

EVALUATING PUBLIC PARTICIPATION IN THE INTEGRATED
DEVELOPMENT PLANNING PROCESS OF GROOT AUB NAMIBIA

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ABSTRACT

This study was aimed at evaluating public participation in the Integrated Development Planning Process at Groot Aub in Namibia. The qualitative research method was adopted in carrying out the study. A sample size of 30 people was selected from the population of the study. The study used Stratified sampling to select (15) residents of Groot Aub, (5) small business owners and (6) Constituency Committee members. Whereas, Purposive sampling technique was used to select (1) Groot Aub traditional leader, (2) CoW staff members from the Public Participation and Economic Development department, (1) Windhoek Rural Councillor. Purposive sampling was deliberately used because the researcher believed that the people selected purposefully would provide insight that is valuable to the research topic. A tape recorder was used for interviews with the City of Windhoek personnel, focus group discussions were used with other participants of the study, then the researcher analysed data in a narrative way. Constituency committee members who participated in this study indicated that they had attended the constituency committee induction workshop, also they attended training courses that were related to their roles and responsibility. The study revealed that the traditional leader in Groot Aub is capacitated through attending Council meetings referred to as local municipality and constituency committee meetings as this is where information needed is received. Moreover, the CoW should create a training unit for its staff that deals with the IDP with the aim of training them continuously in order to ensure the effective and efficient implementation of all the programmes and projects in the IDP process sufficient funds to the IDP section in order to spearhead local economic activities in the Municipality. Findings from group discussion indicate that further studies should consider analysing the perceptions and attitudes of the stakeholders towards the effectiveness and efficiency of the local authorities' IDP Processes.

Key words: Constitution; Public Participation; Integrated Development Planning Process; Capacity Building; Councillor.

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LIST OF ACRONYMS AND ABBREVIATIONS

COW.....	City of Windhoek
MURD.....	Ministry of Urban and Rural Development
IDP.....	Integrated Development Planning
UNDP.....	United Nations Development Programme
TGNU.....	Transnational Government of National Unity
SWABOU.....	South West African Building Society
NHE.....	National Housing Enterprise
SADF.....	South African Defence Force
MRLGH.....	Ministry of Regional and Local Government and Housing
MC.....	Municipal Council
NIPAM.....	Namibia Institute of Public Administration and Management
NGOs.....	Non-Governmental Organisations

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DEDICATION

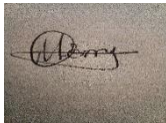
First and foremost, I would like to dedicate this thesis to my parents, the late Mr. Vincent Mwiya and Ms. Hellen Mulozi. Secondly, Treasure Mwiya, my brother. Thirdly, Jameson Mulozi, my late grandfather. Last but not least, my daughter Khloe Mwiya.

DECLARATIONS

I, Kabuku Terry Mwiya, declare that this study is a true reflection of my own research, and that this work, or part thereof has not been submitted for a degree in any other institution of higher education.

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October 2024

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Kabuku Terry Mwiya

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Date

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1. INTRODUCTION

The research is divided into five chapters. The background information, research problem, research objectives, significance of the study and limitations are all covered in the first chapter. A review of the literature is presented in the second chapter to set the scene for the study by examining previous research and what remains to be done to close the knowledge gap. The research design and methodology are covered in the third chapter. The presentation and analysis of data are covered in the fourth chapter. The conclusions and recommendations are covered in the fifth chapter.

1.1 BACKGROUND OF THE STUDY

The Namibian Government on the 30th of September 2011, through a Government Gazette (Notice 184) and in terms of the relevant provisions of the Local Authorities Act (Act No. 23 of 1992 as amended) took a well-intended decision to alter the boundaries of the Windhoek Municipality, making Groot Aub part of Windhoek as a local authority which is located some 60km south of Windhoek on the B1 road. “As a result of the alteration of the municipal boundary of Windhoek, the area of jurisdiction of the Windhoek Municipality increased and included areas such as Groot Aub, Omeya, Finkenstein, Herbothsblick and Sungate which were previously outside the municipal boundary of Windhoek” (Ministry of Urban and Rural Development, 2017, p. 3).



Figure 1.1 The road to Groot Aub

Researcher's construct

The Integrated Development Planning process gives people an opportunity to identify their needs and make them a priority. Available resources in the community need to be identified and people need to take part in development, implementation and in the review of IDPs (Municipal System Act 1992). Municipalities need to develop IDP by consulting the local people, and people should actively participate in an integrated development planning process. IDP could help in ensuring that rural development is sustainable and to address past poor planning (Municipal System Act 1992) and the (Municipal Structures Act 1992). Therefore, it is the duty of each municipality to ensure that effective and adequate participation of rural community residents takes place. The above pieces of legislation reveal that community-based planning and people participation forums form an integral part of the integrated development planning process.

Legislation states that municipalities need to have Integrated Development Planning (IDP) and are given the mandate of ensuring that the process of Integrated Development Planning (IDP) includes quality and a high level of participation by the residents in their localities respectively. Despite legislative requirements, rural communities “do not have the knowledge and information of the options and the implications of the options they can use to participate meaningfully in local government affairs” (Brynard, 2006: 42).

Integrated development planning and public participation is more keenly felt in local government, than in any other spheres of government. This could be the fact that greatest constitutional and statutory obligation exists more for public participation in municipalities, it could also be the perception that local government is the sphere that is closer to the people and because it is oriented to basic service delivery.

After Namibia gained independence from South Africa’s apartheid rule in the year 1990, the government initiated local government reform. Three tier systems of governance were established under the new constitution of the Republic of Namibia in 1990, which comprised of central government, regional councils and local authorities. Municipal, town and village councils as local authorities in Namibia were established by the Local Authorities Act of 1992. Their responsibility is to govern the affairs of local authorities.

Public Participation in general is way of influencing and sharing control on initiatives of development and resources that affect the community and people living in that community. Public Participation is “the process by which public concerns, needs, and values are incorporated into governmental and corporate decision-making. It is a two-way communication and interaction with the overall goal of better decisions that are supported by the public (Cameron & Stone, 2006).

1.2 STATEMENT OF THE PROBLEM

Mechanisms that promote integrated development planning and public participation have been established by the Windhoek municipality. However, it is important for the researcher to find out whether these mechanisms are put in place to function meaningfully so that they promote grassroots participation, and if not, then this situation led to Groot Aub residents protesting against poor service delivery which could indicate that local government as the last sphere of government does not effectively involve the communities in making decisions on poor service delivery.

The researcher needed to understand how the Windhoek municipality process of consultation work, whether it is secretive, centralised and authoritarian, which could make it difficult for fundamental public services to be easily accessible by Groot Aub residents (Williams, 2012:200). Furthermore, is there complete participation or representation in decision making and if not then it could cause a risk that community leaders and influential people in Groot Aub do not represent the whole community, but

instead focus on the concerns of leaders. At the same time, participants within the larger community whose participation could be highly important to community's economic development are marginalised or ignored due to culture and classes. The purpose of this study is to evaluate public participation in the integrated development planning process: the case of Groot Aub Namibia.

The study will not only evaluate Groot Aub resident's participation in the integrated development planning but will also explore best practices used nationally and internationally with regards to the research topic. Knowledge gained from the study is to be used to recommend capacity building programmes for improving participation of Groot Aub in the IDP process in the CoW. Through the evaluation of the findings, the researcher hopes to bring valuable inputs and lessons on capacity building programmes that aim to improve participation of Groot Aub residents in the IDP process.

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is to evaluate how the Windhoek Municipality develops and presents the IDP to the community of Groot Aub.

- To seek information on institutional structures put in place to monitor, evaluate and coordinate Groot Aub participation in formulating and implementing the IDP
- To identify the challenges faced by the CoW during public participation in the IDP process

- To make recommendations to policy makers and the CoW on how the IDP can positively impact the livelihood of Groot Aub residents

1.4 SIGNIFICANCE OF THE STUDY

Public participation plays a very crucial role in strengthening the IDP process and for sustainable development within the communities. Participation of Groot Aub in the IDP process could add more value to the process, however this can only happen if the residents of Groot Aub are equipped with the necessary knowledge and skills. Recommendations given in this study could help the Municipal Council in implementing more thorough research on public participation. It is further expected that the study will add value to the body of knowledge that could be used by public sector practitioners, especially those in local government. In addition, academics and future researchers also stand to benefit from this study.

1.5 LIMITATION OF THE STUDY

Firstly, it was difficult to secure appointments with all the targeted respondents which then led to the delay in completing this thesis within the required timeframe. Secondly the study was limited to the jurisdiction of Groot Aub, therefore, the findings of the study cannot be generalised to reflect the state of affairs of other settlements. Thirdly, the issue of local literature was a challenge to the researcher.

1.6 DELIMITATION OF THE STUDY

The study was only limited to Groot Aub, City of Windhoek, and did not evaluate other settlements and municipalities in Namibia.

CHAPTER TWO

LITERATURE REVIEW

2. INTRODUCTION

This chapter gives an overview of the literature on public participation in the integrated development planning process. It focuses on the theoretical foundation, policy prescriptions, and legal framework that underlie this study. The research intends to evaluate public participation in the integrated development planning process. Furthermore, the crucial role of integrated development planning in improving municipal service delivery is discussed.

2.1 GROOT AUB BACKGROUND

Groot Aub is a settlement in Khomas Region of Namibia country in south-western Africa. It is located about 40 kilometers (about 19 miles) south of Windhoek, Namibia's capital city. Groot Aub is a small settlement that has earned some attention in recent years as a result of its unusual history and development issues. Groot Aub, like many other localities in Namibia, has a complicated past that is intertwined with colonialism and apartheid. Many Black Namibians were subjected to forced labor and expulsion from their ancestral lands during Namibia's colonial period, which was primarily under German and then South African administration. During apartheid, forcible removals occurred in Groot Aub, resulting in the construction of a settlement for displaced residents.

Development Challenges: Groot Aub, like many informal settlements in Namibia, faces significant development challenges. These challenges include inadequate access to basic services such as clean water, sanitation, healthcare, and education. Housing conditions in informal settlements like Groot Aub are often substandard, and residents may lack access to economic opportunities.

Government Initiatives: The Namibian government, along with various non-governmental organizations (NGOs) and international partners, has initiated several projects and programs aimed at improving the living conditions in Groot Aub and other informal settlements. These initiatives typically focus on providing better housing, sanitation facilities, and access to basic services.

Community Resilience: Despite the challenges, the people of Groot Aub have shown resilience and have been actively involved in community development efforts. Local organizations and residents have worked together to address issues such as housing, healthcare, and education, striving to create a better future for themselves and their families.

Education: Education is a crucial aspect of community development in Groot Aub. Efforts have been made to improve access to quality education for children living in the settlement. NGOs and government programs have supported the construction of schools and provided resources to enhance educational opportunities.

Agriculture: Agriculture is an important economic activity in Groot Aub. Some residents engage in farming, cultivating crops and raising livestock to sustain themselves and generate income. Sustainable agriculture initiatives have been introduced to promote food security and economic stability.

It's important to note that the situation in Groot Aub may have evolved since my last knowledge update in September 2021. Efforts to address the challenges faced by residents in informal settlements like Groot Aub are ongoing, and various stakeholders continue to work toward improving living conditions and opportunities for the community.

2.2 ECONOMIC ACTIVITIES IN GROOT AUB

Agriculture: Agriculture is a significant economic activity in Groot Aub and the surrounding areas. Farmers in this region cultivate a variety of crops, including maize, millet, vegetables, and watermelons. Livestock farming, such as cattle and goats, also plays a crucial role in the local economy. Livestock farming contributes to food security and provides an income source for local farmers.

Small-Scale Businesses: Small businesses and local shops are essential for meeting the daily needs of the community. These businesses include grocery stores, hardware stores, restaurants, and other retail establishments. These businesses serve both the local population and travellers passing through the settlement; Crafts and Handmade Products:

Some individuals in Groot Aub engage in crafting and the production of handmade goods. These products may include traditional crafts, artwork, jewellery, and other items that are sold locally or to tourists visiting the area.

Services: Basic services such as healthcare, education, and public administration also contribute to the local economy. These services provide employment opportunities for residents and contribute to the overall well-being of the community; Tourism: While not a major tourist destination, Groot Aub's proximity to the capital city, Windhoek, means that it may attract some visitors seeking a quieter and more rural experience. Tourism-related activities, such as guesthouses, camping sites, and guided tours of the surrounding natural attractions, can generate income for locals.

It's important to note that Groot Aub's economy is relatively small and rural compared to larger urban centers in Namibia. As such, economic opportunities and development may be more limited in this settlement, and many residents may rely on a combination of these activities to sustain their livelihoods.

2.3 LOCAL GOVERNMENT AND ADMINISTRATION IN GROOT AUB.

Local Authority: Groot Aub is administered by the Windhoek Municipality. This local authority is tasked with providing essential services and infrastructure to the community, such as water supply, sanitation, roads, and waste management; Traditional Leadership in many regions of Namibia, traditional leaders play a significant role in local

governance. Traditional authorities, such as chiefs or headmen, may have influence in decision-making processes, especially in matters related to land and cultural issues. Regional and National Government, Groot Aub falls within a specific region or constituency, and it is also governed by the broader national government of Namibia. These higher-level government bodies may provide oversight, resources, and support to the local administration.

Local Services: The local administration is responsible for delivering various services to the residents of Groot Aub. This includes education, healthcare, housing, and social services. The extent and quality of these services can vary depending on the available resources and government priorities. **Community Engagement,** local government in Groot Aub should engage with the community to gather input, address concerns, and involve residents in decision-making processes. Public meetings and consultations are essential for fostering transparency and accountability. **Legal Framework,** the administration in Groot Aub operates within the legal framework of Namibia, which includes various laws, regulations, and policies that guide local governance and administration.

2.4 CHALLENGES AND OPPORTUNITIES IN GROOT AUB

2.4.1 Challenges:

Firstly, **Limited Infrastructure:** Groot Aub like many other settlement in Namibia is face with a challenge of limited infrastructure such as paved roads, electricity, and clean water supply. This could hinder economic development and quality of life for residents.

Secondly, Access to Education often rural areas struggle with providing quality education. Groot Aub may face challenges related to the availability of schools, qualified teachers, and educational resources. Thirdly, Access to healthcare facilities and medical services can be limited in rural areas, leading to health disparities and reduced life expectancy. Fourthly, Job opportunities may be limited in Groot Aub, leading to high levels of unemployment and poverty, particularly among the youth. Lastly, if agriculture is a significant part of the local economy, Groot Aub could face challenges such as drought, soil degradation, and limited access to modern farming techniques.

2.4.2 Opportunities:

Agricultural Potential: Groot Aub's rural setting can be an advantage for agriculture. Investments in modern farming techniques, irrigation, and crop diversification can improve agricultural productivity. **Community Development** is another opportunity that Groot Aub could benefit from community-driven development projects, including cooperatives, skills training, and small-scale enterprises that empower residents. Moreover, investing in renewable energy sources like solar or wind can help address the energy needs of the community, especially if the grid infrastructure is lacking. In addition, improving educational facilities and offering skill development programs can enhance the capacity of residents to participate in various economic activities. Furthermore, building essential infrastructure like roads, bridges, and water supply systems can facilitate economic growth and improve living conditions.

Effective local governance and community participation can help address the unique needs and challenges of Groot Aub by ensuring that resources are allocated efficiently and transparently. Moreover, collaboration with local and international organizations, NGOs, and government agencies can provide resources, technical expertise, and funding for development projects. Finally, It is important for the local government, residents, and other stakeholders to work together to address the challenges and capitalize on the opportunities in Groot Aub. Sustainable development efforts that take into account the specific needs and aspirations of the community can lead to improved living conditions and a brighter future for the area.

2.5 STATUTORY FRAMEWORK ON REGIONAL AND LOCAL GOVERNMENT.

Article 102: Structures of Regional and Local Government

(1) For purpose of regional and local government, Namibia shall be divided into regional and local units, which shall consist of such region and Local Authorities as may be determined and defined by Act of Parliament.

(2) The delineation of the boundaries of the regions and Local Authorities referred to in Paragraph (1) shall be geographical only, without any reference to the race, colour or ethnic origin of the inhabitants of such areas.

(3) Every organ of regional and local government shall have a Council as the principal governing body, freely elected in accordance with this Constitution and the Act of Parliament referred to in Paragraph (1), with an executive and administration which shall

carry out all lawful resolutions and policies of such Council, subject to this Constitution and any other relevant laws.

(4) For the purposes of this chapter, a Local Authority shall include all municipalities, communities, village councils and other organs of local government defined and constituted by Act of Parliament.

(5) There shall be a Council of Traditional Leaders to be established in terms of an Act of

Parliament in order to advise the President on the control and utilization of communal land

and on all such other matters as may be referred to it by the President for advice.

Namibia had enacted the Local Authorities Act, No. 23 of 1992, which governs the establishment and functioning of local authorities, including municipalities, in the country. Integrated development planning is an essential component of local governance and is typically carried out by municipalities in accordance with the Local Authorities Act and other relevant regulations and guidelines.

2.6 WHAT IS PUBLIC PARTICIPATION?

Creighton (2005: 7) defines public involvement as "the process of incorporating public needs, values, and concerns into governmental and corporate decision-making." To put it another way, public participation comprises two-way communication and interaction with the ultimate goal of reaching decisions that the broader public will support.

According to Creighton (2005: 7), public participation must include at least these elements.

- Public involvement pertains to administrative decisions, which are normally made by agencies (and sometimes by private organizations), rather than elected officials;
- Public participation is more than simply presenting information to the public. • There is interaction between the decision-making organization and the people who want to participate;
- There is an organized method for involving the public. It is not something that happens by chance or coincidence; and
- The decision-making process is in some way impacted or influenced by the participants.

In addition, the International Association for Public Involvement (IAP2 fundamental principles) approaches the definition of public participation from the perspective of its fundamental principles. These are as follows:

- The people ought to have a say in decisions that have an impact on their life;
- The guarantee that the public's input will affect the decision is included in public participation;
- All participants' requirements are met and their interests are communicated through the process of public involvement;
- The public participation process includes participants in defining how they participate; it seeks out and facilitates the involvement of those who may be impacted;

- It gives participants the information they need to participate meaningfully; and it involves participants in defining how they participate.
- Participants in the public participation process are informed of how their opinion influenced the decision.

2.7 THE VALUE OF PUBLIC PARTICIPATION IN LOCAL GOVERNMENT IN NAMIBIA.

The problem of public participation is crucial in a democratic government like Namibia's. Mzimakwe (2010: 512) asserts that public participation has an impact on the essential character of the relationship between citizens and their governments. This relationship is intended to be especially close and interdependent. According to Kroukamp (2002: 52), public participation is costly, time-consuming, and frustrating but cannot be abolished because of the following values it upholds:

- To begin with, engaging the public is an affirmative activity in and of itself. It is a manifestation of the same drive, imagination, dependability, and faith that various initiatives, including education and others, aim to foster. As a result of the general public's conviction in the worth and dignity of every individual, participation is a crucial by-product. It suggests that individuals discuss the importance of normative and useful concerns including social equality, citizenship, social conflict, cooperation, democratic theory, and the public interest;
- Secondly, involving the public aids in the mobilization of the resources and efforts of the disadvantaged. Namibians who reside in the unofficial settlements that round major

urban centers offer as a living example of how individuals can act as both passive consumers and service providers. The urge from increased public participation drives up mass production for mass consumption;

- Thirdly, public engagement offers special knowledge, competence, and experience that cannot be disregarded by those involved, and their work should be taken into account in Namibia's all-encompassing action plans. These are the most widely accepted solutions to social issues; they were created by experts and endorsed by the most influential social, political, educational, and economic institutions.

- Fourthly, to strengthen democracy, vigorous and continuing public participation is necessary. Experience with democracy firsthand ensures its value. When a large number of people's engagement is restricted to routinely electing their representatives, this could be in a procedural, formal sense; and

- Finally, there is a practical benefit to public participation in government. There are more reasons to support and even promote the game of democracy if the populace can meet their needs and even demands by abiding by the rules of the game.

Public participation includes the democratic election of residents to local government. Along with their democratic engagement in municipal affairs, citizens also have the opportunity to participate in the creation or implementation of certain projects. Public participation also includes the dissemination of information regarding regional political and administrative issues. This involves, among other things, the administration's information-dissemination efforts and the fact that reporters and public are welcome to

attend local authority meetings. Ismail, Bayat, and Meyer (1997: 111) state that the following steps must be taken by local government entities to encourage more public participation:

- Create mechanisms for citizens to form volunteer and interest groups to facilitate interaction between council members and officials;
- Consult citizens and solicit their opinions on important issues through social surveys, questionnaires, exhibitions, community forums, and advisory panels;
- Provide information to citizens about taxes, service delivery, service performance, and service goals;
- Establish venues for discussions and debates on significant issues, or develop a thorough agenda of concerns, problems, and solutions;
- Establish phone interactions with citizens, such as hotlines, and
- Provide for citizen inquiries and surveys.
- Establish telephone communications, including hot-lines, with citizens; and
- Make provision for citizens' enquiries and opinion polls.

This suggests that all municipal governments should encourage extensive public participation. With more people involved in the decision-making process, the decision-makers will have access to more information. As a result of enhanced citizen

responsibility, it is likely that a citizen's commitment to their community will grow stronger.

2.8 PUBLIC INFORMATION, CONSULTATION AND PUBLIC MEETINGS AS A BASIS FOR PUBLIC PARTICIPATION

According to Fedorcio, Heaton, and Madden (1991: 65), information is crucial in establishing the caliber of services provided by local government. Councils must learn what the public thinks about policies and services because it is also given as a public service in and of itself. The dissemination of information at the front lines can make the difference between the public's perception of the municipality being positive or negative. Councils have continuously worked to enhance their public image by implementing a customer-focused method of service delivery. An illustration of this is the instruction of front-line employees to be pleasant, friendly, and knowledgeable about the municipality, as well as the installation of signs to direct the general public when they visit municipal offices. Councils have access to a wealth of data regarding not just their own services but also those provided by the public sector, such as housing, employment, social development, and health.

According to Fedorcio et al. (1991: 68), when a council conflates information with consultation, it damages the reputation of public consultation. In this sense, information sharing on council decisions, rules, or procedures isn't enough to qualify as consultation. Before decisions, agreements on policy, or actions are taken, it occurs. A suitable environment must be present for consultation. A council that interacts with its constituents should start a genuine conversation with them and solicit their opinions on

matters that have an impact on both their lives and the lives of others in their community. A further suggestion made by Fedorcio, et al. (1991: 68) is that there are numerous ways to consult service consumers. Customer surveys, user interviews, focus groups, and meetings with NGOs, CBOs, and organizations that represent formerly underrepresented groups are a few examples of these.

Public gatherings have historically served as venues for the exchange of information. A face-to-face gathering, according to Fedorcio et al. (1991: 69), can accomplish much more for communication than any textual exchange. A public meeting should have a flexible time and location, not because the council finds it more convenient but because of the anticipated turnout from the community. Access for those with disabilities, translation services, transportation services, and early notification of the gathering may all assist draw in more community members.

2.9 MUNICIPAL-COMMUNITY PARTNERSHIPS AS A TOOL FOR PUBLIC PARTICIPATION.

The need to encourage new forms of involvement between the government, civic society, the commercial sector, and the citizens is a common element that underpins both positions. Typically, partnerships are assumed to be what these are. According to resource endowments, institutional capabilities, and development priorities, municipal-community partnerships (MCPs) are one sort of cooperation that can take on various shapes and include varying degrees of complexity (Parnell, Pieterse, Swilling, and

Wooldridge, 2002: 266). Consequently, it is possible to state that collaborations between the government and civil society organizations:

- Intensify and maintain participatory methods for providing infrastructure and services;
- Facilitate the conceptualization, implementation, service delivery, monitoring, and evaluation of large-scale government programs;
- Through organized and unstructured interactions, contribute to the creation of policy and socially responsive development initiatives; and
- improve the poor's access to goods and services and bring about a fundamental shift in favour of the poor by affecting both gradual changes in municipal policies and practices and significant changes in rules, norms, and values.

MCPs, according to Cranko and Khan (2014: 32), are an illustration of an institutional strategy that can support addressing local developmental needs. They should not be viewed as merely community engagement tools or as a magic bullet for providing infrastructure services to the underprivileged. They are an instrument for service delivery and governance that, when used to address the needs of the poor in terms of all municipal activities, occasionally shows a competitive advantage over alternative methods.

Furthermore, effective MCPs are seen as service delivery and governance systems that combine three essential components: organizational effectiveness, expanding access to basic services to areas with the greatest needs and levels of poverty, and community empowerment and a deeper understanding of the social contract at the municipal level.

2.10 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

The IDP process plan is a management tool for each municipality that aids in the day-to-day management of the IDP process. The process strategy should serve as a business or operational plan for the IDP process (IDP Guide Pack, 2003: 5). It should state clearly and concisely what must occur when, by when, with whom, and where, as well as contain a cost estimate. As a result, it should be a fully standardised document that provides a simple summary through formats. According to the IDP Guide Pack, the process strategy must include:

- Institutional structures to be established for management of the process;
- Approach to public participation;
- Structures to be established for public participation;
- Time schedule for the planning process;
- Roles and responsibilities; and
- How the process will be monitored.

Integrated development planning process consists of five phases which need to be followed by municipalities. These phases are:

Phase 1: Analysis

This phase addresses the current condition within the municipal territory. It is a focused investigation of the types of challenges encountered by the residents of that particular town. Poor service delivery, crime, unemployment, and a lack of housing are among the

issues. It is critical to identify the priority issues at this stage because the municipality will not have the resources to solve all of the issues mentioned by various parts of the community.

Phase 2: Strategies

Once the municipality learns the problems affecting the people in the area and their causes, it must develop solutions to solve the issues. During this phase, public participation should take the shape of a public debate on the best approaches to address the difficulties highlighted during the first phase. This phase comprises the development of the municipality's vision, objectives, and strategies.

Phase 3: Projects

This phase focuses on project design and specification for implementation. According to the IDP Pack, the municipality must verify that the projects proposed are connected with the priority concerns and strategic objectives identified during the analysis phase. During this phase, the target group as the beneficiaries of the projects, the location of the projects, the time frames of the projects, the role clarification, the resources required, and the people who will fund the projects, as well as the specific indicators to measure the performance of the projects, must all be clarified.

Phase 4: Integration

Once the projects have been identified, the municipality must ensure that they are consistent with the municipality's goals and strategies, as well as the resource framework, and that they meet all legal criteria. The municipality must consolidate its

operational strategies, which include a five-year financial plan, a capital investment plan for five years, an Integrated Spatial Development Framework, integrated sectoral programs, consolidated monitoring, a performance management system, a disaster management plan, and an institutional plan.

Phase 5: Approval

During this phase, after the IDP is completed, it must be submitted to the municipal council for consideration and approval. However, before the council accepts the municipality's IDP, the municipality must provide the public with an opportunity to comment on the draft IDP. The council examines the IDP for approval once it has been updated in response to public feedback.

When a municipality adopts its IDP, it must submit a copy of it, along with the process plan, to the Member of Executive Council (MEC) responsible for local government to ensure that it complies with the provisions of the Municipal Systems Act and is not in conflict with the IDPs and strategies of other municipalities or state organs.

2.11 THE INTEGRATED DEVELOPMENT PLAN AS A PUBLIC PARTICIPATION MODEL FOR ENHANCED LOCAL GOVERNANCE.

Municipal planning must be developmental and must focus on the needs of the disadvantaged, according to integrated development planning. According to Mayekiso, Taylor, and Maphazi (2013: 191), this is a new approach to planning that involves the

entire municipality and its inhabitants in finding the best solutions to achieve sustainable long-term development, as mandated by the Republic of Namibia's Constitution of 1990.

This constitution directs municipalities on how to organize and implement integrated local development programs. Furthermore, the IDP is a master plan that supports towns in determining how to spend their capital budget over the following five years, as well as allowing them to define budget priorities. It should be remembered, however, that the IDP is a result of integrated development planning. Community plans aid in making IDPs more focused and relevant to the needs of all populations, including the most vulnerable. Community-based planning provides a structured planning and execution procedure for committees to carry out their functions and obligations. For committees to become more effective in influencing the policymaking process in local government, they will need to be strengthened and nurtured.

2.12 PROCEDURES FOR PUBLIC PARTICIPATION IN THE IDP PROCESS

The involvement of community and stakeholder organisations is one of the main features about the integrated development planning process. Participation of affected and interested parties ensure that the IDP addresses the real issues that are experienced by the citizens of a municipality. The IDP Guide Pack (2003: 26) asserts that a public participation strategy in the IDP process needs to be approved by a council. The proposed process for public participation is as follows:

1. The IDP Steering Committee develops a plan proposal while keeping in mind the necessity to comply with any relevant legislation. The Municipal Systems Act and the IDP Regulations, for example.
2. The idea is presented to the council for review and approval.
3. Once the strategy has been authorized by council, it is the responsibility of the IDP Steering Committee to put it into action.
4. The IDP Steering Committee delivers the strategy to the IDP Representative Forum at its first meeting.

A municipality must examine the following topics while developing a strategy for public participation in the IDP process:

- The elected council, as the final decision-making forum on IDPS, must allow members of the community to submit feedback on the council's decisions.
- In order to secure public involvement, towns must create proper conditions that allow members of the community to participate.
- Participation in the IDP process necessitates the establishment of clear rules and procedures outlining:
 - (i) Who will participate?
 - (ii) Who will not directly participate (but will be consulted); and
 - (iii) On which matters should direct participation or consultation occur?

- The structure of public participation must allow for sufficient diversity within the municipal area in terms of different cultures, gender, language, and education levels; and
- participation costs can be kept at an acceptable level if potential participants are made aware that it is in their own self-interest to be involved in the planning process and that it is not a task for which they must be compensated.

The municipality must guarantee that conducive conditions for proper and successful involvement are developed while designing a public participation plan (IDP Guide Pack, 2003: 29). Among the considerations to examine are:

- Notifying communities and stakeholders of the municipality's intention to begin the integrated development planning process.
- The use of suitable terminology is vital to allow all stakeholders to freely participate, for example, through newspapers, community radio stations, and constituency councillors;
- The location and timing of public participation events can influence attendance;
- Draft planning documents should be made available for all community members and stakeholders to comment on; • council meetings on IDP approval should be open to the public; and
- Copies of the final IDP must be made available to all community members and stakeholders.

The municipality, through its IDP committee and councillors, should employ all available ways to stimulate public engagement, in addition to ensuring the required conditions.

2.13 BENEFITS OF PUBLIC PARTICIPATION IN THE IDP PROCESS

The idea that local government structures are primarily accountable for fulfilling the interests of inhabitants and stakeholders in their areas is the most compelling case for public engagement in developing local government (Houston, 2001: 216). The argument that developmental local government should prioritize community service is backed by the constitution in the following ways:

“One of the strengths of integrated development planning is that it recognises the linkages between development, delivery and democracy. Building democracy is a central role of local government, and municipalities should develop strategies and mechanisms (including, but not limited to, participative planning) to engage continuously with citizens, business and community groups”.

Municipalities require active participation at four levels:

- As voters, to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote;
- As citizens, to express their views before, during, and after the policy development process in order to ensure that policies reflect community preferences to the greatest extent possible;

- As consumers and end-users, who expect value-for-money, affordable services, and courteous and responsive service.
- As organized partners in the mobilization of resources for development through for-profit corporations, non-governmental organizations, and community-based organizations.

2.14 RATIONALE FOR PUBLIC PARTICIPATION

It is assumed that rural development is good if not a vital thing. The experience of international has shown that for local government level to be effective and accountable people's participation is essential. According to MacKay (2004) international experience has shown that to achieve successful and lasting models that ensure citizen participation take place is through the establishment of structured and institutionalised participatory framework for local governance.

The political decision-making process in democratic states people's voice has always been seen as a very important factor. One of the basic elements of democracy is freedom of speech. By law public participation is not bound by forms of expression, regulations and possibilities of voicing out one's opinion is unlimited, provided that others opinions are respected.

Citizen participation institutionalized and structured models generally work when people see them as credible and legitimate, where they have legal status and there is political commitment to their implementation (MacKay, 2004). For community participation to

be successful certain conditions are required to ensure that necessary and adequate resources are available that could inform and capacitate the people about local government. These conditions for successful community participation in local governance require that there are adequate and necessary resources to inform and capacitate the people about issues of local government, policies, and empowering them to participate meaningfully.

Public participation is a way of democratizing the planning process to the extent that public participation in public policy making and implementation is considered a democratic right (Brynard, 1996:41). Sharma in Brynard (1996) argued that rural development and planning need grass-root participation as a tool to obtain information about local conditions, attitudes, needs, and that people are more likely to give support in project in which they were involved in their planning and implementation. During planning and implementation stages of development programmes buy in from communities ensure that people identify with the projects and that they will see it as their own rather than projects of the government (Sharma in Brynard, 1996).

In all democratic countries it is a constitutional right for people to participate in development initiatives that affect their lives. Access to the resources is a democracy requirement that could empower people and give them the right to exercise their power in a way that they are able to participate in public affairs (MacKay, 2004). Trust is built when there is community participation between the local authorities and the people.

Involving the community in public participation could give them a very strong sense of accountability and ownership. They will feel that they did not participate in a plan for others but for themselves. Moreover, people could be more confident and united through collective action to solve their problems (MacKay, 2004).

Public participation in local government planning has benefits for the communities, government, and people because they help to contribute to the knowledge. Public participation is more like a therapy for the powerless and marginalized because involvement in political activities promoted their sense of potency and growth, enhances their self-esteem. According to Baum (2002) collaboration could help people to become part of a network that provides social support that could bring knowledge, power, and the ability to solve their own problems, and improving the standard of living, including services. People are more likely to develop a strong relationship with the government when they participate in planning programmes, and consider that the programmes are legitimate and accept them (Baum, 2002).

Baum (2002) further argued that public participation could enable people and others who participate with them to learn and could empower them to act together in a way that would have been impossible otherwise. Public participation purpose includes developing the capacity to act and change condition, developing relationships and communicating information.

Mog (2004) argues that broad based community is a widely held view which is a fundamental element of most sustainable programmes. “The central tenet of sustainable development is that poor people should be given the opportunity to create their own solutions to the problems they face” (Mog, 2004:3). In all implementation, formulation and development plans review for their own community the poor must be seen as lead actors. They should participate in research, trials and experiments that could assist them towards identifying and solving problems that they are facing (Mog, 2004). Community participation of poor people in development plans of their own could help educate and empower them to sustain programmes even long after the end of the programmes.

2.15 FORMS OF PUBLIC PARTICIPATION

Recommended models on public participation are those that focuses on diversity, territory and optimization of the local resources and those “that seek to enhance the particular strength of a rural locality by developing the potential of local actors such as communities, businesses, individuals, and voluntary organisation, as well as its cultural and natural assets” (Lowe et al., 1998: 18).

Lowe et al., (1998) argued that public participation is about power and how it is redistributed. Furthermore, they argued that control cannot be gained by the local groups without others losing some and that in principle, the pursuit of participation, as objectives of development has to involve a greater transfer of power than when used as a means of development planning or implementation. For power to be transferred to from

officials to people staying in rural areas there is a need for educating, developing skills, and informing the rural communities. Sustainable development through public participation is ensured by governance playing a major role in decision making of local development planning. The concept of consultation of stakeholders is no longer adequate; cooperative decision making is often demanded by stakeholder (Fjeldstad, 2004).

Fjeldstad (2004) formulated a participation model called an eight-step ladder, starting from lower levels of citizen control to that of full control. Manipulation and therapy are characteristics of the lower step and are essentially non-participative; and are more of public relation exercises (Fjeldstad, 2004). The most important step to legitimate participation is represented in second step of informing and the flow of information is usually one way without feedback (Fjeldstad, 2004). Public enquiries, neighbourhood meetings, and attitude surveys are involved in the consultation step after informing (Fjeldstad, 2004). Arnstein was sceptical about the practical merits of this level of participation and “saw it as a merely a window dressing ritual “(Lowe et al., 1998: 22). Roseland (2000) in support of Fjeldstad (2004) argued that fair hearing and consultation are no longer sufficient to achieve sustainable development. But direct participation in making decision is necessary.

Placation comes next, which involves the co-option of handpicked local “worthies” into the committees to advise on projects and plans, but the to judge the feasibility or legitimacy of the advice is retained by the officials or power holders (Fjeldstad, 2004). Partnership is the next step, characterised by redistribution of power through negotiations between the municipality and the local people, where planning and decision-making responsibilities are shared through (Fjeldstad, 2004), for instance, joint committees. Delegated power is the seventh step whereby people hold a clear majority of seats on committees delegated powers to make decisions (Fjeldstad, 2004). Citizen control is the highest level of participation which is characterized by people exercising full control on planning, management of programmes and policy making, with no intermediaries operating between people and the source of funds (Fjeldstad, 2004).

Rural communities must be knowledgeable, and constantly be informed about issue of local government in order to be able to reach to the last three levels of Arnstein’s ladder of participation, which is partnership, delegate power and citizen control. Which means that municipality should have the capacity to ensure that people are capacitated to participate at these last three levels of Arnstein’s ladder of participation. It also gives an indication of the significance of focusing on capacity building programmes to enhance people’s participation not only on education, training and skill development but also changing people’s attitudes. Public meetings, adult education and training centres, village appraisals, exhibition and fairs, medias and telecommunication are identified by (Moseley and Cherret, n.d). Below is the explanation of the tools in more detail.

Public meetings:

When publicizing projects and providing open debates it is more useful to use public meetings. It could be an optimal platform for municipalities to share the information about needs of their communities and give clarity on the issues related to the IDP process. Local council members, political structures, and the community members could use these public meetings in promoting public participation on developmental issues (Sewell and Coppock 1997, Mackay, 2004).

Adult Education and Training:

Adult education and training play a pivotal role in the active involvement of the local people, particularly in development projects implementation (Moseley & Cherret, n.d). there is adult education and training taking place in area of the study operating in the primary school which therefore, is bigger opportunity for effective public participation in issues of local government.

Village appraisals:

Local people formally identify their problems and opportunity and action required to tackle them, which are self-administered community survey (Moseley and Cherret, n.d.).

Exhibitions and fairs:

Exhibition and fairs could be used to bring projects to public attention and to elicit popular responses (Moseley and Cherret, n.d.).

Public Hearings:

Public hearing could be held in strategic areas closer to the communities (Sewell and Coppock, 1997). Public participation forms and tools are appropriate at different stages of the process of development and different groups (Moseley and Cherret, n.d., and Sewell and Coppock 1997). Therefore, applying these forms means that it will depend on the phase of the IDP process as well as the category of people and the role they play in the process. Brochures, pamphlets, establishment of organisations and circulating newsletters, letters to politicians, letters to the editors of magazine and newspaper, lobbying, demonstration, and protest meetings are other forms of participation. Through direct advice or support individuals could participate in local government issues and influence decision making. The councillor could be requested by the people to set up a clinic on specific days at a certain place (MacKay, 2004). This means that the councillor of the area should be available to be able to see anyone from the community at these agreed times and then these dates should be advertised by the councillor around the area. Other forms of public participation include community enterprises rural development partnership, community network/forums, and animators.

2.16 LIMITS TO PUBLIC PARTICIPATION

Public participation has limits meaning not everybody will agree with what is in the IDP and that not everybody will participate in all the stages of the IDP process. Decide, educate, announce and defend has been the traditional approach to public demand for greater participation (Roseland, 2000:106). It does not necessarily mean that everyone comes to full agreement in public participation, rather there should no substantial

disagreement; and that participant could live with the outcome. Democratic decision making, where decision-making power is shared in reality if not in name, has been effective in some regions and some context, for instance, Mondragon system of industrial cooperatives in the Basque region of Spain, and Community land trust in the United States are all example of potential democratic decision making (Roseland, 2000).

Two dominant models are of community participation in community development are distinguished by Curtin (1996). The first being the consensus model. Which emphasises on all people within a particular area working together and taking actions to improve the whole community. Though income disparities and access to other resources may be recognised, there is an assumption that similarity of interest is powerful enough to form consensus building (Roseland, 2000). In areas with high social inequalities among people this model cannot be applied. The second model is conflict model, in which local inequalities is seen as an expression of the structural causes of marginalization and poverty. The second model puts emphasis on people being brought together to discuss their problems and collectively organise in search of solutions, it focuses more directly on “disadvantaged, poor and empowering those that are outside the power structure (Roseland, 2000). This model is relevant to the area under study based on the socio-economic status of majority of people in the area, which is, poverty, unemployment levels, and high illiteracy.

Bryden et al., (1995) argued that practically it is not possible to involve the community in the planning and execution of local government projects. As Moseley and Cherret (n.d.: 8) pointed out that “the scale of such involvement is too massive and the public in any case is made up of many different interests, priorities and resources”. This view entails that operating through community’s political and social leadership is often the tendency (Lowe et al., 1998). This means that the consensus model should be applied through other already existing structures.

On the other hand, Syrett (1995) and other argued that critics of the consensus model is that the model reinforces existing power structures that oppress poor, marginalised and disadvantaged society groups, like those is rural areas of Namibia. Experience of the Irish is instructive of this and proved that when this model was used “it tended to be dominated by a small group of enthusiasts, adept at assembling the illusion of consensus that allows the interests of some to masquerade as the interest of all” (Varley in Lowe et al., 1998: 25).

However, it could be argued that using conflict model requires municipalities to use strategies that emphasises more on capacitating and assisting the poor and most disadvantaged, like the people in the area under study. Moreover, the strategies should guard against unintended consequences whereby strategies work largely for the “haves and not the have nots”. These unintended consequences were clearly indicated by the

Irish experience during the first European Anti-Poverty Programme in 1970-1980 (Irish National Committee to Combat Poverty, in Lowe et al., 2004).

2.17 RESOURCES FOR EFFECTIVE PARTICIPATION

Adult education and training centres, resource centres, financial institutions, Rural development centres, Municipal officials and community development workers are some of the resources required for communities to fully participate in the affairs of local government.

2.17.1 Community Development Workers and Other Officials

Local authorities should ensure that communities are provided with the required human resources which important for capacity building at community level. Although public meetings and the media are appropriate for dispersing information to communities, it is vital to employ government officials and well-trained community workers that can increase and facilitate interaction between people staying in rural areas and local planning authorities.

To ensure good practice, resources are needed to support the process of public participation and is therefore need to be funded. Public participation is the object of a special programme, such as renowned participatory budgeting process in Porto Alegre, Brazil, that involve thousands of community members each year supported by a team of municipal employees dedicated to facilitating the participation process (Mothake,

2006). It also includes information dissemination that is important to participative process in a manner that is relevant and understandable to Groot Aub, and that uses local languages (Motlhake, 2006).

A resource person who collaborates with other community activists in order to help community members to acquire information and resources from the municipality and service providers is referred to a community development worker (Motlhake, 2006). To achieve goals, to learn how to meet the needs of Groot Aub progressively, realize aspirations and maintain their well-being and identify their community development needs is the aim for collaboration. According to Motlhake, (2006) a community development worker is expected to reside in the community in which he/she works. Gaining insights into the needs of people and resources through exchanging information, enabling, providing expertise, educating, guiding, catalysing action and advocating is among other things that community development workers perform (Motlhake, 2006). Promoting the partnership notion between local structures and themselves is what is expected from them as community development workers.

The role that community development worker plays as indicated above indicate the important role that community workers perform in order to capacitate communities about the IDP and its activities and educating the communities on IDP processes and improve their participation in the IDP.

2.17.2 Other Resources

Training providers for newly elected local representative, colleagues, mentors, non-governmental organisations, political parties, colleges and universities, national and provincial government are some other resources that could be utilized for capacitating rural communities to fully participate in the IDP process (Fudge, 1983). Physical resource and provision of financial resources to people that stay in rural areas is included in capacity building programmes. Resource centres, rural development centres and adult education centres have played an important role in capacitating rural communities on planning for local development (Sewell & Coppock, 1997).

With the help of government and international organisation some non-governmental organisations have played a significant role in capacitating elected representatives through various institutional and field programmes in India (Narwani, 2002). The non-governmental organisations have had success in creating awareness among the communities of Panchayati Raj regarding local level participation in planning (Narwani, 2002). Community based Organisations and NGOs are relevant and appropriate in playing a crucial role in educating people about IDP related issues in the rural community of the study, but municipality need to strengthen them in order to play this role effectively.

2.17.3 Factors Affecting Participation

According to Narwani (2002), the social inequality contributes to the non-participation among the marginalised poor communities because they have a feeling of being powerless and do not believe that the inputs that come from them could impact on final plans. It is this feeling of powerlessness that increases the non-participation of the people planning for development and it is therefore important that they are empowered for meaningful inputs (Stoker et al., 1994). This view is in support with the Freirian paradigm that maintains that for the poor to participate in development within their localities they should be empowered to change from being “passive objects to active subjects”. For them to think in a creative way to change their situation they should be educated, this includes educating them because citizen participation that is effective when involving people in decision making about their own development (Coetzee & Graaf, 1996:315).

Hughes (2005) argues that rural communities are often socially, economically, politically and linguistically marginalised and they have a shortage of educational facilities, networks, information, alliance and capacity building opportunities. Due to language problems, illiteracy and shortage of most facilities like internet, and media rural communities cannot access information because they lack the knowledge about government policies. Brynard in Masango (2002) in support of the above argument asserts that when people are in poverty, they cannot effectively participate in local government affairs because they do not understand the “professional jargon and find it difficult to conceptualise” (p.48). The saying “knowledge is power” applies and without

knowledge, people participation is limited, uninformed and therefore meaningless and not effective to influence the final decision policy. Broader knowledge and skills to participate in local government affairs and access to information by the educated and wealthy communities that makes meaningful participation than the poor illiterate communities. All the above factors compromise the right of rural communities to participate during the design, implementation and review of programmes and policies (Hughes, 2005).

Sewell and Coppock (1997), asserts that representative governance depends on elected officials and it includes a two-way communication between the government and the public through their elected local authorities that provide a channel of communication between people and the government.

2.18 CAPACITY BUILDING FOR ENHANCED PUBLIC PARTICIPATION

The benefit of capacitating communities is that the quality of public policy making and public participation will be improved. This is supported by the view that “an educated citizen is enabled to exercise his or her judgement, contribute to the debate about planning, is aware of societal problems and the difficulties of finding solutions to them” (Boaden et al., 1987:167).

Masango (2002:62), advocates for “public education, capacity building for participation, reforming attitude towards participation, and publicizing local government affairs” since there are crucial factors that are to be considered in any programme for capacity building

which is aimed at sustaining and improving public participation. Training which includes workshops for rural communities, and advocates for an education programme for people on the nature and function of their local authority, their rights, also the introduction of civic as a compulsory school subject at the General Education and further Education and Training levels as long-term strategy to enhance citizen participation.

Participation of people staying in rural areas could be improved through strategies for capacity building that include broadening their awareness of the factors that have impact to their situation, as this could make them aware of their own abilities and be self-confident in their abilities, experience and knowledge. This could increase their interest in the affairs of local government and making the communities to have knowledge and confidence required to participate actively and meaningfully in planning for development in their communities and improving their life situations.

Active participation for people requires that they have a broader understanding of issues and policies of their local authorities. Although, rural communities possess little knowledge about the affairs and policies of their local authorities, and implications of these policies to their lives, others have little knowledge on local structures they could use in order to actively participate in local government affairs (Brynard, 1996; Coetzee & Graaf, 1996; Cloete, 1996; Masango, 2002). To improve the quality of participation for people staying in rural areas the need for skills development strategy combined with

a strategy to ensure provision of easy access to information and resources is crucial (Concern, 2001). These strategies could assist rural communities “to overcome the feeling of powerlessness and develop a strong sense of community since community bonds develop by way of interaction” (Masango, 2002:29).

One way for communities to be capacitated to participate in local government effectively is to put the people into social action groups that continuously liaise with their constituencies to take mandate on issues impeding social progress, and take action to challenges of injustices, and propose changes (Masango, 2002). This could only happen when people know their rights and that they have a clear understanding it is their right to exercise these rights, if they do not have the knowledge and an understanding of their rights, they will not challenge the injustices of the Local Municipality. As noted by Masango (2002), it is important that people be conscientised about possible change they can achieve through active participation in democratic processes around their lives. In addition, people should be conscientised about their responsibilities, roles, and rights in the whole development process. These are important part in the content of capacity building strategy. They could enhance people staying in rural areas’ participation in local government affairs.

People who represent community in various structures at local government level are elected by community members, in particular IDP forums, and therefore these representatives that are elected should be capacitated and understand local government

and development issues since they speak for the community. Hughes (2005) postulate that right awareness, participatory research and analysis, networking, negotiation, legal action, fundraising, skills in advocacy are included in the effective capacity building strategy for representatives that are elected. Other effective capacity building strategy include mobilizing the poor to work issues of common interest and raising awareness of power relations to ensure that people participate meaningfully in decision making.

Information gathering, information dispersal and promotion of interaction between the public and the planning authority are strategies which may be related to public participation (Sewell and Coppock, 1997). They further assert that some strategies could achieve more than one objective and some strategies might not be appropriate in the context of public participation specific model. They suggest that using existing political structures, political parties and employing community workers are some of the strategies used to empower rural communities.

Targeted groups for capacity building for participation in local government planning include representatives of the marginalized groups like women and disabled, Community Forum members, elected representatives, and community leaders (Midgley et al., 2005). Constituencies can then be empowered by representatives. It is important to have a leader identified for a group and be a role models in their communities, this can help to encourage the participation and involvement of other members of the community to be taken into consideration. Another strategy that could be used to be

empower other member of the community is the development of community leadership and potential (Lombard, 1991: 75).

In 1994 after India's Constitutional Amendment, over 90% of the representatives of the Panchayati Raj institutions were for the first time elected, and were the mostly marginalized, for example, women (Kumar, 2001). Skills on how to do the work, understanding the duties and responsibilities, rules and procedures of local government, policies, and laws were some of the knowledge needed by the newly elected government representatives (Narwani, 2002). It was important that leadership, communication, and interpersonal skills had to be developed among newly elected representatives (Narwani, 2002).

Cook in Midgley et al., (2005) postulate that capacity building should be about people skills and knowledge development as well as develop attitude to perform their task with competence, capacity building should be holistic. This model of capacity building was utilised by the government of India with regard to empower elected representatives of Panchayati Raj Institutions in 1993, through the declaration of the Constitution (73rd Amendment) Act of 1992 that gave constitutional rights to these institutions. The strategy adopted by the government of India to develop skills of newly elected representatives in Panchayati Raj institutions was to train Master Trainer. The master Trainers in turn trained five resource persons per Panchayati with assistance from local government authorities, skills, knowledge and attitude related issues on development

planning and other areas relevant to communities that include agricultural related programmes (Narwani, 2002).

Though these strategies showed to have some successes, some challenges were also experienced. The challenges included among other things “lack of detailed knowledge with both elected representatives and government support system regarding exact procedure, rights, obligations and duties non-availability of competent and sufficient staff at local government level to discharge the duties and dominance of infrastructural development and building construction rather than human development (Narwani, 2002). Other challenges were low level of people participation at community level, lack of experience, skills and exposure of elected representatives which is as a result of bureaucracy in project selection and execution.

Buckley and Caple (1991) postulate that training should not be a once off activity but a continuous process throughout working life. They further argue that learning takes place through on-the-job experience. Hence, it can be argued that coaches and mentors for community committee members could be a contributor to the process of capacitating councillors and committee members, particularly the newly elected and are doing these roles for the first time.

The Department of Provincial and Local Government conducted a study to investigate the sustainability of Local Governance through integrated development planning in Buffalo City, Ugu, and Kgalagadi District Municipalities in 2002. The findings were that Ugu District Municipality in Kwazulu Natal included a Training and Capacity Building Strategy for small and micro businesses in the economic projects (Department of Provincial and Local Government, 2002). Furthermore, municipalities provide education and skills development programmes that include several skills development projects. The findings also indicated that workshops are conducted with local businesses and the Service Sector Education and Training Authority develops training programmes for the businesses, which links up with the integrated development plan. The municipality also has more educational programmes for elected councillors, committee members as well as people on resource use and environmental aspect of integrated development plan (Department of Provincial and Local Government, 2002).

2.19 ADVANTAGES OF INTEGRATED DEVELOPMENT PLANNING

Van der Waldt (2014: 111) claims that the IDP enables a municipality to become aware of the development issues affecting its municipal area and, using knowledge of the resources available, to create and carry out appropriate strategies and projects to address those issues. The advantages of integrated development planning are listed by Van der Waldt as follows:

- Using integrated development planning, service delivery can be accelerated;
- Ensuring informed, quick, and sustainable decision-making;

- Securing agreement from all stakeholders for execution;
 - Offering a tool that directs where investment should take place;
 - Arriving at reasonable project ideas by taking resource constraints into account.
- IDP, as a change agent, promotes institutional change and strengthens democracy because choices are made democratically and transparently rather than by a select group of powerful people;
 - IDP functions as a means of communication. In order to realize the aim of really developmental local government, the IDP offers a platform for interaction within the municipality between officials, council members, community members, the private sector, and other role-players. Additionally, it promotes intergovernmental coordination by facilitating a mechanism of communication between the three domains of government;
 - Integrated development planning should take into account the social and economic inequalities present. Therefore, the results of integrated development planning should show how the standard of living for the poor would be raised. Poverty reduction can be accomplished through IDP by:
 - Identifying and prioritizing issues related to poverty;
 - Creating multi-sectoral development plans for poverty reduction;
 - Creating operational strategies that prioritize hiring the underemployed for project execution; and -
 - Fostering the establishment of local economic development programs that will lead to the creation of jobs, and establishing spatial frameworks that will allow for the spatial integration of the underprivileged into the economy.

- By tying the municipal budget to the IDP, as required by law, the IDP process makes it easier to budget in line with planning. To ensure that the budget is used as effectively as possible, determining the priorities in collaboration with the community and other stakeholders is essential. Without a targeted budget, strict financial control and efficient financial management are not possible;
- IDP serves as a means of ensuring local corporate governance by preserving the equilibrium between:
 - Economic and social purposes; and
 - Individual and communal aims, in order to match as closely as feasible the interests of individuals, corporations, and society.

2.20 THE LOCAL GOVERNMENT SYSTEM IN NAMIBIA

In Namibia, there are three levels of government: the central government, regional councils, and local authorities. The Local Authority Act of 1992 distinguishes between municipalities, towns, and villages, with municipalities being the highest and most independent type of local authority. Municipalities and town councils should function on a full cost recovery basis for the services they provide. The majority of the council's funding comes from user fees, with the exception of the well-established authorities that sell land (erven) and collect property taxes. Their recurrent cost support on an as-needed basis and for particular investment initiatives are not adequately funded by the central government.

Town councils mostly rely on user fees for water and electricity by taking on an additional fee to the cost of utilities (Smith & Hanson, 2003). The majority of town councils do not set their tariffs in accordance with a tariff strategy that has been approved, which results in the loss of trading services like water distribution. The situation gets worse as more customers choose not to pay for basic services for a variety of reasons, including cost. As a result, maintaining levels of service without using their accrued surpluses is an increasing difficulty for a lot of town councils (Smith & Hanson, 2003).

Overall, there are definite signs that the country's service delivery through local government has not improved since independence for electricity and may even have gotten worse for water supply. There is no provision for sanitation or for urban development sites. Most likely, the total quality of services provided in the informal urban settlement has declined (Smith & Hanson, 2003).

The Local Authority Act 23 of 1992, as revised by the Local Authority Amendment Act of 2002, set up Namibia's current local authorities. It is nearly hard to comprehend the current local government structure without historical context. This chapter provides a brief overview of the local government structure in place before to independence, with a focus on service delivery practices. The institutional changes that local government has undergone since independence are then briefly described. A succinct analysis of the

changes in the financing and delivery of crucial services by local governments since independence.

2.21 SUB-NATIONAL ENTITIES BEFORE INDEPENDENCE

The New government at independence in 1990 inherited an ill fitted local government system in order for the newly proclaimed political order of an accountable government, liberal democracy and a non-discriminatory delivery of public services expectation to be met. In addition, there was no coherent informal service delivery strategy that existed, that the government would have used as new policy basis. Informal settlement dwellers prior to independence were equated with 'illegal squatter from homeland' within the borders of urban areas that were not entitled to service delivery (Tvedten & Mupotola, 1995).

However, outside of urban centers, informal settlements were frequently viewed as a component of the rural "homelands" that were managed by traditional authorities as a part of the "homeland administration." Residents in informal settlements were not considered "legal squatters" because they were not a part of the municipalities (Tvedten & Mupotola, 1995). The central government saw it as the role and responsibility of the traditional authorities to offer and upgrade services. As a result, subnational service delivery was based on social, geographic, and ethnic factors in favour of white residential regions. Towns were to be as unpleasant as possible in order to deter non-white in-migration, according to state policy (UNDP, 1999: VII, 2). This development

strategy was created to make sure that there was no space created to meet the requirements of the urban poor. This split growth strategy particularly affected public administration and municipal government.

Large urban areas in the south were governed by local administrations in the form of municipalities because of the so-called Red Cordon Fence that divided northern Namibia from the rest of the country (Tvedten & Mupotola, 1995). This border dates back to the German colonial era in 1918. The major urban regions were initially segmented into "whites," "coloureds," and "blacks," then "economic status within those races," and last "informal and official status" (Tvedten & Mupotola, 1995). Only people of the white race were allowed to vote, but only if they met certain property and home ownership requirements. Before the middle of the 1980s, coloured people and black people did not have the same property and home ownership rights during the apartheid era (Simon, 1996).

Smaller urban settlements south of the Red Cordon Fence and all formalised urban and small formal settlements in the 'Bantustans' were administered by village advisory board that was appointed by central government (Simon, 1996). Urban settlements that had village status were administered by village secretaries and the funding came directly from the central government (in non- 'Bantustan' urban settlements) and funding from homeland government (of formal and formalised urban settlements situated in Bantustan areas) (Simon, 1996). Population growth in smaller urban settlements south of the Red

Cordon Fence before independence were very slow compared to the north of the fence (Simon, 1996). Which meant that informal settlement growth control of south of the Red Cordon Fence was easy than north situation.

Some measures of separate development policy were relaxed for people to have a freer movement during the mid-1980s (e.g., group area regulations and influx control) (Simon, 1996). Leasehold and freehold rights were extended to middle- and upper-income Coloureds and Blacks living in the urban settlements that were larger. Lending institution required permanent employment status to be used as collateral for loans that were used to develop middle- and upper-income houses. The then Transitional Government of National Unity (TGNU) administered private sector mechanisms to finance the houses, this was to ease the financial burden on the local authorities. Most private banks and SWABOU were the financial institutions that lent money to Coloureds and Blacks that had permanent employment status (Chirawu *et al.*, 1999:40-41). Borrowers of money from financial institution were often guaranteed by their employers (mainly Municipalities, parastatals, private companies and the central government). The government owned National Housing Enterprise (NHE) catered for lower to lower-middle income houses at interest rates that were predetermined (Chirawu *et al.*, 1999:40-41). The provision of low-cost houses for the poorest sections of urban population was assumed to encourage rural-urban migration that would be hard to control, and overcrowding and urban unemployment. Therefore, the state was reluctant in financing, servicing and provision of low-cost housing.

Planning and upgrading of existing township, and provision of secure land rights and serviced land in larger urban areas were seen as causing an increase in rural-urban migration and there was a need to avoid it (Chirawu *et al.*, 1999:40-41). The Transitional Government National Unity abolished policy measures that were aimed at the segregation of population according racial lines and income levels.

North informal settlements were established by people working for SADF and South African Police Force (Tvedten & Pomuti, 1998). These informal settlements were closely located to army camps, while others surrounded formal and formalised urban centres for mainly safety reasons. The Red Cordon fence informal settlements were not planned and formalised, as they were all located in areas that were administered by traditional authority (Tvedten & Pomuti, 1998). Moreover, informal settlement dwellers were not provided with services until independence, nor did they have clinics and school amenities.

2.22 THE PRESENT LOCAL GOVERNMENT SYSTEM

Local authorities that were racially segregated were abolished after independence. The former segregated townships were now integrated into the administration of municipal through the abolition of racially based advisory boards, and the councillors election who represented the entire urban population (Simon, 2000: 74-75). However, SWAPO wanted an executive Presidency while the opposition demanded for elected regional councils to administer rural areas at independence (Töttemeyer, 2000, 2001). The new Constitution incorporated both demands that established a three-tier system of

governance: central government, regional government, and local authorities. Key services such as agriculture extension, education and health were centralized under the line ministries. The second tier of regional councils is responsible for specified delivery of services in the rural areas, while local authorities as the third tier is responsible for the delivery of services in the urban areas. Institutionally, local authorities fall within regions where they are situated respectively (Pendleton and Frayne, 1998).

Local authorities became autonomous bodies under the general guidance and supervision of the then Ministry of Regional Local Government and Housing (MRLGH), even though they have to co-operate with Traditional Authorities and Regional Councils. Municipalities, town and villages are distinguished in the Local Authority Act of 1992, with municipalities being the most autonomous and highest type of local authority (MRLGH, 2003:7). Furthermore, municipalities are classified into two groups, i.e., Part I and Part II municipalities. Part I municipalities generally have financial basis that is solid and great autonomy with regard to the determination of obtaining loans and property tax. Whereas Part II municipalities have financial basis that is more fragile and were subjected to the control exercised by MRLGH with respect to setting property rates and obtain credit facilities. Without substantial transfer from the central government or donor assistance most town councils cannot balance their budgets (Tötemeyer, 2000; MRLGH, 2004). In general, their financial autonomy is limited. Namibia has 16 municipal councils (MC), of which three are part of Part I, compared to 15 at independence. Among the 15 councils only Lüderitz existed at independence (MRLGH, 2003).

Town councils and municipal are governed by a council. The number of councillors was determined by the Minister of the then Ministry of Local Government and Housing, which could vary between seven and twelve members (MRLGH, 2004:10). Normally the administration council was divided into departments of planning, health, engineering, finance and general administration. Which vary in terms of personnel, income and pattern expenditure (Tvedten & Mupotola, 1995). A number of functions are carried by the local authorities as specified in Section 3(2) of the Local Government Act No. 23 of 1992, as amended by the Local Authorities Amendment Act No. 17 of 2002. According to the Acts, local authorities are responsible for the provision, operation and maintenance of most municipal infrastructure and services. Electricity distribution, water supply, roads, drainage, sewerage, solid waste management, and street lighting, as well as access housing and land are all the functions of local authorities (Pendleton and Frayne, 1998).

The Local Government Act of 1992 (section 4, p.18) states that the President has the power to proclaim new municipalities and town councils, also to alter the status of local authority council. Both downgrading and upgrading of councils from Town council to Part II municipality, and Village to Town Councils. Town councils only provide slightly more and different functions than the village councils, although the former are larger and better staffed. Municipalities tend to provide the largest range of services (Simon, 1996).

2.23 BASIC AND SOCIAL SERVICES

Infrastructure is viewed by the Namibian government as the magic bullet to change the country's economic climate, generate a sizable number of new employment, improve the provision of essential services to the populace, and promote the integration of African economies (Owen, 2008). It also sees it as the catalyst for encouraging balanced economic growth, opening up economic prospects, and assisting with the integration of human settlements and socioeconomic development through the provision of services (Owen, 2008). A strategic move by the local government to enable the provision of infrastructure to rapidly growing population areas is known as service delivery (Narayani, 2005). Communities' use of basic and social infrastructure has a variety of effects, which are covered in greater detail below.

(i) Water and Sanitation

Groot Aub's health profile can be enhanced and disease incidence can be decreased by providing access to better water and sanitation (Calderon *et al.*, 2004).

(ii) Electricity

In both developed and developing cities, electricity has grown in importance (Calderon *et al.*, 2004). In neighbourhoods, electricity encourages Groot Aub residents to choose to carry out domestic and technological tasks (e.g., by giving them more time to study, prepare meals, use cell phones, and utilize computers) (Calderon *et al.*, 2004).

(iii) Health Facilities

Regional services like hospitals and mobile clinics are examples of community health facilities. These improve community access to health care and welfare support centers for treating various diseases including HIV/AIDS (Calderon et al., 2004).

(iv) Housing

By providing housing, Groot Aub could benefit from healthy living conditions, safe neighbourhoods, and a sense of community. Housing eventually encourages racial integration and civic engagement (Calderon et al., 2004). As some people convert this into clandestine home-based economic activities, it is also an asset rather than just a shelter.

(v) Schools and Libraries

Governments could use schools and libraries as crucial resources to increase the knowledge and skill base, especially for young people in Groot Aub (Calderon et al., 2004). These have a substantial impact on the development of human capital, community mobilization, and the inclusion of ethnic groups in research.

(vi) Sport Facilities

Sport facilities in Groot Aub could help to support leisure and extracurricular activity. Additionally, they keep youth from getting involved in pointless activities like crime.

2.24 RURAL COMMUNITY

The term “rural” is complex to define with the existing literature. As there is no single definition that is agreed on worldwide. There is also no official definition of rural that is agreed upon in Namibia. However, Namibia used the categorization of municipalities to define the term “rural” as a small locality where less than 50% of people live more than 5 km from tared road, less than 25% of people use water from rivers, streams, dams or rainwater tanks and where people have very limited choice of services within the municipality (Ministry of Health and Social Services, 2014). A rural community is a community where majority of people are living below the poverty line, do not have access to electricity, sanitation, clean and safe water for human consumption (MURD, 2017).

The Ministry of Urban and Rural Development (MURD) has the responsibility of coordinating the functions of local authorities, regional councils and traditional authorities.

The roles that the government plays include: Allocation of developmental budgets (provision of resources for the implementation of projects in line with integrated development planning), which require the identification of priorities and aligning local and regional endeavours with national priorities; Drafting of proposals for implementation; Initiating employment and income generation opportunities to address challenges emanating from declining economics, retrenchments, and unemployment through economic restructuring and focusing on the creation of business diversity and

the identification of top competitive sectors in the economy (focus on identified products); Identifying opportunities for capacity building with the training of artisans as a priority; Improving communication among stakeholders; Harnessing comparative and competitive advantages and marketing the locality in cooperation with national investment attraction initiatives; and Improving the standing of sub-national Government with funding and lending agencies to access resources for development (MURD, 2008).

Hindson and Vicente (2005) argue that the regional councils are required to coordinate resources transferred to their departments and to ultimately ensure that the priorities and initiatives at the local level are realised. Regional departments view IDP as a major delivery area for the local communities, and the regional government has an important role to play in developing the capacity of municipalities to undertake IDP by supporting them in their programmes.

With the promulgation of the Local Authorities Act (Act No. 23 of 1992), as amended, and the subsequent Local Authority Council elections in the same year, the foundations were laid for a new local government system in Namibia. Swinburn, Goga and Murphy (2006) argue that local authorities are the key actors in the process, as they are instrumental in-service provision and implementing local regulations relevant for enabling effective IDP. They can facilitate business development, retention and attraction by marketing local products, offering incentives to supporting small business development and improving infrastructure.

The integrated development plan underpins the foundation and effective planning at local government level. For municipalities to achieve sustainable development in rural areas and to address the challenges of the second economy, the IDP should be developed with the people. It is therefore a very integrated and holistic plan, enabling local governments to take broad, strategic views of development requirements (MacKay, 2004).

IDPs offer opportunities for communities to be involved in determining their priorities in the IDP (MacKay, 2004). An IDP promotes participatory decision-making at local government level and promotes sustainable development. According to Planact and Caesar as cited by MacKay (2004: 53), IDP promotes developmental local government “by enabling municipalities to align and direct their financial and institutional resources towards agreed policy objectives and programmes”. These objectives are based on broader government priorities and goals.

While the importance of community participation is widely recognised among development practitioners, when the different methods of public participation are analysed they vary considerably in meaning, degree and intent (Narayan, 2005). There are several definitions of public participation. For MacKay (2004) there is little agreement about the concept of public participation in public policy making and in development planning. There is no single universally accepted definition of public participation (Meyer and Theron, 2006). This argument is based on the “elusiveness of

the concepts, public, citizen, people or community which have become an umbrella term for the idea of development intercession” (MacKay, 2004:13).

Many types of participation are not necessarily suited to sustainable development, but all types of participation share some common principles that should include the respect and attention given to the opinions, ideas and perspectives of locals (Owens, 2008). There is the degree of control that locals have in setting goals, making decisions; planning, implementing, evaluating and reviewing programmes and policies; and the extension to the community not only of information, but also the capacity to solve problems on their own through appropriate means of assessment, analysis, and experimentation (Owens, 2008).

Local government is a sphere of government that interacts most closely with the people and it is a sphere of government where service delivery takes place (Cameron and Stone, 2006) and the municipal council is accountable to communities in their localities. It is a sphere of government which if well capacitated can speed up socio-economic development and respond effectively to local problems (Cameron and Stone, 2006). In support of this view, local government is a sphere that can drive the process of addressing socio-economic development in Namibia’s economy since it is closer to the people.

MacKay (2004: 43) argues that “the people’s participation must not be a once off activity to fulfil legislative requirements in order to produce an IDP but should rather be seen as a continuum”. It should be a continuous capacity building exercise to ensure that the people are more knowledgeable on local government issues and that they have in-depth understanding of the IDP process and what is required of them for sustainable development of their communities.

2.25 PROMOTION OF ACCESS TO INFORMATION

According to MacKay (2004) a culture of transparency, freedom of information, and accountability to the people can be promoted through the promotion of access to information. Having the right to access information for all people and requires justification from government institution that want to withhold the information (MacKay, 2004). When people have the right to access information, they would be able involve themselves in public debates which are on issues that affect them. These issues will have to be tabled on the IDP related discussions agenda. Resources and planning should be channelled directly towards the affected communities. In support with MacKay’s (2004) argument and based on legislation, it is evident that the new local government system has opportunities to offer for people to actively involve themselves in issues of local government and making it compulsory for municipalities to create an environment and setting up a system that could make people to actively participate in local governance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3. INTRODUCTION

This chapter gives information on the methodology used in this study. The research design, research population, sample, research instrument, data collection procedure, data analysis and the ethical considerations are also covered.

3.1 RESEARCH DESIGN

This study is an empirical, qualitative research which is primarily concerned with the meaning subjects give to their life experiences. This type of research design is appropriate for exploring the main research objective to understand the relevant range of concepts and concerns, and for determining the relative frequencies of the phenomena under study within the population (Leedy & Ormrod, 2009). The researcher used the qualitative method because of the advantages that it offers, such as allowing for one-on-one interaction with the respondents that helps the researcher to understand the topic better (Leedy & Ormrod, 2009). In order to get the inside picture of how others see the world and achieve a holistic understanding of feelings and the view of the world a qualitative approach was necessary (Neuman, 2010:73).

In this study obtaining people's views about capacity building programmes that are used to promote people's participation in the IDP process are included among other things. Furthermore, the qualitative approach was chosen by the researcher because it helped the researcher to collect deep, rich data from the interviewee, which allowed for the researcher to acquire deep and clear understanding of the topic. Semi-structured interviews were used in order to collect qualitative data that was later categorised in different themes that were guided by research questions to allow for interpretation to be easier as recommended by Leedy and Ormrod (2009). For in-depth understating to be obtained on the contribution of capacity building programmes that promote Groot Aub residents' understanding and their knowledge of the IDP process, their role, responsibilities and rights in the process, and structure they could use to participate in the IDP process it was best to use interviews. Moreover, focus group were used in order to obtain data on how people staying in Groot Aub could be assisted to effectively participate in the IDP process, as well as challenges hindering them from meaningfully participating in the IDP process.

3.2 RESEARCH POPULATION

A population is an aggregation of elements from which a sample is selected (Babbie, 2013). The research population for the study was about 6000 inhabitants of Groot Aub (Ministry of Urban and Rural Development, 2017). Furthermore, two staff members were interviewed from the City of Windhoek municipality.

3.3 SAMPLE

In this study, a Stratified sampling technique was used to select 15 residents of Groot Aub, 5 small business owners and 6 Constituency Committee members. Whereas, Purposive sampling technique was used to select, 1 Groot Aub traditional leader, 2 CoW staff members from the Public Participation and Economic Development department, 1 Windhoek Rural Councillor, bringing the total sample to 30. Purposive sampling was deliberately used because the researcher believed that the people selected purposefully would provide insight that was valuable to the research topic. There was a need to select participants in relation to the research topic who were in a position to provide policy issue insights. The researcher selected officials in relation to their duties.

3.4 RESEARCH INSTRUMENT

Since the study used a qualitative research design both one-on-one semi-structured interviews and focus groups were used to collect primary data. Literature review was used to obtain secondary data. The researcher held one-on-one semi-structured interviews with City of Windhoek officials, while focus groups was used for small business owners and residents of Groot Aub, a traditional leader, constituency committee members and constituency councillor.

3.5 DATA COLLECTION PROCEDURE

Primary data was collected through the use of semi-structured interviews. An interview guide was used to obtain opinions and views from the officials. The researcher obtained permission from the City of Windhoek's Human Resources Department before face-to-face interviews could be conducted. The interviews were recorded with a tape recorder. Focus groups discussions were done by the researcher with other respondents of the study excluding City of Windhoek officials. Secondary data, such as past research documents and books were also explored. The purpose of the study was explained to the respondents by the researcher before collecting data. The researcher used capacity building programmes literature, that is used nationally and internationally to capacitate people to effectively participate in local governance. Moreover, the researcher used literature on factors and challenges experienced in capacitating people to effectively participate in the IDP process.

3.6 DATA ANALYSIS

For the interviews with staff members of the City of Windhoek, a tape recorder was used. The researcher then completed a narrative transcription of the interviews. The researcher examined each individual response from each category, noting the proportion of respondents in each category who gave the same response. Each category's comparison was conducted in order to identify variances and resemblances. Responses from focus groups were also transcribed and narrated by the researcher.

3.7 ETHICAL CONSIDERATIONS

According to Denscombe (2010: 61), while the researcher bears responsibility for the ethical conduct of research, it is becoming increasingly usual for researchers to obtain formal approval from a research ethics committee before they can begin their research. In this regard, the University of Namibia's Postgraduate Studies Committee (PGSC) for Higher Degrees granted ethics clearance approval for this work. The City of Windhoek gave permission to undertake the study.

When doing this study, research ethics were taken into account. All participants were advised that their participation was entirely voluntary and that their anonymity would be maintained. Participants were required to provide informed consent and were informed that they might withdraw from the study at any time.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF THE FINDINGS

4 INTRODUCTION

The chapter gives a report on the findings collected on Evaluating Public Participation in the Integrated Development Planning Process: The case study of Groot Aub, of Namibia. Firstly, the chapter presents a background about Groot Aub's alteration into City of Windhoek. Secondly, a profile of people in the study in terms of gender and literacy levels. Thirdly, the findings from participant's response in each category on Evaluating Public Participation in the Integrated Development Planning Process in accordance with research objectives. A summary to conclude the chapter is given at the end, which is based on the impression of participants in each category in the study with regard to programmes on capacity building.

The Namibian Government on 30 September 2011, through a Government Gazette (Notice 184) and in terms of the relevant provisions of the Local Authorities Act (Act No. 23 of 1992 as amended) took a well-intended decision to alter the boundaries of the Windhoek Municipality making Groot Aub part of Windhoek as a local authority. "As a result of the alteration of the municipal boundary of Windhoek, the area of jurisdiction of the Windhoek Municipality increased and included areas such as Groot Aub, Omeya, Finkenstein, Herbothsblick and Sungate which were previously outside the municipal boundary of Windhoek" (Ministry of Urban and Rural Development, 2017).

4.1 PROFILE OF PARTICIPANTS IN THE STUDY

The participants of this study were put into categories which comprised of 2 City of Windhoek officials, 1 Windhoek Rural Councillor, 1 traditional leader in Groot Aub, 5 business owners in Groot Aub, 6 constituency committee members, and 15 residents of Groot Aub. The table that follows present participant profile in terms of gender.

4.1.1 Breakdown by Gender

Table 4.1 Categories of participants by gender

Category of Participants	Number		Total
	Male	Female	
City of Windhoek Officials	1	1	2
Windhoek Rural Councillor	1	0	1
Constituency Committee Members	3	3	6
Traditional leader in Groot Aub	1	0	1
Business Owners in Groot Aub	2	3	5
Groot Aub Residents	10	5	15
Total	18	12	30

4.2 CAPACITY BUILDING POLICY AND STRATEGY

Settlement Officer from CoW indicated that “there is a policy for capacity building or strategy that aims to capacitate people in rural areas and all other members to be able to effectively participate in the IDP process. It is the responsibility for the municipality to ensure that local communities are capacitated in order to participate in IDP process”.

In addition, Community Education Officer, responded that “even though all the other documents of municipality like the IDP and other policies are present, a policy for capacity building that could enhance people that stay in rural areas to participate in the IDP process is not shared with them”.

4.2.1 Types of Programmes and Strategies

Community Education Officer indicated that “there are programmes that range from Information dissemination and training programmes, and research-based capacity building interventions. The research-based interventions are agricultural research output, for instance on 27 May 2020 the Food and Agriculture Organisation (FAO) trained subsistence farmers to farm with medicinal plants. They further organise people into cooperatives and teach them on how soil erosion occurs and how to prevent it and also techniques on land care. It also involves aspects of Agri-business; write business plans for sourcing funding and teamwork, and project management”.

Findings from group discussion indicated that “residents participating in projects, indicated that the projects have impacted positively on their status. The projects are gardening, tree planting and brick making. Sometimes residents in Groot Aub are given written materials that are translated in the language that they understand better such as their mother tongue. The materials are reader friendly to accommodate those reading in their mother tongue. Those who are not able to read are advised to attend adult literacy classes in the community in order for them to learn how to read and write”.

Furthermore, “Information sharing programmes, a range of department other ministries like Ministry of Urban and Rural Development on 13 February 2023 provided information to Groot Aub residents on different aspects of the IDP which includes water crisis in the area. Though, this takes place in the implementation stage and not in the planning stage where decision-making on which projects should be included in the IDP. Information sharing is limited to community meetings, Council meetings, project steering meetings, and IDP forum meetings. Some officials indicated that radio is rarely used to communicate information on issues related to the IDP process, for instance, Groot Aub residents are given invitations to attend meetings but they are not educated about legislation and IDP issues”. “Most of the decision-making on community needs is done in the planning phase because prioritization and assessment of needs of communities are important in this phase. Therefore, capacity building programmes are limited in this phase”.

It also came to light that from different categories of people that participated, the response was that they are capacitated differently based on the roles they play in the process, for instance constituency committee members are capacitated differently from traditional leaders and ordinary people. Below is a section that indicate how people from different categories are capacitated to participate in the IDP process.

4.2.2 Capacitating Windhoek Rural Councillor

Based on the information collected Windhoek Rural Cllr. Piet Petrus Adams indicated that “councillors are capacitated mostly than the residents. This is so because the councillor strongly agreed there are meetings and structured programmes, seminars, workshops and conferences for councillors. Moreover, councillors and committee members receive training which is done by attending informal and formal meetings with municipality officials”.

Interviewee: *Settlement Officer from CoW in the Department of Economic Development and Community Services who responded on anonymity basis agreed that “new and returning councillors are given induction training at the start of their term in office in order for them to be oriented on their functions and roles as rural councillors”.*

Interviewee: *Community Education Officer from CoW in the Department of Economic Development and Community Services “Training programmes are sometimes organised for councillors through their tenure as needs for training may arise. Namibia Institute for Public Administration and Management (NIPAM) gives Councillor Development Programmes (CDP lite)”. Programme content for councillors is shown in the table below.*

Table 4.2: Content for Councillor Development Programme (CDP lite)

Knowledge Related	Skills Related
<ul style="list-style-type: none"> - Role of proportional representative (PR) Councillor - Reporting requirement for council committee - Role and functions council committee and councillor. - Performance Management System - How Council work and structured - Agenda of transformation - Phases of the IDP process - Key elements of the IDP Developmental local government - Legal/Legislative framework around IDPs - What is IDP? - Why the IDP - Local government legislation 	<ul style="list-style-type: none"> - Conflict management - Developing an annual action plan for council committee - Networking and consultation - Leadership skills - Budgeting process - Lobbying - Report writing - Running Campaigns - Facilitating and conducting productive meetings. - Basic organisational skills - Public speaking skills/public communication - Developing a ward profile - Doing Community needs assessment -Developing a constituency profile

Cllr Adams “revealed that members of the community are informed as a token and participating in identifying and prioritizing needs. The IDP is presented to the people in the constituency. the councillor further said for them is to identify their need and the City of Windhoek will then decide which one to include in the IDP and implement first due to resources which are limited and will then communicate to them that these projects will be implemented in that year and which ones will not be implemented because of budget constraints. This clearly shows that people do not really participate in strategies and approval phases of the IDP and it is unlikely that the City of Windhoek will empower them to effectively participate in the phases. Though, other people are not involved in needs identification but are only told about IDP projects that will be implemented in that financial year”.

4.2.3 Capacitating Constituency Committee members

Response from the six Constituency committee is as follows:

“Jonas nakashole (29) “I attend constituency committee induction workshop, training courses that are related to my roles and responsibility. Also, I attend meetings and workshops in order to have discussions on issues that are related to the IDP process. The City of Windhoek organises induction programmes for all constituency committee members in order to give them orientation about their responsibilities and roles as constituency committee members. In addition, constituency committee members organise training programmes and sharing information sessions. The City of Windhoek and government department together train constituency committee members and participate in the constituency cluster workshops. For instance, the constituency committee member that is responsible for services in the community attend workshops on community services, sanitation, water and cooperatives organised by Local Government Department in the Ministry of Urban and Rural Development (MURD). Lastly, as a committee member I also benefited a lot from the workshop and it made me to understand community services issues”.

Jeremiah Nandi (39) revealed that “my concern of the entire constituency committee is that most of the meetings and workshops are conducted in the English language and that only few were conducted in both English and Afrikaans, except the workshop that was on the use of water project and building of toilets were conducted in Afrikaans. Furthermore, some of the workshops that were conducted in both languages, English was still dominating. So, we are not happy about workshops being conducted in the

English language because it is difficult for us to follow the discussions. Moreover, constituency committee member gave a remark that “the training materials were written in English, so even when the committee members read as an individual they will not understand the content because the constituency committee does not understand the English language”.

Loyak Amandus (42) agreed that “workshops that are most effective are those that gives them training on monitoring projects stemming from the IDP. For instance, a constituency committee member responsible for “Housing and Electricity, Sanitation and Water indicated that the workshop on monitoring the use of water project me in performing monitoring roles effectively as a constituency committee member. I am also provided with adequate information and skills on how to monitor projects. furthermore, I monitor the use of water and toilets projects and produce a report. Lastly, the workshop gave me an insight on what to look for when monitoring projects”.

Fritz Steenkamp (34) a constituency committee member indicated that “we understand the role of constituency committee as well as the functions and roles. We are responsible for educating people in our constituency about the IDP related information. For instance, the constituency committee member holding the sanitation and water’s role is to give education to the community on how to manage and conserve water and encourage people to contribute towards water services in the constituency, to work with the department that deals with water affairs through the constituency councillor to ensure that all households in the constituency have running water and is also responsible for water meter installation in all the households in the constituency and give a written report to the constituency councillor”.

Furthermore, “we have to contribute to alleviation of poverty and create jobs by identifying projects with the people within the constituency that help to improve socio-economic situation in the community. In addition, other function includes ensuring that communities are equipped with skills programmes that could elevate their socio-economic status. In addition the meeting held in Groot Aub’s community hall on 16 November 2022 on the importance of Public participation helped us to understand the IDP and it has benefitted us in such a way that we are able to do our job better”

The constituency committee member responsible for health and social development Darius Kambato (28) “carries the community mandate on issues related to health and ensure that projects that could enhance the health of the community and ensure that

people in the constituency receive better health care., For instance, ensuring that there is a mobile clinic in the constituency. To assess health related issues withing the community is one of my responsibilities as the health constituency committee member. In addition, I ensure that the constituency has health facilities and also ensuring that the old age is taken care of and awareness campaigns on HIV/AIDS takes place in the community, assisting in referring poor and old people that cannot access health care facilities to social workers”.

The constituency committee member responsible for local economic development (LED), Jan Foreman (42) argued that “the residents of Groot Aub should express the views on how the City of Windhoek could best help them improve their lives and the municipality should help them to make good use of the land they have and that this should be a priority project in the IDP. The local authorities should come to their constituency and see what do they have so that the IDP can be practical, and that it relates to resources in the community. The constituency committee member further indicated that “though they have water and land, they still live in poverty, and the City of Windhoek does not take this factor into consideration when they formulate the IDP”. This issue clearly indicate that the municipality does not involve the constituency committee members in decision making in the planning phase of the IDP”.

4.2.4 Capacitating Traditional Leader

The assistant who responded on an anonymity basis and on behalf of the /Khomani traditional leader in Groot Aub indicated that “the leader is capacitated through attending Council meetings referred to as local municipality and constituency committee meeting as this is where information needed is received. The local municipality meetings are to be attended on a monthly basis. The traditional leader is informed about the projects and participate in the implementation phase of the IDP projects and also participates in monitoring the IDP projects. The traditional leader also participates in identifying the areas within the constituency that need attention. Furthermore, the traditional leader receives information on the IDP when they attend meetings. Traditional leader knows the role and responsibilities they play in the IDP process”.

The assistant further indicated that “Traditional leaders are aware of the structures to be used in order for them to participate in the IDP process. Furthermore, constituency committee or meetings arranged by the local municipality could be used to participate, or they could write to their Local municipality or to the constituency councillor to

indicate their views on the IDP process. For instance, the traditional leader's role on the planning phase is identifying developmental needs of the constituency and should show support and work together with the constituency councillor and constituency committee members in order to develop their constituency". "Furthermore, traditional leader are able to point out that the IDP process is about making sure that constituency develops but could not give an explanation on the process that is involved and did not know how important it is for all people to participate in the IDP process, most importantly in making decision during various IDP processes".

4.2.5 Capacitating Small Businesses

Jacobin !Xobeb (46) who own a home shop indicated that "I do not know anything about the IDP, also, I do not understand the process, my roles, responsibility, and my rights in the IDP process. Though, I am aware that there are constituency committees but I did not participate in electing constituency members. The researcher asked if He attend constituency meeting, his response was that I do not bother attending these meeting because the points discussed in these meetings are never achieved. In addition, what is the benefit of attending these meeting, they just talk and talk but they do not put what they preach into practice."

Maxwell Tjihua (32) indicated that "we always get an invitation to attend these meetings but we do not attend. When asked about his understanding and awareness of the benefits of attending these meetings and his participation in the IDP process, the response was that I have no idea on how important it is for me to participate in the IDP. Also, I have no idea on how I can participate during the process, or what I could do to contribute in different stages of the IDP process".

Richard April (39) who owns a night club indicated that "the municipality does not capacitate small businesses and people except in the case where they form part of the committee that steer the project or if they were in projects like agriculture. Training programmes are limited to training of constituency councillors, constituency committee members. Business owners and other people are not trained".

4.2.6 Capacitating Groot Aub Residents

Lucas Nakanyala (40) a residents that participated in the study, responded that " I have an idea of what the IDP entails but I never received any form of information sharing from the CoW". Given Shoopala (38) indicated that "I do not know and have never heard about the IDP". The two semi-literates Jeremiah Luke (28) and Lucia David (30) indicated that "they do not have more information on the IDP but heard about it from other sources and from their local authority". Though, one who was highly literate Justus William (37) indicated that "I am aware of my rights on local governance issues, but chance is not given to exercise my rights in the IDP". All the residents that participated in this study except for Justus William who was highly literate indicated that "we do not know the benefit in participating in the IDP process".

Warren Muhua (39) indicated that "we are capacitated through information from the constituency committee meetings. For instance, small business owners only get information about the IDP if he/she attend meetings for constituency committee. Also, I could use constituency committee for their views on community needs to be heard, but do not attend the meetings".

It was evident that from the information collected some people in the settlement, those who are subsistence farmers are grouped into cooperatives so they could pull their resources together, they are also given pieces of land and supported financially, and receive training on medicinal plants, and how to prevent soil erosion. The other project for subsistence farmers in the settlement is gardening project. These projects are offered by the Ministry of Agriculture Water and Forestry in collaboration with the Municipality and people receive training on farming. Those involved in the projects indicated that the projects are effective.

One resident Julias Hendricks (45) indicated that "projects are helping us on how we could use farming to improve our lives and to do Agri-business and the officials that facilitate programmes encourage us to attend classes that are given by extension workers from the Ministry of Agriculture Water and Forestry so that we could gain knowledge on agriculture".

Jan Foreman (42) a resident and constituency committee member of Groot Aub revealed that "we attend training programmes that provide us with skills on tourist attraction, shoe making, dress making, and bedwork projects. This could help us to become

entrepreneur so we could sustain ourselves and our families”. Cllr Adams indicated that “instead of only relying on constituency committee meeting, community forums could also be used to discuss IDP related information and give education to the people on how they could participate in the IDP process. Furthermore, community meeting which are called by the Chief Executive Officer to communicate issues on the IDP could also be used. In addition, it is compulsory in the constituency that one in every household attend monthly meeting, because it could happen that people do not have the money to give their loved ones a proper burial. The members of the constituency should meet every month and contribute N\$ 10 per month, and at these meetings is where IDP related information are discussed”.

4.2.7 Resources for capacitating rural communities

According to (Lombard, 1991:75), Community Development Workers are deployed in the constituency where they live. Duties of Community Development Worker which are in relation to the study include, addressing lack of knowledge, information and poor communication that communities experience on issues of local government; developing communities to clearly understand their developmental needs; facilitate the development of community structure; facilitating communities to participate in government deployment projects, for instance, integrated development planning , local economic development infrastructures and service delivery projects. Though, it was evident that community development workers in the constituency have just been recently appointed. They were also not having the experience. They were required to also attend training programmes that is to capacitate them in order for them to do their duties effectively.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5 INTRODUCTION

The study's purpose and objectives are examined in connection with the research findings in this final chapter. It offers suggestions for enhancing the capacity building programs' efficacy. The chapter concludes by offering ideas for future study.

5.1 CONCLUSIONS

The study looked at Groot Aub as a case study for public involvement in integrated development planning. It was possible to determine whether there is a capacity building policy and/or strategy for boosting Groot Aub people's engagement in the IDP through interviews a Settlement Officer from the City of Windhoek. The study was able to determine the general public's awareness and comprehension of the IDP, their rights and obligations in the IDP process, the structures they can use for involvement, and how they can meaningfully participate in the IDP process. In addition, the study increased awareness and comprehension of the advantages of participants' involvement in the process. Finally, the study looked into the considerations and difficulties in capacitating residents of Groot Aub.

Other than the current legal framework on public involvement, such as the Municipal Systems Act, Municipal Structures Act, etc., the Municipality neither has a capacity building strategy nor policy geared at improving Groot Aub people's participation in the IDP process. Therefore, policy objectives are not used to direct capacity development activities to increase rural people's engagement in the IDP process. Additionally, it demonstrates that there are no systems in place to keep track of and assess citizen engagement in the IDP process.

Although the legislative framework offers a more expansive policy framework for all municipalities to use when developing local community capacity for effective involvement in the IDP process, each municipality should nevertheless have its own policy in place said the Community Education Officer. The city should create a capacity-building policy that comprises a plan for skill development, a plan for making information and resources easily accessible, and a framework for monitoring and evaluating capacity-building initiatives (Concern, 2001). The policy's emphasis should be on empowering the populace, and it should include a section on empowering rural residents to actively participate in the IDP process said the Community Education Officer. Mechanism for monitoring and evaluating the policy should be included in order to increase public involvement in the IDP process. The policy should take into account the fact that there are many types of persons in Groot Aub who are included in the study and outline how each category will be capacitated.

Darius Kambato (28) a members of the constituency committee are not capacitated as the councillors. Meetings of the constituency committee and portfolio meetings are

opportunities for information sharing. Some of the constituency committee members in the study never attended an induction training workshop because it is not required for them to do so, unlike the one for constituency councillors. Some members of the constituency committees who are chosen to serve on the project steering committee as project monitors also get training specific to the project they are overseeing. Councillors and members of constituency committees get training on a variety of topics, including their roles and responsibilities, mechanisms for participation, and laws affecting IDPs. It does not address concerns relating to attitudes, their rights during the IDP process, training others in their constituency (train the trainer), or technical IDP components. Traditional leaders are only empowered through information-sharing activities, which are restricted to council meetings and attendance at constituency committee meetings as ex-officio members. Traditional leaders do not have access to any training programs. As a result, sessions of the constituency committee and council provide them with IDP-related information.

Small businesses and other individuals in Groot Aub can only be informed and empowered by attending meetings of the constituency committee. To enable them to oversee the projects, they only receive training if they are on the project steering committee. Agricultural research-based interventions for persons who conduct subsistence farming, such as Medicinal Plants, (How to prevent soil erosion), and Land Care Projects, are further capacity-building initiatives for individuals and small businesses in Groot Aub.

It was clear that not all of these groups of people in the study were equipped to participate in decision-making during the IDP process (analysis, strategy, and approval stages), preferring instead to be involved during the actual execution of IDP projects. The residents of Groot Aub are solely participating in monitoring the implementation of the IDP project and serving as laborers when projects are being implemented; they are not involved in the analysis, strategy, or approval phases. However, they continue to lack knowledge on crucial IDP issues that will enable them to participate effectively at the highest levels of decision-making as representatives of the Groot Aub population. They also lack the self-assurance needed to do so.

The programs are poor at educating the study's participants about the IDP, its procedures, and the laws that support it. For instance, while constituency councillors, members of constituency committees, and traditional leaders all understand what the IDP is and what it is intended to achieve, only constituency councillors are aware of the IDP process' specific requirements. The findings of the study made it clear that traditional leaders and members of constituency committees lack a thorough awareness and expertise of the IDP process beyond the fact that they ought to be involved in overseeing IDP projects. Additionally, it became clear that relatively few individuals and small enterprises are aware of what an IDP is and what its procedures entail. Most highly educated people who have read about it in the news are the ones who are knowledgeable.

The participants in the study, including the members of the constituency committees and the constituency councillors, lack awareness of the local government laws that influence the IDP process, such as the Municipal Structures Act, Municipal Systems Act, and other laws governing local governments. This is true in terms of the people's rights to actively participate in the process, and the Municipality should give the people the tools they need to exercise these rights.

Although the programs, at least in part, increase constituency councillors' understanding of the IDP process, they also, like other categories of people, are not fully equipped to participate effectively during the phases of analysis, strategies, and approval because it has been revealed that they are governed by what the municipality decides during these phases. Through monitoring, they are sufficiently equipped to contribute to the success of IDP projects. With other groups, the situation is the same. The results showed that the populace is well equipped to oversee the implementation of IDP projects and to work as laborers while it is being done.

The municipality should be applauded for the programs' success in increasing people's awareness of the resources available to them for taking part in the IDP process. Everyone who took part in the study in Groot Aub was very clear and knowledgeable about the frameworks they could use to engage in the IDP process. Therefore, it can be said that the Municipality's programs for Groot Aub's capacity building are successful in reaching out to and sensitizing the populace.

The results show that the capacity development programs implemented by Windhoek Municipality in Groot Aub did not influence the people 's attitudes regarding participating in the IDP process or help them comprehend the importance and benefits of doing so. The populace believes that taking part in the IDP processes is advantageous to the municipality and are unaware of how it advances their own development or what benefits they stand to gain from it.

5.2 RECOMMENDATIONS

Based on the above-mentioned conclusions, the study recommends the following:

According to the findings, the use of English during meetings is a problem for the people. It was discovered that members of the constituency committee struggle with English as a language during meetings. Except for English, there is no common language among the municipality's various ethnic groups. This issue, among other things, contributes to the ineffectiveness of capacity building programs in reaching the majority of people. This is since many people in Groot Aub cannot communicate in English due to high illiteracy rates. In order for individuals to engage successfully in the IDP process, information on IDP and concerns related to IDP must be provided to them in a language they can understand, as required by the Local Authorities Act (Act 23 of 1992). Therefore, it is advised that meetings be held in a language that everyone can understand. These gatherings ought to take place within the communities in the City of Windhoek, given that it seemed like there were only Afrikaans speakers in Groot Aub. If the municipality goes to the people rather than the people going to the municipality, this would solve the linguistic problem.

Training should be delivered in the local tongue. Since they speak the community's language and may serve as interpreters during training and meetings, community development workers ought to play a significant role in educating constituency committee members. To ensure universal accessibility and to allow citizens and traditional leaders to refer to and study training materials, the IDP document, and brochures should be written in all of the official languages. Additionally, it will make it easier for them to train and educate their constituents on local government issues. Verbal talks in meetings will help the average person grasp concerns because some of them cannot read or write, not even in their mother tongue. After meetings, their families can read the written material to them.

This necessitates the provision of finances for material translation into each of the official languages used in the Khomas region, as well as for the hiring of trainers and officials who can communicate in the local dialects or who have interpreters. Community development workers could be used for training because they are familiar with and fluent in the languages of the residents of the constituency. There will be a need for interpreters during council meetings, which also costs money.

According to the findings, conventional leadership does not have a lot of buy-in for the IDP process because they are not well equipped to participate in it. It is essential that they are more informed and active in the process because traditional leaders are highly regarded in rural communities. Since they are highly revered and seen as centres of

authority in rural regions, effective capacity building for traditional leadership in those places can have significant positive effects on people's engagement in the IDP process. In order to ensure that the people in rural areas participate as required, it is advised that the municipality enhance the bond between traditional leaders and constituency committees through efficient information-sharing activities.

It is advised that constituency committees and the municipality, among other things, help and encourage individuals to group themselves into interest groups, subsistence farmers unemployed people, young people and small business owners. Similar to how constituency committees are empowered through training and information sharing on IDP-related issues, appropriate training should be provided for interest group leaders, who should then be used as resources. However, what is most crucial is that the general public is made aware of how they can participate effectively in all IDP phases.

As suggested by Masango (2002) a long-term plan for increasing the general public's participation in the IDP process should include public education, changing attitudes about public participation in policy making, and publicizing local government activities. Additionally, schools ought to offer training programs for residents of rural areas that cover topics like workshops on the nature and duties of their local government and their rights and responsibilities during the IDP process.

If properly trained, community development workers in Groot Aub can have a positive influence on preparing the local population to contribute efficiently to the IDP. Community development staff should collaborate closely with the constituency committees and should regularly hold block meetings to enlighten the residents of Groot Aub verbally about IDP. They can also be utilised to train Constituency committees using train-the-trainer techniques because they are well-known in the community, speak the locals' language, and can more easily connect with residents.

Given that the analysis, strategy, and approval phases of the IDP revealed that the people are not adequately equipped to participate, it is advised that the Municipality fully engage them during these phases. The people will be empowered over time only by being continuously involved in these phases. Community development professionals should hold workshops with the individuals listed on the constituency profile reports to outline the status, issues, and opportunities in their wards so that they may engage in the analysis phase understanding what will have an influence on their life. During the analysis phase, this information will help the residents assess their circumstances and determine the actual requirements in their area. Without this data, it will be impossible for all demographic groups in the constituency to take part in the IDP's analysis phase.

Maximum involvement of all the stakeholders in the IDP initiatives: Since stakeholders play an important role in the IDP initiatives through identifying the developmental opportunities in their respective areas, it is of utmost significance that all the stakeholders give their input in the IDP process for the CoW. In order to ensure the maximum involvement of the stakeholders in the IDP Process of the CoW, the

Municipality should create a conducive environment for the stakeholders to participate freely. The environment entails that there should be assurance that the stakeholders' views and suggestions will be taken into consideration.

Capacity building forums should be established for all the stakeholders: The Line Ministry, which is the MURD, should take a lead in organising the capacity building forum for all the stakeholders by outlining the role for all the stakeholders in the IDP initiatives. Moreover, the CoW should create a training unit for its staff that are dealing with the IDP with the aim to train them continuously in order to ensure the effective and efficient implementation of all the programmes and projects in the IDP process.

A dedicated budgetary account should be created for IDP: It is vital that the MURD should set aside a dedicated budget to co-fund programmes and projects in the IDP Process for the CoW. The CoW should allocate sufficient funds to the IDP section in order to spearhead local economic activities in the Municipality.

5.3 DIRECTION FOR FUTURE RESEARCH

While this study was limited to evaluating public participation in the Integrated Development Planning process, a case study of Groot Aub, future researchers in this area should explore the significance of the involvement of the stakeholders in the drafting and implementation of the IDP processes for various local authorities. Further

studies should consider analysing the perceptions and attitudes of the stakeholders towards the effectiveness and efficiency of the local authorities' IDP Processes.

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INTERVIEW GUIDE

TOPIC: EVALUATING PUBLIC PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLANNING PROCESS OF GROOT AUB NAMIBIA.

My name is Kabuku Terry Mwiya, I am studying at the University of Namibia (UNAM). I am conducting a research for my Masters of Public Administration. Interviews that are to be conducted will consist of questions that are formulated and follow up questions could be asked during the interviews just for clarity. The duration for this interview should take 40 to 50 minutes of your time.

You are invited to participate in this study because of your exposure in relation to the operation and activities happening in Groot Aub. Your understanding on the above-mentioned topic would help the researcher to understand vividly on the level of participation, roles that other stakeholders play and the means of communication in the IDP process. It is important to note that to participate in this study should be done willingly without any legal implications. Also, respondents should be aware that their participation in this study is voluntary and not forced participation and that respondents could withdraw at any time with no obligation.

The researcher would like to guarantee respondents that the information they provide in this study will be kept confidential, whereby the information collected will be kept by the researcher in a computer with a protected password, while hard copies will be kept in a locked researcher's office cabinet. N.B There will be no payment or financial reward undue costs to the respondents.

Note that this study has received written approval from the Research Ethics Review Committee of the University of Namibia. Should you require any further information or clarity in this regard please feel free to contact Dr. S.B Lwendo on 081 1479001 or at sblwendo@unam.na.

Thanking you in advance for your interest in this study

Mr. Kabuku Terry Mwiya

Master's student: University of Namibia (UNAM) Faculty of Commerce, Management and Law, School of Business Management, Governance & Economics

CONSENT TO PARTICIPATE IN THE STUDY

I.....(participant name and surname), confirm that the researcher asking my consent to partake in this study has adequately informed me about the process, procedure, nature of the study, advantages of participation and anticipated risks thereof.

I have carefully read and understand the study as outlined in the information sheet

I have asked question up to the level of my understanding

I entered in this study on voluntary basis

I know that my information will be kept confidential

I know that I have the rights to withdraw at any stage without legal implications

I agree to complete the questionnaire as requested

.....

Participant's name and surname

Date

Signature

.....

.....

.....

Researcher's name and surname

Date

Signature

SECTION A

General Information All Stakeholders

1. Gender

Female	
Male	

2. Are you aware of the IDP processes Document?

Yes	
No	

3. Does the City of Windhoek have an IDP Processes in place that guides you?

Yes	
No	

4. When did the City of Windhoek adopt the IDP processes document?

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5. How are all stakeholders involved in the drafting of the IDP process?

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6. What strategies does the City of Windhoek apply in order to enhance the IDP Processes?

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7. What roles do the stakeholders play in enhancing IDP processes?

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8. To what extent have the programmes of IDP been implemented by the Stakeholders?

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9. How effective and efficient are the roles played by the stakeholders in contributing towards the successful implementation of IDP processes?

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10. Could you please explain the mechanisms that are currently in place in order to achieve the programmes in the IDP?

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11. What are the challenges experienced by the stakeholders in participating in the IDP processes?

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12. How can the challenges that you mentioned above be resolved?

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SECTION B

City of Windhoek (CoW)

1. In order to enhance public participation in the IDP processes and activities, does the City of Windhoek have a capacity building policy in place?

If you responded yes in question 1 has the policy been implemented effectively and has it achieved what it intended to achieve? Could you kindly elaborate on how the implementation of the policy takes place?

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2. What programmes does the City of Windhoek use in order to empower the public so that they could effectively participate in the IDP processes? Elaborate on the content of the programmes with the following group categories.

2.1. Grout Aub residents

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2.2. Traditional leaders

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2.3. Small Business Owners

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3. In your own views how effective are these programmes in enhancing the importance and effectiveness of public participation in the IDP processes? How did the participation of the above group categories in the IDP processes change?

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4. Which information sharing activities is there in order to make sure that all group categories are equipped with knowledge about the IDP processes, activities and structures they could use to participate in the IDP process and how effectively can they participate, their rights, roles and responsibilities in the IDP process.

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5. What institutional structures are put in place to monitor, evaluate and coordinate Groot Aub participation in formulating and implementing the IDP?

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6. What recommendations and final comments do you have to policy makers on how the IDP processes could positively impact the livelihood of Groot Aub residents?

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SECTION C

Windhoek Rural Councillor and Traditional Leaders

1. What programmes is the City of Windhoek using in order to inform and empower you about IDP processes and activities?

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2. Do you think you are well prepared to effectively participate in the IDP processes?
Please elaborate?

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3. In order to enhance your participation in the IDP processes which information do you receive from the City of Windhoek?

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4. What would you say is an IDP and how did you get to know about it?

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5. Do you know how to participate in the IDP and the structures for participation?

If you say yes what are these structures you could use in order to participate in the IDP processes.

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6. What do you think your rights are in the IDP process?

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7. How did you get to know about your rights in the IDP process?

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8. What are your roles and responsibilities in the IDP process?

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9. How did you get to know your roles and responsibilities in the IDP process?

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10. How do you play your roles and responsibilities in the IDP process?

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SECTION D

Groot Aub Residents

1. What programmes is the City of Windhoek using in order to inform and empower you about IDP processes and activities?

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2. Explain how well informed are you to participate effectively in the IDP process?

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3. Discuss the type of information you receive from your Municipality, committees and councillor.

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4. What would you say is an IDP and how did you get to know about it?

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5. Do you know how to participate in the IDP and the structures for participation?

If yes what are the structures you can use to participate in the IDP process and how can you participate?

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6. What are your rights in the IDP process?

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7. How did you get to know your rights in the IDP process?

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8. What are your roles and responsibilities in the IDP process?

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9. How did you get to know your roles and responsibilities in the IDP process?

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10. Explain how you play your role in the IDP process?

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APPENDIX A: ETHICAL CLEARANCE (UNAM)



ETHICAL CLEARANCE CERTIFICATE

Ethical Clearance Reference Number: DEC FOC/ 22/16 **Date:** 15/06/2022

This Ethical Clearance Certificate is issued by the University of Namibia Ethics Committee (REC) in accordance with the University of Namibia's Research Ethics Policy and Guidelines. Ethical approval is given in respect of undertakings contained in the Research Project outlined below. This Certificate is issued on the recommendations of the ethical evaluation done by the ethics committee.

Title of Project: EVALUATING PUBLIC PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLANNING PROCESS: THE CASE STUDY OF GROOT AUB.NAMIBIA

Student: Kabuku Terry Mwyiya

Student Number: 201203269

Supervisor(s): Dr. Sitali Lwendo

Centre for Research Services

Take note of the following:

1. Any significant changes in the conditions or undertakings outlined in the approved Proposal must be communicated to the ethics committee. An application to make amendments may be necessary.
2. Any breaches of ethical undertakings or practices that have an impact on ethical conduct of the research must be reported to the ethics committee
3. The Principal Researcher must report issues of ethical compliance to the ethics committee (through the Chairperson) at the end of the Project or as may be requested by the ethics committee
4. The ethics committee retains the right to:
 - i) Withdraw or amend this Ethical Clearance if any unethical practices (as outlined in the Research Ethics Policy) have been detected or suspected,
 - ii) Request for an ethical compliance report at any point during the course of the research.

The ethics committee wishes you the best in your research.

A handwritten signature in black ink, appearing to read 'Precious Mushendami', is written over a horizontal line.

Precious Mushendami (Chairperson Ethics Committee)

A handwritten signature in black ink, appearing to read 'Prof. Davis Mumbengegwi', is written over a horizontal line.

Prof. Davis Mumbengegwi (Head, Multidisciplinary Research)

APPENDIX B: PERMISSION LETTER (UNAM)

CENTRE FOR RESEARCH SERVICES

Office of the Pro-Vice Chancellor: Research, Innovation & Development

University of Namibia, Private Bag 13301, Windhoek, Namibia

340 Mandume Ndemufayo Avenue, Pioneers Park, Office F223 - Fblock, Second Floor

☎ +264 61 206 4673; E-mail: kmbulu@unam.na; URL: <http://www.unam.edu.na>



RESEARCH PERMISSION LETTER

Date: 30/06/2022

Student Name: Kabuku Terry Mwyiya

Student Number: 201203269

Programme: Masters of Public Administration

Approved Research Title: Evaluating Public Participation in The Integrated Development Planning Process: The Case Study of Groot Aub, Namibia

TO WHOM IT MAY CONCERN

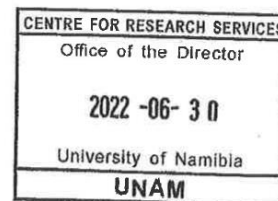
I hereby confirm that the above-mentioned student is registered at the University of Namibia for the programme indicated. The proposed study met all the requirements as stipulated in the University guidelines and has been approved by the relevant committees.

The proposal adheres to ethical principles as per attached Ethical Clearance Certificate. Permission is hereby granted to carry out the research as described in the approved proposal.

Best Regards

A handwritten signature in black ink, appearing to be "AEE", written over a horizontal line.

Dr. AEE Shikongo
Head: Postgraduate Support Services
Tel: +264 61 206 3129
E-mail: aeshikongo@unam.na



APPENDIX C: PERMISSION LETTER (CoW)

Department of Human Capital & Corporate Services



☒ 59
80 Independence Avenue
WINDHOEK, NAMIBIA

Tel: (+264) 61 290 2911

www.cityofwindhoekcc.org.na

ENQ: Mr AM Nikanor

PHONE: 061 -290 2630

DATE: 23 February 2023

EVALUATING PUBLIC PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLANNING PROCESS: A CASE STUDY OF GROOT AUB (CITY OF WINDHOEK) – MR. KABUKU TERRY MWIYA (STUDENT NO: 201203269)

This letter serves as confirmation that Mr. K. T. Mwiya a student pursuing a Master of Public Management at University of Namibia (UNAM) has been granted permission to conduct his research on the above subject within the City of Windhoek.

Respondents to the study are therefore requested to render Mr. Mwiya their cooperation and assistance.

Should there be any queries, please feel free to contact the Human Resources Development Division on the above contact details.



Yours Sincerely,

Mr. AM Nikanor

Manager: Organizational & Human Resources Development

All official correspondence must be addressed to the Strategic Executive

APPENDIX D: PLAGIRISM REPORT

Document Information

Analyzed document	KABUKU MWIYA MPA THESIS - FOR SIMILARITY CHECKS (2).docx (D159477234)
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Submitted by	
Submitter email	ktmwiya@gmail.com
Similarity	3%
Analysis address	mwakipg.unam@analysis.orkund.com

Sources included in the report

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SA	University of Namibia / 2010955 Simataa Gloria PRP 3870.pdf Document 2010955 Simataa Gloria PRP 3870.pdf (D146642937) Submitted by: gloriasimataa9@gmail.com Receiver: moodle.unam@analysis.orkund.com	2
SA	University of Namibia / Introduction.docx Document Introduction.docx (D31214622) Submitted by: tungalfs@gmail.com Receiver: assistantsdpas.unam@analysis.orkund.com	1
SA	University of Namibia / IKOSA INNOCENT.docx Document IKOSA INNOCENT.docx (D23811084) Submitted by: dnkengbeza@unam.na Receiver: dnkengbeza.unam@analysis.orkund.com	2
SA	University of Namibia / 201607814_Customary law_Assignment 2.pdf Document 201607814_Customary law_Assignment 2.pdf (D144881614) Submitted by: 201607814@students.unam.edu.na Receiver: moodle.unam@analysis.orkund.com	1
SA	University of Namibia / Research Paper final Inock kalenga.docx Document Research Paper final Inock kalenga.docx (D43215523) Submitted by: inockkng@gmail.com Receiver: assistantsdpas.unam@analysis.orkund.com	1