EVALUATING THE INTERVENTION STRATEGIC APPROACHES BY THE STAKEHOLDERS IN ENHANCING THE EFFECTIVENESS OF MANAGING LOCAL ECONOMIC DEVELOPMENT INITIATIVES IN HELAO NAFIDI TOWN COUNCIL, NAMIBIA

ABSTRACT

The core objective of this study was to evaluate the intervention strategic approaches by the stakeholders in enhancing the effectiveness of managing local economic development (LED) initiatives of Helao Nafidi Town Council (HNTC) in Ohangwena region (OhR), and elsewhere nationwide.

The intervention strategic approaches are designed for sustainable measurements of Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) in comprehending the SDGs in local governments (LGs) toward the interlinkages of economic, social, institutional, political, and environmental features.

This article examines the intervention strategic approaches desirable to generate and sustain economic growth and development. It argues that the effectiveness of LED initiatives represents an informative and integrated understanding of intervention strategic approaches required in broad local areas of Local Government (LGs).

This study aims to evaluate intervention strategic approaches for stakeholders in shaping the effectiveness of managing LED initiatives in HNTC. The intervention strategic approaches have been drawn out to make their research propositions within an active application framework of stakeholder theory.

The study evaluated the intervention strategic approaches that provide a framework for exploring the processes of effectiveness by HNTC in a management sense, and the questionnaires and interview guides were designed according to the objectives of this study. The data was collected through mixed-method research (MMR) and was analyzed by using MSE (for quantitative data) and induced thematic analysis (ITA) (for qualitative data), which provided relevant analysis for the data.

The evaluation of intervention strategic approaches for stakeholders in this study specifies that the LED process is influenced by strategies and approaches toward sustainable measurements and minimal standards of several interventions for effective LED initiatives in HNTC.

Keywords: *Approach, Evaluating, Management, Shaping,*

INTRODUCTION

The study concentrated on evaluating intervention strategic approaches for the effectiveness of local economic development (LED) initiatives in Helao Nafidi Town Council (HNTC) of Ohangwena region (OhR) in Namibia. For HNTC in OhR, LED is a locally driven process of identifying and utilizing relevant economic interventions and approaches to inspire the dimensions (such as social, economic, political, institutional, cultural, and environmental) as intervention strategic approaches for economic activities to achieve a sustainable LED and growth in a local area by LG(s) in the region.

LED is a new approach that has the potential to accelerate the developmental process at subnational levels of government with a focus on the economy (Marenga and Kandjeo, 2019). In its traditional sense, CLGF (2014) specified that LED aims to build up a local area's local economic capacity. Thus, the above will be realized only when the public, businesses & NGOs

work together to create employment opportunities to allow for improved economic growth, sustainable development & less poverty in communities.

Zaaruka et al (2023) and Thani (2020) asserted that intervention strategies and approaches are imperative for LED projects since they support and explain how to create change and improve the local economy, and can also help in identifying ways to allocate resources and make decisions. As a result, Namibia's National Development Plans (NDP), Vision 2030, and LED have experienced double-digit growth in the last several years. Limited local capacities to deliver economic and social services, rampant unemployment, and high-income inequality are some of the major factors that impediment the country's sound human development.

To boost economic growth and development, Namibia's new five-year NDP VI, the "Growth and Transformation Plan" (GTP, 2023-2028), which is supposed to be aligned with the MDGs/SDGs, emphasizes the importance of accelerated and sustainable economic growth and development. It aims to strengthen the agriculture and industry sectors, improve economic infrastructure, develop capacity for good governance, and enhance the development effectiveness for women and youth. Under this plan, the UN Development Assistance Framework (UNDAF) has been designed to further emphasize accelerated growth and job creation. Thus, the interventions in LED are of greater importance in the national, regional, and local contexts.

Consensus building on LED has been, internationally recognized by Zhang (2025), and Thani (2020) to be a rights-based, bottom-up approach to trickle down the effects of high growth to the general population, the LED approach was presented and discussed intensively in a series of stakeholder consultative meetings and workshops in the beginning of 2009. As a result, a consensus was built amongst the stakeholders to introduce LED in their countries of origin. In a planning workshop, the stakeholders developed an organic LED implementation and management framework and agreed unanimously on its implementation. When the strategic approaches are adopted and integrated within the existing government system, and implemented as part of the government intervention strategy in all LGs of the four northern regions.

Therefore, this would support LGs in dealing with intervention approaches and challenges
adjacent to the effectiveness of LED initiatives for LGs. Assuming the aforementioned, the scholar was driven to conduct this study entitled, "Assessing interventions' strategic approaches for the effectiveness of LED initiatives for HNTC, in Namibia. To accomplish the objectives of the study, the article sought to answer the following research questions:

- What intervention strategies shape the effective management of LED initiatives in HNTC?
- What aspects affect the assessment process for LED initiatives in HNTC?
- Which approaches affect the local economy for LED initiatives in HNTC?

The significance of the study is of great importance to the stakeholders (lawmakers, public-private sectors, and LED departments in LGs) and will be backed up in the execution of effective management of LED sustainable measurements in HNTC. Thus, modern & reliable LED initiatives through the intervention of strategic approaches for the effectiveness of LED initiatives in high and sustained HNTC toward the lessening and improvement of the socio-economic conditions (SECs) & quality of life for local people (QLLP).

Also, none of the studies in Namibia and elsewhere on assessing intervention strategic approaches for the effectiveness of LED initiatives have been conducted using MMR and the

involvement of stakeholders who are directly or indirectly involved in the execution of LED in LGs. This study hence seeks to assess various intervention guides for the effectiveness of LED initiatives within the application of Stakeholders Theory (ST).

The study provides a detailed understanding, awareness, and information on the impacts affecting the intervention strategic approaches of stakeholders in effectively managing a sustainable LEDs initiative in LGs for improving the problem of socio-economic conditions (SECs) and maintaining the quality of life for local people (QLLC). The results of the study would assist in evidence-based strategies and approaches, and also bolster management effectively by internal and external stakeholders to confirm the effective interventions for best practices of LED initiatives for HNTC. Specifically, this study seeks to contribute to the literature related to the identification of intervention strategic approaches for effectively managing sustainable LED initiatives for HNTC in rural areas (s) of Namibia and other developing countries.

The Intervention and Approaches for Managing the LED of LGs

This study assesses intervention strategic approaches for the effectiveness of LED initiatives for HNTC in OhR through numerous applicable theories, Acts, policies, and procedures/regulations that provide a framework for understanding the complexities of LED initiative management and emphasize the importance of sustainability in practice.

Thus, the perspective is essential for assessing the effective practices of LED initiatives that enhance KPIs/outcomes and promote long-term dimensional sustainability.

Bhasin (2020) stated that stakeholder theory (ST) is another critical framework controlling this research. ST emphasizes the importance of engaging all stakeholders in decision-making processes, particularly in LED management. In the context of LG institutions, stakeholders may include primary stakeholders (local community members, SMMEs, CBDOs, etc.) and secondary stakeholders (PPS, HEIs, NGOs, SOEs, etc.).

With the above aspects of incorporating ST, the study underscores the need for collaborative approaches that ensure all stakeholders are heard and views are considered in assessing, planning, and implementing LED ventures. As a result, the stakeholders' engagement fosters a sense of local ownership and accountability among stakeholders (internal & external), which is vital for achieving justifiable LED initiatives.

As a result, the approach ensures that LED projects contribute positively to the local community and the environment, aligning with NDPs and global sustainability goals (such as SDGs and MDGs).

Rahim & Rafika (2025) and Bhasin (2020) asserted that several economists contend that these models identify sets of interrelated dimensions that either promote or constrain economic growth (of employment, enterprise, or investment) in communities and localities. The postulated dimensions are not, however, unique to each theory; rather, each model embraces a unique subset of a wider and more general set of dimensions. The purpose of this is to review the six models of LED to identify the dimensions that they each combine.

The integration of both intervention strategies provides a robust approach to understanding and enhancing sustainable initiative management practices in LGs.

These intervention strategic approaches collectively emphasize the interconnectedness of LED systems, the importance of stakeholder engagement, and the necessity of balancing various dimensions (social; economic; environmental, and institutional) of sustainability, all of which are vital for assessing the effective interventions for LED initiatives in LGs both in developed and developing countries (Rahim & Rafika, 2025; Bhasin, 2020).

Therefore, in addition to the above approach, the author supported that a sustainable development approach should be built on analyzing an LG's economic, social, environmental, and institutional aspects and identifying its economic potential in local area/s, as illustrated by several strategic approaches (see examples indicated in Table 1).

Economic Assessment Process for Effective LED in LGs

Ozil (2023) and Shi et al (2019) indicated that many governments have transferred responsibility for several state functions to local and regional governments (LRGs). The rationale and the methods of this devolution vary from country to country depending on local conditions. Thus, the economic assessment process is created through a collaborative process between public, business, and non-governmental sector partners through steps, including identifying stakeholders, mapping and analyzing the local economy, and formulating strategy(ies). LGs are responsible for creating an enabling environment and advocating for policy updates in which the locality's overall economic and social conditions are conducive to job creation and employment opportunities.

OPM (2023) and Ozil (2023) stated that the economic assessment process for LED is important because it helps create stable and prosperous local economic decisions in LGs. On the other hand, Pragati & Agrawal (2022) and Bican et al (2020) highlighted that LGs are powerful assessors (s) when it comes to LED for creating a business-friendly environment, creating jobs, and encouraging entrepreneurship, which helps to stimulate local economic growth.

As a result, LGs initiate and control the process of economic assessment, planning, and implementation phases in their local areas. LGs can develop working models that match the local structure in the public, private, and political arenas, as no one else can decide on these developmental models.

The economic assessment process will estimate the impact of betterment by comparing costs and benefits under the base case and the alternatives with betterment investment. Not answering every question will mean that the economic model will be incomplete, and this will delay the assessment of your application(Ozil, 2023; Barros et al., 2020).

Ozil (2023) and Barros et al (2020) supported that the effective local economic development assessment process typically includes aspects like: conducting a comprehensive baseline analysis of the local economy, identifying key strengths and weaknesses, analyzing industry clusters, evaluating infrastructure needs, assessing labor market dynamics, examining demographics, identifying potential economic opportunities, considering community priorities, and developing measurable indicators to track progress; all while engaging with diverse stakeholders throughout the process to ensure a holistic understanding of the local economic landscape.

Furthermore, the authors supported that it is important to embrace all applicable economic assessment processes so that stakeholders (internal, such as residents, SMMEs; PPSs & LCRPs; LGs employees) and (external, such as RCs; SOEs, NCCI & MURD) have a complete understanding of relevant intervention strategic approaches for the LED process to become meaningful, legitimate, and the authority (LG/s or LA/s) would be able to make concrete and efficient progressive changes in the local are/s.

Zhang (2025). Ozil (2023) asserted that the economic assessment process encompasses a broad range of strategic approaches employed by governments to optimise economic performance. It includes areas such as stakeholder engagement, economic data collection and analysis, environmental considerations, comparative analysis, and regular monitoring and evaluation.

With the above as mentioned, the authors argued that LG(s) must have a sound understanding of the economic conditions in a local area and how they affect residents and businesses; identify the comparative strengths and weaknesses of the local economy and the nature and form of the local and regional economic challenges and opportunities.

Approaches of the Local Economy on the Effectiveness of LED Projects

Zhang (2025) and Pragati & Agrawal (2022) asserted that the LED approach strives to make the local economy more dynamic by enhancing the competitiveness of local businesses, upgrading local human resources, improving local infrastructure, and attracting inward investment. LED strategies are usually structured around a threefold scheme, covering the development of economic hardware and software.

Ozil (2023) and Ramlakhan (2021) indicated that the hardware involves many factors common to traditional development policies, such as the provision of basic infrastructure, including the establishment of transport and communication networks, industrial space, and then infrastructure necessary for the development of human capital, including education, health, and cultural facilities.

Software refers to the intangible element of the LED process, such as providing training and education, business support services, financial services, the standard of living facilities, etc. Based on the diagnosis of the comparative advantages, resources, and limitations of the territory, stakeholders can design and implement a comprehensive strategic approach to fulfill the local software potential.

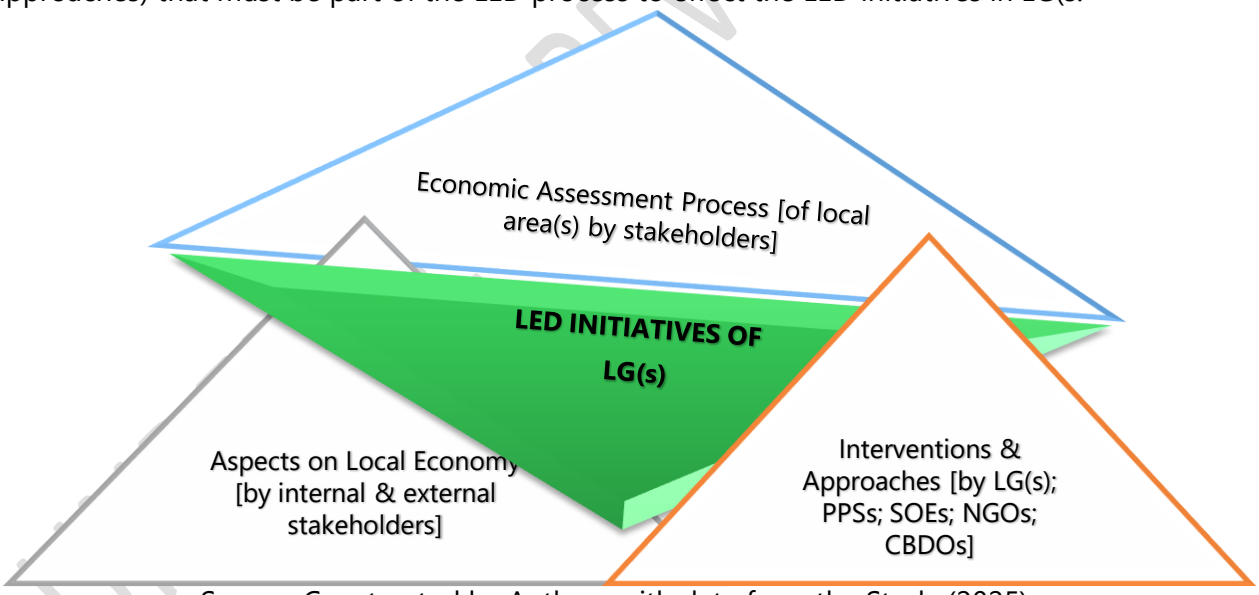
Pragati & Agrawal (2022) and Ramlakhan (2021) asserted that effective local economic development is shaped by a combination of factors including strong stakeholder collaboration, a comprehensive understanding of local needs and assets, targeted strategies focused on key industries, investment in infrastructure and human capital, fostering entrepreneurship, promoting inclusive growth, and continuous monitoring and adaptation to changing economic conditions; essentially requiring a coordinated effort between government, businesses, community organizations, and residents to leverage local strengths and address challenges for sustainable economic growth.

This study assesses intervention strategic approaches for the effectiveness of LED initiatives that the researcher felt were suitable for HNTC. It mixes other intervention strategies within an active application of ST in assessing the intervention strategic approaches for exploring the effectiveness of stakeholders in a management sense for LED initiatives.

The interventions assessed for the effective LED initiatives are the outcome of strategic approaches resulting from MMR result analysis and interpretation; good local governance and the effectiveness of LED initiatives by integrating national priorities and programs (in OP (2023); OPM (2021); MURD (2012) & OP (2004)) toward LED process. Therefore, the objective of assessing intervention strategic approaches to the LED initiative of this study was to:

- Detailed assessment of existing industries, employment trends, demographics, and resource availability.
- Development of a comprehensive local economic development strategy with clear goals, action plans, and performance indicators.
- Ensuring that economic benefits reach all community members, including marginalized populations.
- Integrating environmental considerations into economic development strategies to promote sustainable practices; and
- Investing in essential infrastructure like transportation, utilities, and technology to attract businesses and facilitate economic activity.

The author supports the purpose of LED to build up the economic capacity of a local area for improving its economic base. As a result, the LED approach strives to make the local economy more dynamic by enhancing the competitiveness of local businesses and upgrading the local areas. Figure 1 signposts a diagram of intervention strategic approaches (such as the economic assessment process, approaches on the local economy, and intervention & approaches) that must be part of the LED process to effect the LED initiatives in LG(s.



Source: Constructed by Authors with data from the Study (2025)

Figure 1. Process of Intervention: Strategic Approaches of LED Initiatives in LAs

Approach and Objectives of LED Projects

In this study, as asserted by Zhang (2025) and Ramlakhan (2021) the intervention strategic approaches referred to as the ''combination of multiple package approaches (such as Acts, policy; procedures, etc.) through a systematic process designed to produce a desired

behavior changes or improve a lasting development status/changes among individuals, community, environment, places and/or an entire population''.

Therefore, for this study, the author supports Bhasin (2020) and Mishra et al (2017) that objectives and approaches for effective LED typically involve among others (such as identifying key strengths & weaknesses; collaborating with diverse stakeholders; conducting a thorough analysis of the local economy; investing in infrastructure; promoting skills development; fostering entrepreneurship &continuously monitoring and evaluating progress.

The overall objective of the LED intervention focuses on promoting pro-poor economic growth and sustainable livelihoods through local capacity development for creating an enabling environment, job creation, increasing investments, and targeted economic interventions. In light of this, LED intervention focuses on a two-pronged approach (such as local capacity development for creating an enabling environment, and support to create job opportunities for youth, women, and vulnerable groups) through increasing investments and targeted economic interventions (Zhang, 2025; Kenyanja et al., 2023).

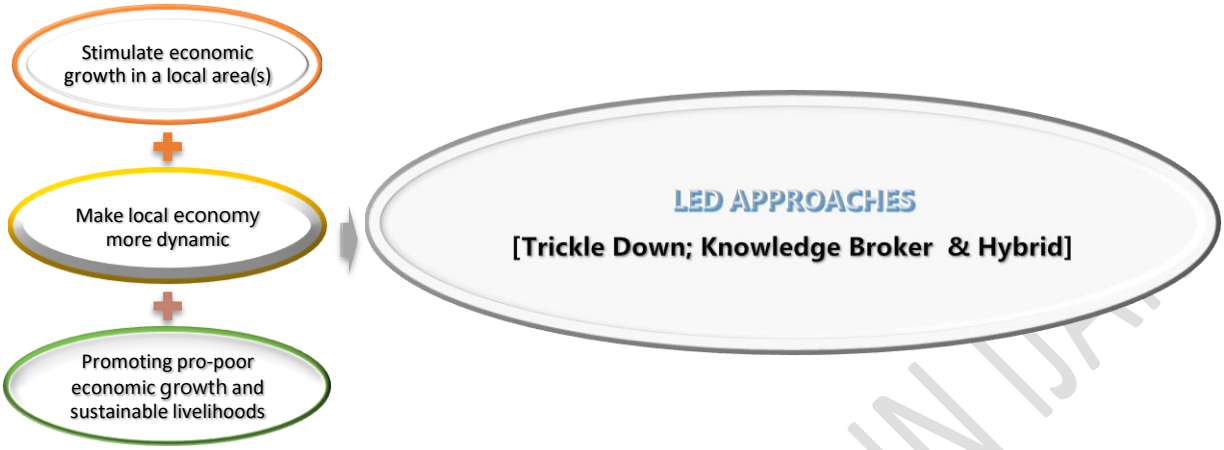
Zhang (2025) and Kenyanja et al (2023) supported that the specific objectives of the LED intervention approach attempt to stimulate economic growth within a local area by creating employment opportunities, improving quality of life, alleviating poverty, and maximizing the use of local resources, achieved through a participatory approach that involves partnerships between public, private, and community sectors, focusing on identifying and leveraging local strengths and comparative advantages to attract investment and foster business development through (creating jobs; reducing poverty; business growth; developing infrastructures; skills development and empowering the local community, etc.) to enhance competitiveness and create economies of scale.

Ramlakhan (2021) asserted that the LED approach strives to make the local economy more dynamic by enhancing the competitiveness of local businesses, upgrading the local human resources, improving local infrastructure as well and attracting inward investment through (strategic planning; PPPs; cluster development; investment attraction; sustainable and community developments, etc.) to improve the overall quality of life and attract talent.

Subsequently, the results of this study were displayed among the stakeholders, who understood and selected the levels of intervention strategic approaches for effectively managing a sustainable LEDs initiative for HNTC in OhR, Namibia.

Kenyanja et al. (2023) and Ramlakhan (2021) suggested that the economic objectives and approaches (as illustrated in Figure 2 below) must be focused on minimizing local barriers to constructive business, encouraging PPPs, and maximizing LGs' responsiveness to businesses and CBDOs to help create an environment where businesses can prosper and local needs can be more effectively achieved.

As a result, LED offers LGs, PPPs, NGOs, and local communities the opportunity to work together to improve the local economy. Thus, the author suggests that the LED initiative focuses on enhancing competitiveness, increasing sustainable growth, and ensuring that growth is inclusive of the sustainable livelihoods of local people through approaches (such as trickle-down, knowledge broker, and hybrid indicated in Figure 2).



Source: Constructed by Authors with data from the Study (2025)

Figure 2. Approaches and Objectives of LED Initiatives in LAs

In business studies, Kenyanja et al (2023) supported that a "trickle-down approach" refers to a strategy where information, decisions, or initiatives are primarily communicated and implemented at the top level of an organization and then gradually "trickle down" to lower levels of employees, meaning that the lower ranks are informed last and may have less input in the process.

Thus, the trickle-down approach to economic development and its policies employs the theory that tax breaks and benefits for corporations and the wealthy will trickle down and eventually benefit everyone by focusing on growing the economy by generating gross private sector capital through financial tools and land use policies.

Whereas, Kenyanja et al (2023) asserted that the "knowledge broker approach" in business studies refers to a strategy where an individual or organization actively identifies, gathers, analyzes, and disseminates relevant knowledge from diverse sources, acting as a bridge to connect knowledge producers (such as the researchers) with knowledge users (like law-makers) within a company to facilitate better decision-making and innovation.

The authors support the knowledge brokering approach as an open innovation procedure used to improve LED processes by seeking external ideas from people in different industries, disciplines, and contexts, and then combining the resulting lessons in disruptive ways (such as by taking advantage of the information and technological opportunities available).

Zhang (2025) and Kenyanja et al (2023) indicated that a "hybrid approach" in business studies refers to an approach where a company combines elements of different business models, methodologies, or practices to influence the strengths of each and achieve optimal results. In so doing, the company essentially blends the best aspects of multiple approaches to address a specific situation or challenge; it could involve combining traditional and modern methods, and different management styles depending on the situation, by providing opportunities to stakeholders.

METHODS

This study adopted the pragmatism paradigm, the in-depth interview allows the research to be subjective, and the pragmatism research philosophy played an important role in producing an in-depth understanding of the phenomenon (LED initiatives).

The study used both explanatory and exploratory designs (mixed methods research) to gain relevant information on assessing intervention guides for the effectiveness of LED initiatives and was a descriptive, statistics used to examine the relationship between the level of stakeholders' intervention guides in managing LEDs initiatives and the various impacts which may be upholding its effectiveness.

MMR approach views human thought and behaviour in a social context and covers a wide range of phenomena to understand and appreciate them thoroughly (Saunders, 2019).

Thus, an MMR uses the sequential explanatory design (SED) whereby an initial quantitative data collection is followed by secondary qualitative data. The target population of the study comprised fourty (40) stakeholders to participate in the study. This study adopted a purposive sampling method; only local stakeholders who have been in LGs for 5 or more years were selected to participate in the study.

MMR used two types of data collection instruments, such as a questionnaire and an interview. Thus, self-administered questionnaires were given to twenty-five (25), and face-to-face in-depth interviews with fifteen (15) local stakeholders aimed at getting in-depth information on assessing the intervention strategic approaches for the effective LED initiatives. Researchers obtained a permission letter from the OhRC and LGs before conducting the study.

Thus, the researchers completed appointments with local small & medium micro-entrepreneurs (SMMEs) & HNTC employees for the quantitative method (self-administered questionnaire), and local community resourceful persons (LCRPs) for a qualitative method for scheduling days for their interviews to avoid disturbing their regular obligations and tasks.

Researchers distributed the questionnaire to SMMEs & HNTC employees and collected it back at the end of the week. The researchers captured all interview answers (from LCRPs through face-to-face) by writing them in the space provided in the interview sheet. Quantitative data were analyzed using descriptive statistical analysis, and the qualitative data were analyzed using the induced thematic analysis method.

Ethical Considerations

The researchers obtained a permission letter from the IUMPGSRC, NRST, and OhRC to carry out research in LGs. Then, by distributing the consent form to the participants' information sheet, respectively, the researcher explained the purpose of the research, the participants' rights, how results would be handled, and how confidentiality would be maintained.

Moreover, the participants were requested to feel free to ask if they wanted further clarification. It was made clear that they were free to withdraw from the study at any step. Finally, it was only after this process that the participants were requested to sign the informed consent form when they wanted to be part of the study.

RESULTS AND DISCUSSION

Gender of research participants

The research participants were invited to designate their gender during data collection procedures. Figure 3 below presents the results of MMR. The below doughnut chart (figure 3) specifies the distributions of gender for each category (male & female) of the MMR search population.

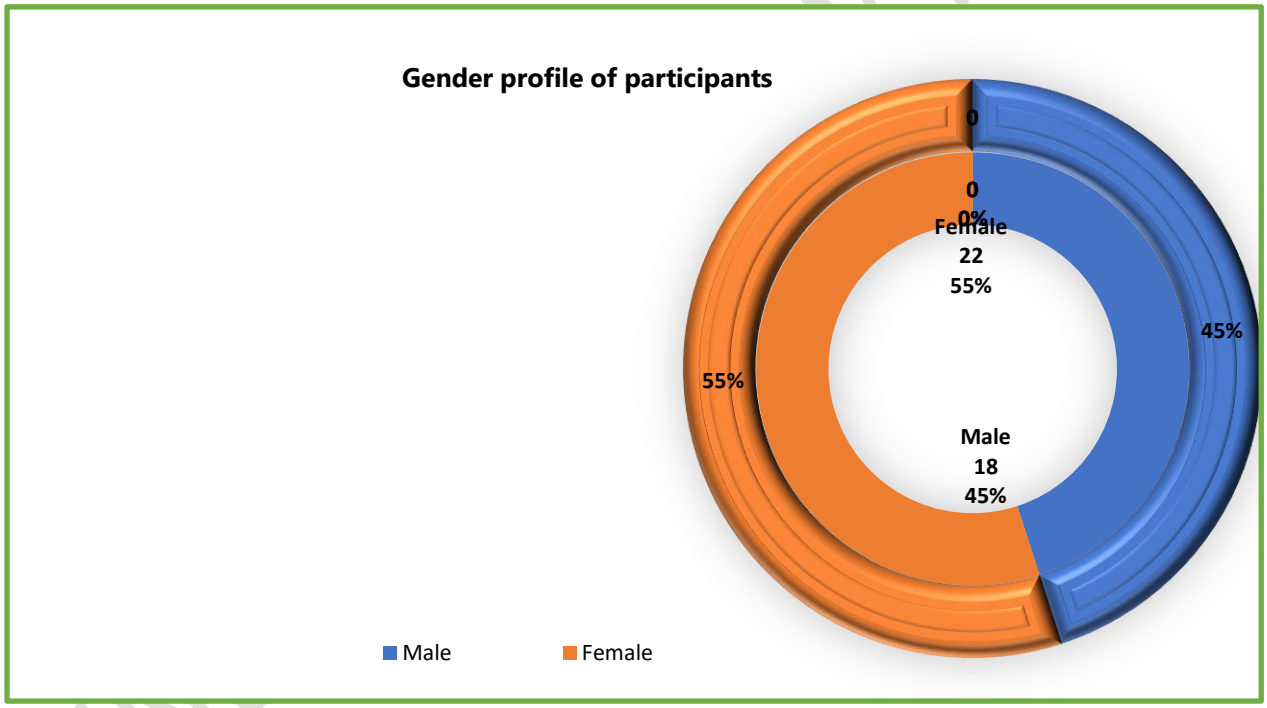


Figure 3: Gender of Research Participants (n=40)

The doughnut chart above indicates that 55% (n=22) were female and 45% (n=18) were male members. In this study, the majority of MMR contestants, 55% (n=22), were female, whereas 45% (n=18) were male members. Thus, the figure above shows that female contestants dominated MMR with just more than 5% (n=4) against male participants.

Level of local stakeholders for contribution

The research contributors were requested to indicate their level of local stakeholders in LGs' LED initiatives. The 3-D line (Figure 4) below presents the results. The below figure indicates the distributions of their level for being local stakeholders (LCRPs; HNTC Employees & SMMEs) in HNTC.

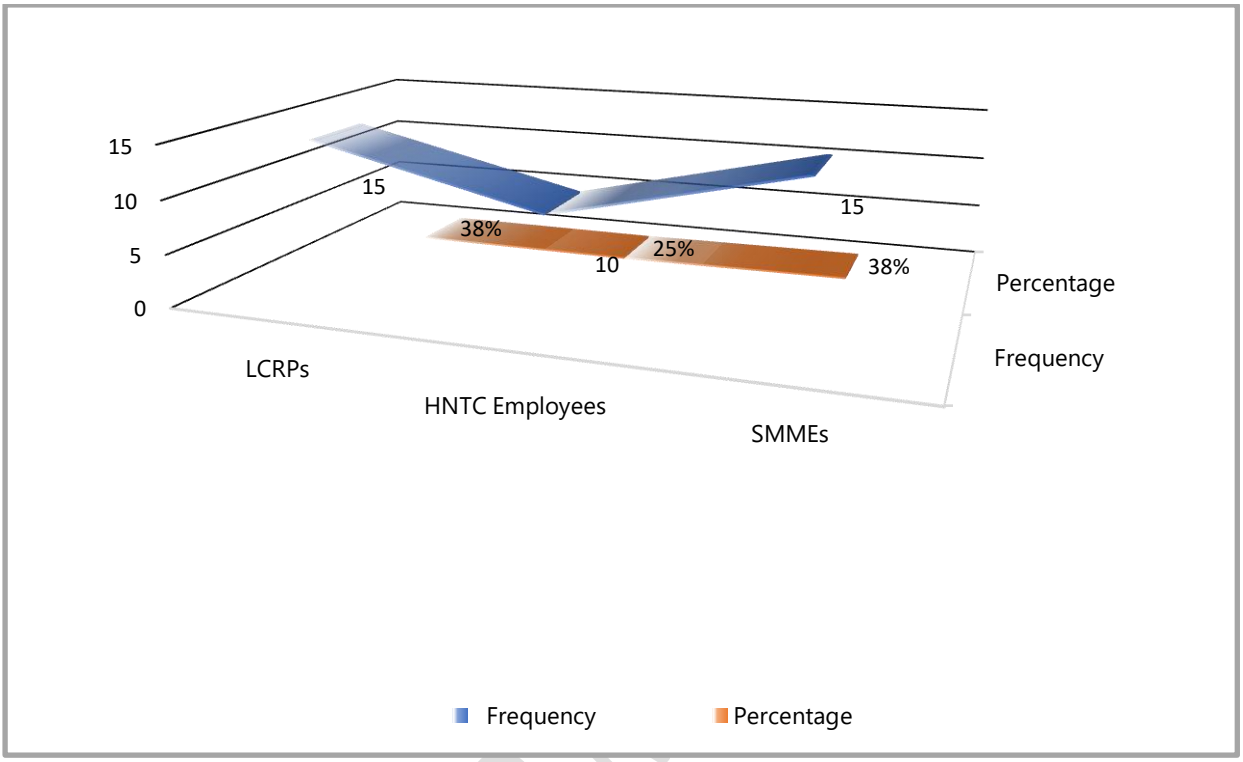


Figure 4: Level of Local Stakeholders' Contribution to LED Initiatives in HNTC (n=40)

In Figure 4 above, the participants were LCRPs at 37.5%(n=15); HNTC Employees were 25%(n=10), and SMMEs at 37.5%(n=15). This shows that there was a level of local representativeness and balance among the local stakeholders, which was described were 100%.

Intervention strategic approaches for LED initiatives

For the quantitative research method, the below-clustered bar in Figure 5 indicates the intervention strategic approaches by the stakeholders in effectively assessing LED initiatives for HNTC.

In the below-clustered column-line on the secondary axis of Figure 5, the following abbreviations meant SA (strongly agree); A (agree); SU (strongly unknown), and U (unknown). Figure 5 indicates the intervention strategic approaches by stakeholders that can shape the direction of LED initiatives for HNTC. The following rating scales were used: 4=SA (Strongly agree), 3=A (Agree), 2=SU (Strongly unknown), and 1=U (Unknown).

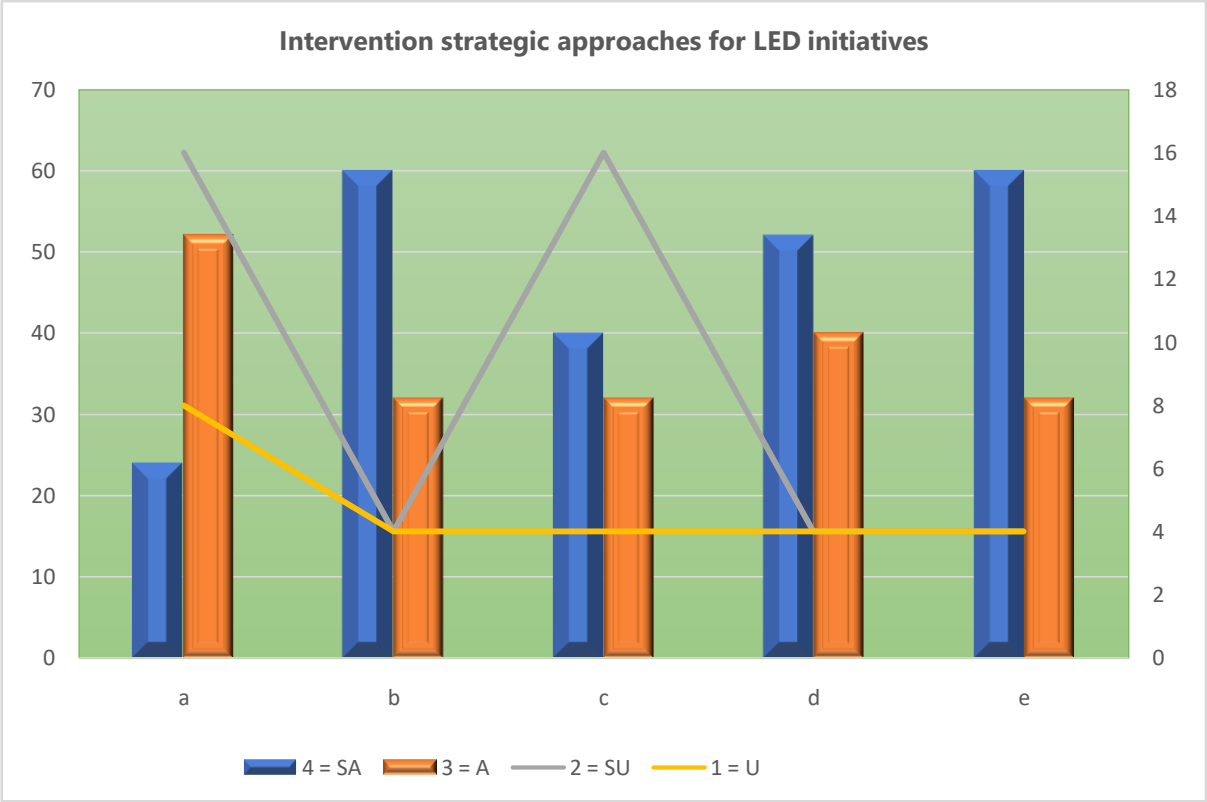


Figure 5. Intervention Strategic Approaches for LED Initiative (n=25)

Figure 5 depicts the intervention strategic approaches by stakeholders that can shape the direction of LED initiatives for HNTC, which must include:

a) Community engagement, environmental sustainability, and socio-economic relevance: 24% 4(n=6), 52% 3(n=13), 16% 2(n=4), and 8% 1(n=2)

b) LED strategic approach and employability at the local level: 60% 4(n=15), 32% 3(n=8), 4% 2(n=1), and 4% 1(n=1)

c) LED institutional and business strategic planning and sustainability: 40% 4(n=10), 32% 3(n=8), 16% 2(n=4), and 4% 1(n=1)

d) LED transitional research, innovation, and education: 52% 4(n=13), 40% 3(n=10), 4% 2(n=1), and 4% 1(n=1)

e) Continuous socio-economic structural development: 60% 4(n=15), 32% 3(n=8), 4% 2(n=1), and 4% 1(n=1)

Figure 5. designates that the mainstream of research participants (47.2%) chose the '4' response option, while 39.2% of the research participants opted for '3'. A very small number (8.8% and 4.8%) chose '2 & 1' respectively in terms of the strategic approaches and interventions by stakeholders that can shape the directions of LED initiatives for HNTC.

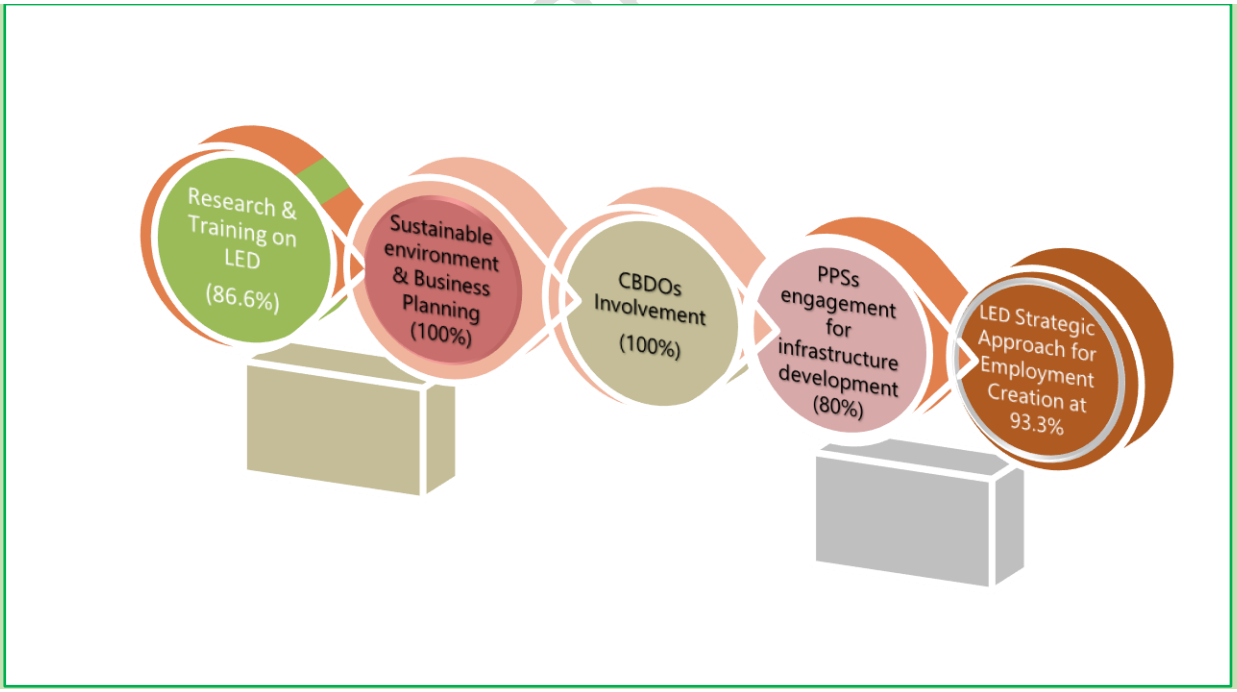
The above results in Figure 5 indicate that among the stakeholders, most (86.4%) chose 'Strongly agree' (SA) and 'Agree' (A) options by selecting and indicating the strategic invention approaches by stakeholders that can shape the directions of LED initiatives for HNTC. In contrast, only 13.6% opted for 'Strongly Unknown and Unknown.'

Ababio and Meyer (2012) advise and support LG(s) for the LED strategies that it is essential to include (objectives, programs, projects & plans of action) in the development of shared economic vision and purpose for the local community or area(s).

Most importantly, the researcher believes that when the plan of action(s) is analysed and effectively implemented in contrast to the measurements of available resources, then effective interventions for the LED initiative would be utilized to improve the SECs and maintain the QLLP.

For the qualitative research method, participants were asked to mention the intervention strategic approaches by stakeholders for effective LED initiatives in HNTC. The responses shown in Theme 1 indicate the intervention strategic approaches by stakeholders for effective LED initiatives in HNTC, and they were combined into the relevant strategic approaches.

Theme 1 below for this study, the majority of research participants 91.9% indicated the intervention strategic approaches by stakeholders for effective LED initiatives of HNTC as combined into major spheres as below theme namely (Sustainable environment & business planning 86.6%(n=13); resources based theory 100%(n=15); CBDOs Involvement 100%(n=15); PPSs engagement for infrastructure development 80%(n=12); and LED strategic approach for employment creation 93.3%(n=14)) toward the LED process and initiatives in HNTC.



Theme: 1 Intervention Strategic Approaches of LED Initiatives (n=15)

With the above responses by participants, Vitalisova et al (2021), Ramakrishnan (2019), and Vasuder (2012) highlighted that to understand local economic issues, individuals

(stakeholders) must be able to assess intervention strategic approaches aimed at improving the SECs and maintaining the well-being of the future of the local community(ies).

The economic assessment process for effective LED initiatives

The table below (1) indicates how the assessment process is strategically effective for LED initiatives in HNTC. The following rating scales were used: 5=SE (Substantially effective), 4=GE (Good effective), 3=ME (Moderately effective), 2=LE (Little effective), and 1=NE (Not effective). Table 1 specifies the assessment process by stakeholders that strategically effective LED initiatives in HNTC must include.

a) Official documents on the LED strategic plan for HNTC: 60% 5(n=15), and 40% 4(n=10)
b) Local economy assessment and environment scanning: 52% 5(n=13), and 48% 4(n=12)
c) Collected information must specify requirements for specific LED initiatives:48% 5(n=12), 40% 4(n=10) and 12% 3(n=3)
d) The extent of data collected & determined by the resources and nature of the local economy available: 44% 5(n=11), 48% 4(n=12), 4% 3(n=1E), and 4% 2(n=1)
e) Characteristics of the local economy must be known by stakeholders: 52% 5(n=13), and 48% 4(n=12)

Table 1 shows the research participants' current understanding of the assessment process for effective LED initiatives: 51.2% (5), 44.8% (4),3.2% (3), 0.8% (2), and 0% (1). Table 1 shows, among others, that most stakeholders (96%) chose 'Substantially effective' (SE) and 'Good effective' (GE) in terms of their current understanding of the assessment process for effective LED initiatives, while the rest 'Moderately effective' (ME), and Little effective' (LE) was chosen by 4% of the research participants to describe their current understanding of assessment processes.

The assessment process for effective LED initiatives	5=(SE)		4=(GE)		3=(ME)		2=(LE)		1=(NE)		Total
	(n)	%	(n)	%	(n)	%	(n)	%	(n	%	%
HNTC must have an official document on the LED strategic plan for effective intervention strategies.	15	**60**	10	**40**	0	**0**	0	**0**	0	**0**	**100**
Local economy assessment & environment scanning is for determining LED information (relevant, essential & available).	13	**52**	12	**48**	0	**0**	0	**0**	0	**0**	**100**
The information collected must highlight the need for specific projects to expand and diversify the local economic base.	12	**48**	10	**40**	3	**12**	0	**0**	0	**0**	**100**
The level & depth of data to be collected must determine the availability of resources & nature of the local economy.	11	**44**	12	**48**	1	**4**	1	**4**	0	**0**	**100**
Stakeholders must know the characteristics of the local economy to identify & agree on a realistic, practical, & achievable LED initiative.	13	**52**	12	**48**	0	**0**	0	**0**	0	**0**	**100**

Table 1. Economic Assessment Process for Effective LED Initiatives in HNTC (n=25)

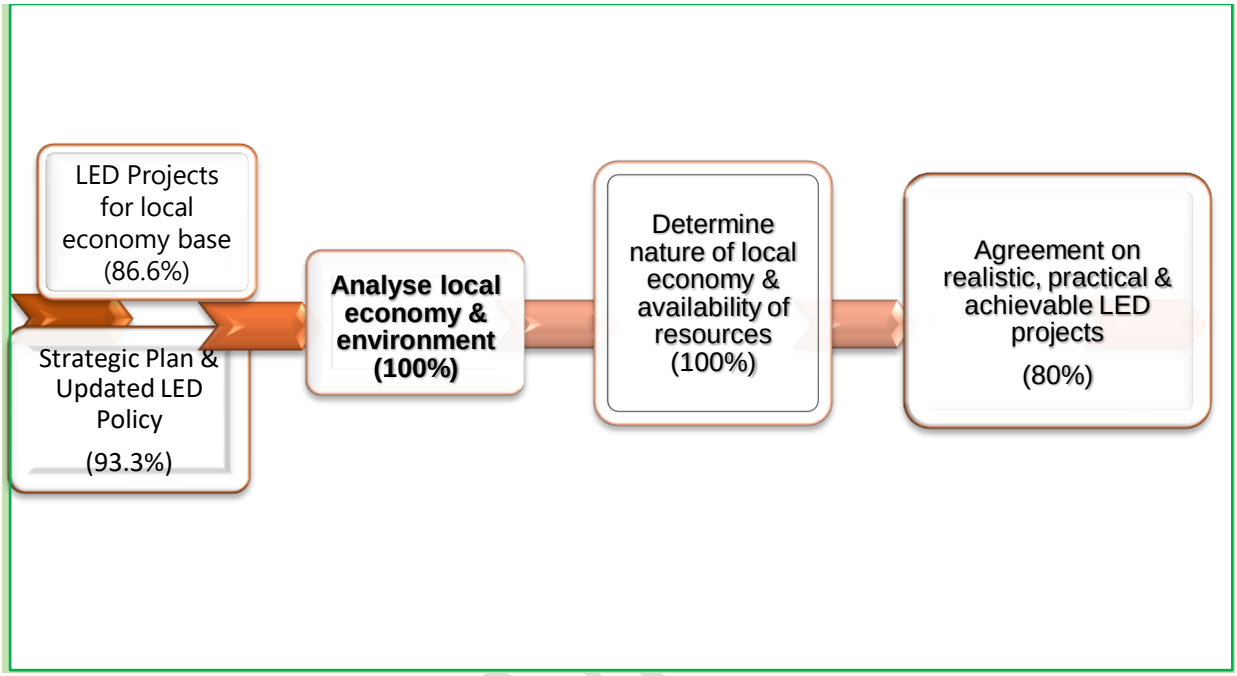
Ababio and Meyer (2012), indicated that the purpose of competitive assessment is to classify the strengths and weakness of local communities on current knowledge and competence (human resource capacity) and the approachability of LG(s) toward various types (informal & informal) of businesses through the identification of opportunities, strengths, and threats (SWOT analysis) for the local economy.

Subsequently, the economic assessment process was for creating the local economic shape/base for the stakeholders to be able to place an interest in their local economic development capacity(ies). World Bank (2001), cited in Ababio and Meyer (2012), asserted that there is a need to compile and analyse LED information.

Given the above, the researcher suggests that the essential information for collection should focus on socio-economic aspects, soft and hard infrastructures and demographics, and other factors with the likelihood of impacting the local community(ies).

In the qualitative research method, participants were asked to mention the economic assessment process by stakeholders for effective LED initiatives in HTCN. The below responses, shown in theme 2, indicate the economic assessment process by stakeholders for effective LED initiatives for HNTC, and they were combined into the relevant five best economic assessment processes as shown therein.

Theme 2 below for this study, the majority of research participants 91.9% indicated the economic assessment processes by stakeholders for effective LED initiatives of HNTC as combined into major spheres in the below theme (such as agreement on realistic, practical & achievable LED projects at 80%(n=12); determine nature of local economy & availability of resources 100%(n=15); analyse local economy & environment 100%(n=15); LED Projects for a local economy base 86.6%(n=13); and Strategic Plan & Updated LED Policy at 93.3%(n=14)) in the direction of LED process and initiatives for LGs.



Theme 2. Aspects of Economic Assessment Process for the Effective LED Initiatives (n=15)

With the above responses by participants, Pragati & Agrawal (2022) and ICAT (2020). emphasized that to understand local economic aspects, both (internal & external) stakeholders must be able to assess the economic assessment process aimed at improving SECs and uplifting the well-being of the future local communities.

Approaches for the local economy toward the effectiveness of LED initiatives

Figure 6 indicates the aspects of the effectiveness of the local economy on LED initiatives for HNTC in OhR. To get the research participants' responses, the following rating scales were used: 5=SE (Substantial effective), 4=GE (Good effective), 3=ME (Moderately effective), 2=LE (Little effective), and 1=NE (Not effective).

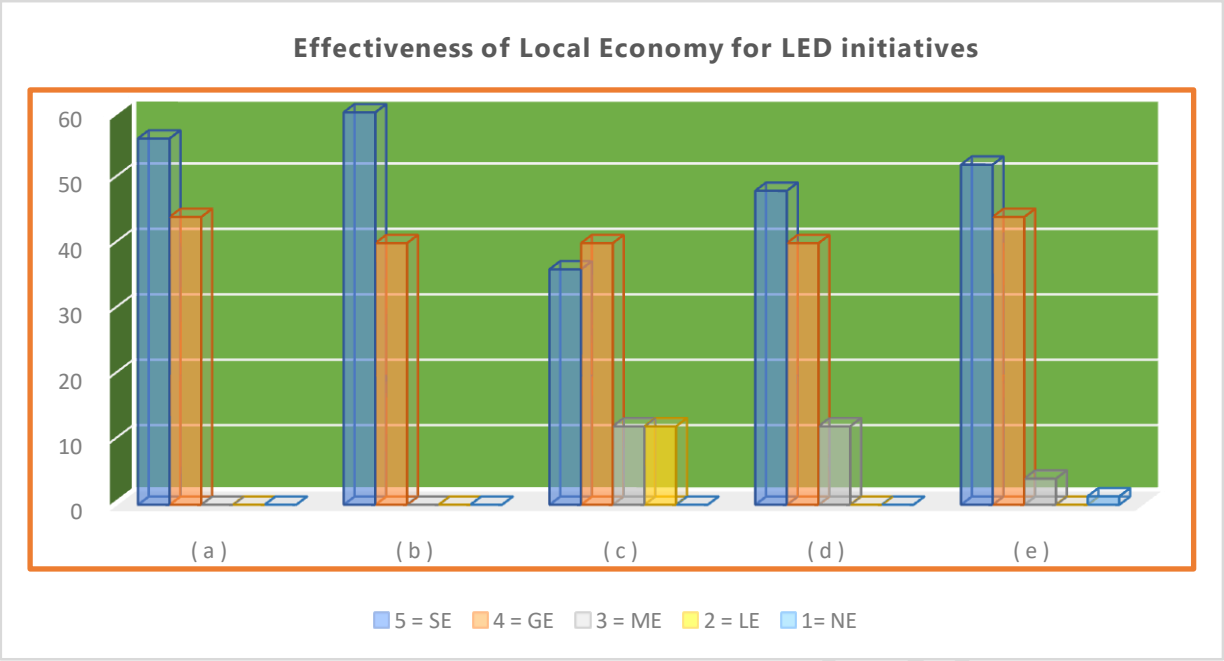


Figure 6. Aspects of Local Economy Toward the Effectiveness of LED Initiatives (n=25)

Consequently, the above-clustered column figure (6), rated the aspects in the local economy toward the effectiveness of LED initiatives by stakeholders for HNTC, which must include:

a) Identification and agreement by stakeholders of public, private, and non-governmental resources for LED initiatives: 56% 5(n=14), and 44% 4(n=11)

b) Collection and analysis by stakeholders of existing or critical new quantitative and qualitative data on the local economy: 60% 5(n=15), and 40% 4(n=10)

c) Assessing and planning by stakeholders to establish a data management system for M&E for LED initiative performance indicators: 36% 5(n=9), 36% 4(n=10), 12% 3(n=3), and 12% 2(n=3)

d) Assessment process to be supported by solid working relationships and organisational structure: 48% 5(n=12), 40% 4(n=10), and 12% 3(n=3)

e) LED opportunities across all major sectors should be considered in the assessment and environmental analysis: 52% 5(n=13), 44% 4(n=11), and 4% 3(n=1)

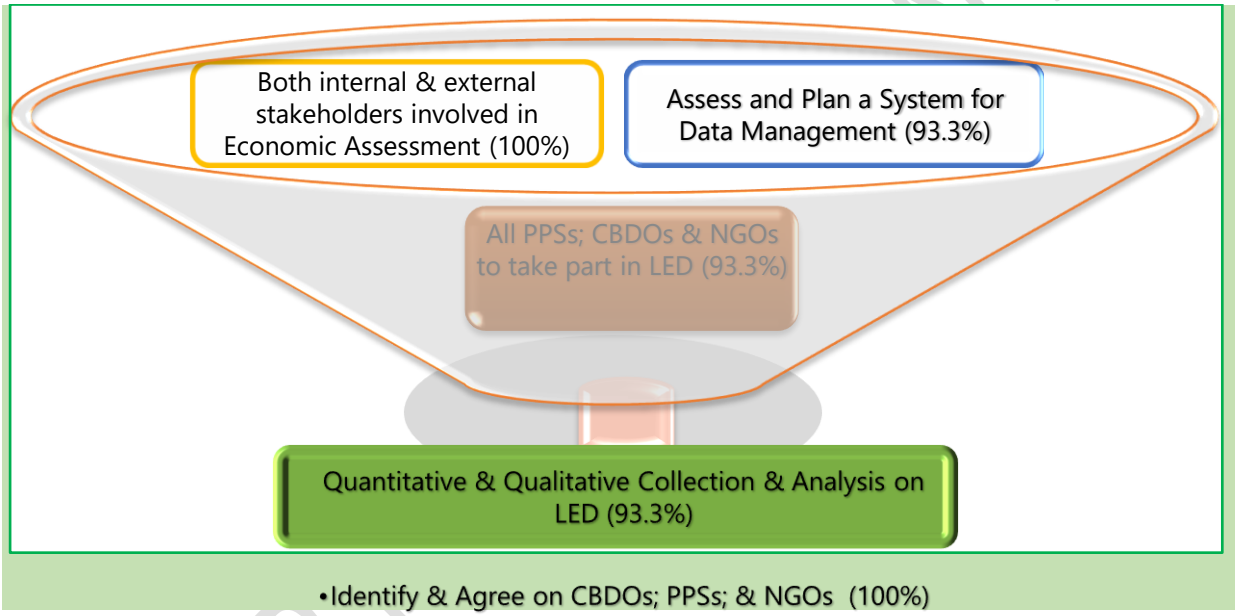
Figure 6 shows how the research members responded to the questions about their thoughts on the effectiveness of the above-mentioned aspects for the local economy in terms of LED initiatives in HNTC. Most (50.4%) chose '5', while the second largest number (41.6%) opted for '4' in their responses. Less than a quarter (5.6%) indicated '3', whereas '2' was chosen by 2.4%.

Figure 6 shows that most stakeholders (92%) rated 'Substantial effective' (SE) and 'Good effective' (GE). This indicates that (GE) and (ME) at 92% regarding aspects of the local economy demonstrate effectiveness for the LED initiatives in LG, compared to those who were (ME) and (LE), both at 8%.

The reviewed documents, such as HPP II (2021), PPP Act (N0.4 of 2017), and the LED White Paper (2011), described the LED as a concept and ''local government development'' endevour with economic developmental aspirations that HNTC should be dedicated to collaborating with both stakeholders (local community, CBDOs, SMMEs, PPS, IHE & NGOs) to find sustainable intervention strategies which improve SECs and maintain QLLP.

Therefore, the documents indicated above made it clear that the LED process for local governments revolves around creating a platform and carrying out environmental analysis to involve internal and external stakeholders in implementing strategic approaches for LED initiatives.

In the qualitative research method, participants were asked to mention aspects of the local economy for stakeholders regarding the effectiveness of LED initiatives in HNTC. The answers shown in theme 3 designate the aspects of the local economy by the stakeholders for effective LED initiatives for HNTC.



Theme 3. Approaches for Local Economy Toward Effectiveness of LED Initiatives (n=15)

Theme 3 above for this study, the majority of research participants 95.9% indicated the aspects of the local economy by stakeholders for effective LED initiatives in HNTC as combined into major spheres as below theme (such as identify & agree on CBDOs; PPSs; & NGOs 100%(n=15); quantitative & qualitative analysis on the LED 93.3%(n=13); all PPSs, CBDOs & NGOs to take part in LED 93.3%(n=13); both internal & external stakeholders involved in assessment 100%(n=15), and assess and plan a system for data management 93.3%(n=13)) toward the LED process and initiatives in HNTC.

Thus, the authors suggested that the LED approach focuses on the long-term sustainable development of a territory, but to capitalise (on early commitment and cooperation), short-term action-oriented interventions should also be emphasised.

Therefore, a participatory appraisal of competitive advantage (PACA) can be a useful initiating activity to demonstrate the value of the LED principles and achieve visible results of LED initiatives.

CONCLUSION

Based on the above research discoveries, the author made the following recommendations: The external and internal stakeholders in the LED process must come together and form a broad stakeholders forum (BSF) in LG(s) (such as HNTC).

Thus, stakeholders (such as SMMEs, PPS, OhRC, CBDOs, NCCI, IHE, and MURD) must continue establishing partnerships concerning assessing intervention strategic approaches for LED initiatives, innovation, and management in LGs.

The intervention strategic approaches assessed for the effective LED initiatives emphasized and clarified the crucial intervention approaches to ''deal with'' the sustainable measurements and minimal standards for LED initiatives in HNTC by improving the SECs and maintaining the QLLP across all local areas under jurisdiction.

Therefore, further longitudinal or cross-sectional studies can be carried out in the other regions in Namibia by using a single research method (SRM) approach to enhance and further elaborate on the understanding of LED novel findings for the results (s) to be generalised countrywide.

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