

REPUBLIC OF NAMIBIA

OFFICE OF THE PRESIDENT

NATIONAL PLANNING COMMISSION

POLICY ADVISORY BRIEF
ON THE

IMPLEMENTATION OF THE REGIONAL PLANNING AND DEVELOPMENT POLICY OF 1997

JULY 2019

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ACRONYMS AND ABBREVIATION

AMTA	Agro-Marketing and Trade Agency
CBOs	Community-Based Organizations
CDCs	Constituency Development Committees
FBOs	Faith-Based Organizations
IAP	Implementation Action Plan
ICT	Information Communication Technology
LADCs	Local Authorities Development Committees
LAs	Local Authorities
MAWF	Ministry of Agriculture, Water and Forestry
MEAC	Ministry of Education Arts and Culture
MICT	Ministry of Information Communication and Technology
MLR	Ministry of Land Reform
MTEF	Medium Term Expenditure Framework
MURD	Ministry of Urban and Rural Development
MWT	Ministry of Works and Transport
NDPs	National Development Plans
NPC	National Planning Commission
O/M/A	Offices, Ministries, Agencies
OROI	One Region One Initiative
PTO	Permission to Occupy
RCs	Regional Councils
RDACs	Regional Development Advisory Committees
RDCCs	Regional Development Coordination's Committees
RPDP	Regional Planning and Development Policy
SDC	Settlement Development Committees
SME	Small Medium Enterprises
TIPEEG	Targeted Intervention Program for Employment Creation Economic Growth
VDCs	Village Development Committees

ABSTRACT

In its quest to fulfill one of its mandates as stipulated in the National Planning Commission Act (Act No.2 of 2013), that of evaluating the effectiveness of Government socio-economic policies, a Regional Planning and Development Policy (RPDP) was reviewed and evaluated. The review was necessitated by observations made during the consultation of the formulation of the Regional Profiles in 2013. These observations were that the RPDP is dormant (in that it was not known and/or used by the beneficiaries (Regions) due to lack of awareness campaigns. Therefore, the National Planning Commission (NPC) as a custodian of RPDP evaluated the policy and produced a Policy Advisory Brief. The RPDP was analyzed and evaluated for its implementation, effectiveness and relevancy to the current national, sectoral and regional planning system in Namibia. The main methods used to analyze the policy were a desk review, questionnaires to the users/beneficiaries and interviews with some key informants.

The review found that the policy enabled the establishment of regional planning units in all the regions and enhanced regional participatory development planning in accordance with the Decentralization Policy. The review further established that through this Policy, efforts have been made to close the gap between urban and rural areas by providing developmental services and infrastructures, as well as channeling financial resources to regions for regional development.

Despite some achievements of the policy, the evaluation established that there were drawbacks here and there in the implementation of the policy that affected regional development planning. These drawbacks are, among others, limited coordination and cooperation between line Ministries, Regional Councils and Local Authorities, lack of continuous awareness and promotion of the policy to beneficiaries, limited resources and inadequate skills at regional level in terms of project management, budgeting and other critical areas such as civil engineering, architectures and land surveyors, disparity between urban and rural development that resulted in urban migration and that continue to affect regional development. The slow pace of decentralization which directly links to the RPDP and absence of policy implementation action plan were also identified as drawbacks, thereby making it difficult to track progress and performance of the policy.

In line with the findings of the review, this brief provides two broad recommendations:

- National Planning Commission and Ministry of Urban and Rural Development (MURD) should revise RPDP and ensure that a clear Implementation Action Plan (IAP) is developed for this policy. The two institutions also need to continuously create awareness and disseminate the policy document to the beneficiaries.
- The revision should entail the integration of the Decentralization Policy and the RPDP and include new institutional roles to ensure that the revised policy is effectively implemented. In the revised policy, the regional Council should exercise the powers given to them to coordinate and control the implementation of all developmental programs and projects within their jurisdiction and it should be made mandatory for all regional implementers to report to the regional council to ensure strengthening coordination among stakeholders.

1. INTRODUCTION

The Regional Planning and Development Policy (RPDP) was formulated and approved by Cabinet in 1997 and subsequently by Parliament in 1998. The purpose of the policy is to enable a smooth implementation of the Decentralization Policy to guide and facilitate development planning at regional level. The RPDP was thus formulated as a result of Decentralization Policy, in efforts to establish a model through which participatory planning can be enhanced at regional level as well as strengthening coordination of supervision of functions and development activities in the regions. Further, the formulation of the RPDP was necessitated by the need to create a model through which the national development plans could be mainstreamed to regional development and planning.

The RPDP has a number of good objectives where some of them have been achieved while some have not been achieved. Specifically, the objectives of the RPDP are to: (i) realize national unity and ensure participatory development in the regions, (ii) ensure the exploitation and effective utilization of available resources in regions to improve economic situation of the people, (iii) reduce existing socio-economic disparity between rural and urban in regions; diversify regional socio-economic activities and promote regional specialization and inter-regional trade, (iv) give priority to least developed regions, (v) improve employment opportunities and income distribution, (vi) increase food production and attain local food sufficiency in potentially good agricultural regions, (vii) establish and strengthen regional planning units in all the country's regions, and rationalize rural and urban settlement patterns in the country.

During the consultations for the formulation of Regional Profiles of regions with NPC in 2013, there were concerns raised that the RPDP is not known and is rarely used by regional stakeholders. As a coordinator and evaluator of all government socio-economic policies, NPC reviewed and evaluated the RPDP to assess its effectiveness. The findings of the review are therefore presented in this policy brief as follows: Section 2 provides the approach used to the review, Section 3 presents the key findings of the review, Section 4 is the conclusion and lastly, Section 5 provides the recommendations.

2. APPROACH TO THE REVIEW

The RPDP was analyzed and evaluated for its implementation, effectiveness and relevancy to the current national, sectoral and regional planning system in Namibia. The three methods used to analyze the policy were a desk review of the policy and evaluation of questionnaire responses from stakeholders such as Line Ministries (those that have activities to implement as stated in the policy) and all Regional Councils. The draft review report was also workshopped to all line ministries and Regional Council policy focal persons. In total 22 questionnaires were forwarded to line ministries and regional councils and a total of 78 focal persons from OMAs and RCs attended the workshop which for solicited inputs into the RPDP policy advisory brief. Face to face interviews with few key informants were also undertaken to complement the three methods used. In this regard, five (5) key informants who were directly involved in the drafting of RPDP were interviewed.

3. KEY FINDINGS

3.1. Evaluation of the Objectives of the Policy

This section summarizes the key findings of the review. The effectiveness of the policy implementation was mainly assessed based on the evaluation of policy objectives to establish whether the policy has indeed achieved what it was earmarked for. Below is the summary of the findings per objective.

3.1.1. Objective 1: Realise National Unity

This objective mainly aims to ensure that Namibia realizes national unity through the RPDP implementation. The objective of national unity has in fact been spoken since the Reconciliation and Nation Building Policy which was adopted after independence in 1990. However, it is a verbal policy that required to be documented. With the implementation of the Reconciliation and Nation Building Policy and the RPDP, one would say that the objective of realizing national unity has been achieved as today, there is participatory democracy, and citizens are free to elect leaders of their choice thereby promoting political tolerance, confidence in public institution, trust in leadership and respect for rule of law. Further, in terms of national development, a significant number of the programmes and projects are initiated using a bottom-up approach (grassroots level) from CDCs to RDCCs (Development Advisory Committees) to central government. These Development Advisory Committees consists of representation of various stakeholders (communities, civic organizations (CBOs, FBOs), traditional authorities, government, private sectors, local authorities, youth and disability organizations and development partners, among others) which fosters unity of purpose, participatory development and social cohesion. This practice promotes ownership, sustainable development and collaboration among stakeholders.

Clearly, in terms of the objective of national unity, there is evidence that this objective has brought about some good practices. However, there are still some looming threats to national unity such as issues of resettlement, land issues, concerns regarding the unrecognition of some traditional leaders, corruption, tribalism, alleged unequal development opportunities among regions and alleged exclusion, among others.

For the country to realize a complete national unity it is important that there is high degree of transparency and accountability in identification and implementation of programmes and projects so that no one feels a sense of exclusion. Additionally, to achieve national unity, there is a need to review and document aspects related to Reconciliation and Nation Building Policy in Namibia and craft it in a manner that strengthens the realization of national unity.

3.1.2. Objective 2: Ensure that participatory development takes place in all the country's regions thereby fulfilling the constitutional requirements about the people's rights to participate in decision making and in implementing their own decisions regarding their development needs and well-being.

Following the roll-out of the RPDP, several functional planning structures in regions such as Development Committees (RDCCs, CDCs, SDC, VDCs and LADCs) have been established. The establishments of development committees ensure that communities are consulted on issues that affect

their own development. This is a mile stone that the Policy has achieved. However, in some regions, Development Committees which are instrumental to the development of the region and regional planning are not completely functioning¹ because of poor attendance by the members. The poor attendance is attributed mainly to lack of incentives for attendees, for example, there are no incentives such as allowances (travel and sitting) for the members. Furthermore, there is poor attendance of the ministries whose functions are not decentralized and this has mainly because most of these Ministries projects are planned and managed at the central government.

It is therefore necessary to strengthen all non-functional regional development committees to ensure that they are operational and advocate for full mandate /power to be given to RC to compel regional institutions to attend Development committee meetings and continuously provide progress report as a feedback mechanism to the stakeholders. In addition, O/M/A's that did not devolve their functions as assigned in the Decentralization Policy should decentralize to ensure full participatory development planning in all the regions.

3.1.3. Objective 3: Ensure full exploitation of available resources in regions and effectively utilized for purposes of regional and national development.

In line with this objective, most regions have developed Regional Profiles, highlighting available natural resources in their respective regions and economic potentials in the region, which serve as information catalogue to all investors aiming to invest in Namibia. Currently, resources in some regions are exploited such as in areas of minerals, fisheries and agriculture. However, other sectors such as manufacturing are not exploited indicating that there is still much that need to be done in terms of this objective. There are also some regions with resources that are unexploited for example water aquifers in Ohangwena region. Challenges inhibiting the achievement of this objective include, among others, limited budget allocation, lack of skills and technology for value additions to the resources in the regions. The successful implementation of this objective therefore requires that regional planning is strengthened and investment in regions especially those with resources that need to be exploited to achieve greater economic development through value addition is prioritized. In line with the Regional Councils' views, there is a need to fast track the establishment of constituencies Development Fund (CDF) to accelerate development in constituencies by promoting research and development activities to discover the untapped natural resources and turn them into value –added products and services.

3.1.4. Objective 4: Reduce the existing socio-economic disparity between rural and urban areas among the different regions and within individual regions.

Efforts have been made to close the disparity between urban and rural areas through the provision of basic services such as provision of health, education, water, ICT, electricity and road (e.g. Omakange roads connecting Omusati, Kunene and Erongo regions) connection services to create conducive and equal opportunities in both rural and urban areas. However, there are still socio-economic disparities especially in the rural set-up of the country. In these areas of the country, opportunities remain limited

¹ The major functions of the Regional Advisory Development Committees are to: Facilitate the establishment of a sound management information system, prepare and evaluate development proposals / plans for approval. Supervise, monitor and evaluate the implementation of the development plans, regional projects and other activities. Coordinate the development planning of the regions, integrate all the development proposals / plans and monitoring day to day emergency occurrence including natural and man-made disasters.

and unemployment levels remain high, all due to slow economic development and thereby causing rural-urban migration. In this regard, it is essential for the government through the RPDP and the Decentralization policy to accelerate the implementation of these policies to enable regional and rural development. This is mainly because, the “how” part in reducing regional, rural and urban disparities is articulated in these policies, only implementation that needs to be strengthened and accelerated.

3.1.5. Objective 5: Diversify regional socio-economic activities by promoting existing and creating new economic activities in different regions of the country thereby expanding employment opportunities for unemployed Namibians.

In terms of this objective, it was observed that some regions are initiating new activities and diversifying in new economic sectors such as that of opening up new mines, horticulture, green schemes, macro-projects on roads construction and expansion of ports and SMEs development which result in expansion of employment opportunities for unemployed Namibians. For example, //Karas region has been known for mining and now have diversified to irrigation programs of grapes and dates. Erongo region is also one of the regions that appear to have diversified having been engaging in mainly fishing activities but has now recently diversified to mining. Northern regions have been known for subsistence agriculture, but have now also diversified to economic services such as enterprises development through increasing in both formal and informal businesses. Despite the progress made towards this objective of the policy, there are limiting factors that hamper the achievement of this objective such as limited financial resources and human capital as most of the projects in the regions are led by expatriates. In addition, there is no collective effort/approach on how to diversify regional economic activities. In recommendation, there is a need to develop a spatial planning framework which will enable the achievement of resource diversification more successfully. In addition, Namibia can achieve regional diversification if technocrats are well capacitated and informed on successful ways on implementing diversification by expatriates. Furthermore the objective will be realized if resources (both financial and technical) are geared towards these exercises in the regions. For example, there is a need for the provision of subsidized services to regions especially those that are practicing irrigations programs in horticulture. This will encourage regions to diversify from their existing to new economic activities.

3.1.6. **Objective 6:** Give priority to least developed regions of the country

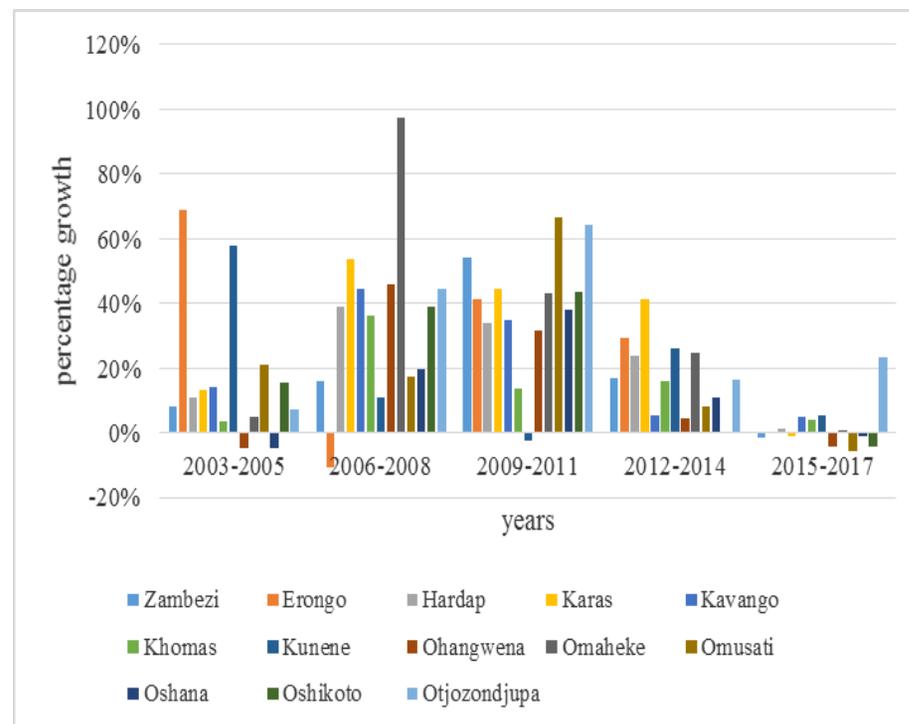
Since the adoption of the policy, the government has made efforts to channel resources not only to the least developed regions such as Ohangwena, Kunene, Oshikoto, Zambezi, Kavango West and East (as outlined in the Report on *Poverty Dynamics in Namibia of 2012*), but to all regions (Table 1 & Figure 1). In terms of the Medium Term Expenditure Framework (MTEF), it has been observed that substantial budget allocation has been channeled to the regions on incremental basis since the adoption of this policy (see Annexure: Table 1 & 2).

Table 1: Development Budget allocation average growth per 3 years

Regions	2003-2005	2006-2008	2009-2011	2012-2014	2015-2017
Zambezi	8%	16%	54%	17%	-1%
Erongo	69%	-11%	41%	29%	0%
Hardap	11%	39%	34%	24%	1%
Karas	13%	54%	44%	41%	-1%
Kavango	14%	44%	35%	6%	5%
Khomas	4%	36%	14%	16%	4%
Kunene	58%	11%	-3%	26%	5%
Ohangwena	-5%	46%	32%	4%	-4%
Omaheke	5%	97%	43%	25%	1%
Omusati	21%	17%	67%	8%	-6%
Oshana	-5%	20%	38%	11%	-1%
Oshikoto	15%	39%	44%	1%	-4%
Otjozondjupa	7%	45%	64%	16%	23%
TOTAL	9%	20%	29%	11%	1%

NB: the red colour indicates the least developed regions

Figure 1: Development budget allocation average growth per region

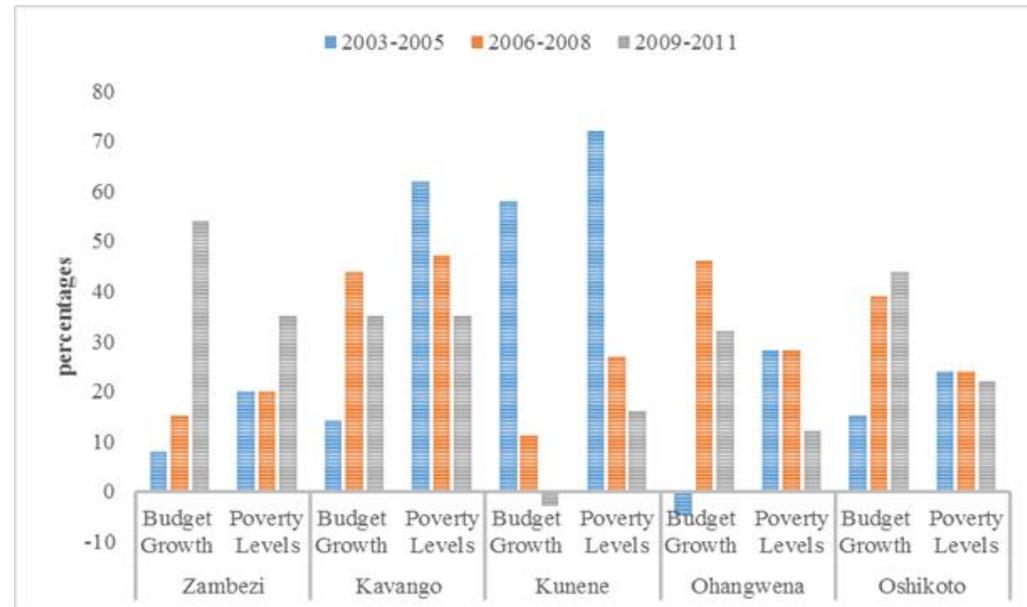


It has also been observed that the increase in the budget allocation to the regions has contributed to the reduction of poverty level in some regions while in some regions there was no positive impact recorded as poverty levels even increased or remained relatively unchanged despite the resources being channeled to these regions (Table 2 & Figure 2). These trends indicate that there is no obvious relationship between budget allocation and poverty levels. The situation may rather be explained by the type of projects that are undertaken in a specific region. For example some projects by nature may not be labour intensive thereby not creating more jobs or some projects do not create business opportunities thereby not contributing to the development or decline of poverty levels of such a region).

Table 2: Poverty Level and Ranking for least developed regions

Regions	Poverty levels			Poverty Ranking		
	1993 /1994	2002 /2003	2009 /2010	1993/ 1994	2002 /2003	2009 /2010
Zambezi	74.7	20.3	35.2	2	8	1
Kunene	72.4	27.2	15.9	3	4	7
Ohangwena	80.8	28.1	11.9	1	3	9
Kavango	61.6	47.1	34.6	7	1	2
Oshikoto	72.2	24.2	21.8	4	6	4

Figure 1: Development Budget growth Vs Poverty Level per 3 years



Despite the increase in the budget allocation, some regions have registered some slow growth between 2012-2014 and 2015-2017 financial years, which to some extent is attributed to fiscal consolidation especially the latter years. Furthermore, a slow pace of decentralization process remains a concern, as projects are managed at central government especially the functions that have not been decentralized. To fully, achieve this objective, it is important that government fast track the process of decentralization and review the Decentralization Policy to integrate issues of national and regional planning as well as to ensure that the policy does address issues of fiscal decentralization both in the delegation and devolution stages. Furthermore, the government should initiate a formula to allocate resources to least developed regions. This is because the review established that there was no formula used to implement this objective as the allocation of resources has been done on an incremental basis regardless of whether the region is developed or less developed.

3.1.7. Objective 7: Promote regional specialization in development activities in order to take advantages of available abundant resources in individual regions.

In line with this objective, initiations of programmes such as One Region One Initiative (OROI), have been implemented thereby machining the regions to focus on promoting and developing resources which their regions have comparative advantages in. Such examples of resources that give the regions comparative advantages are mining, agriculture, crafts, tourism and hospitality, leatherwork and charcoal production for some regions. The Kavango region for example specializes in the quality thatching grasses and wood carving while Omusati region specializes in agriculture produces notably the green schemes at Etaka and Etunda. Inadequate resources and skills to fully exploit these resources in the respective regions coupled with poor marketing and packaging are some of the challenges inhibiting the realization of this objective. To fully achieve this objective of the policy, it is crucial to capacitate regions on specialization of regional resources and to solicit financial means for the projects undertaken in the regions especially those that are critical for economic development and for the utilization of resource endowments.

3.1.8. Objective 8: Promote and encourage inter-regional trade while improving the terms of trade between urban and rural areas.

Inter-regional trade is currently being practiced in most regions through the engagements of activities such as trade fairs and trade expos, exportation of cattle between Kunene and Oshana, trading of fish (e.g. Zambezi brims), Kavango thatch grass and wood crafts to other regions. Although this trading activities are known, they are not officially recorded. The inter-regional trade initiative is also limited by inadequate infrastructure development and costly trading stands especially for trade fairs and expos. To strengthen inter-regional trade, there is need to not only ensure that there are infrastructures in place to enable trade, but also to create a cheaper platform where regions can trade and promote inter-regional trade through promotion of regional production in goods and services where they have comparative advantage.

3.1.9. Objective 9: Improve employment opportunities, income distribution and standards of living of the people in the different regions of the country.

Concerted efforts have been made to create more employment opportunities in order to reduce the unemployment rate. For example the Targeted Intervention Program for Employment Creation and Economic Growth (TIPEEG) was initiated to address the higher unemployment rate recorded in 2011. This program has created more temporary jobs than permanent jobs (especially the in areas of health, education, agriculture and housing), thus it has not really bring about a dent in unemployment. To date, there has been an expansion of existing and development of various government facilities and infrastructure in the regions which continuously improve the living standards of the people. Jobless economic growth especially during the times of economic boom (between 2010 and 2016, when the economy was growing at above 5% on average) remain on of the factors that are inhibiting job creation in the country. Furthermore, cultural barriers in some regions remain another inhibiting factor to better living standards of the people. In this regard, it is critical to continuously provide awareness campaigns in local languages to enable the affected regions to understand the importance of development that will improve their living standards.

3.1.10. Objective 10: Increase food production and attain local food self-sufficiency in potential good agricultural Regions.

In line with the RPDP, the government has been investing in agricultural food production through Green Scheme Projects in regions such as Hardap, Kavango East, Kavango West and Omusati. Through Green Scheme projects, the government provides subsidized agricultural inputs and services to farmers such as (fertilizers, grain silos, seeds, ploughing and weeding) to encourage farmers to improve food production. In addition, the government assists in improving productivity of subsistence farming through crop rotation, soil enrichment, organic pesticides and draught resistance seeds especially to communal farmers. Moreover, the government enhances animal health and production through bush thinning, increase fodder production and production of feed lots.

Despite efforts made by the government to invest in agricultural production, there is still a general view that the funds allocated to agricultural production projects is limited and to some extent there is limited human capacity in implementing these projects. Through the review and evaluation of this objective, it was observed that local communities are to some extent not directly benefiting from the projects in their regions, in some instances, due to other factors (unwillingness to relocate, to partake in certain projects and lack of expertise in projects that are being implemented). Further, some retail shops do not take Namibian products, arguably because of the quality standards of products and also because most of the bigger retail outlets originated from South Africa, and are not necessarily bound to take Namibian produced products. The anticipation is for this situation to change as a result of the recently introduced guidelines on the Namibia Horticulture Market Share Promotion Scheme (AMTA, 2017) which makes it compulsory for importer to procure a minimum of 44% of their imports locally.

The review further established that despite the 18 years that lapsed when this policy was adopted, 10% of the population in the country is still food poor, indicating that there is still much that needs to be done in terms of this objective. To fully ensure that food production in the country is increased and that there is self-sufficiency, it is important to ensure that technical services are mobilized for

projects and that local communities are given priorities in terms of benefitting from projects. Additionally, subsistence rural farmers need to be capacitated and encouraged to produce more food to ensure self-sufficiency while Green Scheme Projects need to be developed through Public Private Partnership initiatives to ensure that money is not an inhibiting factor when resources from two parties are combined. Most importantly, there is also a need to create a market for the locally produced products.

3.1.11. Objective 11: Establish and strengthen regional planning units.

Following the adoption of the RPDP, Regional Planning Units have been established in all regions and capacity building is continuously enhanced. The establishment of the planning units in the Regional Councils (RCs) makes planning easier, as national planning is now done in consultation with the regional planning units, which serve as the planning body for the regions. While this is a milestone for the Policy to have enabled the planning units in the regions, there seems to be lack of coordination between the regions and central government in terms of planning. With no proper coordination between RCs and central government on planning, it is as good as not having planning units in the regions. Regional development is a back bone of national development, therefore, there is a need to work hard and strengthen regional planning and further ensure full coordination in planning. However, it is also crucial for the Ministry of Urban and Rural Development (MURD) to fasttrack the completion of Integrated Regional Development Planning Guidelines which is aimed at strengthening the planning and coordination between line ministries and RCs.

3.1.12. Objective 12: Rationalize rural and urban settlement patterns in the country.

Settlement development is a key function of the RCs, entrusted to them by the Regional Councils Act (Act No.22 of 1992). In line with the RPDP, progress has been made in terms of proclaiming settlements, village councils, towns and some of the informal settlements have been formalized. In addition , as per the Local Authority Act (Act No 23 of 1992) fifty seven (57) Local Authorities such as (Municipalities, Village Councils and Town Councils in several Regions has been proclaimed to next title as published in Government Gazette of November 2004, January 2008, February & August 2011, August 2013 April 2015, and December 2018 issued by Ministry of Justice .The Land Rights Registrations projects have been carried out in communal areas since 2014 by the Ministry of Land Reform purposely to give land ownership to communities' members and so far twelve regions have been covered. Furthermore, efforts have been made to develop Integrated Regional Land Use Plan (2009) which aims at guiding regions on land usage and regulates the utilization of land. The achievement of this objective is however not without challenges. Some of the identified challenges are inadequate funding and migration of people from rural to urban areas in search of better living conditions. Apart from the 12 regions that have been covered on land rights registration, Kavango West and East did not embrace communal land rights registration due to their cultural set up. Despite these developments, what is important to note is that it is crucial to develop and invest in alternative (other smaller owns) towns to relief pressure from bigger towns. Likewise, it is important to create conducive environment in rural areas to curb migration. In this regard, RCs should service more land especially in informal settlement to promote land ownership.

3.2. Evaluation of the Critical Prerequisites for the success of the policy

In addition to the objectives of the Policy, the RPDP outlines nine pre-requisite that will ensure that the Policy is indeed successful and ensure that the policy achieves its intended results. For the purpose of the review and evaluation of the Policy, the pre-requisites were assessed for their implementation. Since most of the pre-requisites are similar, some of them were combined, hence, the evaluation focused on the following five critical pre-requisite. Below are the findings of the evaluation:

3.2.1. Pre-requisite: *Establish priorities through consensus within the region and agree with appropriate national institutions in order to ensure commitment and that regional planning activities are based on national and regional priorities resulting from (SWOT) analysis facing the regions and localities.*

The review identified that the regional priorities are identified through participatory development planning in which all stakeholders including line ministries are involved. It also established that programmes and projects identified at regional level are a result of situational analysis which is carried out at regional and national level. Additionally, regions have Regional Profiles that have been developed with the aim to analyse strength, weakness, opportunities and constraints in every region. It was also established that all regional programmes and projects are aligned to National Development Plans (NDPs). However, one hindering practice is the limited cooperation, communication and coordination among stakeholders (line ministries, RCs and LAs), when identifying and implementing programmes and projects in the regions. These hindrances challenge the whole idea of prioritizing, resulting in one of the stakeholders, notably the region(s), not taking ownership of the project or programme being implemented in their regions. Further, prioritization is to some extent also affected by weak and/or uncoordinated planning and financial support, thereby making it difficult to execute and perform as envisaged. There is therefore a need to strengthen consultations, planning and provide sufficient resources for stakeholders to execute and perform as required.

3.2.2. Pre-requisite: *Ensuring that regional plans and programmes are supported by adequate staff with Professional and technical skills within the region to ensure an efficient and professional approach to planning and implementation.*

The review established that most of the RCs and LAs are resourced with technical staffs (planners) in their structures, however, they do not have their own qualified professional (such as Electrical Engineers, Civil Engineers, Architectures, and Quantity Surveyors) to implement their development projects. The qualified professionals that are at RCs and LAs are mostly those that are on secondment from Cuba and Zimbabwe that are attached in the field of civil engineering and architecture. However, it appears that no Namibians are attached to the regions to serve as an understudy to these expatriates to ensure that the skills from those seconded to RCs remain, even when these expatriates go back to their respective countries. To ensure that this objective of the policy is achieved, there is a need to develop a turnaround strategy in ensuring that RCs are fully equipped with their own professional human resources required to implement programmes and projects.

3.2.3. Pre-requisite: *Ensure public awareness and support regional development strategy within a region that should reflect the correct balance between the needed consultations, accountability and the ability to take effective and quick decisions.*

The review established that there are planning structures that ensure on-going consultation within their respective regions. However, regions are experiencing poor attendance for meetings in terms of Regional Development Advisory Committees (RDACs) such as RDCCs, CDCs that are not done regularly. The list of regions with poor attendance in terms of RDACs meetings are inclusive of Omusati, Oshana, Ohangwena, Zambezi, Kavango West and East, Hardap and //Karas. As such, some members of regional inhabitants are not aware of programmes and projects implemented in their respective regions. However, in line with this pre-requisite, continuous trainings are being provided to regions on the roles and functions of the RDACs to improve the coordination and poor marketing strategy (communication, awareness, and promotion) between regions and line ministries. Going forward, to ensure effective implementation of this pre-requisite, it is important to revive regional planning structures in all the regions to ensure a correct balance between the needed consultation, accountability and the ability to take effective and quick decisions.

3.2.4. Pre-requisite: *Strike a correct balance between development measures of the regional authority and measures for the region by national authority. Establishing a correct balance for the two kinds of measures is key to the success of the country regional planning and development policy.*

In line with this pre-requisite, National Development Plans that direct the development agenda of the country are developed on a 5-year basis. In this setting, Regional Authorities have to align their planning approaches to the National Development Plans. However, there has always been poor cooperation and coordination between stakeholders, as such implementation of National Development Plans programmes and projects in the region have not been a success. To address this challenge, there is a need for a healthy communication, harmonization and coordination between development planning at National and Regional levels.

3.2.5. Pre-requisite: *Ensure a correct balance between developments of capacity building and of direct development measures (programmes), especially during early phases of an intervention.*

In line with the pre-requisite, currently, the regional programmes and projects are fit into the national development priorities and vice-versa. Regions have strategic plans to strengthen their capacity building and enable them to implement programmes and projects more effectively. Furthermore, the National Planning Commission as a custodian for directing and spearheading the course of national development is from time to time assisting regions in planning and implementation of programmes and projects through workshop and RDCCs. However, inadequate financial resources and limited coordination amongst stakeholders remain the main challenge. To effectively put this pre-requisite in to use, it is necessary to strengthen coordination among stakeholders.

3.3. Evaluation of Policy Strategies

The RPDP has eleven policy strategies, namely, (i) Promote Decentralisation; (ii) Development as endogenous and resource based process; (iii) Strengthen Agricultural development;(iv) Promotion of small scale industries; (v) Promoting urban-rural linkages; (vi) Environmental resources management; (vii) Maintenance of regional land carrying capacity; (viii) Strengthening institutional capacity; (ix) Inter and intra-regional planning strategy; (x) Develop Financial strategy for regional planning and development outlined to ensure the achievement of policy objectives which leads to the achievements of its intended results. Although all strategies have been evaluated, only five out of eleven are discussed as they are critical to the achievements of desired results and the findings are presented as follows:

3.3.1. *Strategy: Promote Decentralisation*

So far, Decentralisation governance system has brought government closer to the people in terms of participatory democracy and development. This is happening through the Directorate of Decentralisation Coordination which was established in MURD in 1998 to ensure effective and efficient implementation governance through coordination and harmonization of legislations among others. In RCs, the Directorate of Development Planning and Regional Development, Advisory Committees (Village Development Committees (VDCs), CDCs, Local Authority Development Committees (LADCs), Settlement Development Committees (SDC), RDCCs) were established in all the 14 regions. At the same time, Development Planners, Regional Statisticians and Mapping Officials were recruited, assigned and capacitated continuously by NPC & MURD in all regions. Furthermore, the Decentralisation Enabling Act, 2000 (Act No. 33 of 2000) and Trust Fund for Regional Development and Equity Provision Act (Act No.22 of 2000) were enacted aiming at delegation or devolutions of functions from a line ministry to the RCs and LACs and to financially assist with the development of regions and LAs in terms of the implementation of the decentralized programs and projects respectively. All these efforts were done to ensure effective decentralization.

However, despite the efforts, there is slow pace of implementation as only **five out of 13** identified Line Ministries (MEAC, MWT, MICT, MLR, and MAWF) delegated functions to RCs. In addition, poor stakeholder engagement remains a challenge as it leads to poor coordination of activities and the power to make political or financial decisions at regional level is still with central government. To reverse the current practice and ensure effective implementation of this strategy, it is crucial to revise the Decentralization Policy to address the challenges that have been identified.

3.3.2. *Strategy: Strengthen Agricultural Development.*

Progress has been made in terms of providing extension services including subsidies to communal farmers, construction of storage facilities (silos and fresh hubs) and development of green schemes. However, challenges still remain. Challenges such as climate change that result to floods, drought, pests and animal diseases are the main ones and affects the agricultural sector as no drought resilient has been built in efforts to strengthen the sector. Furthermore, there is limited physical infrastructures that also affect agricultural development and production especially for small scale farmers. Therefore, it is necessary to provide guidance to small scale farmers on farming practices, expand the Green Scheme projects and mechanize agricultural production to fasten and increase food production. While

support has been provided to the re-settled farmers to engage and build capacity in agricultural farming, it is important to consistently continue to provide support to small scale farmers especially in terms of infrastructure development and enable access to market which will increase local demand of agricultural products by supporting local purchase as well as benefiting local producers.

3.3.3. Strategy: Improve Environmental Resources Management.

Progress has been made in terms of protecting natural resources and the environment. In this regard, Ministry of Environment and Tourism has enacted Environmental Management Act, (Act No. 7 of 2007) to promote the sustainable management of the environment and the use of natural resources while Ministry of Agriculture, Water and Forestry has compiled Integrated Water Resources Management Plan, 2010 to achieve a sustainable water resources management regime contributing to social equity, economic efficiency and environmental sustainability. In addition, Ministry of Land Reform has compiled Integrated Land Use Plans to organize and regulate the use of land so that there is space for people to occupy, for agricultural production and in order to utilize resources above and below surface while protecting the environment. In line with the Environmental Management Act, feasibility studies are conducted to determine the risk that might occur when carrying out projects. However, climate change, population growth, industrialization, weak institutional capacity and poor coordination at regional level are the depicted challenges. There is therefore a need to improve capacity for environmental protection and promote environmentally sound investment and production system.

3.3.4. Strategy: Strengthen Institutional Capacity.

Regional and local level structures (RDCCs, CDCs, VDCs, SDCs and LADCs) have been established and are important for successful implementation of programmes and projects in the regions. The regional institutional capacities are continuously strengthened by NPC and MURD through trainings and technical assistance. However, challenges still remain that line ministries do not appreciate these platforms as their involvement are limited due to non-attendance of meetings by RADC members. Some regions are still unequal in terms of skills and capacity development initiatives due to rural-urban migration. To fully and effectively implement this strategy, there is a need to strengthen planning structures, accord them enough powers and capacitate development planners with the needed technical skills.

3.3.5. Strategy: Develop Financial Strategy for Regional Planning and Development

The aim of this strategy was to develop a financial policy to provide a guiding mechanisms in terms of generating, allocating and utilizing financial resources to support implementation of regional programmes and projects. In this regard, the policy will enhance fiscal decentralization at regional level. Although the financial policy has not yet been formulated, the Regional Councils generate revenue and receives funding from different sources to finance their development programmes and projects. The programmes and projects at regional level are implemented through funds received from central government as they are their main funders. By law, all Local Authorities, in particular regions, are obliged to give 5% of their profit to the Regional Councils. Therefore, there is Permission to Occupy (PTO) tax levied on settlement areas by the Regional Councils which serves as another source of revenue for regional councils. In addition, there is a Trust Fund for Regional Development and Equity

Provision which Regional Councils are required to apply for funding their major or small project developments. Hence, some Regional Councils such as Khomas have shopping complex (Park Food in Khomasdal) which generate income for the Council through rental fees. In the absence of a financial policy, MURD has recently started drafting the Inter-Fiscal Transfer Policy to advance decentralization, through which a formula based grant system will be introduced to increase the efficiency, equity, transparency and predictability of fiscal transfers from the centre to the regions in programmes related to education, health, water and sanitation and agriculture.

The challenges being experienced are that the financial policy which was proposed under this strategy to be developed is not yet formulated. Further, not all local authorities give 5% of the profit that they made to the Regional Councils. Since budget allocated to the regions for capital projects is limited, it is necessary to start the process of formulating the financial policy to guide the generation, allocation and utilization of financial resources at regional level and to advance fiscal decentralization which will fasten the process of the decentralization at large.

3.4. Evaluation of the Institutional Roles

The RPDP outlayed key functions/roles of institutions to ensure the effective implementation of the policy. The roles of the institutions were reviewed and established that the roles of institutions such as the NPC, MURD, Planning Units, RCs and RDCs need to be re-looked at. The findings of the evaluation and proposals are presented below.

Institutions	Functions as in the policy	Evaluation of institution's functions	Additional proposed new role(if any)
National Planning Commission (Division of Regional Planning)	The function of NPC within this policy is to oversee, coordinate, monitor and evaluate the implementation of regional programme and projects. Further, NPC should establish strategic regional development policies and plans.	<ul style="list-style-type: none"> • NPC has established Development Planning Units in all regions and continuously provide capacity building on planning, monitoring and evaluation to RCs in collaboration with MURD. • The first Regional Development Planner were recruited by MURD and trained by NPC in 1999, when the implementation of the policy just started. Furthermore, NPC formulated Regional Profiles in 2013 and had been monitoring and evaluating regional programmes. • There is however, lack of continuous awareness campaign on the policy, poor coordination and absence of the policy implementation action plan that hamper full implementation as well as evaluation of the policy. 	<ul style="list-style-type: none"> • The NPC should conduct a continuous awareness of the RPDP policy to the implementers and beneficiaries. Sensitization of this policy should be a calendar event of the NPC. • Strengthen mechanisms to ensure that line ministries' programs and projects are channeled through development committees and RCs.

Institutions	Functions as in the policy	Evaluation of institution's functions	Additional proposed new role(if any)
MURD: Regional Planning Division	Regional Planning Division at the Ministry of Regional, and Local Government and Housing oversees both the political and socio-economic activities of Regional and Local Authorities. It oversees the planning and implementation of regional programmes and projects. It receives progress reports from regional councils and makes reports to the National Planning Commission Secretariat. The link with the planning activities at the regional level is vital for the success of regional planning and development policy.	<ul style="list-style-type: none"> • MURD functions are partially carried out as they oversees the implementation, monitoring and evaluation of programs and projects that are under their vote then prepare and forward quarterly progress report to NPC as required. • The above happens as the Act (Decentralisation Enabling Act) has superseded the RPDP. Furthermore the Act only accord powers to Line Ministries to oversee the implementation of projects and programmes that are falling under their votes in all regions and report directly to NPC. 	<ul style="list-style-type: none"> • None.
Planning Units of Line Ministries	Deal with Sectoral programmes and projects, the majority of which include vital regional activities. Some of the planners at the Ministerial Planning Level deal specifically with the regional related sectoral programmes and projects.	<ul style="list-style-type: none"> • Line ministries have been undertaking their roles in dealing with regional programmes and projects which being implemented in their regions. <p>However, there are some challenges limiting the effective implementation of the functions. These include:</p> <ul style="list-style-type: none"> • Lack of coordination between LM and RCs which lead to lack of ownership and implementation of programmes and projects. • Inadequate capacity in M & E of programmes and projects. • Lack of resources to implement interventions. 	<ul style="list-style-type: none"> • Strengthen coordination through effective consultation, communication and provision of feedback. • Line Ministries should ensure that regional heads of ministries are committed to RDCs meetings. • Create a dedicate M&E units in all O/M/As.

Institutions	Functions as in the policy	Evaluation of institution's functions	Additional proposed new role(if any)
Regional Councils	<p>They provide a forum, which brings together the major regional organisations and forces within the region. Regional Councils are responsible for regional development policies and priorities for the regions, co-ordination and overseeing the general implementation of regional development activities. The Regional Councils represent the region at Ministerial and National levels. The Councils report to the Ministry of Regional and Local Government and Housing, responsible sector ministries and the Regional Planning Division of the NPC.</p>	<ul style="list-style-type: none"> • RCs hold RDCCs which aimed at discussing the programmes and projects undertaken in the region and as well as the challenges and opportunities thereof. • In addition, they spearhead the development of regional development policies and priorities through strategic plans and Regional Development Plans, Regional Poverty profiles and Regional Profiles. <p>However, they are facing challenges such as :</p> <ul style="list-style-type: none"> • The regions depend on central government revenue to implement their priorities. • Poor coordination between Regional Councils and Local Authorities. 	<ul style="list-style-type: none"> • RCs to be the lead and overseer of all projects and programmes implemented in the region and should provide comprehensive progress reports to the line ministry and NPC • RCs to continuously provide feedback to the communities on the implementation of programmes, projects and activities in respective regions.
RDCs	<p>Responsible for the affective planning and coordination of development of the region</p>	<ul style="list-style-type: none"> • RDCs are not meeting regular as required. 	<ul style="list-style-type: none"> • To ensure regular attendance of meetings as scheduled.

5. CONCLUSION

The aim of the review was to evaluate the effectiveness of the RPDP. Overall, the review established that the RPDP of 1997 has achieved part of what it was developed for, however, more is still to be done to fully realize the objectives of the Policy. Among the achievement of the policy is the strengthened national unity, extension of planning structures to the regions and improved planning processes and programme and project implementation. The evaluation established that, through this Policy, efforts have been made to close the gap between urban and rural areas by providing developmental services and infrastructures. Since the adoption of this policy, substantial budget allocations have also been channeled to regions for regional development. However, despite the benefits that ensued from the policy, the evaluation established that there is still a lot that need to be done to fully and effectively implement the objectives of the policy. The issues identified which hinder effective implementation of the policy include among others, limited coordination and cooperation between line Ministries, Regional Councils and Local Authorities, lack of continuous awareness and promotion of the policy, slow pace of decentralization which directly links to the RPDP and absence of policy implementation action plan thereby making it difficult to track progress and performance of the policy. The evaluation also established that effective implementation of RPDP requires a financial policy and fiscal decentralization. The absence of the latter hampers the implementation of this policy and therefore needs to be addressed.

6. OVERALL RECOMMENDATIONS

Given the identified findings, the review makes the following recommendations to enhance the effectiveness and ease the implementation of the policy.

- The National Planning Commission and the Ministry of Urban and Rural Development should revise RPDP and ensure that a clear Implementation Action Plan (IAP) is developed for this policy. The two institutions also need to continuously create awareness and disseminate the policy to the beneficiaries.
- The revision should consider the integration of the Decentralization Policy and the RPDP and include new institutional roles to ensure that the revised policy is effectively implemented. In the revised policy, the regional Council should be given more powers to coordinate and control the implementation of all developmental programs and projects within their jurisdiction and should be mandatory for all regional implementers to report to the regional council to ensure strengthened coordination among stakeholders.

ANNEXURE

Table 1: Articulating the channeling of resources (budget allocation) to least developed regions for the past years in (NS' 000)

Regions	1997/1998	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Zambezi	28,766	64,055	62,764	89,934	70,450	94,532	124,432	103,807	191,525
Erongo	9,455	92,333	123,095	338,417	330,443	130,743	185,103	153,217	261,160
Hardap	2,245	38,767	55,868	44,505	49,912	42,001	95,364	99,306	123,936
Karas	33,817	105,075	212,858	123,034	90,106	263,248	247,861	187,801	291,912
Kavango	25,581	91,349	119,817	106,514	138,582	197,023	227,328	433,900	392,249
Khomas	135,269	457,812	401,375	579,001	415,026	746,519	740,599	1,109,111	1,324,745
Kunene	15,319	50,808	63,496	150,063	174,570	234,822	257,918	206,630	150,760
Ohangwena	9,729	162,520	182,897	103,229	126,982	97,493	213,110	317,722	289,507
Omaheke	8,937	36,044	43,364	38,485	41,627	35,878	141,305	160,155	142,081
Omusati	20,445	58,365	74,221	102,441	100,668	95,458	113,709	172,513	358,551
Oshana	11,612	183,699	205,522	192,735	141,196	113,350	203,101	220,357	359,663
Oshikoto	8,002	179,002	207,189	377,127	119,141	304,574	147,358	207,842	257,250
Otjozondjupa	56,625	51,366	69,714	54,319	60,545	52,351	121,656	141,373	184,333
TOTAL	365,802	1,571,195	1,822,180	2,299,804	1,859,248	2,407,992	2,818,844	3,513,734	4,327,672

Table 1: cont.....

Regions	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Zambezi	251,443	423,439	509,772	584,605	579,089	580,318	558,356	358,719
Erongo	325,681	467,267	357,560	704,510	737,099	1,016,818	631,352	622,397
Hardap	190,985	247,042	292,990	301,030	472,213	509,231	418,525	243,796
Karas	379,022	652,079	530,388	1,326,948	876,804	969,325	926,432	844,208
Kavango	370,378	852,732	637,461	424,137	668,277	702,617	666,677	399,184
Khomas	1,516,959	1,420,017	1,292,036	1,661,531	2,333,374	2,733,378	2,333,112	1,733,366
Kunene	161,528	198,831	207,241	258,868	410,515	463,906	409,906	190,147
Ohangwena	289,117	641,758	357,720	401,827	479,192	579,570	357,479	311,736
Omaheke	220,315	462,567	207,362	275,156	528,321	597,360	398,121	203,051
Omusati	335,292	719,416	440,171	456,166	642,315	601,242	478,828	273,926
Oshana	313,795	572,503	458,535	608,942	607,269	680,206	576,989	338,263
Oshikoto	431,023	597,603	622,958	539,986	547,725	604,085	467,411	452,668
Otjozondjupa	158,337	523,074	572,139	378,789	459,016	857,345	670,682	653,578
TOTAL	4,943,875	7,778,328	6,486,333	7,922,495	9,341,209	10,895,401	8,893,870	6,700,000

Table 3: List of Persons Interviewed

Name	Position at the time of RPDP formulation	Current Institution
Benjamin Mweshihange	Project Manager on RPDP formulation 1997	Khomas Regional Councils
Ned Sibeya	Regional development Planner: Division of Regional Planning	National Planning Commission
Sylvia Demas	Director of Planning: Directorate of Planning 2008-2013	National Council for Higher Education
Mr. Godwin Kabati Sikabongo	N/A	MURD
Ms. Alina Uugwanga	N/A	Omusati Regional Council

Table 4: List of institutions where the questionnaires of RPDP were sent

Line Ministries	Regional Councils
Ministry of Education, Arts and Culture	Zambezi
Ministry of Urban and Rural Development	Erongo
Ministry of Agriculture, Water and Forestry	Hardap
Ministry of Gender and Child Welfare	//Karas
Ministry of Information, Communication Technology	Kavango East
Ministry of Health and Social Services	Kavango West
Ministry of Land Reform	Khomas
Ministry of Environment and Tourism	Kunene
	Ohangwena
	Omaheke
	Omusati
	Oshana
	Oshikoto
	Otjozondjupa

Table 5: List of Focal Persons (OMAs and Regional Councils) that attended the workshop training on Public Policies Process

OMAs	Name of Focal Persons that attended the training	Regional Councils	Name of Focal Person that attended the Training
Anti-Corruption Commission (ACC)	<ol style="list-style-type: none"> 1. Ms. Nampa Negola,:Head of Public Education and corruption Prevention Directorate 2. Ms. Christine Liswaniso: Chief Public Education and Corruption Prevention Officer 	Erongo	<ol style="list-style-type: none"> 1. Mr. Sem Nyau 2. Ms. Hertha Kapopo
Electoral Commission of Namibia (ECN)	<ol style="list-style-type: none"> 3. Adv. H. Jacobs, 	Hardap	<ol style="list-style-type: none"> Ms. Hungi Kahorere Ms. Anastasia Johannes
Ministry of Defence (MOD)	<ol style="list-style-type: none"> 4. Ms. H. Amadhila 	Karas	<ol style="list-style-type: none"> 3.Mr. R. Sachika, 4.Mr. W. Kambonde
Ministry of Environment Tourism (MET)	<ol style="list-style-type: none"> 5. Mrs. Lovisa Niilenge, Policy Analyst 6. Mr. Albinus Indongo, Chief Economist 		
Ministry of Finance (MOF)	<ol style="list-style-type: none"> 7. Mr. Bertus Van Wyk, Chief Economist 	Kavango East	<ol style="list-style-type: none"> 5. Mr. Mwenyo 6. Mr. Marcelius M. Mangundu
Ministry of Information, Communication & Technology (MICT)	<ol style="list-style-type: none"> 8. Ms. Sally Buiswalelo 9. Ms. Elly Mulilo 	Kavango West	<ol style="list-style-type: none"> 7. Mrs. C.W. Mwenyo 8. Mr. E.M. Nambara
Ministry of International Relations & Cooperation (MIRC)	<ol style="list-style-type: none"> 10. Ngakare Keeja 	Khomas	<ol style="list-style-type: none"> 9. Mr. M. Benjamin 10. Mr. Rickloo Alfeus
Ministry of Labour Industrial Relations & Employment Creation (MLIREC)	<ol style="list-style-type: none"> 11. Ms. Meriam Nicodemus, D. Director 		
Ministry of Public Enterprises (MOPE)	<ol style="list-style-type: none"> 12. Mr. Tjiuee Kaura , Director of Governance and Financial Advice 	Ohangwena	<ol style="list-style-type: none"> 11. Mr. Etuhole I. Haimbili

Ministry of Agriculture, Water and Forestry (MAWF)	13. Mr. Vihoroka Kaapehi 14. Ms. Bernadette Arnold 15. Petrus Negumbo		12. Mr. Nathaniel Nikodemus
Ministry of Gender Equality and Child Welfare (MGECW)	17. Ms. Roberto Mwilima, Chief Training Officer		
Ministry of Higher Education, Training & Innovation (MHETI)	18. Mr. Tuaunda Keeja, Director – Planning & Relations, 19. Mr. Vincent Van Rooi, Acting Chief Education Officer,	Omusati	13. Mr. Gervasius Kashindi, 14. Mr. Prasidus Shilongo,
Ministry of Land Reform (MLR)	20. Mr. Chrispin Matongela, D. Director	Oshana	15. J.T. Nangolo
Ministry of Mines & Energy (MME)	21. Ms. Monica Maletzky, D. Director		
Ministry of Poverty Eradication & Social Welfare (MPESW)	22. Mr. Lot Ndamanomhata, Chief PRO	Oshikoto	16. Mr. Petrus Ndawendwa 17. Ms. Selma Namgongo
Ministry of Safety and Security (MSS)	23. Mr. Paul Nathinghe Deputy Director for		
Ministry of Safety and Security (MSS) NCS	Finance 24. Ms. D.L. Mubita		
Ministry of Sport Youth and National Service (MSYNS)	25. Ms. Jeaneth Katjipi, Dev. Planner	Khomas	18. Alisa Shidhika 19. Martha Kanyama 20. Helena Iimene 21. M. Malakia 22. E. Kambundu 23. Hilma Enkali
Ministry of Works & Transport (MWT)	26. Mr. Eugene Kenneth Grotzinger, Chief HR Practitioner & Performance Process Coordinator		
Namibia Central Intelligence Services (NCIS)	27. Mr. Elias Angula, Deputy PS		
National Assembly (NA)	28. Ms. M. Chunga		

National Council (NC)	29. Ms. Anethe Mtambanengwe, Deputy Director for Research and Information services		24.Sylvanus Nambala 25.Itah Ndjarakana 26.Leena Sindano 27.Maria Shuumbwa
National Planning Commission (NPC)	30. Ms. Hilma K. Enkali, NDA	Erongo	28.Mr. Sem Nyau - 29. Ms. Hertha Kapopo -
	31. Ms. E. Kambundu 32. Ms. I. Ndjarakana 33. Mr. S. Kamwi 34. Ms. M. Shuumbwa 35. Ms. E. Stefanus 36. Ms. H. Nzundamo 37. Ms. A. Haiphene 38. Ms. E. Julius 39.Mr. S. Nambala		Karas
	Office of the Vice-President (OVP) Veteran Affairs (VA),	40. Mr. Joseph Kondjeni Ihemba ; 41. Mr. Natangwe S. Hamutumwa	
OPM	42. T. Haipinge 43. Williberth Haraseb	Kavango West	35. Mrs. C.W. Mwenyo
Total number of participants attended(TNP)	43	TNP	35

Survey Questionnaire Send to LMs and RCs



REPUBLIC OF NAMIBIA
OFFICE OF THE PRESIDENT
NATIONAL PLANNING COMMISSION

QUESTIONNAIRE ON REGIONAL PLANNING AND DEVELOPMENT POLICY, 1998

Section A: About Regional Planning and Development policy

1. Are you as an institution aware of the Regional Planning and Development Policy?
.....
.....
2. Do you think it is crucial to have a Regional Planning and Development Policy in Namibia? {support your answer}
.....
.....
3. What are those regional problems /concerns which you could say were addressed since the adoption of the Regional Planning and Development policy?
.....
.....
4. What are the other achievements the Regional Planning and Development Policy has brought to the regions so far?
.....
.....
5. What are other Government policies/Acts/Legislation complementing the implementation of Regional Planning and Development policy?

.....
.....

6. What benefits could the Regional Planning and Development Policy bring to the Regions if fully implemented?

.....
.....

Section B: Implementation of Regional Planning and Development Policy

NB. Please note that question (8-12) in this section will be answered in the form of the table provided below. Question (7) only applicable to line Ministries.

7. What was your role during the implementation of RPDP? What were the achievements and challenges encountered during the implementation and what can you recommend to address these challenges?

O/M/As roles	Achievements	Challenges	Recommendations

8. This policy had several objectives to address Regional Planning and Development (p.g. 3-4). Which of those objectives do you think was achieved since its implementation? What were the challenges encountered and what can you recommend to address these challenges?

Objectives	Achievements	Challenges	Recommendations

9. The policy also outlined several pre-requisites for a successful implementation of the policy (p.g.4-5).Which of these pre-requisites can you say are being implemented? What were the challenges encountered and what can you recommend to address these challenges?

Pre- requisites	Achievements	Challenges	Recommendations

10. The policy had outlined strategies for better regional planning (p.g.5-6).Are these the strategies we should focus on (why or why not?)

Strategies	Achievements	Challenges	Recommendations

11. The policy also listed institution functions which were required to be executed (p.g.17-23).Which institution(s) you think had executed / not executed their function(s)? Can you say why or why not and what can you recommend to address these challenges?

Institutions	Functions	Achievements	Challenges	Recommendations

12. Any crucial component(s) which is not incorporated in the policy you think may speed up the implementation processes of the Regional Planning and Development policy? {If so please elaborate}

.....

13. What are the mechanisms did the directorate of Regional and Local Government and Traditional Authorities Coordination under MURD put in place to ensure implementation of this policy and monitor regional development?

.....
.....
14. Are there any duplication of functions as far as the implementation of Regional Planning and Development Policy? { Please elaborate }
.....
.....

Section C: General View

15. Do you think there is a need to review the Regional Planning and Development Policy? If so what precisely that require to be reviewed?
.....
.....

16. Are there any duplication of functions as far as the implementation of Regional Planning and Development Policy is concerned? { Please elaborate }
.....
.....

17. In your view, do you think the Regional Planning and Development Policy is still relevant to the current National, Sectoral and Regional Planning System in Namibia?
.....
.....

18. Could you please tell us why we no more have the Regional Development Plans?
.....
.....

19. Any other general remarks you would want to make regarding this policy?
.....
.....

YOU..... *THANK*.....

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