-farm mechanisation
- f) Certification and regulation: for standards and safety etc
- g) Commodity Storage and Bulking Facilities: fresh, wet and dry goods
- h) Value addition and processing facilities to include cleaning, sorting, drying, manufacturing and packaging.
- i) Environment and other climate change mitigation measures x.
- Water: for domestic use and production
- xi. Access to Market



- j) Business Development Services
- k) Related digital services supporting production, storage, processing and marketing

4.2 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

4.3 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. 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 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.

The Committee was informed that 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.

4.4 Social Services

This pillar is aimed at the undertaking data and data collection on services in the parish to identify level of the service delivery, gaps and proposing the necessary remedial interventions.

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 Committee was informed that 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.

4.5 Community mobilization, Mindset change and cross cutting issues (Gender, environment, Disability etc)

The pillar is aimed at implementing a systematic approach of mentorship, counseling, mobilization of the Community members and identifying issues that affect them. This pillar puts people at the center stage of decision making on issues that affect the lives and participate in determining their pathways out of poverty.

The Committee was informed that the mindset is the prerequisite for stakeholders to take practical steps that transform the way of

working. This pillar shall focus on adoption of the right way of thinking and opinions of public officials at all levels including private sector players and communities.

The objectives and actions of this pillar are;

- a) Enhance effective mobilization of families, communities, and citizens for household economic empowerment
- b) Strengthen capacity of local government, CSOs, CBOs, NGOs, and the private sector for effective mobilization of the communities for the PDM implementation
- c) Enhance financial literacy for households
- d) Enhance participation and ownership of community initiatives
- e) Enhance household capacity in identifying local resources for addressing their needs
- f) Promote national values and change negative cultural practices and attitudes towards PDM activities
- g) Promote positive cultural beliefs and norms which enhance development
- h) Inculcate and promote positive thinking towards personal, family and the community.

4.6 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. Ministry of ICT and National Guidance 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;

- a) Provide a repository for operational, administrative and socio-economic data to guide in generation of work plans, budgets, and performance reports at Parish level
- b) Provide a platform for tracking the implementation of NDP III strategic interventions at the Parish level
- c) 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.

4.7 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.

The Committee was informed that this pillar shall prioritize the following undertakings:

- a) Establish the PDM implementation structures at the national and sub-national levels including establishing Parish Development Committees in each parish for the implementation of the PDM
- b) Support Local Governments in recruiting the Parish Chiefs for the implementation of the PDM
- c) Research and policy of PDM activities at both national and local level

Provide transparency and accountability mechanisms at the implementation level

5.0 COMMITTEE OBSERVATIONS AND RECOMMENDATIONS

1. Lack of a Parish Development Model Policy Framework

Currently, there is no clear policy that sets the overall tone of the implementation of the PDM. Some of the closest policy frameworks on which the PDM is premised include; the Constitution of the Republic of Uganda (1995 as amended) under article 176, (2b, d and e)² and the Local Government Act³ Section 95, 96 and 97. Unfortunately, these are not sufficient in setting the basis for developing the guidelines, development of an action plan and possibly the development of a clear and realistic implementation roadmap for the PDM. The

² The Constitution of the Republic of Uganda (1995 as amended)

³ the Local Government Act

Decentralization policies presented by the Minister do not regulate certain pillars like financial inclusion, infrastructure and mindset change under the model.

The Committee further observed that a clear policy framework for PDM will provide a vision, goals and principles to guide actions and implementation. The policy framework would clearly spell out the roles and responsibilities of each and every MDA, the governing framework on PDM, the oversight function, monitoring and evaluation and many others. Without the policy it will be very challenging to address some issues that may impede the PDM implementation and could lead to duplication of funding and services and further disoriented the public perceptions of the PDM.

Committee recommendation

Government should develop a comprehensive policy framework that sets and links PDM objectives to specific implementation modalities and targeted outputs and outcomes

2. Inherent inequities in the allocation formula of PDM funds:

The Committee observed that In FY2022/23, UGX 465.48 billion is earmarked for operationalization of the financial inclusion pillar (NBFP, FY 2022/23). However, the Committee notes that the criteria for allocation of the funds is not based on equity and may not be helpful to some parishes. Government is proposing to give parishes the same amount of money regardless of the variations in demographics and geographical size including unique needs of the various parishes and different poverty levels. The "one size fits all" criterion implies inherent inequity and unfairness.

Committee recommendation

Therefore, to promote equity and inclusivity, Government needs a clear equitable allocation formula for funds under the PDM that takes into consideration the different demographic, geographical and socio - economic dynamics.

3. Inadequate capacity and readiness of the PDM implementers:

The Committee noted that in FY2021/22, Government allocated UGX 200 billion for the recruitment of the Parish Chiefs across the country, establishment of the Parish Development Model Secretariat and development of the PDM guidelines. The Committee was informed that so far, 9,847 posts (93%) have been filled according to the Budget Committee Report on the NBFP FY2022/23. Despite this significant progress,

the capacities of the Parish Chiefs, Parish Development Committees, and the intended beneficiaries on the model have not been built. In addition, most Parish chiefs don't have offices from which to operate. The Committee further noted the magnitude of the Parish management functions, responsibilities and the higher expectation of the model which exerts a significant burden of expectation on the Parish Chiefs.

Committee recommendations

- a) Capacity building programs and retooling for the Parish Chiefs and Parish Development Committees on the PDM should be prioritized as they are the beacon of the model's success.**
- b) In future given the magnitude of the Parish management functions and responsibility, Government should consider upgrading the minimum qualification for the position of the Parish Chief to a level of degree holder.**

4. Limited public awareness of the Parish Development Model among the citizens, policy makers and policy implementers

The Committee was informed that, the Parish Development Model is meant to improve the livelihoods of the ordinary citizens living in the subsistence economy, however, many of the citizens/beneficiaries and policy makers are not fully aware about the concept and objectives of the model and their role and that of other stakeholders in its successful implementation. The Committee further noted that there no clear relationship between the PDM, the Sub County and the District, yet inherent functional synergies across the hierarchy of the Local Government is one of the preconditions for the successful implementation of the PDM.

Committee recommendations

- a) Government should invest in undertaking a well-coordinated citizens' awareness exercise and develop a clear dissemination road map of the PDM guidelines translated in the respective major local languages. The guidelines should be widely distributed by the Ministry of Local Government and other implementing Ministries, Departments and Agencies.**
- b) For an effective oversight for policy makers and policy implementers, its very critical that an orientation is done on PDM**
- c) While this strategy of PDM is appreciated and encouraged for the purpose of social economic transformation there is need for thorough explanation of the policy, legal and institutional**

framework to all stakeholders to enable successful implementation of the model.

- d) There is need to streamline and harmonize the policy and operational framework for the PDM for greater role clarity as a precondition for its success.*

5. Biased and selective focus on Pillar 3 on Financial Inclusion at the expense of other pillars

A lot of effort is being put on the Parish Revolving Fund which is the 3rd pillar (financial inclusion) of the Parish Development Model, yet there are other pillars which are equally important for the success of the model. Interventions under 3rd pillar are intended to promote savings and investment by households in activities with a potential for generating a production surplus. The specific interventions include:

- a) Establishment and capitalisation of the Parish Revolving Fund,
- b) Supervision of parish-based SACCOs by Uganda Microfinance Regulatory Authority (UMRA),
- c) Capitalisation of constituency-based SACCOs under the Presidential Initiative for Wealth Creation and Jobs (EMYOOGA) for households in the non-subsistence economy

The Committee noted that Pillar 5 on Mindset change and crosscutting issues, which would aid to prepare citizens and clarify upcoming concerns before funds are disbursed is not being given priority. The Committee further observed that the Parish Development Model may suffer the same fate as Plan for Modernization of Agriculture where more emphasis were put on Pillar 2 (NAADS).

Committee recommendations

- a) **Government should equally focus on changing the mindset of the implementers of the PDM and citizens while showing linkages of other pillars to each other to ensure complementarity.**
- b) **Government should equally prioritise other important pillars under the model.**

6. Poor coordination and linkages between MDAs and other stakeholders:

Improving coordination and linkages among the various MDAs and stakeholders is critical in the success of the Parish Development Model. The Committee observed that currently there are numerous Parish Development Model Implementation Guidelines e.g., Implementation Guidelines from the Ministry of Local Government (Feb 2022)

Operational Guidelines for Financial Inclusion Pillar by the MoFPED (Feb 2022) and Implementation Guidelines on Agriculture from the Ministry of Agriculture Vol.1 (without start and end date). This will lead to duplication in planning and budgeting thereby increasing the cost of implementation. This will further encourage the silo approach in implementing Government programme which the NDP III is posed to address.

Committee recommendation

Government should harmonize and consolidate various guidelines that will help in the implementation of the model taking into account monitoring and evaluation.

7. Inadequate funding in the FY 2022/23

The Committee noted that with exception of Pillar 3 on Financial Inclusion, other pillars of the Parish Development Model will continue to be funded under existing arrangements⁴, there is no more funding to be availed for the other pillars in the FY 2022/23. The 2nd Budget Call Circular dated 15th February 2022 stated on page 10, "... **apart from the financial inclusion Pillar that has been allocated a total of UGX 1,050Bn, all accounting officers of MDAs in charge of the seven pillars should rationalize and budget for Parish Development Model activities under their respective jurisdictions as no additional resources will be allocated.**"⁴. The Committee further noted that budget for Parish Development Model activities under other MDAs remain unfunded priorities in the Budget Framework Paper for 2022/23 presented to Parliament as highlighted in the table 1 below.

Table 1 PDM Unfunded Priorities under different MDAs

No	Ministry, Agency and Departments	Funding gaps (Shs)
1	Ministry of Agriculture, Animal Industry and Fisheries	1.2 Trillion
2	Ministry of Works and Transport	1.5 Trillion
3	Ministry of Education and Sports	1.397 Trillion
4	Ministry of Gender, Labour and Social Development	36.0 Billion
5	Ministry of Information, Communications Technology and National Guidance	70.6 billion
6	Ministry of Local Government	25.0 Billion

⁴ Ministry of Finance, Planning and Economic Development Second Budget Call Circular to Accounting Officers

Committee Recommendation

Government should provide sustainable funding for the rest of the pillars for successful implementation of the model since all the pillars are complementary to each other.

8. Contradictions of Programmes by MDAs

The Committee observed that Pillar 4 on social services also proposes the construction and equipping of health center IIs in every Parish yet Ministry of Health is also facing out HCIIIs and upgrading others to HCIIIs in Sub-counties where there are no HCIIIs under UGIFT program.

Committee recommendation

- a) The coordination function and linkages among stakeholders need to be streamlined to avoid in carrying out government programs for implementing Government MDAs.***

9. Emerging Issues

Parish Development Model is not taking into consideration other emerging issues like climate change. Most households in Uganda are engaged in smallholder farming activities as a means of supporting their livelihoods, highly depending on the unpredictable weather patterns. As such, farmers face harsh effects of climate change which limits their capacity to increase production and productivity. The impact of climate change arising from unprecedented destruction of the ecosystem (environment and natural resources) like mass deforestation, building in wetlands, degradation of the hills, mountains and rangelands, poor waste management resulting into pollution among others is bound to jeopardize farming activities.⁵ If these harmful human practices on the environment are not addressed, these will affect success of the Parish Development Model implementation.

Committee recommendations


- a) Government should streamline and integrate climate change adaptation interventions in PDM to ensure the conservation of the environment.***
- b) Capacity building for farmers should integrate climate change adaptation and adoption of climate-smart and nutrition-sensitive agricultural technologies, management practices and innovations even as they acquire the revolving fund to improve on productivity.***

⁵ ACODE (2021). The Parish Development Model: Climate Change Issues, September 2021


10. Lack of linkage between Parish Development Model and other existing systems

Whereas Government has devised the PDM to ensure strategic social economic transformation there are still other interventions aimed at uplifting citizens out of poverty which are still active at various levels. For example, Emyooga remains at County level and Youth Livelihood, UWEF and OWC are at sub-county levels.

Committee recommendations

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- a) Since Government is of the view the PDM will deepen decentralization, all funds under other social – economic interventions should be amalgamated and channeled through the PDM.
 - b) There is need to restructure those other ongoing parallel development interventions and integrate them into PDM.

11. Inadequate recovery rates of revolving funds initiated by Government in the past



The Committee observed that on several occasions, government provided revolving funds such as Entandikwa, Emyooga, Youth Livelihood Programme and Uganda Women Entrepreneurship Programme to alleviate poverty, yet such funds have been construed by the citizenry as donations from government. This has impeded repayment and recovery.

Under the Parish Development Model pillar on financial inclusion, government proposes to establish a Parish Revolving Fund that will lend to parish SACCOs. Each of the SACCOs was scheduled to receive UGX 38.16 million in FY2021/22⁶. The Parish SACCO is supposed to coexist with Emyooga which are constituency based SACCOs. Each of these Constituency Saccos was allocated UGX 30 million.

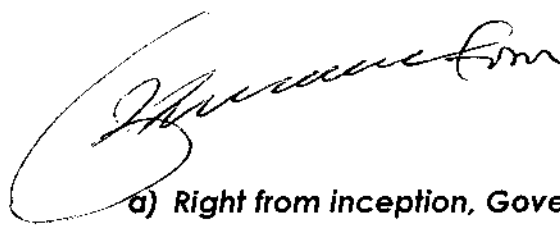
Concern is raised on the fact that revolving funds set up by government have poor recovery rates. For instance, in FY2019/20, the Youth Livelihood Programme has so far recovered only UGX 37.04 billion (40%) out of UGX 93.3 billion disbursed while the Uganda Women Entrepreneurship Fund only recovered UGX 16.9 billion (23%) out of UGX 66.7 billion disbursed⁷.

Committee recommendations



⁶ Minister of Finance, Planning and Economic Development, 2021 Ministerial Statement on the Parish Development Model


⁷ Office of the Auditor General, 2021. Report of the Auditor General to Parliament for the Financial Year ended 30th June 2020

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- a) **Right from inception, Government should make it clear and sensitize the citizen that the funds under revolving funds are not free donations**
- b) **Government should come out with clear fund recovery strategy of the funds being disbursed.**

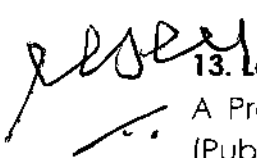
12. Inadequate entrepreneurial capacity of the citizen

The Committee observed that, though there were previous government interventions to improve citizens' socio-economic conditions, the issues of building the entrepreneurial capacity of the population adequately has been lacking. This is been identified as one of the reasons for the poor performance of some of the previous interventions. The committee further observed that many enterprises identified by some of the beneficiaries under the previous interventions were not within their knowledge and ability, leading to poor performance and in most cases collapsing of the enterprises. This is one of the causes of poor recovery of previous funds.

Committee recommendation



Government should adequately build the entrepreneurial capacity of citizens before disbursing funds so as to ensure optimal utilization of resources in pursuit of national development objectives and avoid the pitfalls of previous similar development interventions.


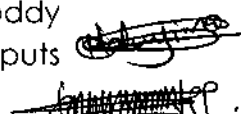


13. Lack of clarity on procurement

A Procuring and Disposing Entity is required under the Local Governments (Public Procurement and Disposal of Public Assets) Regulations 2006, to keep records and papers relevant to all procurements and disposal activities. The Committee observed that there is lack of clarity on how procurement shall be undertaken under the PDM. Whether the community procurement principles apply, or will PPDA guidelines be followed is not clear under the model. Without proper procurement plan, the procurement of goods and services will be exposed to risk characterized by irregular sourcing of suppliers, shoddy works, substandard quality of goods and services, inflated cost of inputs among others.

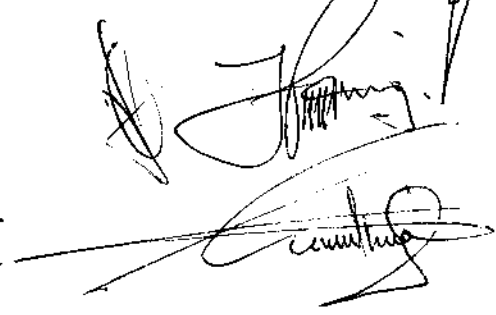


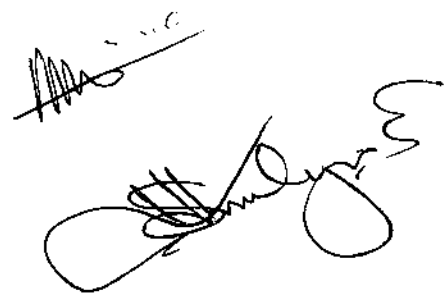
Committee recommendation

In order to achieve value for money, Government should issue a proper guideline on the procurement of goods and services under the PDM.



14. Lack of facilitation for the Parish Development Committees

The Committee observed that Parish Development Committee structures in the past programmes like Uganda's Poverty Eradication Action (PEAP) were



disbanded due to lack of facilitation. Previous programs were only provided with functional funds leaving out funds for facilitation hence poor implementation of the past interventions.

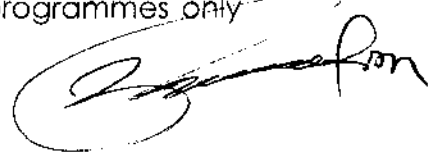
Committee recommendation

Government should consider providing some minimal facilitation to the Parish Development Committee members to ensure smooth implementation the programme.



15. Failure of the previous interventions

Since 1987, Government has implemented various interventions to reduce poverty in Uganda. These include; the rural farmer's scheme (1987), Entandikwa scheme (1996), the Poverty Eradication Action Plan (PEAP) (1990), Kulembeka (To tap) (2001), Prosperity for All programme (Bonna Bagagawale) 2007, Operation Wealth Creation (2011), Emyooga 2020, Youth Livelihood Programme and Uganda Women Entrepreneurship Programme. The Committee observed that those interventions have not positively impacted on the long term poverty situation in the rural and urban communities. Poverty levels continue to be high at 39% despite the interventions. There is a need to appreciate the fact that poverty eradication is a responsibility of the poor themselves and government programmes only supplement their cause.



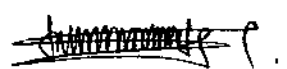
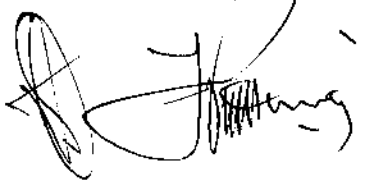
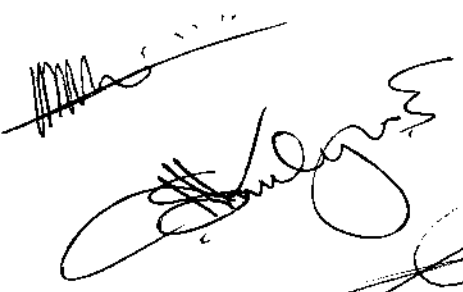
Committee recommendations



- a) **Government should develop an effective programme that must approach the problem of poverty eradication from the household level (micro level) and not Macro level by involving the locals to contribute in decision making about what best can done to change their conditions.**
- b) **National planners and implementers of poverty eradication programmes should design poverty eradication programmes that are demand driven and therefore make the poor at the forefront of the planning process through community level dialogue and consultation.**

6.0 CONCLUSION

The implementation of the Parish Development Model should deliberately focus on uplifting the socio-economic condition of households. This requires equity and inclusivity, transparency and accountability, non-partisanship and a national outlook. This requires capable leadership at the various levels, a competent and responsive civil service at implementation and beneficiary and community involvement at the grassroots. . PDM should be incremental,

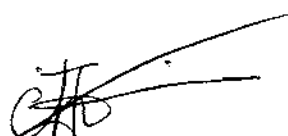
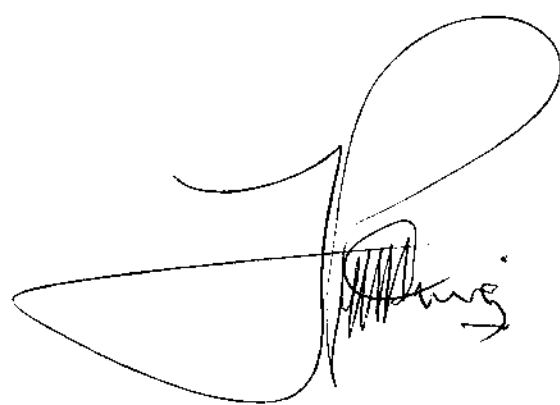
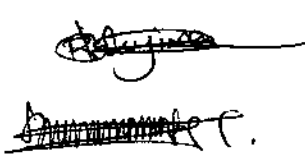
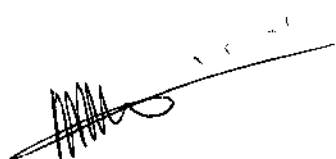


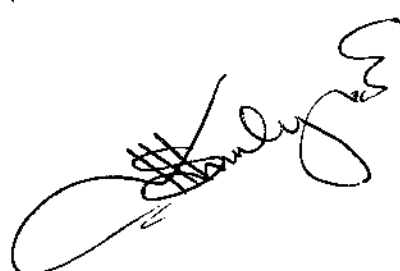
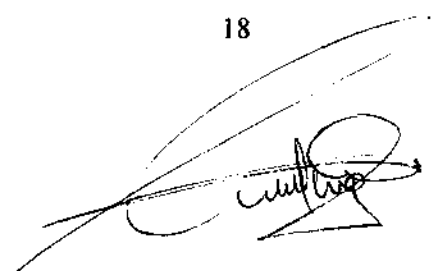



building on the successes of the preceding development interventions and learning and avoiding the pitfalls that plagued those earlier interventions. In addition, Government should normalize regular evaluation of the impact of PDM to enable timely and strategic readjustments. This requires a functional design, monitoring and evaluation component.

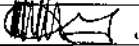


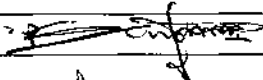
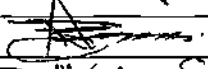
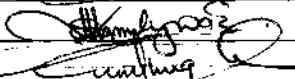
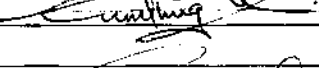
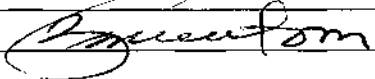

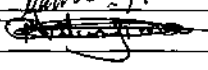
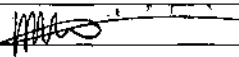
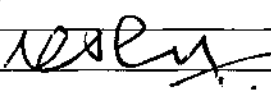
Rt. Hon Speaker and Hon. Member

I beg to move


reply 

**MEMBERS OF THE PUBLIC SERVICE AND LOCAL GOVERNMENT WHO SIGNED THE REPORT
ON THE STATUS OF THE IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL IN THE FY
2021/22**

No	Name	Signature
1	Hon. Onzima Godfrey C/P	
2	Hon. Apolot Christine D/CP	
3	Hon. Natukunda Midius	
4	Hon. Chelimo Reuben Paul	
5	Hon. Kunihiro Abwoli Agnes	
6	Hon. Madoi Isaac	
7	Hon. Twinobusingye Jovanice	
8	Hon. Bwire Sanon	
9	Hon. Adriko Yovan	
10	Hon. Acan Joyce Okeny	
11	Hon. Kitanywa Sowedi	
12	Hon. Mugabe Martin Muzaale	
13	Hon. Byarugaba Alex	
14	Hon. Koryang Baatom	
15	Hon. Biraaro Gashanga Ephraim	
16	Hon. Wanyama Micheal	
17	Hon. Wandwasi Robert	
18	Hon. Wokorach Simon Peter	
19	Hon. Katusabe Godfrey Atkins	
20	Hon. Muhindo Harold	
21	Hon. Emigu Julius Peter	
22	Hon. Naluyima Betty Ethel	
23	Hon. Lwanga Jimmy	
24	Hon. Nambooze Teddy	
25	Hon. Nakabuye Juliet Kakande	
26	Hon. Nyangweso Dennis	
27	Hon. Okabe Patrick	
28	Hon. Isingoma Patrick Mwesigwa	
29	Hon. Komol Emmanuel	
30	Hon. Namutaawe Joan	