



Brovad Hotel - Masaka

STAKEHOLDER WORKSHOP TO STRENGTHENING THE ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN EXTENSION SERVICES AND MANAGEMENT OF AGRO-PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL**

GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026



Overall Objective

To strengthen the role of Production and Commercial Officers in extension services and management of Agro-processing facilities for effective implementation of the Parish Development Model in the Greater Masaka Sub-region

Specific Objectives

- 1 To enhance the capacity of Production and Commercial Officers in delivering effective agricultural extension services under the Parish Development Model (PDM).
- 2 To strengthen skills in the operation, supervision, and management of agroprocessing facilities at the local government level.
- 3 To improve coordination and support for value addition, commercialization, and market access for parish enterprises.
- 4 To equip officers with knowledge and practical approaches for monitoring, supervision, and sustainability of agro-processing initiatives.
- 5 To promote stakeholder collaboration and information sharing for effective implementation of PDM interventions in the Greater Masaka Sub-region.
- 6 To strengthen the role of Production and Commercial Officers in supporting farmer groups, cooperatives, SACCOs, and parish-based enterprises for increased household incomes and local economic development.

OUR VISION: An effective and efficient Local government system that provides quality, equitable and sustainable services to the population of Uganda.

OUR MISSION: To coordinate and support Local Government in a bid to provide efficient and sustainable services, improve the welfare of all the people and eradicate poverty in Uganda.

OUR MANDATE: To guide, inspect, monitor and advocate for all Local Governments in support of the overall vision of the Government to bring about social-economic transformation of the country.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June- 2026

Continued..



Expected Outcomes from the Workshop

- 1 Enhanced Capacity:** Production and Commercial Officers better equipped to deliver effective agricultural extension services under PDM.
- 2 Strengthened Skills:** Improved ability to operate, supervise, and manage agroprocessing facilities at the local government level.
- 3 Improved Coordination:** Stronger support for value addition, commercialization, and market access for parish enterprises.
- 4 Increased Practical Knowledge:** Enhanced tools for monitoring, supervising, and ensuring sustainability of agro-processing facilities.
- 5 Improved Collaboration:** Strengthened information sharing among local governments, farmer groups, financial institutions, and development partners.
- 6 Strengthened Support:** Enhanced support to parish enterprises aimed at increasing household incomes and advancing local economic development.



Mr. Namara Anthony,
Commissioner LED- MoLG

Representing the Permanent Secretary, Mr. Ben Kumumanya, the Commissioner for Local Economic Development, Mr. Namara Anthony, conveyed greetings from the Hon. Ministers of Local Government and the Permanent Secretary, who was unable to attend due to official engagements related to the handover and takeover of ministerial offices.

He noted that the workshop was deliberately organized in the Greater Masaka Sub-region because of its strategic contribution to Uganda's economy and its significance in the implementation of the Parish Development Model (PDM).

In his communication, the Permanent Secretary emphasized the critical role played by local government technical officers in the successful implementation of PDM.

He observed that the goal of transitioning households from subsistence production to the money economy largely depends on the commitment, professionalism, responsiveness, and effectiveness of technical officers at the local level.

Mr. Namara reiterated H.E. the President's guidance on hard work, accountability, and zero tolerance for corruption in public service. He expressed concern over challenges such as absenteeism, delayed response to community needs, poor customer care, and corruption, noting that these continue to undermine service delivery and public confidence in government programmes.

He further underscored the important role of production officers, commercial officers, extension workers, and other technical personnel in driving local economic development through enterprise development, value addition, market linkages, technical support, and management of agro-processing facilities. He called upon extension workers to strengthen their presence in communities and provide the technical guidance required by farmers to improve productivity and incomes.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
 ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
 EXTENSION SERVICES AND MANAGEMENT OF AGRO-
 PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
 OF THE PARISH DEVELOPMENT MODEL
 GREATER MASAKA SUB-REGION
 BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

Continued..



Ms. Ruth Kashaga
 Development Officer LED - MoLG

Ms. Ruth Kashaga presented the objectives of the workshop. She informed participants that the engagement had been convened to strengthen the role of Production and Commercial Officers in extension service delivery and the management of agro-processing facilities for the effective implementation of the Parish Development Model (PDM). She emphasized that production is the first pillar of PDM and serves as the foundation for value addition, commercialization, and market access. According to Ms. Kashaga, strengthening the capacities of technical officers is critical to improving extension service delivery, enhancing the management and utilization of agro-processing facilities, and promoting peer learning among local governments.

“Production is the first pillar of the Parish Development Model. Without effective production, extension support, value addition, and market access, the transformation of households from subsistence to the money economy cannot be achieved, “ Ms. Kashaga noted.



On the management of agro-processing facilities, she observed that many facilities established by Government and development partners continue to face challenges related to management, supervision, and sustainability. She noted that while some facilities are not operated in accordance with established guidelines, others remain underutilized despite their potential to support local economic development.

To illustrate the benefits of proper management, Ms. Kashaga cited a coffee-processing facility established under the Community Agricultural Infrastructure Improvement Programme (CAIIP), where effective leadership and management enabled the beneficiary community to acquire additional equipment, improve value addition, and expand market access.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June- 2026

Continued..



Mr. Robert Ssendegeya,
Research Officer- PDM Secretariate

Mr. Robert presented the status of PDM implementation in the Greater Masaka Sub-region. He explained that the Parish Development Model, approved by Cabinet in 2021, is Government's flagship strategy for transitioning households from subsistence production to the money economy.

He noted that despite the country's agricultural potential, many households remain trapped in subsistence production due to low productivity, poor farming practices, limited value addition, and the failure to treat agriculture as a business enterprise.

“The Parish Development Model is not merely a financing programme; it is a comprehensive strategy aimed at transforming households from subsistence production to active participation in the money economy through increased productivity, commercialization, and wealth creation” Mr. Ssendegeya emphasized.

The presentation highlighted the importance of household profiling through the Parish Development Management Information System (PDMIS), which serves as the primary tool for identifying beneficiaries and tracking progress. He reported that the proportion of poor households has reduced from 39 percent to 33 percent, indicating gradual progress towards the programme's objectives.



Mr. Ssendegeya further explained that the seven pillars of PDM are interdependent and must function collectively to achieve sustainable socio-economic transformation. However, he observed that Pillar Five on Mindset Change remains one of the most challenging components of implementation, with some stakeholders expressing concern about its effectiveness.

On the Parish Revolving Fund, he noted that loan repayment levels remain low in several Local Governments, which threatens the sustainability and revolving nature of the fund. He reminded participants that the fund attracts an interest rate of six percent per annum, calculated on a pro-rated basis according to the period the funds have been utilized.

The presentation also highlighted the role of Community-Based Facilitators and Parish Technical Committees (PTCs), which were introduced to complement the limited number of extension workers and technical staff at the local level. While these structures have contributed to implementation efforts, concerns were raised regarding the lack of clear remuneration mechanisms to support their continued engagement.

**STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026**

Continued..



Issues Raised by Participants to Ssendegeya's presentation and Responses:

| Issue | Response |
|--|--|
| Remuneration of CBFs and PTCs unclear | No dedicated funding currently; facilitators expected to benefit indirectly through training, demonstration activities, and value chain participation. |
| Community Development Officers lack facilitation | Government policy does not provide additional funding; Accounting Officers directed to mainstream PDM into existing LG plans and budgets |
| Loan recovery enforcement | Responsibility rests with Enterprise Groups and Parish SACCOs; groups with poor recovery risk exclusion from future capitalization |
| Mindset change challenges | Mindset change is a gradual process requiring continuous engagement and sensitization using PDM structures. |
| Population disparities in parishes | Government is developing mechanisms to better align capitalization with parish population data and actual needs. |
| Agricultural risks affecting repayment | Discussions ongoing regarding agricultural insurance arrangements for PDM beneficiaries |
| Climate change impacts | Communities encouraged to identify priority interventions including irrigation through parish planning processes |
| Diversion of PDM funds | Continuous beneficiary training, sensitization, and monitoring are essential; individual responsibility remains critical. |



**STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026**

Continued..



Mr. Namara Anthony,
Commissioner LED- MoLG

Mr. Stephen Tumwine delivered a presentation on effective agricultural extension approaches for farmer empowerment in the Greater Masaka Region. He emphasized the need to move away from traditional lecture-based methods towards more participatory and farmer-centered approaches that encourage practical learning, knowledge sharing, and enterprise development.

He highlighted the critical role of extension workers as frontline agents of agricultural transformation and stressed the importance of collaboration between production and commercial departments to support farmers throughout the entire value chain, from production to marketing.

“Extension services should not be about talking to farmers; they should be about working with farmers. When production and commercial officers work together, farmers are better equipped to increase productivity, add value, and access markets,” Mr. Tumwine noted.

The presentation outlined several effective extension approaches, including Farmer Field Schools (FFS), where farmers learn through practical demonstrations and hands-on experience; demonstration farms and model farmers, which showcase improved technologies and best practices; and group-based extension approaches that utilize farmer groups, cooperatives, and producer organizations to improve outreach and reduce service delivery costs.

Mr. Tumwine also emphasized participatory extension approaches that involve farmers in identifying challenges, planning interventions, and evaluating results. In addition, he highlighted the growing importance of ICT and digital extension services, including mobile phone advisory services, radio programmes, WhatsApp farmer groups, and online learning platforms.

The presentation further explored market-oriented extension approaches that focus on enterprise profitability, value addition, and market access, as well as public-private partnerships that leverage the strengths of government, the private sector, development partners, and civil society organizations to support farmers.

He concluded by noting that effective extension services should empower farmers economically, socially, institutionally, and technically, enabling them to make informed decisions and sustainably improve their livelihoods.

To illustrate the importance of teamwork, Mr. Tumwine displayed an image of ants collectively carrying a large leaf. Participants interpreted the image as a symbol of teamwork, coordination, communication, and shared responsibility. They observed that just as ants work together towards a common goal, successful implementation of agricultural programmes requires strong collaboration between departments, clear leadership, effective communication, and collective effort. Participants particularly emphasized that production and commercial departments must work closely together to deliver meaningful results for farming communities

Key Audience Questions and Responses:

| Question/Concern | Response |
|--|--|
| Legal framework for PPPs in extension | Six existing documents available: LED Policy (2014), LED Strategy (2026-2031), PPP Act, PPP Policy, National PPP Guidelines, and PPP Guidance for Local Government (2023). |
| Unregulated private extension services | Local governments have power to create ordinances and bylaws; MoLG has communicated requirements for LGs to pass ordinances on key enterprises |
| Successful farmers excluded from PDM targeting | Banking partners invited to share products that could support all categories of farmers |
| Old motorcycles becoming dangerous | Noted as a key action area for policy advocacy on tools, gadgets, and worker safety. |
| RDC radio airtime restricted to security | Some LGs (e.g., Zombo) reported using RDC airtime free of charge every Wednesday – cited as a best practice |
| Harvesting green coffee | The PS of Local Government has communicated requiring all LGs to create ordinances on major enterprises. |

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June- 2026

Continued..



Mr. Ssendendo Lawrence
Development Officer, LED Department

Mr. Ssendendo delivered a presentation on the strategic management and sustainability of agro-processing facilities, including milling machines, milk coolers, coffee hullers, rice hullers, and other value addition equipment. He emphasized that sustainability should be considered at the planning and acquisition stage rather than after equipment has broken down or become non-functional.

“The sustainability of an Agro - processing facility begins long before the machine is installed. If we do not plan for raw materials, maintenance, power supply, and management systems from the outset, the facility is unlikely to achieve its intended purpose,” Mr. Ssendendo noted.

He outlined several key strategies for ensuring the effective management and long-term sustainability of Agro-processing facilities. First, he emphasized the importance of proper location, noting that facilities should be established in areas with sufficient production volumes to guarantee a steady supply of raw materials.

He further highlighted the need to support farmers through incentives such as improved seeds, fertilizers, extension services, capacity-building initiatives, and transportation support to ensure consistent production and supply of quality raw materials.

On maintenance, Mr. Ssendendo stressed that routine servicing and spare parts management should be integrated into standard operating procedures to minimize downtime and prolong the lifespan of equipment. He also underscored the importance of power stabilization through the use of generators, stabilizers, and surge protectors, while encouraging local governments to engage electricity providers to address power-related challenges.

The presenter also noted that supporting infrastructure, particularly road networks, plays a critical role in the operation of Agro-processing facilities. He reminded participants that local governments have the mandate to engage the Ministry responsible for works and transport on road challenges that affect production and market access.

To strengthen supply chain management, Mr. Ssendendo called for increased deployment of extension workers to support farmers in improving both the quantity and quality of raw materials. He emphasized the need for capacity building across the entire value chain to ensure that facilities receive adequate and consistent supplies.

He further highlighted the importance of establishing and enforcing regulatory frameworks, including bylaws and ordinances, to support facility management and quality standards. Collaboration with relevant regulatory agencies was encouraged to address the challenge of substandard equipment entering the market.

On investment and expansion, Mr. Ssendendo encouraged local governments to leverage Public-Private Partnership (PPP) frameworks to attract private sector actors to establish and operate Agro-processing facilities on local government land, thereby enhancing value addition, job creation, and local economic development.

Participants appreciated the practical strategies presented and noted that sustainable management of Agro-processing facilities is essential for promoting value addition, increasing farmer incomes, and supporting the objectives of the Parish Development Model.



**STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026**

Continued..

Key Issues Raised by Participants on Agro-Processing Facilities:

| Issue | Response/ Resolution |
|---|---|
| Masaka City has no APF five years after becoming a city | Local governments must write to REA and electricity providers; issue to be presented to National Propagation Team |
| Facilities given under political influence | Land ownership documents (titles) must be verified before handover; local governments must be involved in handover processes. |
| Lack of enforcement capacity for bylaws. | Parish-level structures exist (Parish Chief, PISO, police); CAO has responsibility to activate these teams |
| Need for scaled-down machinery for lowproduction areas. | Valid suggestion for capacity building, though government prefers proven models. |
| RDC radio airtime restricted to security | Some LGs (e.g., Zombo) reported using RDC airtime free of charge every Wednesday – cited as a best practice |
| Lack of economic profiles in most LGs. | Urgent action required – without economic profiles, LGs cannot attract investors. |



Mr. Daniel Muganga,
Financial Inclusion Support Unit (FISU)
Ministry of Finance, Planning & Economic Development

Mr. Daniel delivered a presentation on financial inclusion and the sustainability of government livelihood programmes, particularly the Parish Development Model (PDM), Emyooga, and the Youth Livelihood Programme.

He defined financial inclusion through three key dimensions: access to financial services, accessibility of those services by beneficiaries, and the actual usage of financial products and services. He noted that while government has made significant progress in expanding access to financial services, the long-term sustainability of the programmes depends on how effectively beneficiaries utilize and manage the resources provided.

“Financial inclusion is not simply about giving people access to money; it is about ensuring they can use financial services responsibly, build assets, grow enterprises, and sustain their livelihoods beyond government support,” Mr. Muganga emphasized.

The presentation highlighted Government's decision to channel PDM and Emyooga funds through legally recognized institutions such as Tier 4 Microfinance Institutions and Cooperatives. He challenged participants to consider whether SACCOs and enterprise groups established under these programmes can survive independently after government funding ceases. Key indicators of sustainability, he noted, include the ability to cover operational costs, generate profits, and continue providing services to members over time.

Mr. Muganga identified several challenges affecting the sustainability of the programmes. He observed that many beneficiaries still perceive PDM and Emyooga funds as free government money rather than revolving funds that must be repaid. This mindset has contributed to low loan recovery rates, threatening the sustainability of the revolving fund model.

He further cited weak savings culture among beneficiary groups, poor financial literacy, inadequate data management systems, weak market linkages, untimely credit disbursement, and limited collaboration between production and commercial departments as key obstacles to achieving programme objectives. He stressed that without accurate data on beneficiaries, enterprises, and repayment performance, local governments cannot effectively guide implementation or recovery efforts.

Referring to the vision of the Parish Development Model, Mr. Muganga noted that by the fifth year of implementation, each parish is expected to have approximately UGX 800 million circulating within households through productive investments and revolving funds. He reminded participants that the President has consistently called for evidence demonstrating whether the funds are working and producing measurable improvements in household incomes and wealth creation.

To strengthen sustainability, Mr. Muganga proposed several interventions, including making savings a mandatory practice among beneficiary groups, aligning credit disbursement with agricultural production cycles, strengthening financial literacy training, improving access to the Parish Development Management Information System (PDMIS), promoting agricultural insurance, enhancing collaboration between production and commercial departments, and guiding beneficiaries towards enterprises that are suited to their local environments and market opportunities.

He concluded by emphasizing that sustainability will only be achieved when beneficiaries, technical officers, SACCO leaders, and local governments collectively embrace financial discipline, accountability, and enterprise development as central pillars of economic transformation.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE ROLE OF PRODUCTION AND COMMERCIAL OFFICERS IN EXTENSION SERVICES AND MANAGEMENT OF AGRO-PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL GREATER MASAKA SUB-REGION BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

Continued..



Data Points Shared

| Indicator | Detail |
|---|--|
| PDM initial disbursement per parish | 100 million shillings (400 households) |
| Target per parish by end of year five | 800 million shillings |
| Annual additional release per parish | 100 million shillings |
| Grace period for PDM loan | 3 Years |
| Current repayment rate (Greater Masaka) | Approximately 98%+ not repai |
| Interest rate on PDM loans | 6% per annum |

Questions and Answers Session to Muganga's presentation

| Question | Response |
|--|---|
| Top-down implementation vs. local context – is responsible credit framework actually working | Feedback on PDM processes and guidelines is acceptable and should come through. Group mentorship will inform how groups utilize mentorship to enforce recovery |
| Grace period logic for shortterm projects – why give 2-3 years for short-term projects? | Grace period framework is designed to allow enterprises to mature. For short-term projects, there is flexibility. The guidance is being reviewed to address different enterprise cycles. |
| Interest calculation for early repayment – confusion about whether someone pays interest for two years regardless of period. | Interest rate is 6% per annum. If you pay within one year, you pay only for that one year. The calculation is pro-rated based on the actual period the money has been held. There is no fixed 30-month requirement for everyone. |
| Responsible credit and the role of parish chiefs | Initially any household could pick any amount based on a business plan, but they have since guided that they should be given 1 million shillings. The key is utilization of funds. There are circles across the country that are already on a sustainable path and paying back funds. |

KEY ISSUES, CONCERNS, AND RECOMMENDATIONS FROM GROUP WORKS



STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June- 2026

Continued..



Key Issues Raised by Participants

- 1 Inadequate Staffing: Many approved positions remain unfilled, affecting effective service delivery. In some areas, the extension worker-to-farmer ratio stands at approximately 1:4,000 households.
- 2 Non-Functional Agro-Processing Facilities: Many APFs located in rural areas lack access to electricity, limiting functionality. Masaka City has had no APF for five years since becoming a city.
- 3 Low Loan Repayment Rates: The repayment rate for PDM funds in Greater Masaka is approximately 98% outstanding. The grace period for the first disbursements (FY 2022/2023) has now passed.
- 4 Poor Coffee Quality: Proliferation of uncoordinated players registering farmers outside UCDA framework; uncertified coffee seedlings being sold along roads; harvesting of green coffee continues unchecked.
- 5 Lack of Economic Profiles: Very few Local Governments have developed economic profiles, limiting their ability to attract investors and position themselves strategically.
- 6 Inadequate and Untimely Funding: Funding for extension activities is often inadequate or arrives outside agricultural seasons. Credit disbursement is not tied to agricultural seasons.
- 7 Hard-to-Reach Areas (Kalangala): Kalangala District faces unique geographical challenges as an island district, including poor connectivity and staff welfare concerns.
- 8 Motorcycles Without Number Plates: Motorcycles donated by OPM have had number plates removed, leaving them parked and unused in LGs.
- 9 Poor Data Collection: Inaccurate parish profiling and poor data collection hinder identification of subsistence households and proper targeting of beneficiaries.
- 10 Diversion of PDM Funds: Some beneficiaries divert funds to non-productive activities (including alcohol consumption) instead of investing in approved enterprises.
- 11 Misuse of RDC Radio Airtime: In some districts, RDC airtime is restricted to security issues only, with invoices issued for extension programmes.
- 12 Climate Change and Prolonged Dry Spells: Increasing occurrence of prolonged droughts and unpredictable rainfall patterns affecting agricultural productivity.

Other Cross-Cutting Issues Affecting Farmers

- » Poor farmer mindset towards agriculture and adoption of improved practices.
- » Weak farmer organization structures and limited collective marketing.
- » Inadequate ICT infrastructure and poor network connectivity in rural areas.
- » Poor road network affecting evacuation of raw materials and finished products.
- » Weak enforcement of ordinances and bylaws, particularly on green coffee harvesting.
- » Limited access to markets and post-harvest handling facilities.
- » Inadequate financial literacy among beneficiaries.
- » Unregulated private extension services giving conflicting advice to farmers.



**STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026**

Continued..

Recommendations and Way Forward:

| Recommendation | Responsible Person |
|---|--------------------------------------|
| 1. Develop economic profiles for each Local Government to understand enterprise status and attract investors. | CAOs / DCOs |
| 2. Activate parish-level enforcement structures (Parish Chief, PISO, police) to enforce bylaws on green coffee harvesting | CAOs / RDCs |
| 3. Write to Ministry of Energy and MEMD regarding powerrelated challenges on APFs, copying MoLG. | CAOs / TCs |
| 4. Verify land tenure (titles) before handing over any machinery to groups or cooperatives. | CAOs / DPOs |
| 5. Enforce savings culture within PDM and Emyooga circles | DCOs / Parish Chiefs |
| 6. Time credit disbursements to align with agricultural seasons | MoFP / Pearl Bank |
| 7. Provide financial literacy training for beneficiaries before disbursement. | DCOs / DPOs / Financial Institutions |
| 8. Maintain accurate beneficiary data using the PDMIS digital platform. | All Technical Officers |
| 9. Integrate PDM activities into LG annual work plans and budgets. | CAOs / TPC |
| 10. Use PPP frameworks to bring private sector investment for processing facilities. | CAOs / DCOs |
| 11. Negotiate for free RDC radio airtime for extension programmes | RDCs / Information Officers |
| 12. Write to OPM through MoLG for guidance on obtaining motorcycle number plates removed by OPM. | CAOs |
| 13. Conduct stakeholder mapping to identify all key users of APFs | DPOs / DCOs |
| 14. Compile data on hard-to-reach area challenges (Kalangala) for presentation to Cabinet through MPs. | Kalangala DLG |
| 15. Install AI tracking tools on facilities to monitor production and revenue. | DPOs |

PRESENTATIONS BY PARTNERS AND MDAs





Buddu CBS Powesa SACCO

The branch manager presented Buddu CBS Powesa as a community SACCO that has existed for seven years, with ten branches across Greater Masaka and a lending portfolio of approximately UGX 20 billion. The SACCO works with over 4,000 groups and more than 12,000 individual customers.

Key operational principles:

- » Groups collect savings on a weekly basis ("Gobokamo").
- » Members borrow up to 90% of their savings.
- » Loan committees within groups vet eligibility.
- » Groups have grown from saving UGX 2,000 per share to UGX 200,000 per share.

The SACCO partners with Kayonke to supply certified fertilizers to members and works with the Microfinance Support Center



Pearl Bank (Formerly PostBank)

The representative announced that the bank rebranded from PostBank to Pearl Bank in 2025 to establish a distinct identity focused on agriculture, and was recognized as the leading agricultural bank in Uganda in 2025.

Key highlights:

- » Wendi Payment Solution: A payment platform with withdrawal charges of only UGX 4,000 per million (compared to UGX 25,000+ on other platforms).
- » Zero Percent Interest Loans: Large-scale agriculture financing for cooperatives dealing in maize, soya beans, and sorghum (minimum 15 acres).
- » SEF Agricultural Facility: Financing at 12% for coffee and dairy production.
- » Green Financing Product: For environmental conservation at 15% interest.
- » Agent Banking Platform: Over 6,820 agents across Uganda.

The bank has a partnership with government where government pays the bank 18.5% interest, but farmers access credit at zero percent.



Pride Bank

The branch manager explained that Pride Bank is 100% government-owned (along with Pearl Bank and Housing Finance Bank) and recently obtained a license to operate as a bank.

Key highlights:

- » Large-Scale Commercial Farmers Loan: Zero percent interest for cooperatives dealing in cereals (beans, maize, soya beans, sorghum, rice) with minimum 15 acres.
- » Youth in Agriculture Facility: Partnership with Agricultural Business Initiative Trust – trust covers 70%, youth share 30% risk.
- » Small Business Fund: 10% interest for businesses affected by COVID-19.
- » Standard Agricultural Loans: 12% for production, up to 15% for other value chains (reducing balance).

On group lending and recovery:

The presenter noted that PDM structure mirrors Pride Bank's group lending model. Key principles for recovery include:

- » Joint liability – if one member fails to pay, the rest cover.
- » Clear repayment methods (weekly or monthly instalments).
- » Group pressure and peer monitoring.
- » Blacklisting of defaulting groups from future capitalization.



Microfinance Support Center

The Zonal Head for Greater Masaka presented the Microfinance Support Center as a government-owned agency established in 2021, originating from the Microfinance Support Project of 2008. The center's vision is to be a government-owned microfinance institution transforming the lives of the economically active poor.

Key mandates:

- » Capacity Building: Training, mentoring, and skills development for SACCOs, cooperatives, parish enterprises, and VSLAs.
- » Credit Provision: Official interest rate of 8% per annum for all categories.
- » Islamic Finance: Riba-free profit-sharing arrangements available.
- » Jobs Plus Initiative: Advancing grants (18-circus constituency per district).

The center partners with Pearl Bank, Pride Bank, and other SACCOs to reach more beneficiaries, negotiating that banks should not lend at exorbitant rates (recommending 12%).

Kyanamukaka Cooperative Savings and Credit Society

A representative shared a success story of farmers who formed a cooperative to escape exploitation by middlemen who gave advances at high interest rates. The society is registered under the Ministry of Trade and Industry, has over 120 members, and provides loans at very low interest rates.

Key advice to government:

- » Reduce taxes on agricultural inputs such as fertilizers.
- » Government should put money into infrastructure and provide markets for farmers' produce.
- » Aggregation requires going down to the community level.
- » Development model should be community-led with a bottom-up approach.



Mr. Daniel Muganga,
Financial Inclusion Support Unit (FISU)
Ministry of Finance, Planning & Economic Development

The Commissioner raised concerns about declining coffee quality in the Greater Masaka Region, identifying several challenges that continue to affect the competitiveness and reputation of Uganda's coffee sector. He noted that the coffee value chain is increasingly characterized by the presence of multiple uncoordinated actors, including some organizations and private companies that register coffee farmers outside established regulatory frameworks for their own commercial interests. This, he observed, has created confusion and weakened coordination within the sector.

"We are the actual people who are supposed to be making things work. If we can't make things work, where do you expect help from?" the Commissioner challenged participants. He further highlighted the widespread sale of uncertified coffee seedlings by unregulated nurseries, noting that many technical officers face difficulties enforcing standards due to limited authority and external interference. He also expressed concern over the continued harvesting and marketing of unripe coffee, which undermines quality standards and damages Uganda's reputation in international markets.

**STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026**

Continued..

To address these challenges, the Commissioner called for stronger regulation and enforcement measures, including action against unregistered entities involved in farmer registration, stricter control of uncertified seedling dealers, and enforcement of laws prohibiting the harvesting of green coffee. He noted that existing local government structures, including Parish Chiefs, Parish Internal Security Officers, and the Police, can effectively support enforcement where bylaws and ordinances are in place. He cited examples from other districts where local ordinances have been successfully used to curb the transportation and trade of unripe coffee.

The Commissioner also warned against corruption, which he described as a major obstacle to effective enforcement and service delivery. He observed that individuals who take a firm stand against corruption often face resistance from vested interests, sometimes through political influence. He therefore urged technical officers and local leaders to remain professional, uphold integrity, and consistently enforce regulations in the public interest, emphasizing that the success of the coffee sector and other government programmes depends on accountability, commitment, and ethical leadership.

Recommendations and Way Forward:

| Action Area | Responsible Person |
|---|-----------------------------|
| 1. Develop economic profiles to understand enterprise status and attract investors. | CAOs / DCOs |
| 2. Write to Ministry of Energy and MEMD to connect agroprocessing facilities not yet connected, copying MoLG. | CAOs / TCs |
| 3. Kalangala District to package data on hard-to-reach area challenges for presentation to Cabinet through MPs by end of financial year. | Kalangala DLG / MP |
| 4. Harmonize coffee quality issues – develop and enforce post -harvest handling SOPs. | DPOs / Extension Officers |
| 5. Activate radio airtime for extension programmes; negotiate for free RDC airtime | RDCs / Information Officers |
| 6. Engage private sector, civil society, community groups, and development partners to enhance extension services. | DPOs / DCOs |
| 7. Submit information on agro-processing facility status from each LG to MoLG | CAOs / DPOs |
| 8. Integrate PDM activities into LG work plans and budgets, showing departmental contributions. | CAOs / TPC |
| 9. Prioritize tracking and registration of motor vehicles provided by OPM to strengthen extension services. | CAOs |
| 10. Enhance registration of ordinances and bylaws to strengthen extension services, including registration of farmers, middlemen, and regulation of input quality | CAOs / Legal Departments |
| 11. Engage standard bodies (NDA, UNBS) for inspection and enforcement of input seller compliance. | DAOs / DVOs |
| 12. Ministry to engage relevant body to allow public servants to benefit from government programmes. | MoLG |
| 13. Ensure functionality of existing agro-processing facilities where government has invested | CAOs / DPOs |
| 14. Ensure sustainability of ministry-developed apps and digital platforms beyond six months | MoLG / ICT Officers |
| 15. Every LG to share composition of Local Economic Development Investment Committee (LEDIC) with ministry by end of financial year. | CAOs |



Mr. Musinguzi Leonard
Senior Development Officer, LED Department

On LEDIC Committees: The moderator noted that the Permanent Secretary had issued a circular instructing all CAOs to constitute LEDICs, with the RDC as chairperson and the Commercial Officer as secretary.

Only a few hands went up when asked how many LGs have functional committees. Every LG must share its committee composition with the ministry by the end of the financial year.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June - 2026

Continued..



Mr. Namara Anthony,
Commissioner LED- MoLG

Mr. Namara Anthony, the Commissioner for Local Economic Development at the Ministry of Local Government, thanked all participants for their active engagement throughout the workshop and noted that the objectives outlined at the opening session had been successfully achieved. He commended the contributions made by technical officers, development partners, and financial institutions, observing that the discussions had generated practical recommendations for strengthening the implementation of the Parish Development Model (PDM) and promoting local economic development.

"The success of this workshop will not be measured by the discussions we have had here, but by the actions we take afterwards. We must work together to translate these resolutions into tangible results for our communities," Mr. Namara emphasized.

He assured participants that the Secretariat would take forward all the key action points raised during the workshop and ensure that the recommendations reached the relevant authorities for implementation. He particularly appreciated the participation of financial institutions and reaffirmed the Ministry's commitment to addressing coordination gaps and strengthening collaboration among stakeholders involved in PDM implementation, enterprise development, and financial inclusion.

Mr. Namara also drew attention to motorcycles procured by Government that have reportedly remained in storage since 2024. He called upon Resident District Commissioners (RDCs) to investigate the matter and ensure that the motorcycles are deployed for their intended purpose of supporting service delivery and programme implementation at the local level.



Mr. Ahmed Washaki,
Resident City Commissioner (RCC) - Masaka

In his closing remarks, the Resident City Commissioner (RCC) conveyed greetings from the Minister of State for Local Government, who was unable to attend the workshop due to commitments related to the national budget reading. He commended participants for their active engagement and emphasized the importance of translating the resolutions and recommendations from the workshop into practical actions that support local economic development and the effective implementation of the Parish Development Model (PDM).

The RCC underscored the need to strengthen public communication and civic awareness on government programmes. He reminded participants that airtime allocated on government radio programmes is intended to serve the public interest and should be utilized by all relevant government departments and officers. He emphasized that Information Officers have a responsibility to coordinate and communicate upcoming government broadcasts to media houses and the public.

"President Museveni's government is the first in Uganda's history to channel resources directly to individual households for socio - economic transformation . If our communities fail to developdes pite these investments, then the responsibility lies with us as leaders and technical officers, not with the President," the RCC remarked.

He further highlighted the need to operationalize existing development initiatives, citing the example of the Masaka City Investment Profile, which has already been produced but requires greater stakeholder engagement and implementation. He committed to convening development partners and other key actors to promote ownership and implementation of the investment plan. On corruption, the RCC urged public officers to remain firm and principled in the execution of their duties, noting that integrity and accountability are essential for effective service delivery. He concluded by officially declaring the workshop closed.

STAKEHOLDER WORKSHOP TO STRENGTHENING THE
ROLE OF **PRODUCTION AND COMMERCIAL OFFICERS IN
EXTENSION SERVICES AND MANAGEMENT OF AGRO-
PROCESSING FACILITIES FOR EFFECTIVE IMPLEMENTATION**
OF THE PARISH DEVELOPMENT MODEL
GREATER MASAKA SUB-REGION
BROVAD HOTEL MASAKA CITY FROM 10th -11th JUNE 2026

MoLG
Comms Desk

June- 2026

Continued..

PICTORIAL



For more information, please contact: **Communications Desk - Ministry of Local Government**

Plot 1, Pilkington road Workers House, Floor 2 | P.O. Box 7037 Kampala - UGANDA ☎ +256 414 233513 📧 ps@ 📧 @MoLGuGanda

www.molg.go.ug

Ministry of Local Government
Workers House - Plot 1, Pilkington Road
P.O Box 7037, Kampala - Uganda
Phone: +256 414 233513 **E-mail:** ps@molg.go.ug

