

Developing a framework for the effective functionality of LED initiatives in Helao Nafidi Town Council

Eliud Mandume Shiwayu¹, John Sifani², Isidor Haufiku³

¹School of Dentistry, Hage Geingob Campus, University of Namibia, Windhoek, NAMIBIA

²Centre for Innovation and Development, University of Namibia, Windhoek NAMIBIA

³Ministry of Education, Art, and Culture, Shaama Combined School, NAMIBIA

*Corresponding Author: emshiwayu@gmail.com

Abstract

Article History:

Received 2024-05-21

Accepted 2024-11-12

Keywords:

Economic
Framework
Functionality
Initiatives
Local Governments

The main objective of this study was to develop a framework for the effective functionality of LED initiatives in local governments (LGs) in Namibia (a developing country) and elsewhere globally. The effectiveness of LED initiatives represents informative and integrated understanding, intervention strategies, capital funds, and a framework aimed at MDGs and SDGs which combine environmental, economic, social, institutional, and political aspects by identifying their interlinkages in realizing the SDGs in LGs. The purpose of this study is to develop a framework for the effective functionality of LED initiatives in HNTC. The theoretical framework has been drawn out to make its research propositions within an active application framework of stakeholders theory. The study used a stakeholders theory (ST) which provides a framework for exploring the processes of effective interventions of stakeholders in a management sense, and the questionnaires, interview guide, and focus group discussions (FGDs) were designed in relation 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 ATLAS. ti (for qualitative data) which provided relevant analysis for the data. The framework developed in this study indicates that the LED process is dominated or influenced by both internal and external stakeholders regarding intervention strategies to "deal with" toward sustainable measurements and minimal standards for a developed conceptual framework for LED initiative.

INTRODUCTION

This study focused on developing a framework for the effective functionality of local economic development (LED) initiatives for Helao Nafidi Town Council (HNTC) in Ohangwena Region (OhR), Namibia. For local governments (LGs) in Namibia, local economic development (LED) is a locally driven process of identifying and utilizing local resources and economic opportunities to stimulate both social, economic, political, institutional, cultural, and environmental aspects for employment activities to achieve a sustainable LED and growth in a local area by LGs across the globe.

LED has been described by Selaelo (2012) in Marenga & Kandjeo (2019) as a new approach that has the potential to accelerate the developmental process at subnational levels of government with a focus on the local economy.

Thus, the Government of the Republic of Namibia (GRN) enacted numerous Policies and Acts such as the LED White Paper (2011); National Development Plan Six (NDP6); Vision 2030; Harambee Prosperity Plan II (2023-2027); Public Private Partnership (PPP) Act (No. 4 of 2017); Local Authorities Amendment Act (No. 8 of 2018); Regional Councils Amendment Act (No. 12 of 2010); National Rural Development Policy (NRDP) of 2012 etc. As a result, the Ministry of Urban and Rural Development (MURD) was mandated to coordinate and manage capital projects and the decentralization process in Namibia.

LED White Paper, (2011) asserted that the "rationale of local governments towards LEDs is to improve governance; stimulate economic development and restructuring; encourage social progression and improve quality of life at local, rural, urban and regional areas". The LED White Paper, (2011) defines LED as a process by which actors within urban and rural areas work collectively with public, business, and non-governmental sectors to create better conditions for economic development, growth, employment generation, and community wealth to enhance the quality of life for all in community. As a result, LED White Paper, (2011) deals with three distinct intervention areas to sustain economic development, and growth & bring about equity such as: (1) Local – dynamic at a local, citizen-government relationship, civil society involvement & commitment & social welfare; (2) Economic – local comparative advantages, the competitiveness of local authorities at regional and local levels with an emphasis on SMMEs development and tourism; (3) Development – land use, provision of urban and rural amenities & liveability aspects.

As a result, the GRN has laid out specific targets for economic development, growth, and more equitable distribution of wealth towards the development of robust, broad-based private sectors are one of how targets will be achieved. In the perspective history of LED, partnerships between and/or involvement of stakeholders (government, private sectors, NGOs, and local communities) have been the edifice upon which the success of LED rests (Meyer D. F., 2016).

LED has been described by Selaelo (2012) as a new approach that has the potential to accelerate the developmental process at subnational levels of government with a focus on the economy (Marenga R & Kandjeo F., 2019). In its traditional sense, Cobert (2013) indicated 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.

Cobert, (2013) asserted that most of the proponents of LED have applauded it for being successful because it incorporates the needs of the locals. Thus, HNTC recognized that there was a need to review the reported SP because it was viewed that the Strategic Plan as adopted from 2016 to 2021 held significant merit. As a result, the Council entrusted the office of the Local Economic Development Officer (LEDO) to spearhead the needed review and as such, the LEDO together with the entire administration updated & revised the plan so that it could guide the Council for five years 2022 - 2026.

Thus, this would help local governments (LGs) to deal with intervention strategies and challenges surrounding town councils. Given the aforementioned, the researcher was driven to conduct this study entitled, "Developing a Framework for the Effective Functionality of LED Initiatives in HNTC of OhR, Namibia". In order to achieve the objectives of the study, the study pursued to answer the following research questions:

- 1) What are the best level of intervention strategies by stakeholders for LED Initiatives of HNTC in OhR, Namibia?
- 2) What are the successful LED intervention strategies the stakeholders "deal with" for the sustainable measurements of LED Initiatives for HNTC in OhR, Namibia?
- 3) Which areas of LED intervention strategies do HNTC must "deal with" for the minimal standards of LED Initiatives for HNTC in OhR, Namibia?

The significance of the study is of great importance to the Local Development Officer/s (LEDO/s) and policymakers in LGs and will be assisting in the execution of effective management of a sustainable LED initiative in HNTC as an LG of Ohangwena Region. Thus, modern and reliable LED initiatives through interventions for HNTC are effective for high and sustained LDs when the initiatives should be local people centred and inclusive towards the alleviation and improvement of the socio-economic conditions (SECs) and quality of life for local people (QLLP).

Similarly, none of the studies in Namibia and elsewhere on assessing 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 develop a framework for the effective functionality of LED initiatives within the application of Stakeholders Theory (ST).

The study provides a detailed understanding, awareness, and knowledge of the impacts affecting the interventions of stakeholders in effectively managing a sustainable LEDs initiative in HNTC for improving the problem of SECs and QLLC. The results of the study would assist in evidence-based policy and regulation

making and also bolster management effectively by internal and external stakeholders to confirm the effective interventions for best practices of LED initiatives for LGs. Specifically, this study seeks to contribute to the literature related to the identification of interventions for effectively managing a sustainable LED initiative for LGs in rural areas of Namibia and other developing countries to improve the SECs and QLLC.

Development of a Framework

Mumba & Waldt, (2023) and ICAT, (2020) alluded that in RSA, the national local economic development (LED) strategic framework emerged in the post-1994 era, "by mandating local, district and metropolitan municipalities to meet socio-economic growth targets. As a result, this includes the support for small business development, entrepreneurship, job creation, and poverty alleviation". Asserted by Wright (2018); Edward, (2015), and Creswell, (2014) ST is the only most appropriate to be used in business, governments, NGOs, and PPS by encouraging the participation of stakeholders in the LED process.

Thus, the ST is an approach with standards or values that has to work with local communities and/or internal & external stakeholders that bring to the forge of their assets; actions, and resources with the social, economic, political, and environmental activities to stimulate the local economy. Therefore, in addition to the above approach, the author supported that a sustainable development strategy should be built on analyzing an LG's economic, social, environmental, and institutional aspects and identifying its economic potential in local area/s. As a result, Wright, (2018); Edward, (2015), and Creswell, (2014) supported the idea that depending on the social, economic, environmental, and institution/s, then both stakeholders (internal & external) determine the most appropriate interventions and support services to local firms, decide the means of human resource development, and identify the technologies and actions that should be assimilated and disseminated for LED initiatives.

LED Process for the Effective Functionality of LED Initiatives in LGs

In recent years both Uitto & Geeta, (2022) and Salvador & Sancho, (2021) asserted and maintained that to "design and later to evaluate an intervention with sustainable impacts, the intervention must deepen indigenous capabilities to manage the program, to solve problems, and to innovate LED". Further, Uitto & Geeta, (2022) reinforced that design and implementation must also operate within environmental boundaries, not extracting resources beyond the ability to regenerate or degrading environmental services that is, design and implementation must incorporate the primacy of the local environment.

LED is regarded as a participatory process, as a result, LED initiatives to be effective and functional must start with the identification of relevant stakeholders and getting them on board for the LED process.

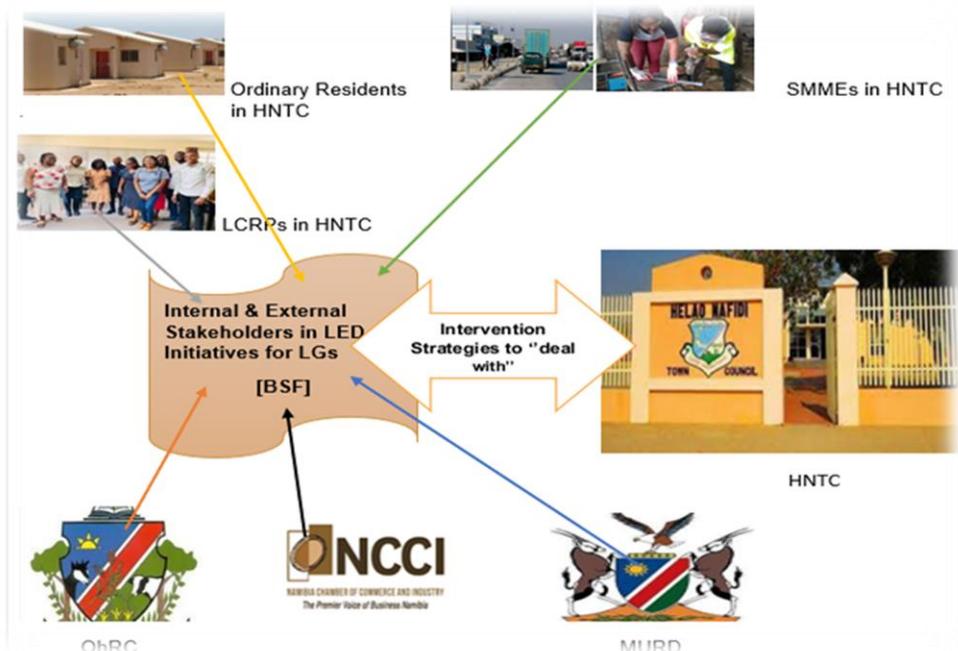


Figure 1. Framework for the Effective Functionality of LED Initiatives in HNTC

This is important to include all different internal (ordinary residents; SMMEs; PPSs & LCRPs; employees in LG) and external stakeholders (OhRC; SOEs NCCI & MURD) to have a complete representation of relevant stakeholders so that the LED process becomes meaningful, legitimate and the authority (LG/s or LA/s) would be able to make effective and functional developmental changes in the local are/s. Figure 1 indicates an illustration of stakeholders that have to be part of BSF for developing a framework for the effective functionality of LED initiatives in HNTC as an LG.

Objectives for Developing a Framework for LED

Guillermo, (2020) and Ababio and Meyer, (2012) asserted that the objectives of a framework are the building blocks toward achieving an LED vision. In practical terms, strong local leadership by all role players or stakeholders is required which will ensure local cooperation, assessment, planning, implementation, and good communication. The author supports Defferew, (2020) and Ababio and Meyer, (2012) who asserted that the LED-BSF cooperation holds the key to LED process success whereby a broad coalition of both internal and external stakeholders and partnerships are required in the realization of the objectives for a developed framework.

This study develops a new framework for the effective functionality of LED initiatives, that the researcher felt was suitable for LGs with a combination of intervention strategies for sustainable measurements and minimal standards dimensions within an active application of ST in developing the framework for exploring the process of effective interventions of stakeholders in management sense for LED initiatives.

The framework developed for the LED process is the outcome of actions and various intervention strategies 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) and OP (2004) toward the local development. Thus, the objective of developing the LED framework for this study was such as to:

- 1) Shift towards more effective LED intervention strategies and approaches for the development of local economies for HNTC as an LG.
- 2) Improve the accessibility of the local community to support programs, information, and actions toward LED initiatives.
- 3) Assist & improve LED initiatives for assessment; planning; implementation & coordination across all internal & external stakeholders for the LED process.
- 4) Support LED & growth by realizing the optimal potentials of local communities in active participation & contribution in assessing the effectiveness of LED initiatives.
- 5) Invite to establish LED-BSF for creating awareness and active participation toward the vital role and responsibilities of stakeholders in the support of LED initiatives.

Internal and External Stakeholders for Developing a Framework

As emphasized by Wright, (2018); Vasuder, (2012), and Buchholtz & Carrol, (2009) in this study, the primary (internal) stakeholders are (residents; local employees; SMMEs & LCRPs) those who are directly affected, either positively or negatively, by an organization's actions (such as HNTC' LED initiatives). Wright, (2018) and Vasuder, (2012) also indicated that the internal (primary) stakeholders are those that operate within a company (HNTC) and can include shareholders, business owners, managers, residents, and local employees. Secondary (external) stakeholders were (OhRC; investors; public & private sectors) and those who are indirectly affected by an organization's (HNTC) actions (LED initiatives).

The author/researcher supports Wright, (2018); Vasuder, (2012), and Buchholtz & Carrol, (2009) on the International Standard that guides social-economic responsibility, called ISO 26000, which defines a stakeholder as a primary (internal) or secondary (external) "individual or group that has a direct or indirect interest and/or role in any decision or activity of an organization" and the outcomes of its actions. In this study, external (secondary) stakeholders (OhRC; NCCI, PPS, & MUR) were those who were not part of the company (HNTC) but were affected by the actions of such a company. As a result, those may include regional councils; investors; tourists; public & private sectors; suppliers, trade associations, and the society.

As a result, Wright (2018); Edward, (2015), and Creswell, (2014) highlighted and supported that depending on the social, economic, environmental, and institution/s, then both stakeholders (internal & external) determine the most appropriate interventions and support services to local firms for deciding the means of infrastructure & human resource development, and identify the technologies that should be assimilated and disseminated for LED initiatives. Thus, Defferew, (2020) indicated that the participation of various local stakeholders and building their capacity is the aim and vital part of creating a successful and sustainable LED process for the local area/s.

Intervention Strategies to "Deal with" a Framework for LED Initiatives

In this study, as asserted by Ogwangabwa, (2015) and FCM-CARILED, (2014) the intervention strategies referred to as the "combination of multiple program elements or strategies 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 Ogwangabwa, (2015) and FCM-CARILED, (2014) that intervention strategies are the process of documenting resources & actions and establishing a direction of a business or institution/s by assessing both where (situation) are "they"(LAs) and where "they"(LAs) are going (direction).

As a result, it gives the entity (HNTC) a place to record its mission, vision, and values, as well as its long-term goals and the action plans (directives) in the strategic plan (SP) it should use intervention strategies to reach the LED KPIs. As a result, the strategic assessment; planning of actions; implementation of actions; M&E, and report writing toward LED initiatives is referred to as a systematic process of defining a common direction/s and making decisions on allocating resources and actions (intervention strategies) to pursue this direction by identifying important local economy aspects.

Wright (2018); Edward, (2015), and Creswell, (2014) asserted that depending on the social, economic, environmental, and institution/s, then both stakeholders (internal & external) determine the most appropriate interventions and support services to local firms, decide the means of human resource development, and identify best actions for implementation that should be assimilated and disseminated for LED initiatives. However, the PPSs (private and public sectors) create jobs and drive economic development and growth, and then LGs set up favourable conditions in which the LED process can occur.

Additionally, the author regarded that these above aspects influence the effectiveness of LED initiatives of LGs at local, regional, national, continental, and global levels in improving the SECs and maintaining the QLLC more particularly in OhR, Namibia.

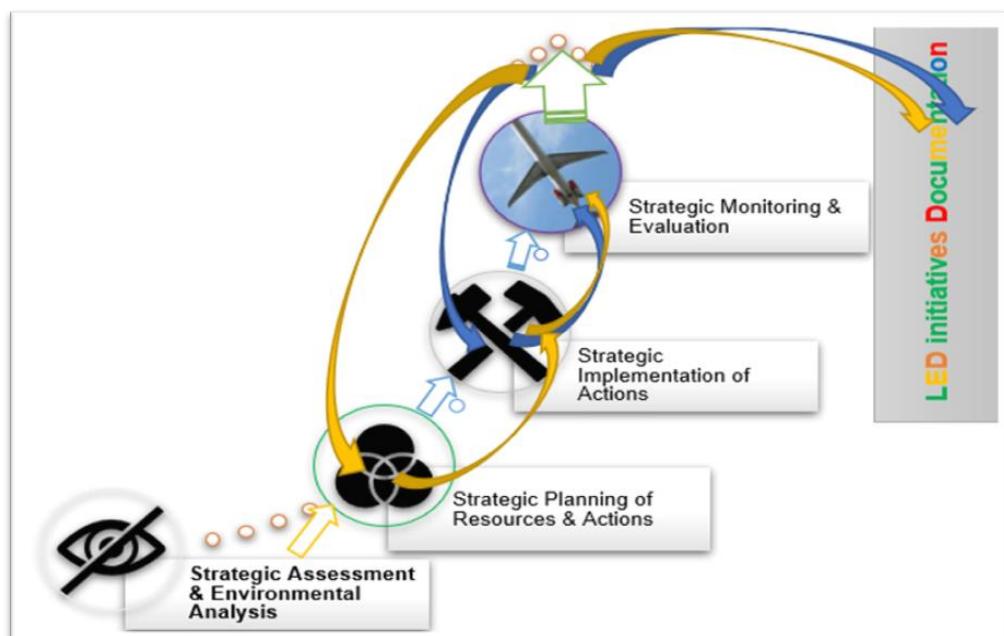


Figure 2. Intervention Strategies to "Deal with" a Framework for the Effective Functionality of LED Initiatives

Subsequently, FCM-CARILED, (2014) and Koma (2014) cited in Defferew, (2020) agreed and supported the notion of partnership and co-responsibility for the LED process of a town or municipal area between the public, private, and non-governmental sectors that are legally fostered for LED initiatives. The results of this study displayed that among the stakeholders understanding and selecting the best levels of intervention strategies for effectively managing a sustainable LEDs initiative for HNTC as an LG in Ohangwena region, Namibia.

Thus, this study shows that the strategic assessment, planning, implementation, M&E, and report writing & documentation of LED initiatives must be a flexible process according to local needs. Therefore, the development of LED intervention strategies must be built by all relevant stakeholders in the LED process.

Guiding Principles of Developing a Framework for Effective Functionality of LED Initiatives

The framework developed and constructed for the LED process within the application of ST in HNTC is a guide that seeks to advance an understanding of LED initiatives and puts forward the various intervention strategies to "deal with" the two dimensions such as sustainable measurements and minimal standards.

As a result of this study, stakeholders must explore how HNTC has to ensure local economy interests vice-versa the NDP VI; HPP II; Namibia vision 2030; multinational & regional; local and foreign investors for LED initiatives. Hence then, HNTC must pay attention to HPP II in regards to "no one should feel left out" with decent local work; human rights; inclusion of vulnerable and marginalized groups (women and youth) in local economy assessment, planning; development & growth and implementation for alleviating the SECs and QLLP.

LGs around the country seek to strengthen LED by creating jobs for residents and in so doing reduce the social, and economic inequality for the local communities. Therefore, through LED framework LGs can strengthen the capacity to make optimal use of the existing and potential characteristics of the local area/s.

The OP, (2021) and GRN, (2018(c) provide for a uniform, effective, and integrated regulatory framework for spatial planning; principles and standards of spatial planning; decentralize certain aspects of spatial planning to ensure that spatial planning promotes social and economic inclusion; ensure that there is equity in the spatial planning system; redress past imbalances in respect of access to land, land ownership & land allocation and promote the local; regional and national land reform objectives in Namibia. For this study, the developed framework seeks guidance for assessing, planning, implementing and M&E LED initiatives and key performance indicators (KPIs) of the 5 years of the HNTC-Strategic Plan through the suggested resources; actions, and indicators.

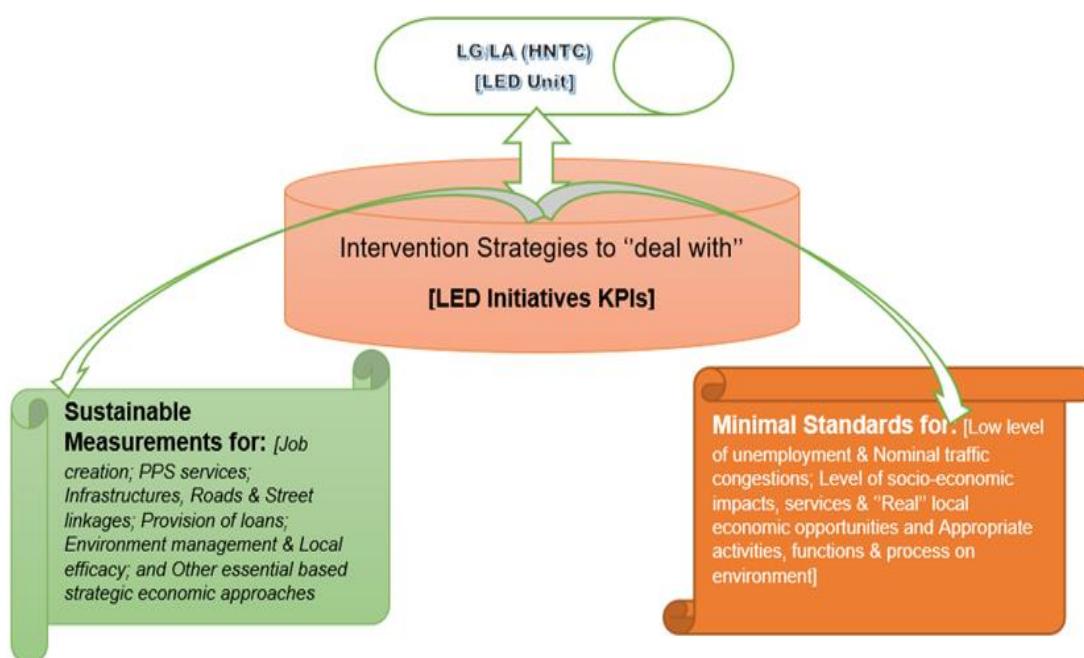


Figure 3. Intervention Strategies for Dimensions to "Deal with" LED Initiatives KPIs

Expected LED KPIs of a Developed Framework

The expected KPIs for a developed framework would enable HNTC as an LG to focus on the intervention strategies to "deal with" the two dimensions such as sustainable measurements and minimal standards of a developed framework for the effective functionality of LED initiatives in HNTC as an LG. For HNTC to measure the progress of LED initiatives, with the two dimensions toward the process (extent of LED management and operation system established) and contents (operating and performance) hence the two dimensions indicated were developed based on stakeholders theory; experience of success LED projects at SADC and SSA levels and current LED situation and economic development structure/s in HNTC.

In normal instances, KPIs of LED initiatives are indicative and pragmatism then still needs to be refined, operationalized, and tested with the expected outcomes. Consequently, LED design (bottom-up, transparent design appropriate mechanisms), implementation, and indicators of achievement for the intervention strategies must be internally evaluated by HNTC (LED program management team) and concurrently evaluated by the independent LED/specialized consultant in that particular project/s of specialty.

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 the in-depth of the phenomenon (LED).

The study used both explanatory and exploratory designs (mixed methods research) to gain relevant information on the development of a framework for the effective functionality of LED initiatives, and was a descriptive, statistics interference and used to examine the relationship between the level of stakeholders' interventions in managing of sustainable LEDs initiatives and the various impacts which may be upholding its successfulness.

The 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; Eysi, 2016; Bhattacherjee, 2012). 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 consisted of forty (30) stakeholders to participate in the study.

This study adopted a purposive sampling method, only local stakeholders who have been in HNTC for 5 or more years were selected to participate in the study. The MMR used two types of data collection instruments such as a questionnaire and an interview.

Thus, self-administered questionnaires were given to fifteen (15), and face-to-face in-depth interviews with fifteen (15) local stakeholders aimed at getting in-depth information on developing a framework for the effective functionality of LED initiatives. The researcher obtained a permission letter from the Ohangwena Regional Council and HNTC before conducting the study.

Thus, a researcher made appointments with local small & medium micro entrepreneurs (SMMEs) 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 interfering with their daily duties and responsibilities. The researchers distributed the questionnaire to local entrepreneurs and collected it back after one week. The researcher captured all interview answers by writing them in the space provided in a questionnaire. Quantitative data were analyzed using descriptive statistical analysis, and the qualitative data were analyzed using the thematic analysis method.

Ethical Considerations

Firstly, the researchers obtained a permission letter from the IUMPGSRC; NRST; OhRC- and HNTC to carry out research in Helao Nafidi Town Council as an LG. Secondly, by distributing the consent form to the participants and 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.

Thirdly, the participants were requested to feel free to ask if they wanted further clarification, and also was made clear that were free to withdraw from the study at any step. Lastly, 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 requested to indicate their gender during data collection procedures. Figure 4 below presents the results of MMR. The below pie chart (figure 4) indicates the distributions of gender for each category (male & female) of the MMR search population.

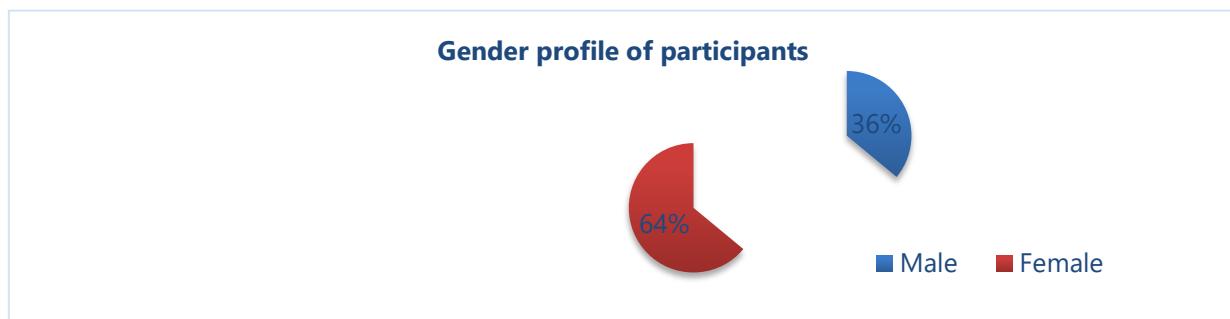


Figure 4. Gender of Research Participants (n=30)

The pie chart above indicates that 63%(n=19) were female and 37% (n=11) were male participants. In this study, the majority of MMR participants 63%(n=19) were female, whereas 37%(n=11) were male participants. Thus, the figure above shows that female participants dominated MMR with just more than 26% (n=8) against male participants.

Level of local stakeholders for participation

The research participants were requested to indicate their level of local stakeholders in HNTC LED Initiatives. Figure 5 below presents the results. The below figure indicates the distributions of their level for being local stakeholders (SMMEs & LCRPs) in HNTC.

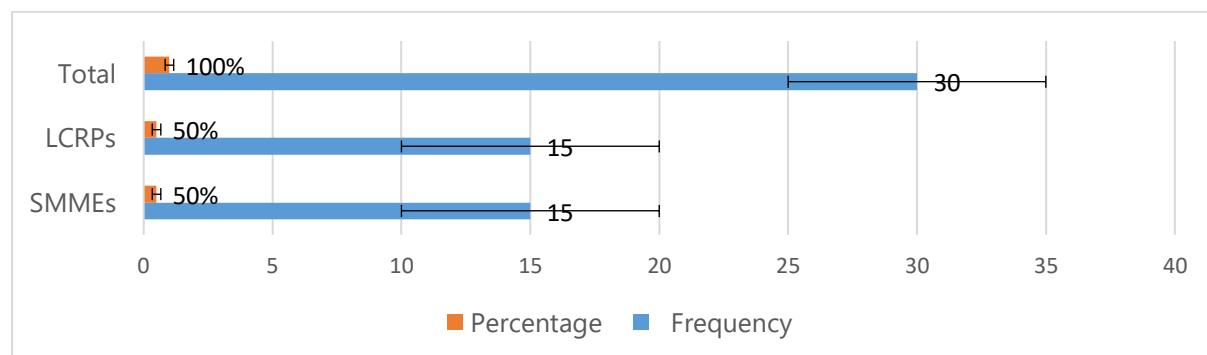


Figure 5. Level of Local Stakeholders Participation in HNTC LED Initiatives (n=30)

In Figure 5 above, 50% of the participants were SMMEs while the LCRPs were also at 50%. This indicates that there was a level of local representativeness and balance among the local stakeholders, which describes that both were 50% equal.

The best level of intervention strategies by stakeholders for LED Initiatives in HNTC

For the quantitative research method, a below clustered bar in figure 6 indicates the best levels of intervention strategies by the stakeholders in effectively managing a sustainable LED initiative for HNTC as an LG. In the below clustered bar figure 6 the following abbreviations meant SA (strongly agree); A (agree); SU (strongly unknown) and U (unknown).

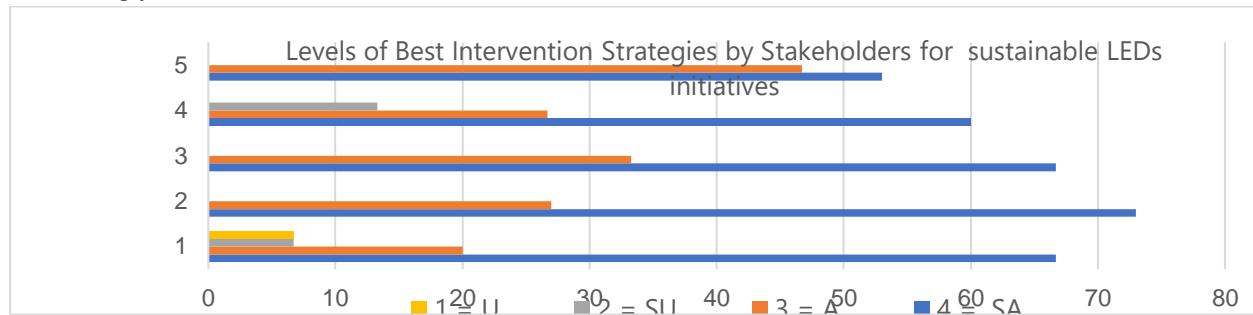


Figure 6. Levels of Intervention Strategies (n=15)

The above clustered bar figure 6, designates the levels of best intervention strategies by stakeholders for sustainable LED initiatives for HNTC as an LG that must include such as:

- 1) Strategic assessment & environment analysis (SA&EA) were at 66,7% (SA=n10); 20% (A=n3); 6,7% (SU=n1) and 6,7% (U=n1).
- 2) Strategic planning of resources and actions (SPR&As) were at 73% (SA=n11) and 27% (A=n4).
- 3) Strategic implementation of actions (SIAs) was at 66,7% (SA=n10) and 33,3% (A=n5).
- 4) Strategic monitoring and evaluation of performance indicators (SM&E PIs) were at 60% (SA=n9); 26,7% (A=n4) and 13,3% (SU=n2)
- 5) Reporting and documenting the success of LED initiatives were at 53% (SA=n8) and 46,7% (A=n7)

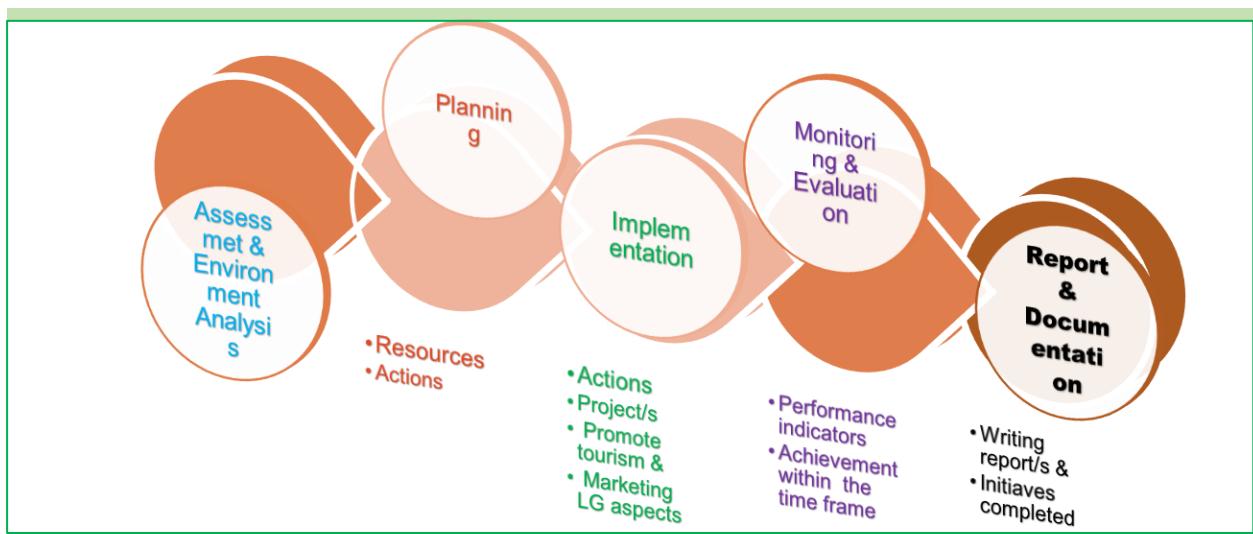
The clustered bar figure 6 indicates that the majority of research participants at 44,3% (strongly agree); followed by 43,8% (agree); those strongly unknown at 9,9% and lastly unknown at 1,6% on the best levels of intervention strategies by the stakeholders for effectively managing a sustainable LEDs initiative for HNTC in Namibia.

The above results display that among the stakeholders there were (SA) and (A) at 88,1% when compared to (SU) &(U) at 11,5% for understanding and selecting the best levels of intervention strategies for effectively managing sustainable LEDs initiative for HNTC as a LG.

Alford & Greve, (2017); Ogwangabwa, (2015), and FCM-CARILED, (2014) asserted that the intervention strategies referred to as the "combination of multiple program elements or strategies 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". Consequently, the author supports Alford & Greve, (2017); Ogwangabwa, (2015), and FCM-CARILED, (2014) that intervention strategies are the process of documenting resources & actions and establishing a direction of a business or institution/s.

For the qualitative research method, participants were asked to mention at least five (5) best levels of intervention strategies by stakeholders for effective LED initiatives in HNTC. The below responses shown in theme 1 indicate the best levels of intervention strategies by stakeholders for effective LED initiatives for HNTC, and they were combined into the relevant five levels of intervention strategies as shown therein.

Above theme 1 for this study, the majority of research participants 70% indicated the best levels of intervention strategies by stakeholders for effective LED initiatives for HNTC as combined into major spheres as above theme namely assessment and environment analysis/scanning, planning of resources and actions/projects, implementation of actions/projects, monitoring and evaluation of performance indicator/s of LED and reporting and documentation of LED initiatives completed.



Theme: 1 Best Levels of Intervention Strategies by Stakeholders for Effective LED Initiatives (n=15)

With the above responses, de Almeida B.F.J. et al, (2024); Masikane, (2021), and Durham E et al., (2014) emphasized that with an effort to understand local economic issues, individuals (stakeholders) must be able to develop effective intervention strategies which aimed at reducing poverty and unemployment to uplift the well-being of future for local community/people.

Successful LED intervention strategies the stakeholders “deal with” for the sustainable measurements of LED Initiatives for HNTC

For the quantitative research method, a below stacked column in figure 7 showed the successful LED intervention strategies the stakeholders must have to “deal with” for the sustainable measurement of LED initiatives in HNTC. In the below stacked column figure 7 the following denoted 4 = good effective (GE); 3 = moderate effective (ME); 2 = little effective (LE) and 1 = no effective (NE). As a consequence, the below stacked column figure 7 indicates the successful LED intervention strategies the stakeholders must have to “deal with” for the sustainable measurement of LED initiatives in HNTC that must consist of:

- Infrastructure, roads & streets linkage development were at 80% (GE=n8); 17,28% (ME=n5) and 2,4% (LE=n2).
- Adequate Private & Public essential services were at 75,6% (GE=n9); 21,6% (ME=n4) and 1,2% (LE=n2).
- Good level of natural resources management was at 67,6% (GE=n10); 24,8% and (ME=n5).
- Increased job creation for the local community was at 73,2% (GE=n9); 24,4% (ME=n4); 1,6% (LE=n1) and 0,8% (NE=n1).
- Adequate local efficacy & strategic approaches were at 69,2% (GE=n7); 25,2% (ME=n5); 3,6% (LE=n2) and 2% (NE=n1).

In the stacked column figure 7 below in this study, the mainstream research participants indicated that the successful LED intervention strategies the stakeholders must have to “deal with” for the sustainable measurement of LED initiatives in HNTC at 57,3% (GE); followed by at 30,7% (ME) and 8,3% (LE) and finally those with (NE) at 2,2%.

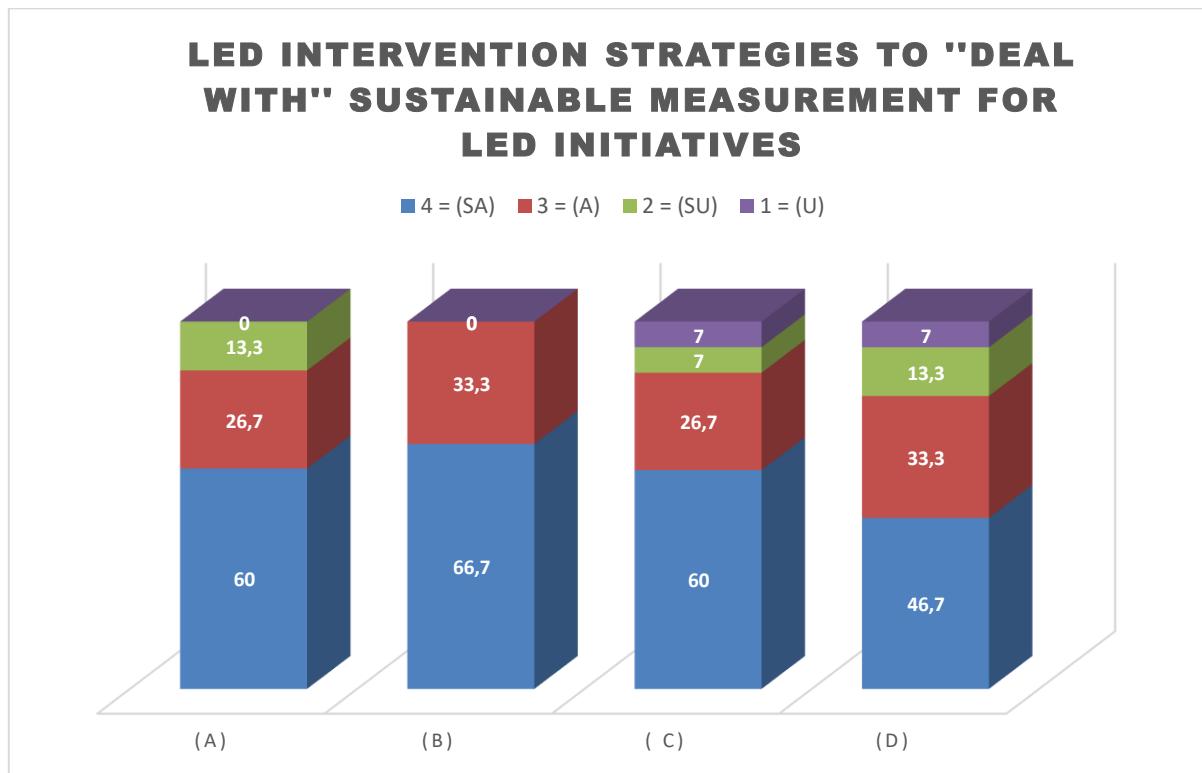


Figure 7. LED intervention strategies for sustainable measurement (n=15)

The above-mentioned results in stacked column figure (7), presented among others that the research respondents indicated (SA) and (A) at 88% that the successful LED intervention strategies the stakeholders must have to "deal with" for the sustainable measurement of LED initiatives in HNTC, in comparison to those who were (SU) and (U) both at 12%.

Successful LED intervention strategies the stakeholders "deal with" for the minimal standards of LED Initiatives for HNTC

The below stacked column figure 8 shows in which areas of LED intervention strategies do Helao Nafidi Town Council LED system approach must "deal with" for the minimal standards of LED initiatives for SECs. In the below stacked column figure 8 the following signified 4 = strongly agree (SA); 3 = agree (A); 2 = strongly unknown (SU) and 1 = unknown (U).

As a result, the below stacked column figure 8 indicates in which areas of LED intervention strategies do Helao Nafidi Town Council LED system approach must "deal with" the minimal standards of LED initiatives for SECs such as:

- Low level of unemployment conditions was at 66,7% (SA=n10); and 33,3% (A=n5).
- Nominal traffic congestions were at 66,7% (SA=n10); 26,7% (A=n4) and 7% (SU=n1).
- Appropriate activities, functions & processes on environment were at 60% (SA=n9); 26,7% (A=n4) and 7% (SU=n1).
- The level of "real" local economic opportunities was 73,3% (SA=n11); 20% (A=n3) and 7% (SU=n1).
- Level of socio-economic impacts & services was at 66,7% (SA=n10); 26,7% (A=n4) and 7% (SU=n1).

In the stacked column figure 8 above in this study, the majority of research participants alleged that the areas of LED intervention strategies in which the HNTC LED system approach must "deal with" for the minimal standards of LED initiatives for SECs at 66,7% (SA); followed by at 26,7% (A) and 5,6% (SU) and finally by (U) at 1,4%.

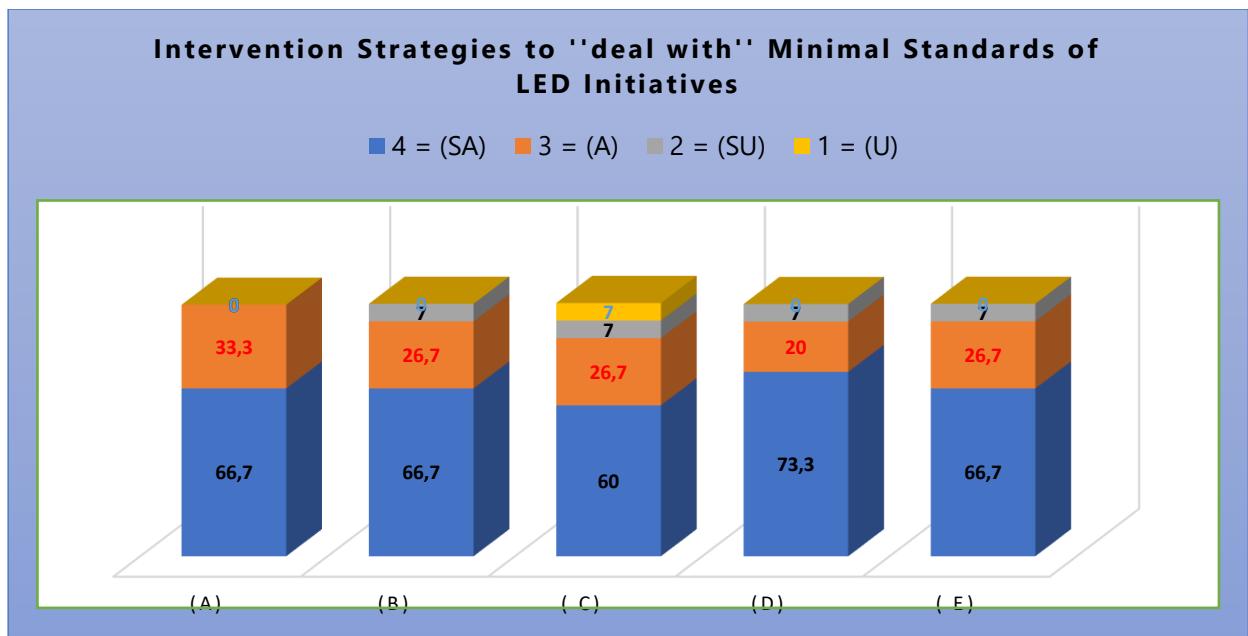


Figure: 8. Intervention strategies for minimal standards of LED initiatives (n=15)

As a result, the above-mentioned results for stacked column figure 8 offered among others that the participants emphasized for (SA) & (A) at 93% that the areas of LED intervention strategies in which the HNTC Council LED system approach must "deal with" for the minimal standards of LED initiatives for SECs, in comparison to those who rated (SU) and (U) both at 7%.

CONCLUSION

Constructed upon the research discoveries above, the author/researcher made the following recommendations: The external and internal stakeholders in the LED process must come- together and form a broad stakeholders forum (BSF) in HNTC; and HNTC; OhRC, CBOs, NCCI, and MURD must continue by establishing partnerships in relation to various intervention strategies for LED initiatives, innovation and management.

The framework developed for the effective functionality of LED initiatives emphasized and clarified the essential intervention strategies to "deal with" the sustainable measurements and minimal standards for LED initiatives in HNTC as an LG for improving the SECs and maintaining the QLLP across all local areas of HNTC.

Acknowledgments

The author wishes to acknowledge the International University of Management for granting an opportunity for training; the Chief Regional Officer of Ohangwena Regional Council (OhRC) for granting permission to carry out the study in the region and the Chief Executive Officer of Helao Nafidi Town Council for accepting this study to be carried out by its Local Authority. Lastly, the authors thank the participants for voluntarily participating in the study.

Conflicts of Interest

The author hereby declares that there are no conflicts of interest regarding the publication of this article.

REFERENCES

Ababio, E. P., & Meyer, D. (2012). Local economic development: Building blocks, strategy, and implementation for local governments in RSA. *Administratio Publica*, 20(4), 1–22.

Alford, J., & Greve, C. (2017). Strategy in the public and private sectors: Similarities, differences, and changes. *Administrative Sciences*, 7(35), 1–17.

Baumgartner, R. J., & Rauter, R. (2017). Strategic perspectives of corporate sustainability management to develop a sustainable organization. *Journal of Cleaner Production*, 140, 81–92.

Bhattacherjee, A. (2012). *Social science research: Principles, methods, and practices* (2nd ed.). University of South Florida.

Blakely, E. J., & Leigh, N. G. (2016). *Planning local economic development: Theory and practice* (6th ed.). SAGE Publications.

Bostley, M. A. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Research*, 6(5), 1–14.

Bray, M. (2023). The complete stakeholders mapping guide. *International Journal for Mapping*, 8(15), 1–15.

Bryman, A. (2015). *Business research methods* (4th ed.). Oxford University Press.

Buchholtz, A. K., & Carroll, A. B. (2009). *Business and society: Ethics and stakeholder management* (7th ed.). South-Western.

Budds, J., et al. (2013). The role of local governments in LED. *UCLG Paper: The Role of LGs in Territorial Economic Development*, 1(5), 1–22.

Casteel, A., & Bridier, N. L. (2021). Describing population and sample in doctoral student research. *International Journal of Doctoral Studies*, 16(1), 339–362. <https://doi.org/10.28945/4766>

Cobert, C. (2013). The impact of local public education on economic development. Virginia Commonwealth University.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Davis, C., & Lanchlan, K. (2017). Understanding research ethics. In *Straight talk about communication research* (pp. 107–122).

de Almeida, B. F. J., et al. (2024). Dynamic capabilities: Unveiling key resources for environmental sustainability and corporate social responsibility towards SDGs. *Resources*, 13(22), 1–25.

Defferew, K. T. (2020). Governance and policy environment for local economic development in Sub-Saharan Africa: Ethiopia experience. *Public Policy and Administration Review*, 8(1), 26–39.

Edward, F. R. (2020). *Strategic management: A stakeholder approach*. Cambridge University Press. <http://www.cambridge.org/9780521151740>

Eysi, D. (2016). The usefulness of qualitative and quantitative approaches and methods in researching problem-solving ability in science education curriculum. *Journal of Education and Practice*, 7(15), 93–100.

FCM-CARILED. (2014). *Creating a strategic plan for LED: A guide for LED*. FCM-CARILED.

Frederick, W., et al. (2012). Strategic management for competitive advantages. *Journal for Strategic Management*, 3(2), 1–16.

GRN. (2018a). *Local Authorities Amendment Act [No. 3 of 2018]*. Government Printers.

GRN. (2018b). *Urban and Regional Planning Act [No. 5 of 2018]*. Government Printers.

GRN. (2019). *National budget process of Namibia*. Government Printers.

GRN. (2010a). *Namibia post-disaster need assessment*. Government Printers.

GRN. (2014). *Namibia Constitution Third Amendment Act [No. 8 of 2014]*. Government Printers.

Guillermo Fueretes, et al. (2020). Conceptual framework for strategic management: A literature review. *Journal of Engineering*, 2020, Article ID 6253013, 1–21.

Haindongo, P. T. (2017). An analysis of the role of stakeholders in enhancing local economic development: A case study of the City of Windhoek, Namibia. University of Namibia.

Hathcoat, J. D., & Meixner, C. (2017). Pragmatism, factor analysis, and the conditional incompatibility thesis in mixed methods research. *Journal of Mixed Methods Research*, 11(4), 433–449. <https://doi.org/10.1177/1558689815622114>

ICAT. (2020). *Stakeholders participation guide: Supporting stakeholders' participation in design, implementation & assessment of policies and actions*. ICAT.

Kamara, R. D. (2022). Developing and implementing an effective framework for cooperative governance and LED in South African local government. *UDC* 352(680), 19(1), 235–266. <https://doi.org/10.5937/MegREV2201235D>

Koma, S. B. (2014). The implementation of local economic development policy. *Journal Administratio Publica*, 22(4), 40–46.

Koma, S. (2012). Local economic development in South Africa: Policy implications. University of Pretoria.

Korstjens, I., et al. (2018). Practical guidance to qualitative research: Part 4 trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120–124.

Maarouf, H. (2019). Pragmatism as a supportive paradigm for the mixed research methods. *International Business Research*, 12(9), 1–2. <https://doi.org/10.5539/ibr.v12n9p1>

Meyer, D. F. (2016). Local economic development (LED), challenges and solutions: The case of the northern region. *Mediterranean Journal of Social Sciences*, 5(16), 624–634.

Meyer, D. F. (2017). Enabling developmental environment: A comparative study in developing regions. *Economics and Sociology*, 10(4), 67–82.

Mohd, Z. R., et al. (2022). Reliability and validity of instrument on academic enhancement support for student-athletes using the Rasch measurement model. *Asian Journal of University Education*, 18, 290–299.

Mumba, N. B., & Van der Waldt, G. (2023). Reconfiguring local economic development strategies: The case of JB Markets Local Economic Municipality. *Administratio Publica*, 31(1), 98–121.

MURD. (2012). *National Rural Development Policy*. Government Printers.

Neethling, J. R. (2016). Advanced research methodologies. North-West University, RSA: Vaal Triangle Campus.

Nene, J. (2015). The role of local economic development agencies (LEDAs) in supporting local innovation. University of Witwatersrand.

NPC. (2017). *The NDP5-Implementation Plan 2017–2022*. Government Printers.

NPC. (2023). *The NDP6-Implementation Plan 2023–2028*. Government Printers.

NPC. (2015). *Poverty and deprivation in Namibia*. Government Printers.

NSA. (2021). *Namibia Multidimensional Poverty Index (MPI) Report*. Namibia Statistics Agency.

NSA. (2011). *Namibia Population and Housing Census Main Report*. Namibia Statistics Agency.

Ogwangabwa, D. (2015). The effect of LED on poverty eradication in Uganda: A case study of Kitgum District Farmers' Association. Uganda Management Institute.

OP. (2004). *Namibia Vision 2030*. Government Printers.

OP. (2021). *Harambee Prosperity Plan 2021–2026*. Government Printers.

OPM. (2017). *Public Private Partnership (PPP) Act [No. 4 of 2017]*. Government Printers.

OPM. (2011). *Regional and Local Economic Development: LED White Paper*. Government Printers.

Palinkas, L. A., et al. (2015). Purposeful sampling for qualitative data collection and analysis in mixed methods implementation research. *Administration and Policy in Mental Health*, 42(5), 533–544.

Parmar, L. P., et al. (2010). The stakeholder theory: The state of the art. *Cambridge University Press*.

Petrevska, J., et al. (2016). Understanding the concept of local economic development. *Journal of Economics and Management*, 117–124.

Salvador, D., & Sancho, D. (2021). The role of local government in the drive for sustainable development: Public policies. *Sustainability*, 3(5978), 1–17.

Saunders, M. (2019). *Research methods for business students* (8th ed.). Pearson.

Selaelo, E. M. (2012). Local economic development challenges facing the local government in Limpopo Province: The case of Motumo Trading Post in the Molemole Local Municipality in the Capricorn District Municipality. University of Limpopo.

Tefu, G. T. P. (2011). The implementation of local economic development initiatives to improve socio-economic conditions in Aganang Municipality, Limpopo Province. Tshwane University of Technology.

Thani, X. C. (2020). Local economic development (LED) and the Fourth Industrial Revolution (4IR). *Administratio Publica*, 28(3), 81–97.

Taylor & Francis Group. (2018). *Planning for economic development*. Routledge.

Uitto, J. I., & Geeta, B. (2022). *Sustainable development goals series: Transformational change for people and the planet, evaluating environment and development*. Springer.

Vasuder, P. (2012). The stakeholder principle, corporate governance, and theory: Evidence from the field and the path onward. *Hofstra Law Review*, 41(2), Article 6.

Vitalisova, K., et al. (2021). Stakeholders participation in local governance as a key to local strategic development. Matj Bel University.

Walters, J. (2015). Snowball sampling: A cautionary tale involving a study of older drug users. *International Journal of Social Research Methodology*, 18(4), 367–380.

Wright, T. (2018). Stakeholder theory guide. *Journal of Stakeholder Management Style*, 3(5), 1–2.

Yusuf, E. (2018). *Research design explanations*. University of Nairobi.

Zohrabi, M. (2013). Mixed method research instrument, validity, reliability, and reporting findings. *Theory and Practice in Language Studies*, 3(2), 254–262.