

Development of strategic management framework for communal property associations in South Africa

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DECLARATION

I, Manketsi Tlhape, declare that the thesis titled **“Development of a strategic management framework for Communal Property Associations in North-West Province, South Africa”** is submitted following the requirements for the Doctor of Philosophy in Economic and Management degree Sciences with Business Administration at the North-West University. This research is my original work in design and execution and has not previously been submitted for a degree at this or any other higher-learning institution.

I further declare that the opinions and ideas expressed in the study are my ideas and not necessarily those of North-West University. All sources used and quoted in the study have been indicated and acknowledged through a comprehensive list of direct or indirect references. I have obtained the required ethical clearance and acknowledged my responsibility and rights to all my study participants.

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27259943

DEDICATION

This study is dedicated to the Almighty God, whose grace is always sufficient and has kept me going through my studies. A big thank you to my promoters, Prof Victor Mmbengwa and Prof Joseph Nembo Lekunze, for their insightful guidance, inspiration, and encouragement. I am grateful to both of you for believing in me and constantly reminding me of timelines, even when I felt discouraged. This one is for you! To the North West University of South Africa, I am thankful for the financial support and assistance I received in my studies. You made it possible. I honor my late parents, Mphamo and Oreteng Photo, and my late brother Motsoko Cane Raphoto for watching over me throughout this journey; wanting to make you proud was a source of motivation. May your souls rest in eternal peace! Your memories will live forever.

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ABSTRACT

Communal Property Associations (CPAs) in South Africa came into being as a strategy for the restitution of land under the land reform program post-1994. The aim was to administer and manage land returned to beneficiaries under the land reform restitution program to enhance the livelihood of beneficiaries. Despite this noble initiative, rural communities that are beneficiaries of land restitution cannot improve their livelihoods as envisaged and are unable to maintain productivity on the returned land managed under CPAs. This study was aimed at developing a Strategic Management Framework (SMF) for South Africa (SA) CPAs. The New Institutional Economic (NIE) theory and the Resource-based theory (RBT) underpin the study. The study adopted a concurrent Mixed-Method approach, and quantitative and qualitative data were collected simultaneously. A semi-structured questionnaire and an interview guide were used for data collection, and the data analysis techniques were descriptive, inferential, and thematic. Data were collected from a total of 272 respondents and randomly selected participants. Findings from the descriptive analysis revealed that the management challenges confronting CPAs were in terms of the level of education amongst beneficiaries, skills levels of beneficiaries, leadership quality of beneficiaries, professionalism, and training opportunities available to beneficiaries. The results also found structural and institutional factors were absent in the existing CPA framework, hence, affecting CPAs viability and sustainability. This study demonstrated that a successful Strategic Management f for CPAs in South Africa is dependent on systematic planning, implementation, monitoring, and evaluation of the strategic goals set by CPAs. The study establishes that there is a need for a proper institutionalization of CPAs in terms of government structures and support, and the absence of a developed strategic management model for the capacitation of CPAs as an institution of government rather than a program with limited support has resulted to the insignificant impact these organisations have made on the livelihood of beneficiaries. The study has developed a strategic management model that may be used to manage CPAs and proposed the correct implementation of the model as a tool to manage CPAs in South Africa. The study concluded that managing CPAs as a program of government rather than managing CPAs as an institution of government is not sustainable, and the current management model needs to be replaced by the one proposed in this study.

Keywords: *Land, reform, Communal Property Associations, beneficiaries, strategic management, framework*

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Explanation
AnCRA	Association for Community and Rural Advancement
AFRA	Association for Rural Advancement
CASP	Comprehensive Agricultural Support Program
CBE	Community-based Enterprise
CLTP	Communal Land Tenure Policy
CPAs	Communal Property Associations
Covid-19	Coronavirus disease
CMMRD	Concurrent Mixed-Methods Design
DALRRD	The Department of Agriculture, Land Reform, and Rural Development
FM	Financial Management
GA	Governance and Accountability
HTMT	The Heterotrait-Monotrait
MANOVA	Multivariate Analysis of Variance
NDP	National Development Plan
NIE	The New Institutional Economics
NWU	North-West University
PAF	Principal Axis Factoring
RDP	Reconstruction and Development Policy
RETM	Rural Economy Transformation Model
RBT	Resource-based theory
RSA	Republic of South Africa
SADC	Southern African Development Community
SASAE	South African Society of Agricultural Extension –
SEM	Structural Equation Modelling
SUS	Sustainable management
TRAC	Transvaal Rural Action Committee
QUAL	Qualitative
QUAN	Quantitative

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Appendix E: Turnitin similarities report

Appendix F: Letter of language editing

PROPOSED DRAFTS ARTICLES IN WORKING PROGRESS

Item	Authors	Possible publications
1.	Tlhape M, Mmbengwa V, Lekunze J	Analysis of the status of community property association: A case of North-West Province
2.	Tlhape M, Mmbengwa V, Lekunze J	Examine the effect of strategic factors that influence community property association in North-West Province.
3.	Mmbengwa V, Tlhape M, Lekunze J	Exploration of the factors influencing community property association's institutional arrangements in North-West province.
4.	Lekunze J Tlhape M, Mmbengwa V	We are developing the strategic management framework for the Community property association in the North-West province.

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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1. Introduction

This study aimed to develop a strategic management framework for Communal Property Associations (CPAs) in South Africa (SA). In South Africa, pre-1994 formalization of land rights along racial lines was effected through the “Native Land Act of 1913,” where 13% of the land was allocated to indigenous Africans, who constituted more than 80% of the total population (Makombe and Phago, 2018). Land, therefore, became central in the struggle for the liberation of African people in South Africa. This culminated in a political settlement in 1994, leading to the finalization of a new constitution of the Republic of South Africa in 1996 (Makombe and Phago, 2018). Communal Property Associations (CPAs) in South Africa became a strategy under the restitution pillar within the broader land reform program post-1994. The aim was to bring peace and reconciliation by restoring land to communities dispossessed of their land under the colonial regime (Sabi, 2021; Chitonge, 2022). Vink and Kirsten (2019), as well as Musavengane, and Kloppers (2020), wrote that Communal Property Associations (CPAs) were created to administer and manage land returned to beneficiaries under land reform programs to ensure that the transferred land must retain its productivity as a pathway out of poverty.

In normal societies, competition, and free market approaches to land reform, as enshrined in the constitution of South Africa, may drive efficiency and creativity. However, in a highly unequal society through deliberate policies of the colonizers, such as in South Africa, where groups of people were subjected to discriminatory laws, it may be challenging to correct entrenched patterns of exclusion, argues Vorster, Cullis, and Kunert (2019). Therefore, control and access to land in South Africa pre- and post-1994 are seen as a determinant of citizens' social, political, and economic power distribution (Chazan, 2019; Lemon, 2021; Mnwana and Bowman, 2022).

Furthermore, Negash, Oniki, and Berhe (2020) opined that most post-colonial states in Africa that have implemented a communal land tenure system as part of their land reform program had had little success in improving the livelihood of the rural poor and

the landless. This study sought to develop a strategic management framework for the management and administration of CPAs. The present chapter began with a background to the study, the problem statement, the purpose of the study, the objectives of the study, preliminary literature, and the theoretical underpinning of this study. The chapter also included a preliminary research methodology, the scope of the study, the significance of the study, ethical considerations, definitions of key concepts, the organization of chapters, and a study plan.

1.2. Background to the study

Communal Property Associations (CPAs) were established under the Communal Property Association Act (CPA Act) 28 of 1996 to administer and manage restitution land on behalf of beneficiaries of the land reform program (Dlamini, 2021; Montana, 2021). The Department of Rural Development and Land Reform (DRDLR) was tasked with ensuring CPAs understand the Act and access to funding for social projects on the restituted land (Tribe, 2021; Kelly, 2021). Makobane (2020) and Madonsela (2021) argues that political will exists in South Africa to reduce poverty, improve economic conditions in rural areas and ensure that previously disadvantaged South Africans have secured land tenure. This political will is exemplified through the establishment of the CPAs act as the post-colonial government focused on creating juristic entities that communities could use to acquire, hold, manage and administer land to unlock economic opportunities and enhance rural development (Schoeman, and Rapatsa, 2021; Deochand, 2022). However, challenges to overcrowding, land degradation, decreased agricultural production, poor support from the government, and inappropriate land use management, which in turn increase poverty in rural areas of South Africa persists (Blair, Shackleton, and Mograbi, 2018; Tlale, 2022).

Land reform policy through redistribution and restitution programs in SA provided the rural poor, farm workers, labor tenants, and emergent farmers to access and own land for residential and productive purposes for livelihood improvements (Dlamini, and Ogunnubi, 2018; Tyekela and Amoah, 2021). According to Akinola (2020) and Xaba (2022), the land reform program in South Africa has not achieved official government targets or public expectations in the past twenty-eight years. Studies conducted on land reform in South Africa have found that there exists theoretical and empirical evidence that the existing land reform policy, if properly managed and administered,

may provide equity in redistribution and efficiency in production which may alleviate poverty in rural parts of South Africa (Makombe, 2018; Nhamo, Mpandeli, Liphadzi, and Mabhaudhi, 2022).

Hence, the role of CPAs in South Africa is to make the land they manage and administer profitable and beneficial to rural communities. Therefore, Communal Property Associations (CPAs) must be administered and managed as community business enterprises and pay dividends to beneficiaries, addressing poverty, inequality, and unemployment (Swartz, 2019; Vink and Kirsten, 2019). However, Duggan (2014) has argued that any business enterprise without a strategic management framework is bound to fail because they lack a roadmap for financial management and performance, and this is the case with CPAs in South Africa. Strategies give direction, enhance competitiveness, and sustain the viability of a business enterprise. Furthermore, like any corporate organization, Communal Property Associations (CPAs) are not static but dynamic (Saunders, Lewis, and Thornhill, 2012). Therefore, CPAs need a flexible strategic management framework that adapts to the changing business environment, resource constraints, resource allocation, and commitment to adjust to the internal and external business environment shocks over time (Omalaja and Eurola, 2017).

This research utilized a case study approach and sought to develop a strategic management framework for CPAs in South Africa, using the Northwest Province of South Africa as a case. According to the Department of Rural Development and Land Reform Report (DRDLR, 2017 a), an estimated 1526 CPAs were registered in South Africa, but most of these are non-compliant with the CPA Act. In North-West province, 180 communities have benefited from land restitution since 2010. These CPAs were established to manage and administer the land on behalf of beneficiaries. Furthermore, of the 180 CPAs in the North-West Province, approximately 90% were non-compliant with the CPA act in the past years (DRDLR, 2017b). The North-West province has subsistence and commercial land reform projects under CPAs, but poverty in rural areas where CPAs exist is on the rise (Stats SA, 2017) compared to other parts of the province where CPAs do not exist.

Despite good policies enacted by the South African government, rural communities that are beneficiaries of land restitution cannot improve their living conditions and maintain productivity on the land managed by CPAs. However, the government continues to spend millions of rands on acquiring or buying back the land from colonial property owners, funding beneficiaries' projects through recapitalization with no significant changes in the management and administration structures of the CPAs. Most research studies conducted in the last decade have considerably evaluated the socio-economic benefits of the land reform program and, to a greater extent, the CPAs (Nyanda, 2019; Hornby and Hull., 2022; Tshidzumba and Chirwa, 2022). As per cases studied across the country, the focus has been primarily on quantifying the socio-economic impacts of cooperative land reform projects. Despite consensus on the weaknesses and failure of CPAs to achieve their fundamental purpose, limited efforts have been made to research the management process, which may be the cause of ineffectiveness in addressing the identified challenges CPAs are encountering at the strategic level. In most cases, findings from previous studies have been analyzed from a sociological and economic point of view to the neglect of the management and strategic management viewpoint. Communal Property Associations (CPAs) require a defined strategic management framework that can be sustainable and updated over time, and this study intends to fill that gap.

Therefore, developing a strategic management framework for CPAs using the North-West province as a case in point may strengthen the management and administration of CPAs to benefit rural communities. Ehlers and Lazenby (2007), as cited by van der Merwe (2014), wrote, "strategic management is a process concerned with integrating, coordinating resources, formulating strategies and implementing the strategy in line with the environment to achieve the organizational goals and gain a competitive advantage." This current research intends to contribute toward placing the development of a strategic management framework for CPAs firmly on the agenda of government departments and officials responsible for public policies.

The CPA Act (Act 28 of 1996), which regulates CPAs, has been under review from 2018 to date and may provide valuable insight into the strategic management of CPAs (DRDLR, 2017).

The “Communal Property Associations and Rural Transformation Model,” developed in May 2014 and approved in 2016 by the Chief Land Claims Commissioner, is based on the Comprehensive Rural Development Plan (CRDP) and is mainly concerned with agrarian transformation. The model aimed to integrate and strategically conceptualize, institutionalize, and implement rural development programs. The model is commonly known as “the Wagon Wheel” and was aimed at the achievement of social cohesion and inclusivity in the development of the rural economy (DRDLR, 2014) of South Africa. However, this model was limited in addressing challenges in governance and strategic management of CPAs.

1.3. Contextualization of the study

The study was conducted within the contextual assumption that CPAs as vehicles of land reform programs can improve the socio-economic status of the rural majority who are beneficiaries of land restitution. Communal Property Associations (CPAs) were established to hold and administer the land on behalf of beneficiaries or claimants of land restitution. The conceptualization of this policy was a brilliant idea. However, the communities that are the beneficiaries of land restitution are still unable to improve their living conditions or develop their areas as envisaged, thereby calling for constitutional amendments to Section 25 of the South African Constitution (Lekunze and Luvhengo, 2021). However, the government of South Africa continues to spend millions of rands on acquiring, buying, restituting land, and funding beneficiaries’ projects through recapitalization, with no significant progress in terms of livelihood improvements in rural areas. As such, within this context, this study was conceptualized to provide an alternative model to the “Wagon Wheel” to improve the management and administration of CPAs in South Africa.

1.4. Problem statement

The existing “Communal Property Associations and Rural Transformation Model” was developed in May 2014 and approved in 2016 by the Chief Land Claims Commissioner of South Africa (DRDLR, 2014). The model is holistic in structure and is concerned mainly with agrarian transformation. The model's primary objective, commonly known as “the Wagon Wheel,” is to achieve social cohesion and inclusivity in developing rural

economies (DRDLR, 2014). The vital critical land reform program is one of the key tenants of the model. There is no evidence that the model addresses specific challenges relating to the administration and management of CPAs in rural areas. Kruger (2017) asserts that, due to organizational and external environmental dynamics, the traditional business environment is no longer predictable and controllable, and it needs strategy-making at the core of its management objectives. The general problem, therefore, is the failure of Communal Property Associations (CPAs) to provide for the return on investment regarding the billions of rands that have been and are still being spent by the Department's property portfolio (DRDLR, 2017) in the absence of a strategic management framework. Communities that were and are still benefiting from land restitution have not been able to reap any significant benefits, and poverty is more entrenched when compared to pre-restitution of land (Kirsten; Machete, Ndlovu and Lubambo 2016; Binswanger-Mkhize, 2014) in these communities.

In North West Province, data from Statistics South Africa from 2011-2017 reveals that the poverty gap amongst citizens has increased from 29.6% in 2011 to 32.2% in 2015 (StatsSA, 2017), and there exists a further disparity between the rural areas where CPAs are found and semi-urban areas where CPAs are non-existent. Reports from the Department of Rural Development and Land Reform (DRDLR, 2018) also reveal that the province has the worst record of non-compliance to the CPAs act compared to the rest of South Africa. In the North-West province, out of 180 registered CPAs in the 2017/2018 financial year, 05 were compliant, 42 supported compliances, and 133 were non-compliant with CPAs' legislations or acts. According to the act, the land reform department does not fund non-compliant CPAs' projects, which makes most CPAs unsustainable.

In the 2018/2019 department of land reform report, the structural and institutional challenges of CPAs were cited, and a lack of strategic management framework was alluded explicitly to as a critical concern that needs to be in place to benchmark or guide CPAs' operations. Currently, as it stands, the Department has no strategic management tool as well as capacity to monitor CPAs and their activities. Hence, the Act, including the existing "Wagon Wheel Model" since 2018, is undergoing review to create a CPA Registrar and deputies to enable sufficient monitoring and oversight.

The current research study aims to develop a strategic management framework for Communal Property Associations (CPAs) based on lessons learned from the past. The study, therefore, focuses on the theoretical concepts underpinning the management of business organizations, government policies, and legislative framework guiding CPAs for developing an alternative strategic management framework for CPAs in the phase of the current review of the “Wagon Wheel Model.” The research, therefore, intends to close the institutional and structural gaps in the management and administration of CPAs as an essential policy tool for implementing the land reform program in South Africa.

1.5. Aim and objectives of the study

Emerging from the background of the study and problem statement, this study aimed to develop a strategic management framework for Communal Property Associations (CPAs) in South Africa. To achieve this aim, the objective of the study was to:

- Examine existing factors that influence the strategic management environment of Communal Property Association CPAs in North West Province.
- Explore existing factors that influence CPAs' institutional arrangements in North West Province.
- Examine the management and administration structures of CPAs in North West Province.
- Develop a strategic management framework for CPAs in North-West province, South Africa.

1.6. Research questions

Based on the aim and objectives, the main research question was “How does the existing model (Wagon Wheel) assist in the strategic management and administration of CPAs in South Africa”? Based on the main research question, the following research questions were postulated:

- What factors influence the strategic management environment of the Communal Property Association CPAs in North West Province?
- Which factors influence CPAs' institutional arrangements in North West Province?

- What are the critical indicators of a strategic management framework for CPAs in North West Province?
- What are the constructs crucial in developing a strategic management framework for CPAs in the North West Province?

1.7. Rationale and significance of the study

In a study that focussed on the emerging realities, prospects, and challenges of expropriation without compensation post-1994, Dlamini and Ogunnubi (2018) opined those debates on land reform in South Africa have sparked more issues and concerns relating to land ownership, use, and management. The success of CPAs in improving rural livelihoods depends on changing the CPA business model to adapt to the changing resource availability and business environment for their survival. In this study, the researchers proposed using management theories and concepts to better managed and administrate CPAs to deliver the outcome as envisaged by the CPA Act. As such, the researcher's view was that, a starting point for this study is to identify and formulate strategies and determine the capabilities needed to address persistent barriers from CPAs in achieving their strategic goals.

Dlamini and Ogunnubi (2018) explained that, since 1994, land reform programs in South Africa have undergone transformation processes aimed at fast-tracking equity in redistribution. However, in the phase of a languid pace in redistribution, the government appears to have run short of ideas and policies to implement land redistribution successfully. The study, once completed, may contribute significantly to the academic and empirical knowledge to manage CPAs in South Africa.

Furthermore, the study may add value to the existing body of literature, knowledge, and research on land ownership and management in South Africa, with reference to the North-West Province. The study, therefore, contributes to the scientific community in terms of knowledge on CPAs as juristic entities for landholding and management. The study may further contribute to the literature by using data from multiple individual CPAs' cases in developing a strategic management model for governance and structure in CPAs across the country.

Vorster, Cullis, and Kunert (2019) commented that although the current research narrative that emphasizes food security, land utilization, and individual property rights is essential from a moral point of view, one should ask whether the commodity approach to land is sufficiently attuned to the rights of the poor and property-less in South Africa which CPAs are expected to address. A study such as this may provide information on structural and institutional dynamics and their effect on the management and administration of CPAs. This study may place CPAs and the challenges thereof in the current discourse of expropriation of land without compensation. The study may also provide an alternative on how the government may strengthen oversight and thus derive benefits for investment from restituted land. The results and recommendations of this study may primarily benefit land claimants and achieve the intended objective of improving the livelihood of the rural people and their socio-economic status through access, ownership, and control of the land.

1.8. Study assumptions

In conducting this study, ethical principles were observed, and all necessary permissions were sought and obtained from the relevant stakeholders (see section 3.11 under Chapter 3). Assumptions were that the interview with participants and the responses from sample beneficiaries was based on honesty and knowledge of the workings of CPAs in the North West Province. A further assumption was that the representativity sample was a true reflection of the population under investigation and was unbiased. Also, another assumption was that the study's objective was influenced by its theoretical underpinnings.

1.9. Limitations of the study

In conducting a study of this nature, researchers are constantly confronted with challenges that may be seen as a limitation of a particular study. These limitations, if not minimized, may affect a study's reliability and trust wordiness. In this study, the following possible limitations were identified, and mitigation strategies were explained:

- The study took the form of a case study of the North-West and may not necessarily represent other provinces of South Africa, thus imposing caution on a generalization of findings of this study elsewhere in the country. However, data was not collected from a single CPA, and a mixed-method approach was

used to mitigate this limitation.

- Owing to the sample size of categories of participants and the non-probability purposive sampling technique of a qualitative study, findings would have limited generalizability (Taherdoost, 2016). However, the use of a quantitative approach may cater to the qualitative limitation
- The study was limited to CPAs and could not be generalized to Trusts and other land reform committees and approaches (Queiros, Faria, and Almeida, 2016).

1.10. Definition of key concepts used in this study

In a mixed study, the definition plays a crucial role in explaining how critical constructs in a particular study should be interpreted within context. In this study, while the constructs used may be expected in the business management and administration literature, the contextualization, and operationalization of these constructs, as applicable to this research, is helpful to put the reader into context and scope. The key constructs and definitions applicable to this study are:

1.10.1 Strategy

Strategy is defined as the determination of an enterprise's primary long-term goals and objectives, the adoption of courses of action, and allocation of resources necessary for achieving goals (Siegel and Leih, 2018). This study's adoption of this definition was deliberate due to its broad feature or action, which includes goals and policies that an organization adopts and implements to outperform its competitors (Ehlers and Lazenby 2007; Van der Merwe, 2014). The online Business Dictionary (2019) defines strategy as a flexible plan to achieve the desired future or goal through the acquisition and practical and efficient use of resources.

1.10.2. Strategic management

Strategic management is defined as the “set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization’s objectives” (Pearce & Robinson, 2005). Strategic management is a process that integrates and coordinates organizational functions. To formulate and implement strategies, strategic management must align with the environment in which an organization operates to achieve its long-term goals through competitive advantage

over its competitors (Ehlers and Lazenby, 2007; van der Merwe, 2014). Van der Merwe (2014) further stated that strategic management processes are ongoing and are constantly used to systematically align resources to the vision and mission of the organization. This allows for decision-making flexibility when situations evolve and change or when the transformation is needed. In this study, the definition by van der Merwe (2014) is applied.

1.10.3 Framework

The framework is defined as a “broad overview, outline, or skeleton of interlinked items which support a particular approach to a specific objective. The framework serves as a guide that can be modified as required by adding or deleting items” (Business dictionary, 2019). In this study, the use of the term framework must be contextualized in line with the definition as explained in the Business Dictionary (2019).

1.10.4. Communal Property Associations (CPAs)

Communal Property Associations (CPAs) are legal entities established under the Communal Property Associations Act No. 28 of 1996 to hold, manage and administer restituted land on behalf of a group of beneficiaries of land reform restitution and redistribution programs. The CPA Act provides for government registration of CPAs and government oversight to enforce the rights of ordinary members. Provision is made by the CPA Act for Communal Property Associations to hold and manage land as agreed by community members in terms of a written constitution (UCT, 2015). In this study, the contextualization of CPAs must be interpreted in line with the CPA Act No. 28 of 1996.

1.10.5. Land reform

Land reform is the government-initiated process of amending laws and regulations on land ownership in South Africa to enable broader access to land by previously disadvantaged citizens. Land reform involves the transfer from the minority colonial ownership through redistribution to the majority indigenous people working the land and dispossessing their land by the colonizers. This is done through the “Willing Buyer, Willing Seller” principles enshrined in Section 25 of the South African Constitution of 1996. In this study, land reform should be contextualized in line with Section 25 of the South African constitution.

Land reform is political, and the revision of land laws and policies often changes the relationship between and within communities and may be subjected to conflict (Resosudarmo et al., 2019). The south African constitution adopted in 1996 provides comprehensive land reform through land restitution, land redistribution, and tenure reform. Land restitution provides land to those dispossessed of their land, while redistribution allows for equitable land ownership, and tenure reform formalizes land rights and provides security under different locally appropriate forms (Alexander, 2016).

1.11. Chapters outlines

This study comprised six chapters which were organized as follows:

Chapter one: An overview of the study

This chapter outlines the problem area, states the aim of the research, sets research objectives, defines the research questions, explains the importance of developing a strategic management framework for CPAs in SA using North-West province, outlines the research approach of the study, its limitations including the contribution made by research.

Chapter two: Literature review and development of the framework.

This chapter reviewed the current literature and strategic orientation of the CPAs. The objective of the literature review was to identify the knowledge gaps, while the strategic orientation was to formulate the framework of the study.

Chapter three: Conceptual underpinnings of the study

This chapter provided the theoretical perspectives that underpinned the study. Strategic management theories, economic theories, New Institution theories, business management, and leadership theories were analyzed in the context of CPAs.

Chapter four: Research methodology and design

This chapter provided the South African perspective on land reform programs and CPAs concerning the legal and governance framework. It was essentially a comprehensive survey of prior research and located the study in the body of

knowledge to identify gaps that could be filled through this study as much as possible; literature was reviewed on the role and importance of CPAs in land reform programs, understanding their challenges and how strategic management as a notion could enhance the performance of organizations such as CPAs based on the theories of strategic management.

Chapter Five: Results of the descriptive and thematic analysis

This chapter discussed the research methodology and design, including population, sample strategies, data collection methods and instruments, pilot study, ethical considerations, and the significance of the study.

Chapter Six: Results of the inferential analysis

This chapter served as a critical section of the study. It reported the results, presented, and interpreted the data, and explained comparative results on methods. The chapter described the analysis of the results and the findings, including conclusions drawn from the data, while presenting the implications of the theory and covering the discussions on the research results.

Chapter Seven: Conclusions and recommendations

This chapter entailed conclusions and recommendations of the study. It summarised the study with emphasis on the results obtained, the contribution made by the results, and recommendations that solved the identified problem were made while making suggestions for further research. The proposed strategic management framework for CPAs in SA was the focus of chapter 6. Performance indicators rather than the study findings were outlined, and the theoretical and empirical perspectives of the research also formed the basis of the proposed strategic management framework.

1.12. Chapter summary

This chapter provided a general overview of the study's background, problem statement, rationale, and need for undertaking this study. Research objectives and questions guided the study were highlighted, and the research methodology was applied to achieve the primary study objective. The chapter provided a preliminary overview of strategic management concepts, theories, and models.

The significance of this chapter is to provide the background and the context of the study, which informs the formulation of the problem statement and its aim. This is to facilitate the understanding of the study conceptualization and its phenomenon. The next chapter (Chapter 2) presents a literature review, the theoretical perspectives underpinning the study, and the strategic management process and concepts.

CHAPTER TWO

STRATEGIC MANAGEMENT FRAMEWORK

2.1. Introduction

This chapter focuses on the strategy and strategic management concepts in the contextualization of this study. The chapter commence with definitions and evolution of key constructs used in this study over the past decades as explained by other researchers. Some strategic management concepts and those that impact strategic management are reviewed as well as models of strategic management. This provides an understanding of various approaches to strategy-making and crafting an adaptive strategic management framework for CPAs.

The links with the formalised transition from land reform and business strategy to strategic management with the emergence of modern corporations was explored. Over the past forty years, the field of strategic management has encompassed a process of formal planning by managers to develop and implement a strategy using systematic guidelines (Kruger, 2017). The previous chapter outlined in the background and the problem statement the importance of the study and the rationale for developing a strategic management framework for CPAs in North West province of South Africa.

2.2. Strategy in context

The strategy has been given different forms and meanings for the past sixty years. According to Daugherty and Wilson (2022) , strategy is about shaping the future using strategic resources for innovation and invention. The process is done with an understanding of the current situation to creatively place the organization in an adaptive future. Different authors have coined different meanings for strategy, but all have elements encompassed by Chandler's definition.

According to Awan and Sroufe (2022), the strategy involves determining an organization's long-term goals and objectives, identifying a plan of action, and indicating the necessary resources to achieve the objectives. The history of strategy dates to ancient Greek and Chinese military thinkers. The strategist in Greek means

the leader of the army, and their strategy involved formulating military objectives and creating a plan to implement those objectives successfully. The strategy has always been about using engagement for the object of war, while tactics are about using armed forces in the engagement.

The process involves marshaling and employing resources widely, pre-empting the enemy, careful preparation, good training, and effective use of tactics (White, 2004). Heskett (2022), affirms that strategy has always been about looking for competitive advantage and winning since its conceptualization. Kruger (2017), indicates that authors such as Aeneas Tacticus, Pericles, and Xenophon, believed that risk mitigation, appropriate deployment of resources, implementing planned objectives as well as good knowledge of business operations are key determining factors for an effective strategy.

Sun Tzu authored the famous Art of War book in 544-496 BCE, which identifies the following important points for a military strategy: effective management of troops by generals, meticulous planning, principles, and tactics to defeat the enemy without having to fight (Kruger, 2017). Great strategists like Alexander the Great, Napoleon, Hannibal, Julius Caesar, Qin Shi Huang, and Machiavelli demonstrated mastery of using strategy to maneuver the enemy and emerge victorious. This brought the concept of military strategy to the front during the 18th century. Jackson (2007) asserts the influence of military strategy on 20th-century battles like the NATO and US Armies.

Principles and practices of military strategy continue to create lessons with the following identified as fundamental principles in any war: develop and maintain a clear overall goal; retain resource morale; defend valuable assets, confidentiality, and secrecy; originality; adequate and concentration of the force, flexibility, economy of effort as well as cooperation and sustainability. These principles can be used by organizations seeking competitive advantage in any business environment (Jackson, 2007).

Business organizations started embracing the use of strategy in the 1920s. In 1921 General Motors CEO identified the need to develop and implement a strategy to guide the business context. Full circle strategy development emerged between 1950-1973

through the works of Alfred Chandler in 1962 and Peter and Theodore Levitt in 1960 and 1965. Throughout these “Golden years of strategy development,” there was an evolution from strategy as a definition in organizational structure to acknowledging the need for strategy as an enabler for customer satisfaction and strategic planning as the pillar for corporate strategy (Kalender and Vayvay, 2016).

Authors like Igor Ansoff highlighted that setting objectives, allocating resources, establishing the position in the market, and growing the business are critical elements of a corporate strategy. Several authors who contributed to the area of the strategy included Michael Porter. Porter focused on creating models for developing business strategy. The author’s argument was the role of profit and organizational characteristics in competitive advantage. Gary Hamel and C.K. Prahalad contributed to the centrality of core competencies in giving the organization a competitive advantage. Their work was taken further by John Kay, who brought the element of a resource-based view to the strategy. Most authors demonstrated the centrality of core competencies, best practices, quality strategic change, information, technology and innovation, and business process re-engineering as critical elements to attain competitive advantage (Kruger, 2017).

According to White (2004), business strategy took center stage around the second half of the 19th century with the emergence of the modern business corporation. Alfred Sloan of General Motors and Alfred Chandler (an academic, were the first pioneers to explore implications for a strategy on the modern corporation in 1963. Business strategy has always been linked to a military strategy, with tactics linked to business management. Several authors (Mintzberg et al., 2003; Karami, 2007; Veetil, 2008; Grattan, 2011) cited in Veldtman (2018) have identified five characteristic definitions. These authors define strategy as:

- A plan is a conscious, intended action purpose prepared before the action. As a deliberately crafted path, it guides the organization towards an improved intended situation.
- A ploy: a plan used for a specific purpose. It can be used to maneuver or outsmart rivals to gain a competitive advantage.

- A pattern: strategy is linked to an organization's consistent behavior of strategic actions. The problem can be the predictability of this consistency which the competitor can use to counter the course of action.
- A position: this is by locating the organization within the external environment. As a position, strategy becomes a mediation point between the organization and the external environment. This is about finding the best point to concentrate available resources to gain a competitive advantage.
- A perspective is about internal thinking, how members of the organization think the world looks and function. Strategy is, therefore, an institutionalized way of seeing things.

Due to different authors' extensive work, strategy has since evolved to be crucial and at the center of business management. Its importance in giving organizations direction and keeping customers satisfied cannot be overemphasized. The strategy, therefore, guides organizations to realize their strategic goals; it is not an ultimate remedy to organizational challenges.

2.3. Conceptualization of strategic management constructs

Strategic management is a formalized process for formulating and implementing a strategy. As an academic field of strategic management, the meaning was devised from several authors' work during its development as an academic field. Strategic management, in the main, deals with the major intended and emergent initiatives by general managers on behalf of the owners, involving utilizing resources to enhance the organization's performance in their external environment. Strategic management is defined as management processes and decisions determining the organization's long-term structure and activities (Kruger, 2017). The following definitions entail vital themes that are incorporated in the definitions of strategic management by several authors (see Table 2.1), as cited in Kruger (2017), which are management process, decisions; time scales; organizational structure, and activities:

Table 2.1 Various definitions of strategic management.

AUTHOR/S	DEFINITIONS
Bryson & George, 2020	A set of decisions and actions that result in formulating and implementing a strategy
Lynch, 2021	A process that determines the purpose of the whole enterprise by giving it character and direction through fundamental decisions about the status and future intention of the enterprise.
Saadatmand, Dahab & Weber 2018	A process that deals with major intended emergent initiatives taken by the general on behalf of owners involve formulating and implementing a strategy and utilizing resources to enhance the company's performance in their external environment.
Usry Abdullah, 2019	A process by which a form manages the formulation and implementation of a strategy.
Lee and Zhang, 2021	A process that includes frameworks with elements such as management framework, environment analysis, market space, enterprise extension, setting objectives, strategies and action plans, implementation, and execution of plans and programs.
Sadeghi and Hasanpoor, 2020	A process enabling managers to achieve high performance and competitive advantage through formulation and implementation of organizational strategies
Kabeyi, 2019	Art and Science, through which organizational objectives are achieved by formulation, implementation, and evaluation of cross-functional decisions.

2.4. Benefits of strategic management

Bryson and George (2020) opined that strategic management provides clear guidance to the entire management hierarchy, the organization's mission, threats, opportunities, and response to the changing environment. Strategic management also allows managers to make strategy-related decisions about the organization's pro-activeness. The authors believe this process plays a critical role in performance as organizations implementing strategic management become result oriented. Lynch, (2021) cites the following as benefits of strategic management:

- The process helps organizations to initiate activities, thus exerting authority and helping them to be proactive instead of reactive to situations
- Helps with developing sound logical and systematic strategies
- Enhances communication and participation between managers and all members
- Enhances more significant commitment to achieving the set objectives through the implementation and execution of strategies
- Unites managers and members behind a common purpose and ensures the success of the organization's mission
- SWOT analysis provides an understanding of competitor's strategies
- Allows for objectivity in understanding the management challenges
- Provides a framework that guides coordination and control of programs and activities

2.5. History of strategic management

Strategic management is traced to biblical events, ancient classic military actions, and historical events. From the idea of defeating enemies through the effective use of resources during military battles, strategic management remains relevant to enhance and sustain the performance of organizations today. The following, as described by Edwards (2014), gives an account of the different eras in the history of strategic management:

2.5.1. Ancient History of Strategic Management

- Delegating tasks and creating manageable smaller groups was a strategy Moses used in 1491 BC to lead the Israelites out of Egypt. Dividing many

groups and assigning few individuals with clear lines of authority to command these divisions led to a successful exodus from Egypt.

- 500 BC, the Chinese strategist, Sun Tzu, authored the famous Art of War, which illustrates various military strategies that are applied in businesses today, such as defeating the enemy without the need for the actual fight. Gap Inc. used Sun Tzu's approach to establish its clothing stores instead of fighting for spaces on the shelves of existing traditional department stores.
- 70 BC story of the Trojan horse strategic ploy, as narrated by the Roman Poet Virgil, is about hiding Greek soldiers in a wooden horse which the Trojan army took into highly secured gates as part of an ambush reinforcement resulting at the end of the war.
- King Arthur of Britain conceived the strategy of a round table to depict equality amongst members in 530 CE. His plan of finding the Holy Grail became a guiding mission to achieving organizational objectives.

2.5.2. Classic Military Strategy.

According to Edwards (2014), significant business or strategic decisions, as they are typically called, evolved from the lessons of classic military strategy in the 15th to early 19th centuries. The following are examples of some of the classic military strategies that paved the way for strategic management in the business environment:

- 1532: Machiavelli authored a book for government leaders, "The Prince," about manipulating and deceiving to achieve success.
- 1775: American forces won the war against Great Britain even if they were considered weak. Their strategy was guerilla tactics against British officers and colluding with the French navy as strategic alliances.
- 1815: the appropriate allocation of resources resulted in the defeat of the famous Napoleon at the Waterloo battle
- 1865: The American Civil war ended, and historians indicate that victory was determined by having better generals and adequate resources. This meant that a good strategy combined both competencies and sound resources.
- 1944: German forces and their Allies used deceit and launched the D-day invasion to wrestle power from the Nazis and free Europe.

2.5.3. Modern history of strategic management

Strategic management as a field of study took place over the past century through evolution from important academic and business events. The concept, as indicated, has been shaped and improved over the years as different strategists and authors built on the work of others. Edwards (2014) outlines the following key events (see Table 2.2, below):

Table 2.2 Key strategic management academic and business events

Year	Academic and business event
1909	Henry Ford, who made automobiles, first produced the classic Model T. He was the first to pioneer strategic management in the 20th century when cars were luxury items for only the rich. From the efficiency perspective of strategic management, Henry Ford created a vision of building cars reasonable enough for ordinary families, and his strategy was based on building cars at a lower cost. The Ford Foundation later recommended that a “capstone” course be included in the business schools’ curricula. The course was about the integration of various knowledge fields in order to address complex challenges in businesses.
1911	Frederick W. Taylor published <i>The Principles of Scientific Management</i> in response to the lack of coordination of tasks within organizations. The book emphasized how organizational efficiency could be achieved by identifying “the best way ” to implement essential tasks. Through later works, performance within organizations became the core concern of strategic management as it developed as a field of study.
1912	Harvard university started to offer a course on how business executives can increase organizational performance. This modern strategic management course under “Business Policy” was about finding “one best solution to organizational problems to achieve

	success. The course was based on the earlier work done by Frederick W. Taylor.
1925	A&W Root Beer became USA's first franchised restaurant chain. The strategy was to provide franchisors with a proven model for quicker success. Today franchising has expanded beyond many famous brands like MacDonalds and KFC.
1959	Strategic Management was accepted as a necessary element in business school programs. This was influenced by the advocacy of a "capstone" course by all business schools from the Ford Foundation. The capstone courses empowered students to use integrated marketing, financial, and accounting knowledge to deal with complex issues in the business environment. These multiple ways of addressing business problems moved from the earlier "one best solution" advocated by Frederic W. Taylor and the Harvard university policy course. The Ford Foundation initiative and report led to the creation of strategic management courses in the undergraduate and Master of Business Administration by universities across the United States (US).
1962	Alfred Chandler, a Harvard Professor, published <i>Strategy and Structure: Chapters in the History of the Industrial Enterprise</i>. Chandler's book demonstrated the interrelation of strategy and organizational structure in enhancing the company's performance.
1962	Sam Walton. Relying Sam Walton opened the first Walmart in Arkansas using a strategy emphasizing low prices and high levels of customer service to grow 882 stores around 1985 and 3000 stores a decade later.
1980	This year was the culmination of two primary forms of strategic management. The first one was the creation of the <i>Strategic Management Journal</i>, which published credible work that allowed

	<i>interested researchers to build knowledge on strategic management.</i>
	Secondly, Harvard Professor Michael Porter published <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> . This book suggested the five concepts and analysis of generic strategies that are important in the choice of strategies by company executives
1995	Jeff Bezos launched Amazon, an internet-based commerce that diversified from selling books into being a powerful, dominant e-commerce retailer that led to the bankruptcy of other companies like Sears and Eaton. Amazon, from the beginning, used creativity and versatility to outperform competitors.
1997	Bre-X and Enron Corporation were penalized for fraud and corruption by exaggerating their performance strength, which was unethical. Ethics have always been part of good strategic management. These companies became bankrupt after investors lost out, people became jobless, and some executives were imprisoned.
2005	Thomas Friedman's analysis of the company's operations in developed countries was published in the book ' <i>The World is Flat: A Brief History of the Twenty-First Century</i> '. According to Friedman, all the advantages that companies took for granted, like in the US, were starting to vanish.
2010	Walmart became the largest company in the world.

Although strategy has been important throughout history, strategic management as a field of study has largely developed over the past century. Below are a few key business and academic events that have helped the field evolve.

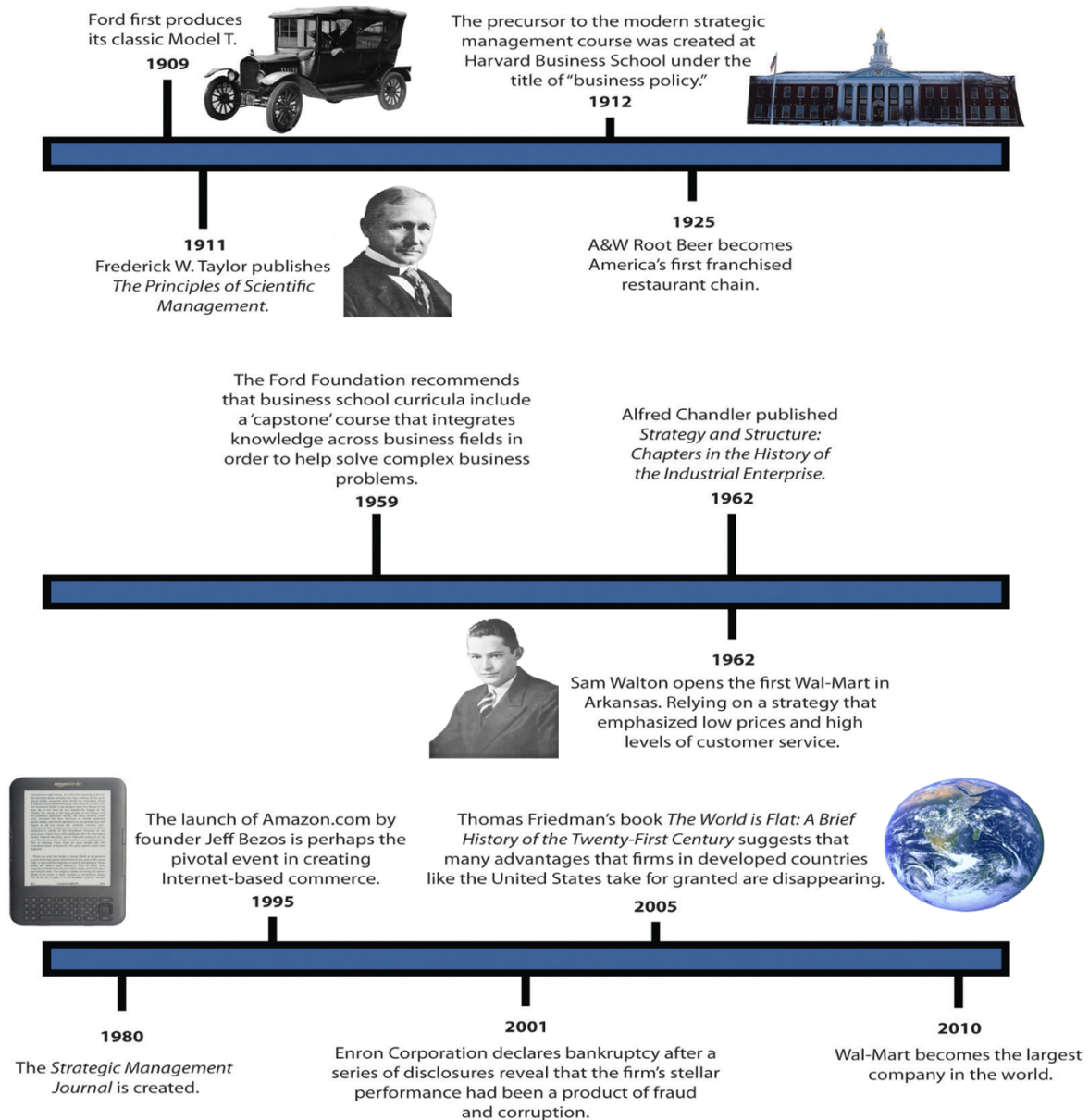


Fig. 2.1 image description of critical academic and business events responsible for the evolution of strategic management:

Source: Edwards (2014) - The Modern History of Strategic Management [Image description]

2.6. Strategic management theoretical framework

To understand strategic management as a concept, it is essential to understand its theories and other related theories that impact it in the context of this study. The development of a strategic management framework for CPAs will require a premise from these theories, as the aim is to improve their performance from where it is and

sustain them in the long run. The researcher agrees with the literature that sees these structures as rural business enterprises; therefore, this study has discussed aspects of communal economic theories, strategic management theories, business management theories, new institutional economic theories, resource-based theories, and leadership theories.

2.7. Basic concepts in strategic management

According to Kathwala (2012), strategic management is a set of decisions and actions that determine an organization's long-term performance. The process includes environmental scanning, strategy formulation, implementation, evaluation, and control. Therefore, strategic management monitors and evaluates external opportunities and threats against the organization's strengths and weaknesses.

2.7.1 Evolution of strategic management

Kathwala (2012) argues that strategic management has evolved to a stage where its primary purpose is to assist organizations in successfully operating dynamic and complex environments and deploying flexible long-term strategies. The following stages, according to the author, represent the evolution of strategic management:

- Stage 1: Basic financial planning - is about improving control of operations and meeting the required budgets
- Stage 2: Fore-cast planning - Is the ability to predict the future through effective growth plans
- Stage 3: Strategic planning - externally oriented planning that responds to markets and competitors through strategic thinking.
- Stage 4: Strategic management – is about founding success and competitive advantage through the effective use of resources. This stage involves implementation as well as evaluation and control of a properly planned strategy

As asserted by Mbogo (2011), the organizational goals are the foundation for its management planning and monitoring and ensure its development and profitability. A strategy is crucial for the competitive advantage and profitability of any company. It forms one of the outstanding success factors of strategy implementation as the manager's ability to make decisions, which is an internal factor. Companies consider the economic cycle, business rivals, and demand fluctuations for external factors. The

company's competitive advantage according to this author, is based on its adaptive strategy to its current environment. and there is a positive relationship between strategic planning and performance despite the existing doubt that such relationship exists.

The author, (Mbogo, 2011), is also of the opinion that strategy is about directing and appropriately using the company's internal resources to achieve its goals, address challenges and cushion the impact of adverse external environmental issues. The author also emphasizes that the company's success is determined by the manager's strategic management capability, including financial management, marketing management, staff management, knowledge, and decision-making skills.

2.7.1. Competitive advantage

The defining competitive strategy for any company is its ability to gain and sustain competitive advantage. The overall performance of a company or organization is defined by its strategy. Drucker, 1994 in Rothaermel (2012) define the company's strategy as "the manager's plan about how to gain and sustain competitive advantage."

The company's strategic plan reflects the SWOT analysis, which is the manager's assumptions about the organization's strengths and weaknesses and the opportunities and threats that encompass competitive dynamics in the external environment. An organizational strategy entails formulating and implementing goal-directed plans aligned to competitive realities that managers intend to use to improve performance. An organization that dominates its competitors is said to have a competitive advantage, achieved through formulating and implementing successful strategies. Such an organization can create economic value and makes more profit (Rothaermel, 2012).

Empirical literature over the years suggests that organizations that are profitable and have healthy financial standing are competitive and have an advantage over their rivals. This is achieved through efficient and efficient strategic management decision-making processes. According to Porter (1985), as cited in Baah and Jin (2019), competitive advantage is achieved by delivering the same value to customers at a reduced cost, thus attaining cost and differentiation advantage. Porter highlights

the importance of competent skills and productivity in signifying growth in national strategies. Competitive advantage results in the delivery of services at reasonable costs and satisfied customers (Baah and Jin, 2019).

In the case of CPAs, the committees require management skills that will enable them to formulate and implement strategies to improve their performance. Capacity building and training of CPAs is a challenge because of the criteria used in electing committee members. There is also no clear role identification among committee members, leading to abuse of power by those who are at their mercy or vulnerable (Manenzhe, Zwane, and van Niekerk, 2016; Ngomane, 2016; Rusenga, 2019).

2.7.2. SWOT analysis

Understanding the organizational internal and external environment leads to the sustenance of competitive advantage. Managers must identify their environment's strengths, weaknesses, opportunities, and threats. Therefore, the strategy should be able to capitalize on the strengths and opportunities available and mitigate the risks and weaknesses. According to Rothaermel (2012), this is called the strategy fit. In most cases, companies fail because the strategy does not fit. This means the capabilities and resources do not enable successful strategy execution. The author alludes that SWOT analysis is conducted to help managers develop a strategy that allows for a seamless fit between the organization's capabilities and resources with its structures.

2.7.3. Organizational Performance

Scholars of management research have consistently addressed the issue of organizational performance by measuring organizational outcomes against the planned objectives. In monitoring organizational performance, management research scholars believe organizations should develop intended objectives and action plans for achieving these objectives and monitoring mechanisms. Organizational performance is mainly measured based on financial and marketing performance, which indicates how well a company performs in the marketplace. Market performance, thus, is about achieving organizational performance through efficient and effective use of resources. Financial performance is about return on assets and

investment as measured through the implementation of organizational policies and operations (Baah and Jin, 2019).

2.8. Competitive advantage and organizational performance

Competitive advantage has always been related to increased organizational performance in one way or the other. Existing literature suggests that customer satisfaction, good organizational reputation, and competitive advantage positively influence performance. Customer satisfaction and reputation are intertwined, resulting in competitive advantage, and increased organizational performance. Correct investment and utilization of resources and competencies give organizations a competitive advantage.

The capacity to keep customers satisfied and display a good image adds value and influences competitive advantage on overall organizational performance. This gives the organization improved market performance which is the ability to satisfy and retain customers through improved quality services. Apart from customer satisfaction and retention, market performance is also measured by good financial performance, thus asserting the positive influence competitive advantage has on organizational performance (Baah and Jin, 2019).

CPAs have land claimants as the primary customers that they should keep satisfied, as well as the government that has invested funds in acquiring land and recapitalization thereof to improve the lives of land claimants. As the managing structure, CPA committees need strategic management and decision-making competencies to give them a competitive advantage and increase organizational performance. The existing literature and reports on CPAs do not paint a good image. Organizational reputation, as indicated above, is a critical ingredient for competitive advantage and increasing organizational performance. For example, CPAs have been established amongst other institutions like Trusts to be custodians and administrators of land acquired through restitution; therefore, satisfying their internal and external customers will give them a good reputation. Developing a strategic management framework will go a long way in helping CPAs in this regard.

2.9. Integrating strategy and organizational culture

David (2011) states that organizational culture is a developed pattern of organizational behavior to adapt to external and internal problems. This pattern of behavior permeates all the sections and teaches new members how to perceive, think and feel about strategic decisions. Organizational culture shapes the workplace through subtle, elusive unconscious forces of products such as language, values, rituals, ceremonies, symbols, myths, etc. No organization's culture is the same; they differ just like individuals. It is, therefore, essential to merge the organizational culture with strategic management for processes to be accepted and to avoid resistance to change.

Cultural products such as collection stories, values, beliefs, etc., are often buried deep in organizations and can represent the organization's strengths or weaknesses. Thus, strategy and organizational culture must be integrated to avoid antagonism. Organizational culture may inhibit strategic management processes due to long-held beliefs that are no longer effective, or it may support the strategy through highly ethical beliefs.

The effect of organizational culture has not been exploited fully in strategic management studies. Due to the inevitable clash of culture and strategy, it will be necessary for managers to monitor CPAs so that tensions do not render these organizations non-functional due to cultural antagonism. CPAs are a socio-cultural system, and their culture may not be overlooked. The focus should be on bringing the culture and individual mindsets of CPAs to support strategy formulation, implementation, and evaluation (David, 2011).

2.8. Strategic management process

Strategic management comprises strategy analysis, formulation, implementation, evaluation, and control. Some authors add setting objectives as one of the stages as indicated below, but all speak to the primary activities of the strategic management process (Veldtman, 2018; Kathwala, 2012). Strategic analysis or environmental scanning examines external and internal factors (SWOT analysis) that may impact the organization's adequate performance.

Veldtman, (2018) also cites that this process specifies the vision, mission, and

objectives and develops policies and programs to achieve the objectives. It is a long-term process guiding the direction and performance of the organization through the effective implementation of the set objectives. It is an ongoing process with interrelated stages, as discussed below.

Some business writers prefer strategic analysis through Political, Economic, Social, and Technological (PEST) assessment of the external environment. Political factors often cover government interventions and political decisions on the economy. Economic factors encompass the macroeconomic conditions in the external environment. Social factors cover the cultural, social, and demographic elements, while technological factors include all activities related to technological infrastructure, changes, and incentives that impact the organization (Ho, 2014). PEST analysis, however, has been criticized mainly for the limited scope of the external environment; managers often fail to grasp numerous interactive environmental and organizational dynamics and, often, miss to detect strategic weaknesses from their competitors (Ho, 2014). The primary stages of strategic management, according to Kathwala (2012), are summarized as follows:

2.9.1. Environmental scanning

Environmental scanning is about monitoring information from external and internal environments. This information is authenticated before it is disseminated to members within the organization. Environmental scanning is done to avoid strategic surprises in the organization and ensure long-term effective performance.

2.9.2. Strategy formulation

After environmental scanning, this is the stage where managers have to formulate strategies in response to the conditions in the business environment. The author identifies different strategies that organizations can choose or use collectively depending on their size and focus. These are corporate strategies for efficiently managing resources and capabilities to gain the upper hand over competitors. Directional strategies are decisions on securing the organization's position in the future, including whether to expand, maintain stability or status quo or reduce activities for adequate growth. Growth strategies in big organizations include mergers and acquisitions and strategic alliances to ensure growth in products, sales, and markets.

Tapera, (2016) postulates that strategy formulation encompasses visualizing and measuring the strategy, reporting progress, making decisions identifying and aligning strategy projects, communicating the strategy, aligning individual roles, and rewarding performance.

2.9.3. Strategy implementation

After its formulation, it uses programs, procedures, and budgets to carry out the identified strategy's chosen activities. As a critical stage of strategic management, strategy implementation usually calls for all involved through clear communication (Kathwala, 2012). In the case of CPAs, an implementation may be done through different sub-committees. Proper coordination will ensure synergy and collective work toward achieving a common goal. Through programs, necessary action will be taken, supported by techniques or procedures aligned to the required budget. The proposed strategy implementation will succeed if adequate resources are provided.

2.9.4. Evaluation and Control

This process uses activities to monitor the performance against the desired outcome. The 'process involves determining baseline measurements, establishing the desired standard performance, measuring the actual performance, comparing the actual and desired performance, and taking corrective action. The information from performance and activity reports that form the basis for evaluation needs to be relevant to what is being measured to develop appropriate corrective actions (Kathwala, 2012). On the other hand, Wheelen and Hunger (2006) agree to the four stages of strategic management (as depicted in Fig. 2.2 below): environmental scanning, formulation of strategy and developing a long-term plan, implementation of strategy through action as well as evaluation and control. The authors emphasize SWOT analysis.

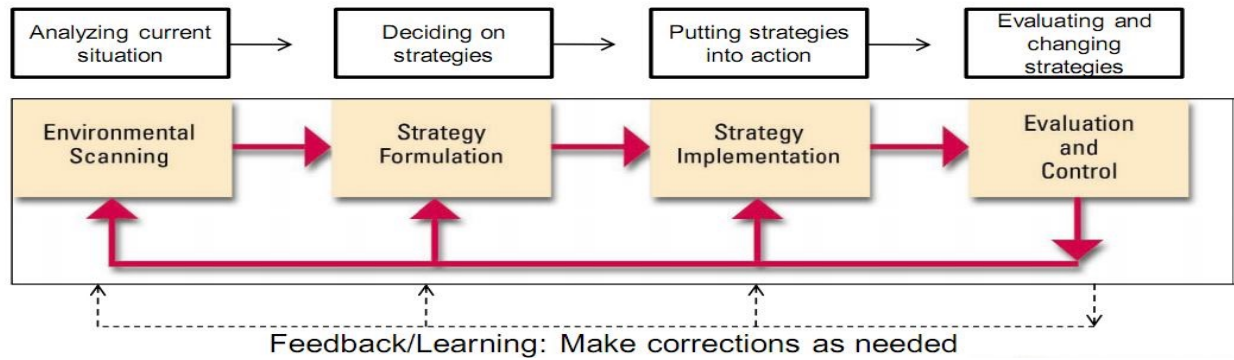


Fig 2.2 Four elements of strategic management.

Source: Wheelen and Hunger (2006)

The process of strategy management, according to Thompson, Strickland, and Gamble (2007) cited in Tapera (2016), can be categorized into strategy-making and strategy execution concepts. These two broad concepts consist of the following five interrelated phases:

- Developing a strategic vision involves crafting the organization's direction and future-related needs.
- Setting objectives are yardsticks against which the organization's progress and performance are measured.
- Crafting a strategy is essential for achieving the planned objectives and guiding the organization through the strategic management path. It is about how to enhance business growth, improve competitive advantage, satisfy customers, acquire the necessary competencies and capabilities
- We are implementing and executing strategy: Barrows (2010) in Tapera (2016) postulates that this stage encompasses visualizing and measuring strategy, reporting progress, making decisions, identifying, and aligning strategy projects, managing projects, communicating strategy, aligning individual roles, and rewarding performance.
- Monitoring, evaluating performance, and taking remedial actions: This is done through consideration of dynamics and changes in the environment, the experience gained, long-term plans as well as the implementation of the strategy.

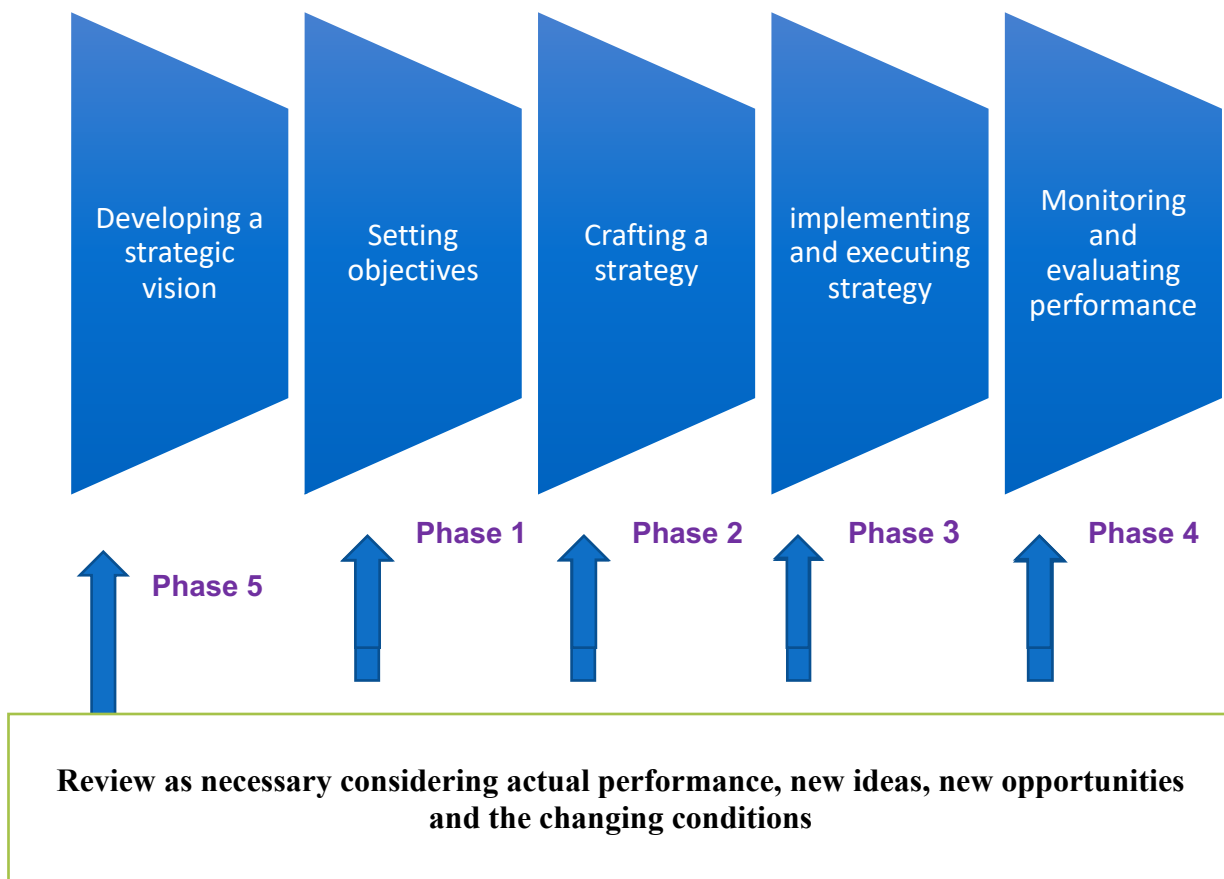


Figure: 2.3.: Strategy making, the Strategy execution process

Source: Adapted from Tapera, (2016)

According to White (2004), strategic management is a management action taken by business managers to realize the vision through strategic thinking within the strategy framework. Strategic management translates strategic intent into strategic action. From thinking strategically, business strategists act to carry out their vision through strategic management. Strategic management is not an individual process but a team action to translate objectives into functional programs. It, therefore, calls for proper coordination of teams into strategic action.

2.9.5. Strategic management activities

White (2004) states that effective strategic management is premised on a well-articulated strategic intent communicated through the vision and mission statement. Strategic management activities, according to this author, can be clustered under the following three categories:

- Codification: identify specific strategic intent through strategic thinking

- Elaboration: formulating proposed actions to achieve the strategic intention
- Conversion: efficient and timeous implementation of the proposed actions

2.10. Effective strategic management

David (2011) asserts that strategic management becomes effective and brings the desired change when it is communicated to all stakeholders and implemented; it must not just be a plan on paper. As a continuous process, it must be flexible and user-friendly to all employees to strategically resolve any issues through feasible alternatives. Effective strategic management is simple, non-bureaucratic, not routinized, not predictable, and provides for creativity through thinking and action stimulation. Strategic decisions should be used to allocate resources to maximize profits objectively, and such managers cannot pursue too many strategies at the same time.

2.11. Strategic management models

Many strategic management models vary according to individual authors and the steps of the process they follow. For this study, the researcher will focus on the three models of the following scholars in strategic management:

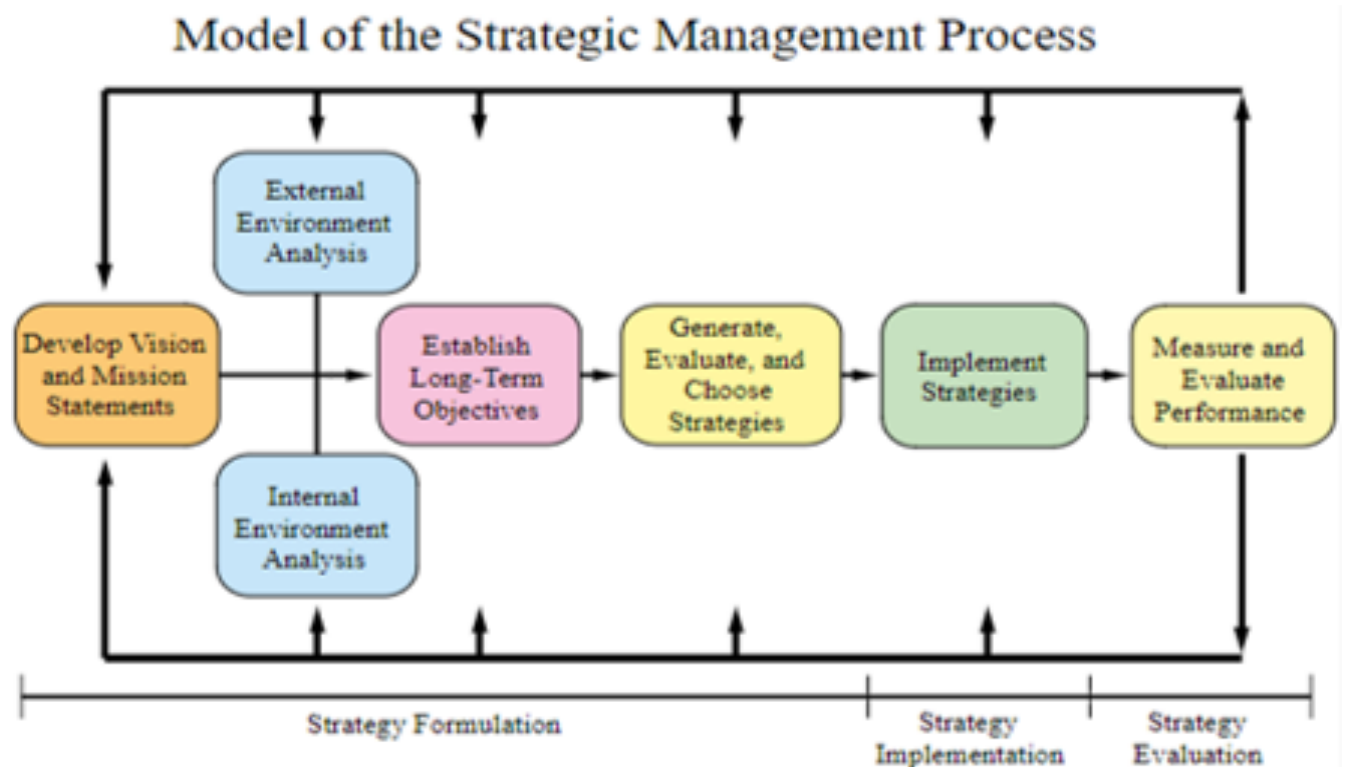


Figure 2.4 David's Model of Strategic Management's Process
Source: David (2011).

The David's model of strategic management, as illustrated by David (2011), comprises the following three stages:

- **Strategy formulation:** this is the planning phase that involves developing a vision and mission, analysis of the internal and external environment, developing long-term objectives as well as generating, evaluating, and selecting strategies.
- **Strategy implementation:** this is the actual implementation of the business strategy and involves establishing long-term objectives, developing policies, and allocating resources.
- **Strategy evaluation:** continuously measures performance against the strategic planning phase and identifies new internal and external environment factors that may need corrective actions.

In summary, David's model steps of strategic management are the development of mission and vision; analysis of the internal and external environment, determination of long-term objectives; generating, evaluating, choosing, and implementing strategies, and lastly, measuring and evaluating performance. The model is easy to follow, with arrows showing significant steps that have been undertaken. It is a two-way process, and there is the flexibility of going backward to select another strategy instead of completing the monitoring process with a wrong strategy and starting all over. The setback, however, is that only strategy formulation is adequately represented, situation analysis and strategy selection are separated, and the model confuses strategy evaluation with the strategy monitoring stage.

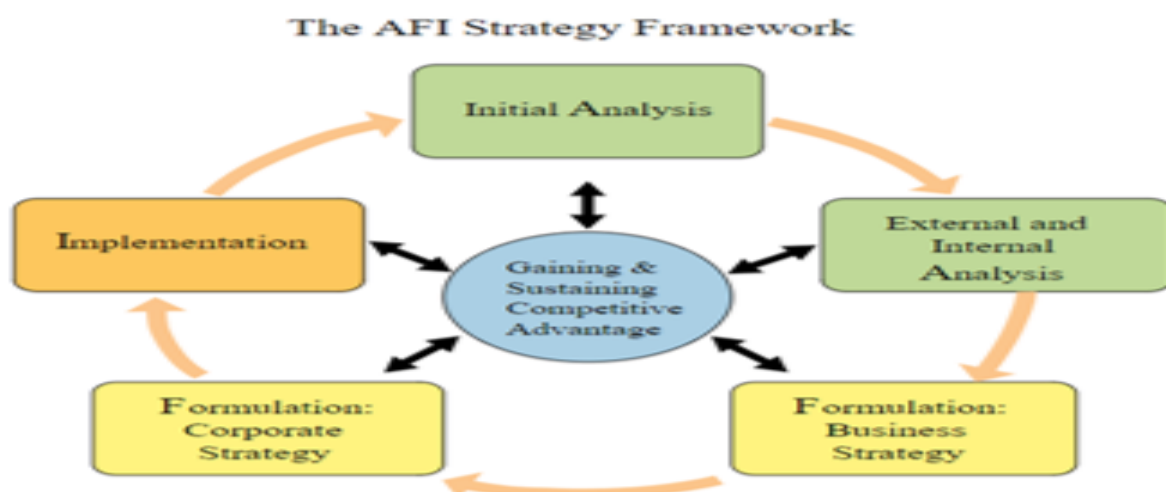


Figure 2.5: Rothaermel's Analysis-Formulation-Implementation (AFI) Strategy Framework

Source: Rothaermel, 2012

This model has the advantage of separating the initial assessment from the internal and external analysis. All core competencies for competitive advantage are embedded and integrated into this model. The model is a continuous process, focusing on the “gain and sustain competitive advantage” as its pillar. The disadvantage is that the model lacks a critical monitoring phase for strategic management. The arrows are also in a one-way pattern which is not realistic as companies move back and forth to reassess their strategies due to the dynamism of the business environment (Shay and Rothaermel, 1999).

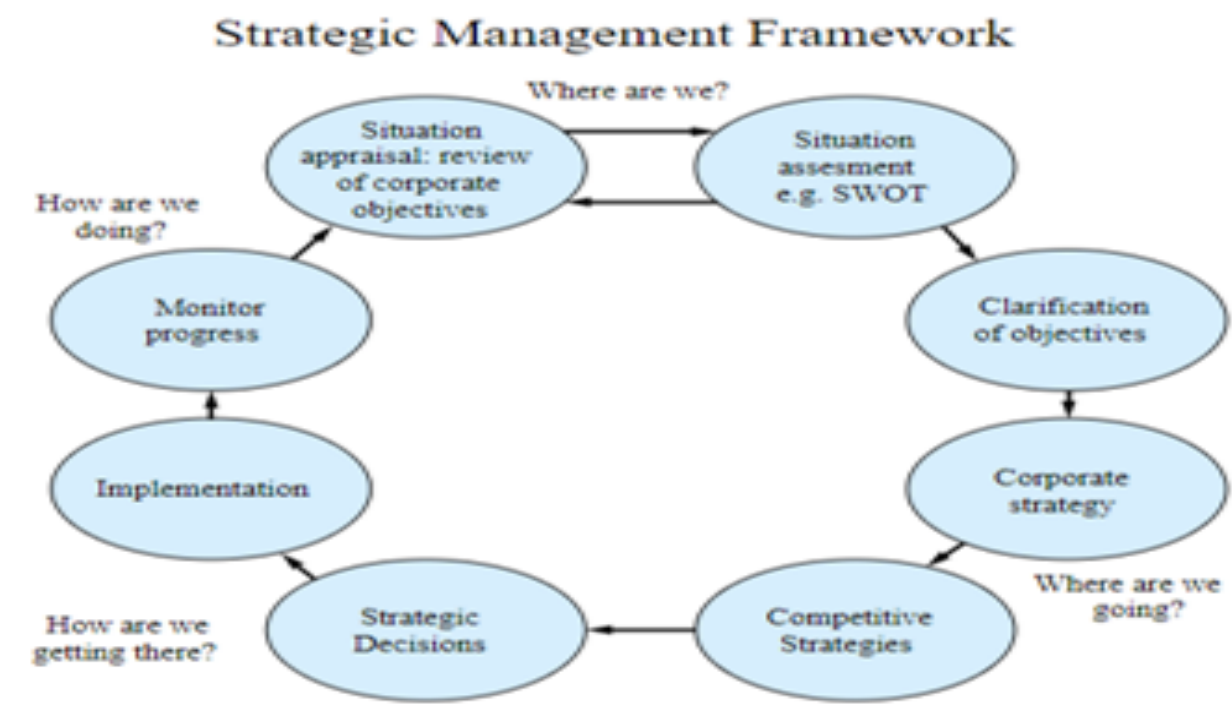


Figure. 2.6 Thompson’s and Martin’s Strategic Management Framework

Source: Thompson and Martin (2005)

The model answers questions about where the organization is, where it is going, how it is going there, and how it is doing. In this model, situation assessment brings about strategic capabilities, including the physical, financial, and human resources, that will propel organizations toward competitive advantage. For a successful outcome, the strategy needs to be implemented, monitored, and evaluated for corrective action (Thompson and Martin, 2010).

2.10.1 Discussion of the models

Although different models propose different labels and the number of competencies required by managers, all of them consider competency a set key requirement for

superior performance. According to Makauki (2017), models are not absolute and are all subject to criticism. The models exist and are implemented in different situations regarding the internal and external environment. They will therefore provide guidance and cannot be a holistic solution to organizational strategy and performance needs. Critical to models is the integration of managerial and the group or employees' competencies to enhance the achievement of strategic goals and performance.

This integration should be done in the context of organizational culture and policies, so there is no resistance. Knowledge, skills, and attitudes of members in the organization should be considered, and communication is used to mobilize all members' support. The challenge with most models is that they only highlight competencies required for the adequate performance of organizations. However, they do not indicate the competencies necessary for implementing policies within and outside organizations. The challenge is that there is no integration of managers' skills, knowledge, and attitudes and adaptation to a local context within which models are implemented. Managerial competency models, including strategic management models, lack the specificity in implementing strategies needed by organizations (Makauki, 2017).

An integrated approach to the strategic framework model is supported by Shay and Rothaermel (1999). Their view is that such an approach makes provision for multi-context perspectives, thus addressing the dynamism in any environment and the opportunity for a thorough examination of the interconnectedness of the variables. A model like this allows managers to identify and use a product or strategy that works, thus increasing growth opportunities based on available resources. However, managers should be aware that success increases competition and must adapt their services, prices, and quality and look for new opportunities. The setback of this model is that not all products or services will go through all the stages; therefore, the model is impractical. Some disruptions are possible such as market prices or the introduction of new technology, which can bring progress to a halt.

2.11. Existing strategic management framework for CPAs

The National Development Plan (NDP) was drafted by the National Planning Commission that was established in May 2010. The aim was to address the low economic growth with less competition, a high unemployment rate, a stagnant middle-class economy that was uncompetitive as well as the inability of the government to implement its policies (Waeterloos and Cockburn, 2017).

The authors further assert that the NDP was published in 2012 with an overall objective of poverty eradication and reduction of inequality by 2030, hence the title “Vision 2030”. This was to be achieved through an inclusive rural economy that allows for full participation of communities, supported by land reform programs, developing rural areas, capacitation through skills, and creating jobs. The plan recognizes that all spheres of government can play a role in supporting local opportunities to maximize aspirations and knowledge, which is a critical ingredient.

The NDP ordinarily fits into the Comprehensive Rural Development Program (CRDP) initiated by the Department of Rural Development and Land Reform (DRDLR) in 2009. CRDP, like the National Development Plan, is based on integrated rural development that targets the radical economic transformation of most people throughout the country. CRDP provides an environment in which rural people can take control of their lives (Waeterloos and Cockburn, 2017)

The Agrarian Transformation system, a strategy focusing on changing systems and patterns of land, livestock, and crop ownership and control, is used by DRDLR to implement the Rural Economy Transformation Model (RETM). Through this model, the government is targeting the transformation of social and human development hence the term “radical socio-economic transformation, which is an envisaged change centered around the structural, systemic, institutional, and patterns of ownership as well as the control and management of the economy.

The Department of Rural Development and Land Reform (DRDLR) is tasked with the mandate of addressing the spatial and socio-economic legacy of the apartheid system. The Department uses the Rural Economy Transformation Model (RETM) through the Agrarian Transformation System, a key strategy to dismantle this legacy and achieve

the mandate of vibrant, equitable, and sustainable rural communities and food security for all. The Rural Economy Transformation Model (RETM) is focused on changing the systems and patterns of ownership and control in terms of land, livestock, and crops. This is the model the Department is using to transform the agricultural system in South Africa (Waeterloos and Cockburn, 2017).

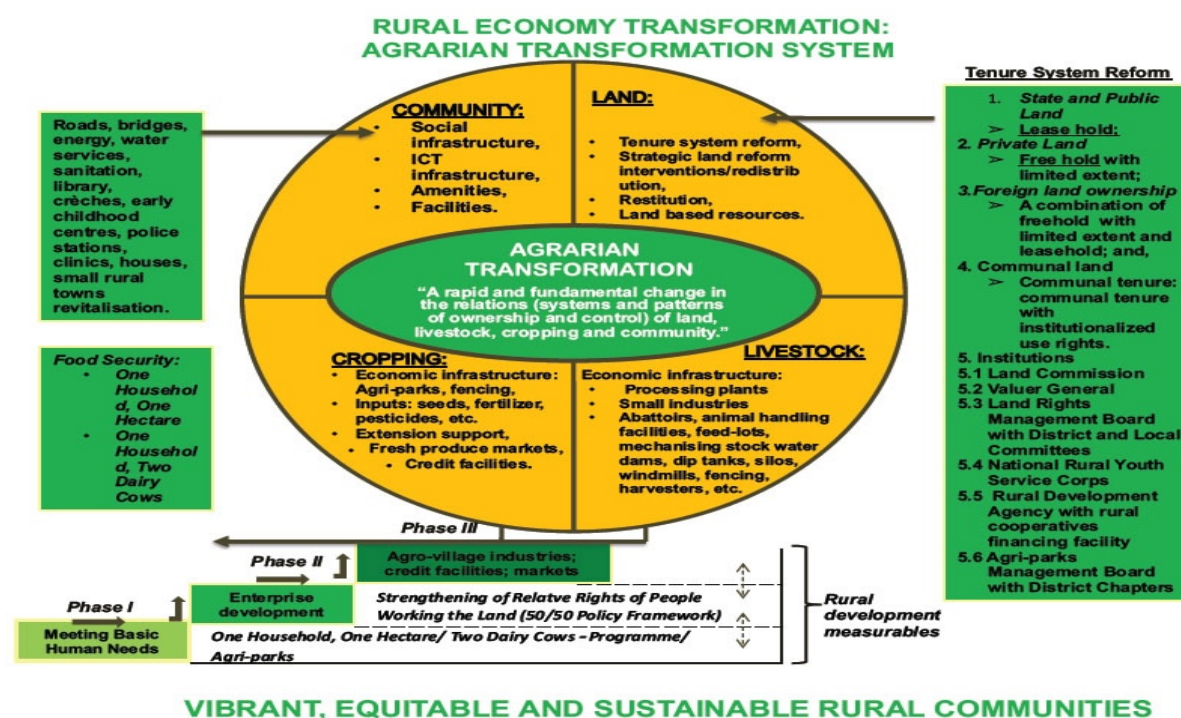


Figure. 2.7: Relationship between Rural Economy Transformation Model & Agrarian Agrarian Transformation System. Source: DRDLR 2014

As indicated above, the Rural Economy Transformation Model (RETM) was adopted to achieve the National Development Plan (NDP) objective, that of vibrant, equitable, and sustainable rural communities and food security for all. The RETM further set out two inter-connected models which directly respond to this, transforming the agricultural system. These models are the Wagon Wheel and the Institutional Roles and Role- relationships. According to the DRLR (2014), in the Communal Land Tenure Policy (CLTP) Framework, the Wagon Wheel is "a high-level static representation of the social, economic, cultural and political situation in the parts of South Africa that are dominated by communal landholdings and patrimonial authority." The Institutional Roles and Role- relationships are about the authority of the state and the correlation with the administrative responsibility of governance structures. The state should

discharge its constitutional mandate and perform acts set out in the relevant legislation.

Governance structures are title-holders regarding communally owned land, traditional councils, and Communal Property Institutions (CPIs). These structures are supposed to hold regular elections. Account sufficiently and adequately and comply with relevant legislation. CPIs' specific roles are being title-holders, governance structures, adjudicators of disputes, and allocators of resources with a clear developmental perspective. Traditional councils should deal with eradicating poverty, inequality, and unemployment; in essence, they should be Moral Authorities in traditional areas (DRDLR, 2014).

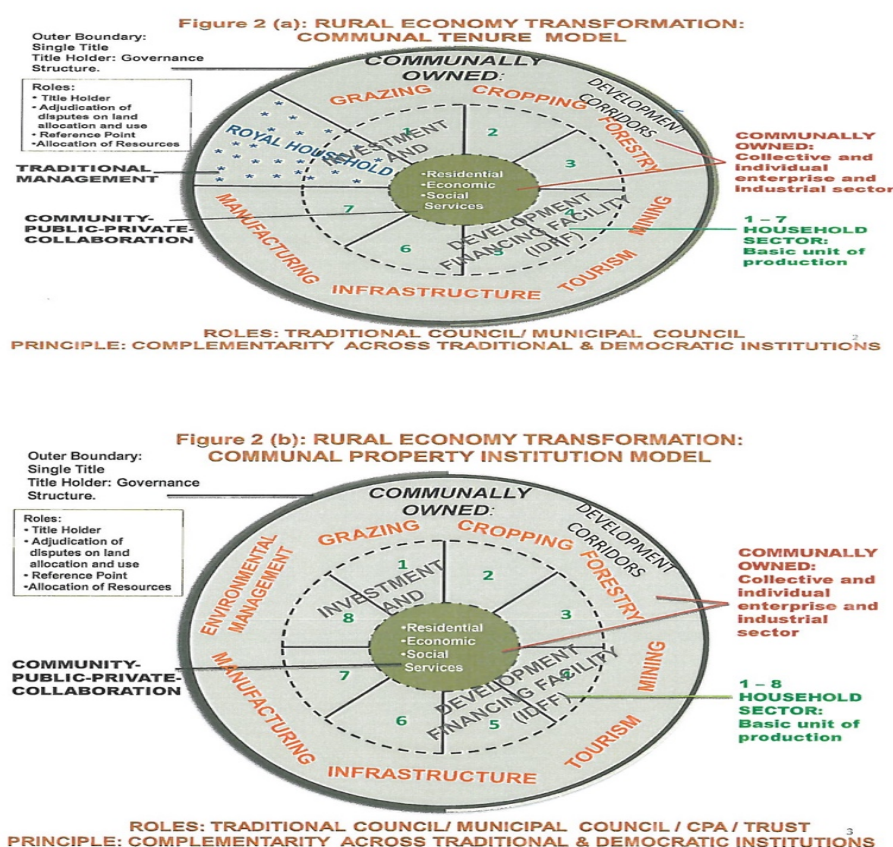


Figure 2.8: The Wagon Wheel: Communal Land Tenure Model & Communal Property Institutions Model. Source: DRDLR, 2014

2.11.1. Communal Land Tenure Model

Traditional councils are responsible for land administration as outer boundary title holders. The state is responsible for preventing any imposition of any formal process of land surveying and registration in communal land areas. The inner middle of the Wagon Wheel suggests a partnership between the municipalities and traditional councils. Traditional council administers the land and is responsible for compliance according to household decisions. The municipality process sector plans, integrated development, and spatial plans as well as by-laws.

The second circle represents the household level, the primary production unit, and implies transparent land allocation to each household. Households must ensure effective land governance, pay rates and taxes for services provided by the municipality, and comply with the by-laws. The outside circle represents the commons, consisting of communally owned areas, designated, well-planned, and efficiently managed for economic development and infrastructure investment.

2.11.2 Communal Property Institutions Model

CPIs' specific roles, as indicated above, are holding, and administering land on behalf of beneficiaries, presiding over disputes, and effectively allocating and using resources to improve community livelihoods. The CLTP, however, recommends individual security of tenure to each household, including farm-dwellers, tenants, and communal land occupiers. The policy proposal indicates that starting with CPIs causes challenges and compromises land productivity (DRDLR, 2014).

2.11.3 Problems with the Communal Land Tenure Model

The Communal land tenure Model, or the Wagon Wheel as it is called, has been criticized by different institutions and researchers. The University of Cape Town Centre for Law and Society (UCT, 2015) cites the following as some of the problems with this model:

- The model does not enforce the use rights of ordinary members, individuals, and families. Traditional councils are responsible for the ownership and control of investment projects like mining and tourism ventures. The model, therefore, undermines the capacity of communities to hold traditional councils accountable as they have land ownership and investment powers. For

example, massive community dissatisfaction has been noted in the platinum belt mines of North West (Bakgatla-ba- Kgafela), Eastern Cape in Xolobeni. Mining and tourism adventures could not benefit ordinary people

- It jeopardizes people's customary land rights on state-owned communal land by centralizing ownership under traditional councils. Historically a remarkable number of black people, as indicated on submitted land claims, had clubbed together to purchase land to avoid restrictions of the Land Acts of 1913 and 1936; this land is mostly in former Bantustans and has been successfully reclaimed. Land properties were awarded restitution and redistribution through CPAs and Trusts under the post-1994 land reform.
- The model differentiates between communal areas under the traditional authority and those not observing the traditional customary laws or outside traditional councils. This reinforces the notion that communal areas outside traditional councils undermine the Chiefs' authority and cannot be allowed within the boundaries of former Bantustans. Most disputes in the former Bantustans revolve around independent land ownership; hence, traditional authorities have successfully lobbied the government that no new CPAs will be established in traditional council areas after enacting the current legislation under review.

2.11.4. Problems with Communal Property Institutions Model

The Communal Property Model is regarded as the management tool for CPAs by the government. This is besides the failure of the DRDLR to canvass and mobilize support by CPAs for this model. The model remains a plan on paper, relatively unknown, and difficult to understand. In the previous chapter, the researcher indicated that the focus of the Communal Property Associations and Rural Transformation Model, known as "the Wagon Wheel, is agrarian transformation. The model seeks to integrate and strategically conceptualize, institutionalize, and implement rural development programs and achieve social cohesion and inclusivity in developing rural economies (DRDLR, 2014). Therefore, the model is limited in addressing specific issues in the governance and management of CPAs, although land reform is one of its key tenants.

The challenges to the functionality and sustainability of CPAs have been discussed and presented in different research reports and acknowledged by the then DRDLR Manenzhe, Zwane, and van Niekerk (2016), Jacobs (2011), Ngomane (2016), Rusenga (2019) as the researcher indicated in the problem statement on the previous chapter that despite several studies that highlighted the socio-economic impact of collapsing land reform projects, attention has not been sufficiently shifted towards addressing and improving the performance of CPAs as implementing vehicles of land reform. Until today the reconfigured Department of Agriculture, Land Reform and Rural Development (DALRRD) is still battling with the challenges facing CPAs.

According to the Parliamentary Monitoring Group (PMG), The Select Committee on Agriculture, Land Reform, and Rural Development, its meeting with the said Department on 10th September 2019 received a report that highlighted the following challenges around CPAs:

There are 1 599 registered CPAs. The Eastern Cape has 215; Free State has 54; North West has 188; Gauteng has 35; KZN has 380; Northern Cape has 93; Western Cape has 32; Limpopo has 202; and Mpumalanga has 400. For the current financial year, on a national level, 211 CPAs were compliant. The CPAs face challenges at both the establishment and post-establishment phases. The CPA management model is an unfamiliar or somewhat foreign form of land management in traditional communities. A substantial part of CPA members is either illiterate or have no more than a primary level of education. Constitutions of CPAs are sometimes poorly drafted and generally written in a language that CPA members do not commonly use.

Some CPAs receive highly sophisticated or diverse enterprises that require appropriate business leadership in short supply within CPA membership. The CPA as an institution is sometimes not the appropriate entity to run a business. There is considerable political and business interference in well-resourced CPAs, which destabilizes such CPAs (Islam, 2021). The success of CPAs in improving rural livelihoods and changing the CPA's business model is essential and critical for their performance and sustainability; hence the primary goal of this study is to develop a strategic management framework for these governance structures.

2.12. Effective strategy implementation

Baroto, Arvand, and Ahmad (2014) propose an integrated model consisting of a Resource-Based view and some industrial organization viewpoints. These authors acknowledge the positive impact of strategic management on the company's performance. All stages of strategic management (formulation, implementation, and evaluation) are equally critical for the success of any company. The formulated strategy needs to be implemented to test its effectiveness. Barriers to strategy implementation in most cases include resistance from staff, poor achievement of financial goals by the formulated strategies, failure to realize any success, ineffective execution, and the fact that some corporate strategies are never implemented.

The authors assert that McKinsey's 7S Model can lead to successful strategy implementation. The 7S (Strategy, Structure, Systems, Staff, Skills, Style, and Shared values) are interconnected to facilitate better the company's ability to implement planned strategies. This is in line with the Resource-Based view on the significance of internal resources for the company's success (Baroto, Arvand, and Ahmad, 2014).

2.13. Limitations of strategic management

Strategic management as a process is not a panacea to all organizational challenges. Some of the limitations identified with this process are outlined in the table 2.3 below:

Table 2.3: Limitations of strategic management

Author	Limitation
Waaden, 2019	Strategic management is anchored on competitive advantage, which is about creating value. The terminology associated with the strategic management field is predominantly competitive, meaning there are winners and losers within a survival-of-the-fittest situation. This depicts a competitive, egoist behavior that managers could adopt at the expense of cooperation with all stakeholders. Strategic management is therefore criticized for competitive advantage against cooperative advantage. According

	to the authors, the cooperative advantage is generally aligned with shared value, collective interests, and the promotion of a cooperative strategic posture where all stakeholders participate equally.
Meresa, 2019	Strategic formulation often focuses on the past, which is not aligned with the current dynamics in the environment, thus making the supposed responses irrelevant and limiting the actual strategic thinking. Therefore, the processes of analyzing data are inadequate, and the planning systems are a misfit in the current situation. The formal planning process becomes a challenge and is unstable during crises.
Katsanos K. 2019	It is a complex process involving a continuous review of interrelated critical elements of the external and internal environment and long- and short-term objectives. This impacts the managers' decision-making as adjustments may be necessary. It is time-consuming. Much time is spent in preparation, research, and communicating the strategy. Managers may lose focus of other daily critical processes that need managerial attention and solution. This may affect productivity and redirection of resources. The process is challenging to implement. The implementation process is done in a clear, systematic manner with a communication plan, active participation of all, and attentiveness and accountability of managers and members. Mobilizing support from other members who were not part of the strategy formulation process may be challenging. To reduce uncertainty and anticipate the future through long-term objectives, skillful planning is required from

Brutan and Sarbu, 2014

managers. A thorough SWOT analysis and the ability to mitigate the accompanying risk factors are critical.

It cannot provide precise details on the future; therefore, it is not a panacea to all organizational problems. Managers understand the process differently, and there are no uniform rules, procedures, and schedules

2.14. Chapter summary

Chapter two provided an overview of strategic management concepts and theories. This chapter addressed the study's first and second research objectives: to identify the existing strategic management framework used by CPAs in South Africa and explore the theoretical concepts underpinning the strategic management framework for CPAs in SA. The reviewed literature suggests that CPAs are dynamic institutions comprising various stakeholders with different interests and expectations. This makes their strategic management prudent if they must achieve their strategic goal of improving rural livelihoods. The internal resource which calls for knowledgeable, skilled, or capacitated managers or committee members, as well as sound financial management, remains critical for the sustainability of these entities. The lack of a specific strategic management tool for a vehicle through which government invests so much financially and that carries the hopes of the poor rural needs to be resolved, especially in the looming Expropriation of Land without Compensation.

The origin and definitions of both strategy and strategic management were presented. The discussion traced the origins of strategy. Various authors defined strategy differently, but all agree that organizations need a strategy to achieve their goals and anticipate the future with long-term objectives. The consensus of discussion on strategic management highlights its importance as a landmark contribution to organizational performance. There is consensus amongst business management researchers that strategic management is critical for organizational performance and sustainability.

Strategic management limitations highlight that despite its popularity, it does have pitfalls that need consideration when undertaking the process. The next chapter will review the existing policies and legislative and institutional arrangements that govern CPAs in SA to find out what they reveal. Inferences will be made from other countries across the globe, continent, and region on land reform and, particularly, governance and legislative practices around Communal Property Associations or Communal Property Institutions.

CHAPTER THREE

CONCEPTUAL UNDERPINNINGS OF THIS STUDY

3.1. Introduction

The previous chapter provided an overview of the study and focussed on establishing the gap in the literature, stating the problem and the research objectives. This chapter focus on the review of the literature and the conceptual underpinnings of this study. The chapter is divided into the following sectionsland reform and CPAs from a global, regional, and local viewpoint, strategic management constructs, management theories that form the foundation of this study, existing CPAs models/frameworks, as well as the benefit of strategic management for CPAs.

3.2. Land Reform and Communal Property Associations (CPAS)

Historically, before the 17th century, communal property, especially land, was seen as a solution to social and economic challenges (Figuerola, Penniman, Feldman, Treakle, Pahnke, Calo, Alles, and Bowman, 2020; Humphrey and Verdery, 2020). Peredo, Haugh, and McLean (2018), Obeng-Odoom (2020), and Alfani (2021) explained that, across the world, cooperative-based organizations in the textiles, milling, weaving but community land were found to improve the socio-economic conditions of poor communities. Good, Husted, and Band Palomares-Aguirre (2020) further state that researchers have observed that legally constituted Common Property Prosocial Organizations could address unmet welfare needs in the 21st century.

Ventura (2020); Borzaga, Galera, Franchini, Chiomento, Nogales, and Carini (2020), found that Social Cooperatives in Italy were legally founded in 1981 to address social problems, but in the United States of America (USA), Community Land Trusts were established in 1992 to curb the costs of acquiring land for the poor (Paul, 2019; Tellman, Eakin, Janssen, de Alba, and Turner II, 2021; Lamb, Shi, Silva, and Spicer, 2022). In both countries, the collective system of land ownership included lessees and non-lessees for citizens who lived in a particular community.

In the United Kingdom (UK), legislated community interest companies came into effect in 2005 to address social property challenges (Ferry, and Ahrens, 2021; Serres, Hudon, and Maon, 2022), and the assets acquired were regulated and locked and could not be distributed to the member of communities (Alden Wily, 2018; Lähteenmäki, 2021). This British model spread to South America and was implemented in some provinces of Canada (Rocha, Baraibar, Deutsch, de Bremond, Oestreicher, Rositano, and Gelabert, 2019.; Ahmad, Brosio, and Jiménez, 2019). In Asia, China implemented the new rural land tenure system called “The Separation of the Three Rights of Land (STRL), as collective land ownership that seeks to protect farmers, provide for contract management rights, and benefit from dividends (Zhou, Guo, Liu, Wu, and Li, 2018. Guo, and Liu, 2021).

The explanation in the previous paragraphs indicates that land ownership has been a subject of contestation and politics in countries worldwide. Therefore, land reform and implementation policies vary locally depending on context and times as governments respond to social and economic challenges facing their citizens (Franco and Borras Jr, 2021; Hardiyanto, 2021; Kurtege Sefer, 2022). However, in responding to these challenges by most governments, little attention is paid to the structural and institutional management dynamics of communal land property organizations such as the CPAs in South Africa. As a result, most governments were able to achieve the objectives of land reform programs, stated Ho, Choudhury, Haranand Leshinsky (2021); Mani, Osborne, and Cleaver (2021); Fu and Lim (2022). However, researchers such as Tchatchoua-Djomo and van Dijk (2022) and Basupi (2022) have argued that the shift of land rights from state to customary and communal rights has had little impact on improving the livelihood of the poor majority, especially across the African continent.

3.2.1. Land reforms in Southern Africa

Like in other countries, land reform issues in the SADC region emanate from colonialism, inequality, and the need to redress historical injustices (Koot, Hitchcock, and Gressier, 2019; Musavengane, Leonard, and Mureyani, 2022). The impediments to successful land reform programs globally may be attributed to poor communal land management, governance, lack of stakeholder involvement, and democratic participation in decision-making (Waeterloos, 2021; Adeyanju, O'Connor, Addoah,

Bayala, Djoudi, Moombe, Reed, Ros-Tonen, Siangulube, Sikanwe, and Sunderland, 2022; Makhubele, Tshidzumba, and Chirwa, 2022). The discussions on issues of land and land reform programs in the Southern African Development Community (SADC) region are mainly on South Africa and Zimbabwe, and, to a lesser extent Namibia (Ramutsindela and Hartnack, 2019; Koot, Hitchcock, and Gressier, 2019.; Tinarwo, Mutsambwa, and Uwizeyimana, 2020). According to these authors, more work and information must be done in other SADC countries as land reform issues are critical in policy making.

Research by Galvin, Beeton, and Luizza (2018); Chigbu (2019); Siakwah, Musavengane, and Leonard (2020) and Gohori, van der Merwe and Saayman (2022) have shown that the concept of communal land model and programs have existed in the Southern Africa region prior colonialization without challenges. However, colonialism has brought many challenges and constraints to the communal land model that the indigenous people practiced before colonization. The disruptions to land tenure and distribution differ amongst countries and within the country, but the institutional barriers and economic and political interests are at the centre of land reform programs not making a meaningful impact on the lives of beneficiaries (von Maltitz, Henley, Ogg, Samboko, Gasparatos, Read, Engelbrecht and Ahmed, 2019; Nelson, 2021).

3.2.2. The local perspective: CPAs in South Africa

South Africa's rural communities have also been subjected to forceful land evictions by the apartheid government (Brown, 2021; Lemon, 2021; Hall and Mtero, 2021). During the 1980s, organizations like Association for Community and Rural Advancement (AnCRA), the Transvaal Rural Action Committee (TRAC), and the Association for Rural Advancement (AFRA) were actively defending communities who were forcefully removed from their land (Weinberg, 2021).

Weinberg (2021) further states that these organizations and NGOs were instrumental in establishing CPAs post-1994. Discussions on how dispossessed communities could claim, hold, and collectively manage their land were held across different parts of South Africa in 1996 (Mnwana and Bowman, 2021). The communities of

Dithakwaneng near Vryburg in the North-West and Driefontein in Mpumalanga, according to Weinberg (2021), were among the first to benefit from the Restitution of Land Rights Act (Act no.22 of 1994). Communal Property Associations were then established under the CPAs Act (Act 28 of 1996) to legally hold land on behalf of the beneficiaries of land reform, to work the land, create jobs, and improve the living conditions of beneficiaries (Van der Merwe, and Pienaar 2019; Netshifhefhe, 2021).

Land rights activists and NGOs have always debated the challenges of communal versus individual land rights ownership (Robinson, Eba, Flintan, Frija, Nganga, Ontiri, Sghaier, Abdu, and Moiko, 2021). Women were marginalized (Murendwa, 2021; Nyahunda, Makhubele, Mabvurira, and Matlakala, 2021; Gaddis, Lahoti, and Swaminathan, 2022) and original land claimants had the challenge of excluding labor tenants as well as ensuring equal distribution of dividends (Nel, 2021; Tshidzumba, Clarke, and Chirwa, 2022). Communal Property Associations (CPAs) are often established in haste and committees' resort to cutting and pasting for constitutions (DRDLR, 2017; Roediger, 2019), and government officials struggle with the management of conflict between members and traditional council authorities (Leonard, 2019; Winkler, 2019; Chaskalson, 2021; Mthimkhulu, and Nel, 2022).

As a result, most CPAs are confronted with challenges that include creating employment, establishing sustainable business enterprises, efficient governance, management, and accountability to beneficiaries (Sebola and Mamabolo, 2018; Ngomane and Sebola, 2020). These complex institutional and structural challenges have limited the impact of CPAs in improving the beneficiaries' living conditions (Nelson, 2021). Despite these challenges, some researchers (Chaskalson, 2021; Schoeman and Rapatsa, 2021; Huizenga, 2022; Tshidzumba and Chirwa, 2022) argue that these entities have the potential to improve the socio-economic conditions of the beneficiaries of land reform.

3.3. Strategic management

This section presents the strategy and strategic management concepts and the link between strategic management and organizational performance. Theories on strategic management and existing models of strategic management are also

discussed. This provides an understanding of various approaches to strategy-making as an enabler for an adaptive strategic management framework for CPAs.

3.3.1. Strategy in the context of CPAs

The strategy involves determining an organization's long-term goals and objectives, identifying a plan of action, and indicating the necessary resources to achieve the set objectives (Fuentes, Alfaro, Vargas, Gutierrez, Ternero, and Sabattin, 2020; Nugmanovna, 2021). Ancient Greek and Chinese military thinkers used strategy to carefully plan and allocate resources effectively to beat the enemy (Chin, Rowley, Redding, and Wang, 2018; Lai, 2022). Since its conceptualization, strategy has always sought competitive advantage and enhanced performance (Clauss, Kraus, Kallinger, Bican, Brem, and Kailer, 2021; Aslam, Ali, Qammar, Kiwan, and Dhir, 2022).

On the other hand, strategic management is a formalized process for formulating and implementing a strategy (Valeri, 2021; Ortt and Kamp, 2022). Strategic management is defined as management processes and decisions determining the organization's long-term structure and activities. (Kruger, 2017). In this study, strategy and strategic management are conceptualized in the context of Fuentes, Alfaro, Vargas, Gutierrez, Ternero, and Sabattin, (2020); Nugmanovna (2021); Valeri (2021), and Ortt and Kamp (2022).

3.4. Strategic management theoretical framework

Underpinning strategy and strategic management are strategic management theories. In order to understand strategic management as a construct, it is essential to understand strategic management theories and management theories (Freeman, Dmytriiev, and Phillips, 2021) in the context of this study. The development of a strategic management framework for CPAs requires a premise from which the study found is built, and theories provide that premise to improve the performance of CPAs for sustainability purposes. The theories that provide the foundation for this study are Communal Economic theory, Community based enterprise theory, New Institutional Economic Theory, Organizational Evolution Theory, and Resource-Based Theory.

3.4.1. Communal economy theory

Communal Economic theory is a system where communities corporate to share the production, distribution, and consumption of goods and services (Hobson, Holmes, Welch, Wheeler, and Wieser, 2021; Kerdpitak, 2022). The corporation involves the sharing of production costs as well as dividends, whether symbolic or tangible (Kunaifi, Rahman, and Dwiaryanti, 2021; Bauwens, Vaskelainen, and Frenken, 2022). The communal economic theory applies when members have exclusive rights to a resource (Yanes, Zielinski, Diaz Cano, and Kim, 2019.; Kimengsi and Bhusal, 2022) as in the case of CPAs who have exclusive rights over land obtained through restitution.

The basis for communal economic theory includes the requisite capacity of a community to use resources to the maximum benefit of all stakeholders collectively. As such, the communal institution is also required to have a strategy that ensures efficiency in maximizing the returns from the resource (Graham, Metcalf, Gill, Niemiec, Moreno, Bach, Ikutegbe, Hallstrom, Ma, and Lubeck, 2019; Bhatt, Dembek, Hota, and Qureshi, 2021). According to Humphries, Holmes, de Andrade, McGrath, and Dantas (2020) and Shaturaev (2022), communities have always been associated with growth inefficiency and lousy handling of economic initiatives due to group dynamics. These dynamics include the inability of individual stakeholders to achieve personal preferences, leading to frustrations, leadership becoming self-serving and blocking collective community goals, and ultimately conflict within communal institutions (Lawrence, Kungu, Chemelil, and Ngore, 2021; Calhoun, Gaonkar, and Taylor, 2022).

Further challenges associated with communal economic theory are that there are difficulties in extracting dividends from the physical characteristics of the resource caused by the speed of technological advancement and increasing input costs, argues Chen, Sinha, Hu, and Shah (2021) and Stott, Darlington, Brenton, and Slawinski (2022). These challenges, turn to affect the governance and accountability capabilities of communal organizations and, therefore, a need to develop strategies for the organization such as CPAs to be successful (Zeho, Prabowo, Estiningtyas, Mahadiansar, and Sentanu, 2020; Alaali, Al Marzouqi, Albaqaeen, Dahabreh, Alshurideh, Mouzaek, Alrwashdh, Iyadeh, Salloum, and Aburayya, 2021). Hence, CPAs have the potential to develop the local economy of their communities in order to

fight poverty through strategic management initiatives (Kordonska and Hurnyak, 2018; Ramaano, 2021; Vercher, Bosworth, and Esparcia, 2022).

3.4.2. Community-based Enterprise Theory

The community-based Enterprise (CBE) theory is about communities coming together to corporate and form an enterprise to achieve the collective goal of uplifting their lives (Gurău and Dana, 2018; Mandrysz, 2020). The understanding of this theory is that rural communities are relegated to poor conditions that force them to migrate to towns where they are also subjected to paying transport and accommodation rental costs, ultimately affecting families (Archer, 2019; Agyemang, 2021). This theory infuses elements of cultural values and social capital as an integral part of communities and the use of cultural values and social capital in transforming enterprises such as CPAs (Hertel, Bacq, and Belz, 2019; Young, 2021).

The foundation for Community based enterprise theory is on the societal arrangements and macro-environmental characteristics such as education, which also play a crucial role in transforming and fostering entrepreneurship in communities (Venter, Steynberg, Grundling, and Feng, 2019; Xianhang and Min, 2022). Community-based enterprises thrive on proper management and governance as critical constructs for performance (Ruiz-Ballesteros, and del Campo Tejedor, 2020; Chen, Hsu, and Chuang, 2020). As a result, communal enterprises cannot maximize their yields without efficient management, good governance, and accountability (Oduor, 2020; Zoysa, 2021).

In this study, CPAs as institutions are communal based and have the potential to be transformed into community-based enterprises for them to impact positively on poverty, inequality, and unemployment challenges. Hence, employing strategic management principles in institutions such as CPAs may help transform them into community-based enterprises for enhanced performance and sustainability of rural communities in South Africa (Hing and Riggs, 2021; Black and Rebello, 2021).

3.4.3 New Institutional Economic (NIE) Theory

The New Institutional Economics (NIE) theory is premised on the work of Hamilton in 1932, whose definition of institutions and how they shape the behaviour of human

beings is crucial for this study. The NIE theory assumes that institutions are central to economic performance, and economic activities are infused within institutions' framework, be it formal (e.g., constitution, laws, rules) or informal. These elements include norms, customs, traditions, and culture, and they shape the attitude and behaviours of individuals within an organization. Therefore, these formal and informal institutional frameworks influence an organization's economic activities, shaping its performance, culture, and sustainability. In the institutional environment, individual employees' norms, customs, and traditions are added to that of the prevailing business environment, and during conflicts and struggles for power, formal rules are required to keep order. The New Institutional Economic (NIE) theory centres its economic analysis approach on the transaction costs and the economic agent's reputation (Lopes and Pereira, 2018). Hence, Communal Property Associations (CPAs) have been established to hold and use land on behalf of the beneficiaries of land reform to economically improve their living conditions (Nyanda, 2019; Tshidzumba. and Chirwa, 2022) and fit neatly into the context of the NIE theory.

As a result, entities such as CPAs which engage in activities that create employment, address ;hunger, and decrease poverty (Bisht, Rana, and Pal Ahlawat, 2020 ; Karim and Kruger, 2021; Dube, Nhamo and Chikodzi, 2021) are influenced by both individual elements and formal policies as well as legislations. Communal property Associations (CPAs) are reportedly failing to link individual beneficiaries' elements and formal policies and legislations that shape the CPA's culture, performance, and sustainability. As such, CPAs are facing severe challenges in creating the envisaged impact they were intended to create on the lives of beneficiaries due to various institutional barriers (Msuthu, 2020; Nagel, Fin, and Maenza, 2022). Though targeted support from the government to improve institutional arrangements in the CPAs has been proposed and implemented, they appear to be inadequate, and their effectiveness (Hassan and Alam., 2019; Mahlangabeza and Zwelakhe, 2021) is called to question. Hence, this study is critical and intends to explore the New Institutional Economic theory strategies for the development of strategic management initiatives in order to address the economic viability and sustainability of CPAs in South Africa (Adda, Dokor, Azigwe, and Odai, 2021; Sgroi and Marino,2022.).

3.4.4 Organizational Evolution Theory (OET)

The organizational evolution theory suggests that organizations can grow if they use their previous performance (good or bad) as a learning curve (Horta Ribeiro, Jhaver, Zannettou, Blackburn, Stringhini, De Cristofaro, and West, 2021; McKelvey, 2022). This theory regards organizations as individuals rather than the sector or industry as units of change, arguing that it is easier to effect change in individual entities (Valeri and Baggio, 2022; Magnusson and Werner, 2022) than in an entire industry. The Organisational Evolution (OET) theory assumes that the success of a business entity is not achieved at the start of its establishment. However, organizations learn from their previous performance to incrementally improve their operations instead of reacting to opportunities when they become available (Valeri, 2021). The theory is focused on strategies and argues that strategies are developed from organizational learning as business entities can learn from their performance and structure by doing and, through that process, improve their strategy overtime (Biloslavo, and Lombardi, 2021; Wu Beydoun, Sohaib, and Gill, 2022).

In the context of CPAs, these entities can use their experience and lessons from governance, administrative, and performance challenges to develop strategies that respond to the changing dynamics of their operating environment and positively impact the lives of beneficiaries (Angradi, Williams, Hoffman, and Bolgrien, 2019; Ebekoziem, 2020). Therefore, Communal Property Associations (CPAs) need to develop and implement strategies over time, learning from their past challenges to improve their performance and sustainability for the benefit of the community and beneficiaries as a business enterprise (Ngomane and Sebola, 2020; Mitreğa and Choi, 2021). This approach thus requires CPAs to exploit opportunities such as training, technical support and funding from both government and the private sector (Lenggenhager and Ramutsindela, 2021; Hillman, 2022). The organizational Evolution Theory is one other theory that forms the foundation for this study

3.4.5 Resource-based Theory

Resource-based theory (RBT) focuses on the philosophy that an organization's competitive advantage lies in the internal resources of an organization's positioning in the external environment (Farjoun, and Fiss, 2022; Henrik and Amna, 2022). Resource-Based Theories (RBT) stipulate that the unique attributes and capabilities

of organizations' internal resources are vital in driving organizations toward superior performance and competitive advantage (Mikalef, and Gupta, 2021; Teixeira, Ferreira, and Veiga, 2021). As such, any strategic framework that is built on the foundation of RBT espouses characteristics of competitive advantages, such as owning assets, accessing distribution and supply, knowledge, and management proficiency, as well as competency and capability in operating businesses (Howard, 2020; Clegg, Pitsis, and Mount, 2021). Since Communal Property Associations (CPAs) own assets, which are people and land, and funding support from the government in finance, strategic decisions concerning the management and governance of these institutions are crucial for their survival, growth, performance, and sustainability.

Critics of Resource Based Theory (RBT) bemoan the nature of competitive advantage and its determinations as well as the logic and ambiguity (Ashrafi, Magnan, Adams, and Walker, 2020; Barney, Ketchen Jr, and Wright, 2021). The researcher, however, agrees with the advocates of this theory who have successfully alluded to the economic origins of RBT and the interconnectedness of the attributes and capabilities of organizations' internal resources as determinants of their success (Omalaja and Eurola, 2017; Zacharia, Plasch, Mohan, and Gerschberger, 2019).

Therefore, the theories that form the conceptual foundation for this study are Communal Economic Theory, Community Based Enterprise theory, New Institutional Economic Theory, Organizational Evolution Theory, and Resource-Based Theory. The basis for these theories resonates with this study's objective, "the development of a strategic management framework for CPAs in SA." As such, an extensive literature review has established the link between identified strategic management theories and the problem this study addresses. In this study, elements of the RBT theory allow the researcher to explore, analyze and make recommendations on the resource allocation dynamics as determined by internal and external factors that affect the performance of CPAs. This envisages an integrative strategic management framework to examine CPAs' performance, growth, and sustainability.

3.5. Strategic management process in organizations

Bryson and George (2020): Addae-Korankye and Aryee (2021) explained that the strategic management process (as shown in Figure 2.1) must include environmental

context, strategy formulation, strategy implementation, as well as strategy evaluation, and control. Strategic management, therefore, is about monitoring and evaluating external opportunities and threats to the organization's strengths and weaknesses (Benzaghta, Elwalda, Mousa, Erkan, and Rahman, 2021; Ghorbani, Hamidifar, Skoulidakis, and Nones, 2022). Leadership style plays a central role, and researchers have emphasized financial, marketing, human resource, and decision-making skills a manager should possess for strategic management to be effectively implemented (Shet, Poddar, Samuel, and Dwivedi, 2021; Omenazu, 2022).

Köseoglu, Altin, Chan, and Aladag (2020); Strode, Dingsøyr, and Lindsjorn (2022); Prada, Mareque, and Pino-Juste (2022) opined that teamwork and proper coordination are vital in translating company objectives into functional programs. As such, effective strategic management also requires the inclusion and involvement of relevant stakeholders in the process (Hanna, 2018; Bryson and George, 2020) of developing a strategic direction of an organization like the CPAs. The strategic management process should be simple, flexible, and agile. It provides for the objective allocation of resources in order to maximize profits and ensure the sustainability of the company (Ali, Suleiman, Khalid, Tan, Tseng, and Kumar, 2021; Park, Zhang, Li, and Son, 2021; Kerscher, and Arboleya, 2022) as depicted in Figure 2.2.

3.6. Limitations of strategic management models

Different strategic management models exist, such as Thompson and Martin's Strategic Management Framework, David's Model of Strategic Management Process, and Rothaermel's Analysis-Formulation-Implementation (AFI) Strategy Framework (Shotholo, 2020). However, according to Makauki (2017) and Valeri (2021), models are not absolute and are all subject to criticism. Models exist and are implemented in different situations that differ in terms of the internal and external environment (Henry, 2021; Höse, Süß, and Götze, 2022). These models, therefore, provide guidance and cannot be a holistic solution to every organizational strategy and performance need (Robert, Giuliani, and Gurau, 2022; Bolinger, Josefy, Stevenson, and Hitt, 2022). In a study by Serale, Florentini, Capozzoli, Bernardini, and Bemporad (2018), it was found that despite having the Model that Predictive Control for the enhancement of an energy efficiency system, a holistic framework based on proper planning was more desirable

to achieve the envisaged outcome. Therefore, an integrated approach to strategic management is essential as it accommodates different perspectives and thus addresses the dynamism in any environment, and context and industry-specific frameworks can fully address this

However, Ollivier de Leth and Ros-Tonen (2022); Kuo, Fang, and LePage (2022) have stated that strategic management is more aligned to competitive advantage and, to a lesser extent, cooperative advantage, which is about shared value, collective interests, and equal participation of all stakeholders. Strategic formulation often focuses on the past, which is not in alignment with the current dynamics in the environment, thus making the supposed to be responses irrelevant and limiting the actual strategic thinking (Canhoto, Quinton, Pera, Molinillo, and Simkin, 2021; Ahmed, 2021; Bryson, Edwards, and Van Slyke, 2022).

Strategic management is a complex process as it involves a continuous review of interrelated critical elements of the external and internal environment as well as the long- and short-term objectives (Medne, and Lapina, 2019. Chofreh, Goni, Klemeš, Moosavi, Davoudi, and Zeinalnezhad, 2021) of an organization. This intent impacts the managers' decision-making as adjustments may be necessary. Strategic management requires more time for planning, researching, and communicating the strategy, which may affect the productivity and redirection of resources (Negulescu, 2019; Chen and Xede, 2022). Furthermore, the mobilization of support from other members who were not part of the strategy formulation process may be challenging (Izabayo and Njenga, 2022; Sahni and Chopra, 2022).

3.7. Existing strategic management framework for CPAS

The Department of Agriculture, Land Reform and Rural Development (DALLRD) has developed a Rural Economy Transformation Model called the RETM (DRDLR, 2014). The RETM model is premised on the objective of the National Development Plan (NDP) of creating an inclusive rural economy that allows for full participation of communities through skills development that is supported by land reform programs to fight poverty and unemployment by the year 2030 (Waeterloos and Cockburn, 2017). The Departments aimed to use this model (Figure 2.7) to transform the agricultural

system and address land ownership and control (DRDLR, 2014; UCT, 2015).

The RETM further consists of two inter-connected models, the Wagon Wheel and the Institutional Roles and Role- relationships (Figure 2.7). The Wagon Wheel is “a high-level static representation of the social, economic, cultural and political situation in the parts of South Africa that are dominated by communal landholdings and patrimonial authority” (DRDLR, 2014). The Institutional Roles and Role- relationships are about the authority of the state, and the correlation with the administrative responsibility of governance structures which include traditional councils and communal property is described in the “Wagon Wheel” as shown in Figure 2.8.

3.7.1. Communal Land Property Institutions Models

The Communal land tenure Model, or the Wagon Wheel, has been criticized by institutions such as the University of Cape Town Centre for Law and Society. These institutions have indicated that the model does not enforce the land usage for ordinary members, as seen by conflicts in North-West (Bakgatla-ba-Kgafela) Eastern Cape in Xolobeni, as examples as mining and tourism adventures could not benefit ordinary people (UCT, 2015). These institutions further explained that the model jeopardizes people's customary land rights on state-owned communal land by centralizing ownership under traditional councils. The model differentiates between communal areas under the traditional authority and those outside traditional councils, which compounds the dispute on independent land ownership (DRDLR, 2014). Hence traditional authorities have successfully lobbied the government that no new CPAs need to be established in traditional council areas after the enactment of the current legislation under review (Mawere, Matshidze, Madzivhandila, and Kugara, 2021; Beinart, 2021).

The Communal Property Institutions Model, on the other hand, is regarded as the management tool for CPAs by the government (UCT, 2015), despite the failure of the Department (then DRDLR) to canvass and mobilize support CPAs for this model. This model remains a plan on paper and is relatively unknown and difficult to understand (UCT, 2015). Hence, the main focus of the Communal Property Associations and Rural Transformation Model, commonly known as “the Wagon Wheel, has been

agrarian transformation instead than improving the livelihood of the rural people and spurring developments in the rural areas as envisioned at the onset of CPAs. The model seeks to integrate and strategically conceptualize, institutionalize and implement rural development programs and achieve social cohesion and inclusivity in developing rural economies (DRDLR, 2014). This model is limited in addressing specific challenges in the governance and management of CPAs that have plagued CPAs. As such, land reform is the crucial tenant (UCT, 2015) of the Wagon Wheel Model rather than a holistic framework that integrates corporate governance, management, and administration into a tool in the land restitution program.

3.8. Strategic management of CPAS

The challenges to the functionality and sustainability of CPAs have been discussed and presented in different research reports and acknowledged by the then Department of Rural Development and Land Reform (DRDLR) of South Africa, explained Manenzhe, Zwane, and van Niekerk (2016), Ngomane (2016) and Rusenga (2019). Furthermore, CPAs face challenges during the establishment and post-establishment phases (Armitage, Mbatha, Muhl, Rice, and Sowman, 2020; Apostolopoulou and Kotsila, 2022). The current CPA management model is an unfamiliar or somewhat foreign form of land management in traditional communities (Alden Wily, 2018; Lewis, Christianson, and Spinks, 2018). Also, a substantial part of CPA members is either illiterate or have no more than a primary level of education (Yobe, Mudhara, and Mafongoya, 2019; Weyer, Bezerra, and De Vos, 2019). As a result, the constitutions of CPAs are sometimes poorly drafted and generally written in a language not commonly understood by CPA members (Ngcukaitobi, 2021; Weinberg, 2021), who are beneficiaries of this organization.

Furthermore, the design and structure of some CPAs are sophisticated, with diverse enterprises that require appropriate business leadership that is in short supply within CPA membership (Tlale, 2022; Makhubele et al., 2022). There is considerable political and business interference in well-resourced CPAs, which destabilizes such CPAs (PMG, 2019). As such, the success of CPAs in improving rural livelihoods depends on changing their business model to enhance their performance and sustainability (Mushonga, Arun, and Marwa, 2019; Matlou, Bahta, Owusu-Sekyere, and Jordaan,

2021). Barolo, Arvand, and Ahmad (2014: 50) propose an integrated model consisting of a Resource-Based view and some industrial organization viewpoints. These authors acknowledge the positive impact of strategic management on the company's performance and suggest that strategic management (formulation, implementation, and evaluation) is equally critical for the success of any company at all stages.

Therefore, understanding an organization's internal and external environment may lead to the sustenance of competitive advantage (Koech, 2021; Onileowo, Muharam, Ramily, and Khatib, 2021). Hence, CPAs need to identify the strengths and weaknesses as well as opportunities and threats in the environment they operate (Benzaghta, Elwalda, Mousa, Erkan, and Rahman, 2021; Gepner, Tien, Dao, and Minh, 2022) if they want to grow, perform, and deliver tangible benefits to its beneficiaries.

Therefore, the strategy is for CPAs to capitalize on the organization's strengths and opportunities while mitigating the risks and weaknesses (Zhu, Chou, and Tsai, 2020; Baporikar, 2021) associated with the environment in which they operate. According to Livingston, Shah, and Happé (2019), as well as Amankwah-Amoah, Khan, and Wood (2021), this is called the strategy fit. In most cases, organizations fail because the strategy does not fit, so the capabilities and resources do not enable successful strategy execution. Hence, a proper SWOT analysis may help CPAs develop a strategy that allows for a seamless fit between their capabilities and available resources with its structures (Naro, and Lichtenfeld, 2021; Brands and Elam, 2021; Simek, 2022).

3.9. Chapter summary

Chapter 3 focused on the conceptual constructs underpinning this study. The land reform and CPAs from global, regional, and local perspectives were examined. The theoretical frameworks that support the concept of strategic management were outlined as well as the existing strategic management framework of CPAs. This helped the researcher to identify a gap of non-existent of a specific strategic management tool for these entities that carry the hopes of the rural poor.

CHAPTER FOUR

RESEARCH METHODOLOGY AND DESIGN

4.1. Introduction

This chapter gives an account of the methodology followed to address the research questions in this study to address the identified gap, with possible solutions to developing a strategic management framework for CPAs in South Africa. The chapter comprises discussed research processes, including the conceptual model framework, the research philosophy, the research design, the research strategy, population and sampling design, data collection and analysis, validity, and reliability, as well as ethical considerations.

4.2. Conceptual model framework

An integrated model consisting of a Resource-Based view, aligned to strategic management processes and some industrial organization viewpoints (McGahan, 2021; Nayak, Bhattacharyya, and Krishnamoorthy, 2022), is proposed for this study as a strategic management framework for CPAs. This is to acknowledge the positive impact strategic management plays on the performance and sustainability of CPAs (Hongming, Ahmed, Hussain, Rehman, Ullah, and Khan, 2020). According to Rodrigues and Franco (2019) and Foris, Florescu, Foris, and Barabas (2020), all stages of strategic management (that is, formulation, implementation, and evaluation) are equally critical for the success of any organization or business entity.

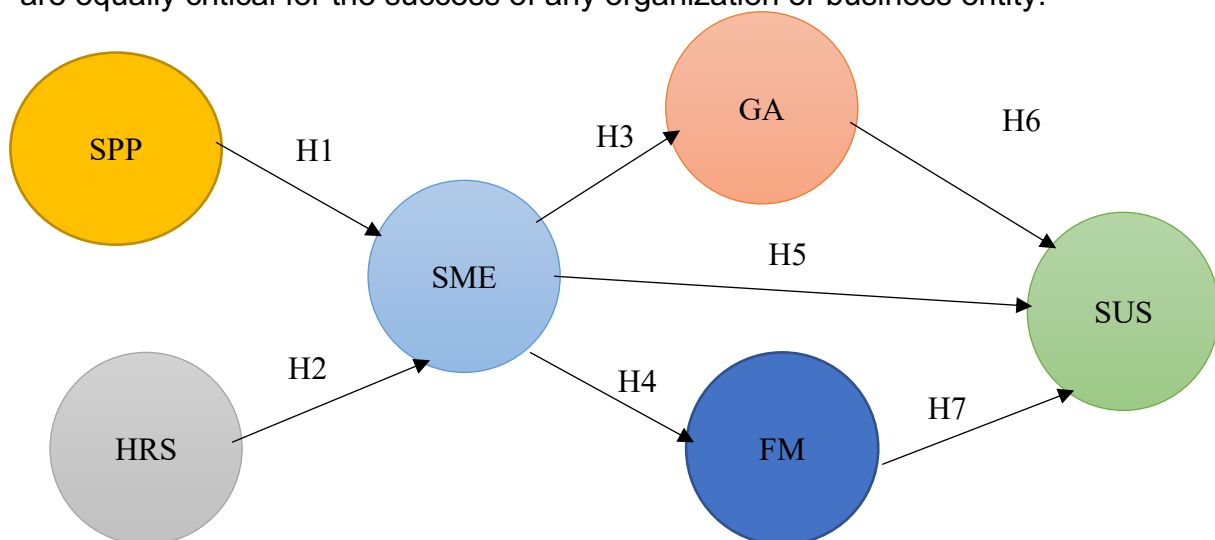


Figure 4.1: Conceptual framework for strategic management of CPAs in the North-West Province

As such, a conceptual framework developed for this study should include elements of McKinsey's 7S Model (that is, Strategy; Structure; Systems; Staff; Skills, Style, and Shared values) which are interconnected for better facilitation of the CPAs' ability to implement planned strategies (Jollyta, Oktarina, Astri, Kadim, and Dasriani, 2021; Chmielewska, Stokwiszewski, Markowska, and Hermanowski, 2022). This is in line with the Resource-Based view on the significance of internal resources for the CPAs' success (Dubey, Gunasekaran, Childe, Blome, and Papadopoulos, 2019.), as shown in Figure 4.1.

The formulated strategy needs to be implemented to test its effectiveness (Shad, Lai, Fatt, Klemeš, and Bokhari, 2019; Schwab, Sharma, and Hoffmann, 2022). Barriers to strategy implementation in most cases include resistance from staff, poor achievement of financial goals by the formulated strategies, failure to realize any success, ineffective execution, and the fact that some corporate strategies are never implemented (Köseoglu, Altin, Chan, and Aladag, 2020; Tetteh, Agyenim-Boateng, and Simpson, 2022; Ziba, 2022). As a result, the focus should be placed on all stakeholders involved to be taken on board with critical decisions of developing a strategic management framework within CPAs.

4.2.1. Hypotheses formulation

To correctly state the hypotheses of this study, as shown in Figure 2.4, it was essential to establish the link between the strategic management of CPAs versus strategic management evaluation (SME) and strategic management profile of CPAs and strategic management evaluation.

4.2.2. Strategic management of CPAs versus strategic management evaluation (SME).

In this study, it is essential to focus on the intentions of the establishment of CPAs and the target outcomes (hunger, poverty, inequality, and unemployment) within predominantly rural communities (Hornby and Hull, 2022). Setting goals provides guidance and direction, effective use of resources, motivation for those involved as well as monitoring that allows for continuous review and adjustment of strategic goals where necessary (Wong, Baars, Davis, Van Der Zee, Houben, and Paas, 2019; Chang, Panjaburee, Lin, Lai, and Hwang, 2022).

4.2.3. Strategic management profile of CPAs and strategic management evaluation

Any organization's good strategic management profile requires strategic management evaluation processes driven by skills, knowledge, and experience (Oliva, and Kotabe, 2019; Hitt, Arregle, and Holmes, 2021). Thus, the strategic management evaluation results were sought during the data collection process in this study to analyze and develop contextual plans that may improve the CPAs' performance. Siagian, Jade, and Tarigan (2020) and Stewart (2022) highlighted that knowledgeable strategic leadership could make better decisions, solve problems, improve business processes, and measure progress. Communal Property Associations (CPAs) led by experienced leaders are perceived to be effective in executing plans and can constantly monitor the progress of strategic goals to ensure competitive advantage (Liou, and Rao-Nicholson, 2021; Moschella, Boulianne, and Magnan, 2022). However, the current literature has not revealed the relationship between the strategic management profile of organizations and the strategic management evaluation, especially in the CPAs environment. This study has formulated a hypothesis to establish a relationship between the two constructs.

Hypothesis 1:

H₀: There is a positive and significant relationship between the strategic management profile and strategic management evaluation in the CPAs in the North West province of South Africa

H₁: There is a negative and insignificant relationship between the strategic management profile and strategic management evaluation in the CPAs in the North West province of South Africa.

4.2.4. Human Resources and strategic management evaluation

Human resources play a significant role in the performance and sustainability of any organization (Noguchi, 2022). On the other hand, strategic management evaluation of employee processes is purported to determine the number, skills, experience, and motivation required in CPAs for their performance. Some researchers have reported that the current situation where skilled, knowledgeable, and experienced beneficiaries of CPAs migrate to cities may negatively impact the CPAs (Magidi, 2022; Noguchi,

2022; Kanchinyi, 2022) performances. As such, entities such as CPAs needed to operate as business enterprises in order to create an environment that attracts and retains skills, knowledge, and experience in rural areas where they are needed most (Akyazi, Goti, Oyarbide, Alberdi, and Bayon, 2020; Hassan, Pandey, Varkkey, Sethi, and Scullion, 2022). Vincent and Pinsker (2020) and Kombate and Kouadio (2022) reported that strategic management evaluation of indicators of human resource management enhances proper planning, formulation of strategic goals, implementation as well as monitoring of these strategic goals may positively enhance the performance of CPAs.

Hypothesis 2

H₀: Human Resource processes and strategic management evaluation positively and significantly related to CPAs' strategic management in the North-West Province of South Africa.

H₁: Human Resource processes and strategic management evaluation negatively and insignificantly related to the strategic management of CPAs in the North-West Province of South Africa.

4.2.5. Governance accountability and strategic management evaluation

The characteristics of good governance include responsiveness, which could address poverty and unemployment to a more significant extent (Eke, Christopher, and Nnamdi, 2019; Gaghman, 2020). Dube, Nhamo, and Chikodzi (2021) and Lodder and Slinger (2022) reported that risk management, as part of good governance, is essential in ensuring strategic management evaluation in any organization. Hence, CPAs' institutional and structural challenges also require occasional strategic management evaluation to attain good governance (Pamungkas, Ghozali, Achmad, Khaddafi, and Hidayah, 2018). Various authors highlighted that effectiveness in the identification of roles and responsibilities, as well as proper allocation of resources, could be attainable if CPAs conduct their strategic management evaluations and practice good governance (Bennett, Katz, Yadao-Evans, Ahmadia, Atkinson, Ban, Dawson, de Vos, Fitzpatrick, Gill, and Imirizaldu, 2021).

Hypothesis 3

H₀: There is a positive relationship between governance accountability and strategic management evaluation of CPAs in the North-West of South Africa.

H₁: There is a negative relationship between governance accountability and strategic management evaluation of CPAs in the North-West of South Africa.

4.2.6. Strategic management evaluation and financial management

Organizations could use strategic financial management processes to continuously evaluate the business environment to create profits and attain their short and long-term goals (Kabeyi, M., 2019; Anwar and Abdullah, 2021). Oliveira and Lopes (2019); Hu, Hsu, Chen, and Liu (2021) reported that strategic management evaluation processes could allow CPAs to identify risks and use resources effectively and efficiently; furthermore, without proper financial planning and strategic evaluation of goals and objectives, there would not be direction (Wijaya, Girsang, Ramadhani, Nasution, and Karo, 2022) for CPAs and these entities are bound to fail. Sound financial management backed by strategic management evaluation could ensure good performance and sustainability of CPAs.

Hypothesis 4

H₀: There is a positive relationship between strategic management evaluation and financial management in the CPAs environment of the North-West Province.

H₁: There is a negative relationship between strategic management evaluation and financial management in the CPAs environment of the North-West Province.

4.2.7. Strategic management evaluation and sustainability management

Sustainable management requires strategic evaluation processes to analyze internal and external environments and ultimately develop and implement competitive business strategies (Barbosa, Castañeda-Ayarza, and Ferreira, 2020; Lu, Liang, Zhang, Rong, Guan, Mazeikaite, and Streimikis, 2021). Current literature has revealed that such processes could enable CPAs to improve operational efficiency, which is

essential for their sustainability (MacNeil, Adams, and Walker, 2021; Gazzola, Amelio, Papagiannis, and Michaelides, 2021). Some authors have also reported that strategic management evaluation could indicate whether the strategies are being implemented and are successful or need to be reviewed (Piccarozzi, Aquilani, and Gatti, 2018; Nicola, O'Neill, Sohrabi, Khan, Agha, and Agha, 2020). This could allow for the appraisal of CPAs' strategic goals and measuring their performance.

Hypothesis 5

H₀: Strategic management evaluation has a significant relationship with sustainability management in the CPAs of North-West Province.

H₁: Strategic management evaluation does not have a significant relationship with sustainability management in the CPAs of North-West Province.

4.2.8. Governance accountability and sustainable management

Good governance and accountability generally provide for proper planning, formulation of strategic goals, implementation, evaluation, control, and feedback to stakeholders (Nugmanovna, 2021; Amaghouss and Zouine, 2022). Ngomane and Sebola, 2020). Tibe (2021) reported that the success of land reform programs of restitutions and redistribution depends heavily on the management strategies of entities like CPAs, which are anchored on good governance and accountability processes. On the other hand, Koot, and Büscher (2019) & Tshidzumba and Chirwa (2022), highlighted that CPAs were established as vehicles for improving the socio-economic conditions of land claimants and their sustainable management is therefore essential as their failure has adverse effects on the objectives of the land reform program. Furthermore, Sebola and Mamabolo (2018) & Manenzhe (2019) opined that good governance and accountability processes must form the basis of sustainable management of CPAs.

Hypothesis 6

H₀: There is a significant positive relationship between governance accountability and sustainable management of the CPAs in the North-West Province.

H₁: There is an insignificant negative relationship between governance accountability and sustainable management of the CPAs in the North-West Province.

4.2.9. Financial management and sustainable management

To improve beneficiaries' socio-economic livelihoods, CPAs must operate as business enterprises to generate dividends and create jobs for the beneficiaries (Ramaloko and Asha, 2019; Vink and Kirsten, 2019). Some authors (Griffith, Baur, and Buckley, 2019; Cebekhulu and Ozor, 2022) pointed out that sound financial management could provide for good planning of both human and material resources, a better understanding of business operations, and financial sustainability in the organization. On the other hand, Hornby and Hull (2022), Wong, Baars, Davis, Van Der Zee, Houben, and Paas (2019) & Chang, Panjaburee, Lin, Lai, and Hwang (2022) have reported that for CPAs to achieve their strategic objective and be sustainable, they must target indicators of sound financial management.

Hypothesis 7

H₀: There is a significant positive relationship between financial management and sustainable management in CPAs across the North-West Province.

H₁: There is an insignificant but negative relationship between financial management and sustainable management in CPAs across the North-West Province.

4.2.10. Strategic management of the CPAs Versus Strategic Management Sustainability (SUS).

Communal Property Associations (CPAs) were established to hold and administer the land on behalf of beneficiaries of land reform programs to derive benefits intended to improve the livelihoods (Pollard, Chikunda, Mohale, Goredema, and Kotschy, 2021) of the rural poor.

4.2.11. Analysis of the effect of CPA's sustainable management.

The challenges of how CPAs conduct their businesses and are unable to deliver the expected outcomes of improving the lives of beneficiaries have been raised by several researchers (Mabasa, 2019; Netshifhefhe, 2021; Dewi, Manochin, and Belal, 2021; Xaba, 2022). This has implications for social cohesion and social stability within communities, and CPAs' inability to deliver to beneficiaries has remained a matter of concern to the government of South Africa.

The plight of beneficiaries of land reform is a sore sight, and the lack of value for money that the government has invested in land reform programs is also a concern when compared to the expectations from the onset of CPAs and, as such, challenges associated with the current performance of CPAs need urgent attention (Seymour, 2019; Ndlovu, 2020; Chipuriro, 2021). Based on the hypothesis, the model specification for this study was elaborated below.

4.2.12. Model specification

The following models were used to test and estimate the sustainability of the CPAs in the North-West province of South Africa.

$$y_{SUS\ 1} = C_1 + \beta_1 X_{SPP} + \beta_2 X_{HRS} + \beta_3 X_{SME} + E_1 \dots \dots \dots (1)$$

Model 1 comprises the strategic management profile, human resource strategies, and strategic management evaluation as the predictor variables.

$$y_{SUS\ 2} = C_2 + \beta_2 X_{HRS} + \beta_{2.2} X_{SME} + \beta_{2.3} X_{FM} + E_2 \dots \dots \dots (2)$$

On the other hand, the predictor variables that formed model 2 were human resources strategies, strategic management evaluation, and financial management.

$$y_{SUS\ 3} = C_3 + \beta_{3.1} X_{SPP} + \beta_{3.2} X_{SME} + \beta_{3.3} X_{GA} + E_3 \dots \dots \dots (3)$$

The last model (Model 3) was formed by strategic management profile, strategic management evaluation, and governance accountability.

Where: y_{SUS} = Sustainability management

$C_{1,2,3}$ = constant

$\beta_{1,2,3}$ = coefficient

X_{SPP} = Strategic Management Profile

x_{HRS} = Human Resource strategies

X_{SME} = Strategic Management Evaluation

X_{FM} = Financial Management

X_{GA} = Governance Accountability

4.3. Research philosophy perspectives

In this study, the philosophy of the researchers was better captured by the definition of Saunders, Bristow, Thornhill, and Lewis (2019), who refers to the research philosophy as a belief in how data of a phenomenon under investigation should be collected, analyzed, and applied. According to these authors, philosophical assumptions are also referred to as paradigms or worldviews and are defined as a set of beliefs that influences or guides the action of a researcher. Willig (2019) identifies two main views that form the basis of paradigms or world views: ontology and epistemology. The ontological assumption is about what exists to know, whereas epistemology is about how to develop an understanding of what exists. This study follows an epistemological assumption to guide the research strategy, methods, and techniques used to achieve the research objectives.

4.3.1. Overview of the paradigms

According to Saunders, Lewis, & Thornhill, (2012), Paradigms provide the rationale for the research, specify the adopted data collection and analysis methods, and have many branches with a wide range of disciplines. Kelly, Dowling and Millar (2018), on the other hand, indicate that business studies recognize four main paradigms or worldviews that is pragmatism, positivism, realism, and interpretivism.

In this study, pragmatism was seen as the reflection of the practical experiences of society (Creswell and Creswell, 2017) and was associated with both positivism and interpretivism paradigms. Furthermore, realism was highlighted as the belief that reality is independent of the human mind, thus relying on a scientific approach to develop knowledge (Yucel, 2018). On the other hand, positivism was associated with observing reality within a society or natural setting and producing generalizations. It further leads to the discovery of new facts and the meaningfulness of the data surrounding the phenomenon under observation.

This worldview is assumed to rely on the reflection of the status quo (Bonache and Festing, 2020). Lastly, the interpretivism paradigm is perceived as a way of understanding the meaning of peoples' attributes towards their behavior and the outside world (Yucel, 2018). Interpretivism seeks to understand the subjective meanings of people in study domains. According to interpretivism, scientific knowledge is based on participants' meaning and knowledge. The existing subjective

meanings must be acknowledged and reconstructed without distorting them to build theories (Alharahsheh and Pius, 2020).

4.3.2. Positivism and Interpretivist paradigms as used in this study

This study follows both the positivism and interpretivism paradigms in developing the strategic management framework for CPAs in South Africa. Both approaches are followed as the study involves working with social reality, and the outcome can generalize the study findings into policies and regulations (Saunders *et al.*, 2019). The practical experiences of the participants (given the fact that most CPAs had more than 20 years of experience) in the North-West in the context of positivism, where data in numbers was used to establish relations. The researcher believes that using a pragmatist approach may enhance our understanding of the research participants' views and the characteristics of the CPA committee members, the CPA beneficiaries, and the department managers (officials), which influence the plans and policies for improving the performance of CPAs.

4.4. Study location

The location of the study was carefully selected based on different local municipalities within the different districts. The selection of the study location was premised on the definition provided by Sekaran and Bougie (2013) and Majid (2018), who described the location as the actual place or area where the research is taking place or where data is being collected. Figure 3.1 shows the locations of this study in terms of the different municipalities.

The study site for Bojanala district, where data was collected, is Moses Kotane local municipality area; for Dr. Kenneth Kaunda district, data was collected in the Tlokwe local municipality area; in Dr. Ruth Segomotsi Mompati district, data was collected from the Taung local municipality area; and for Ngaka Modiri Molema district, data was collected from the Ramotshere Moiloa local municipality area. The study sites were chosen because of the concentration of CPAs and the number of communities that have benefited from land reform programs in these areas compared to other parts of the province. Furthermore, the centrality and access from the neighboring municipalities were also critical considerations in identifying appropriate data collection sites. This means the consenting participants from neighboring

municipalities within the district could attend the briefings and data collection schedules as arranged.

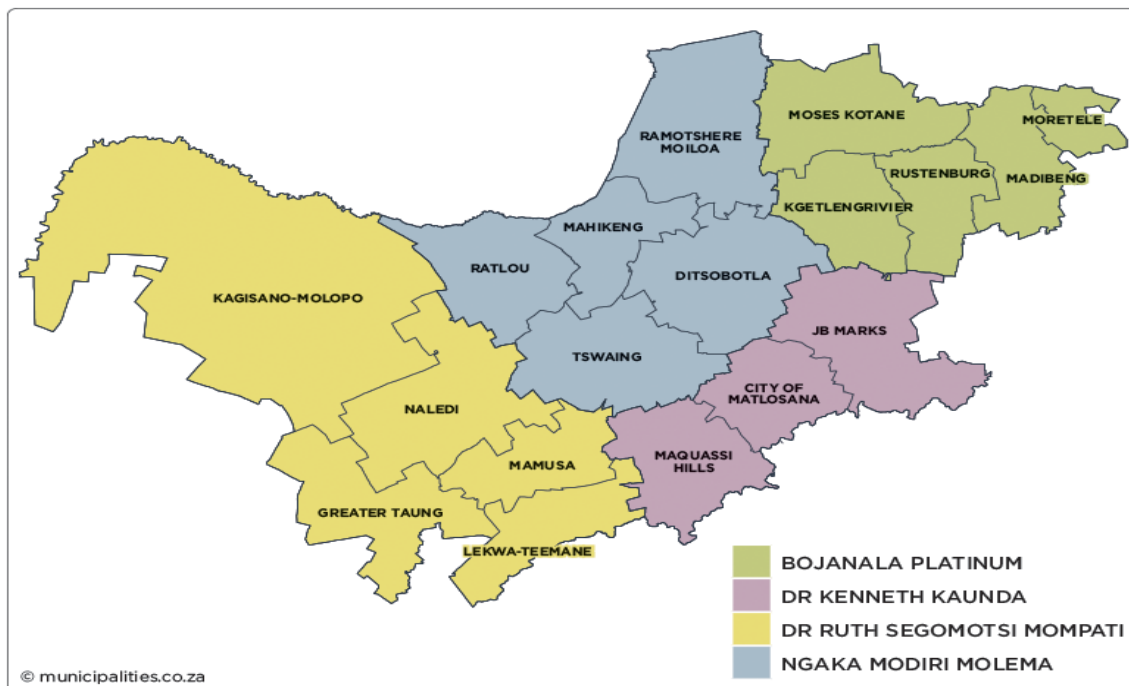


Figure 4.1 North-West Municipalities (Source: Municipalities.co.za.)

4.5. Research design

A research design is defined as a plan and or procedure that outlines the research methodology from philosophical assumptions to data collection, analysis, and interpretation (Jacobs and Cornelius, 2022; Thompson, Deatrick, Knafl, Swallow, and Wu, 2022). The design choice is based on the abovementioned elements, as the research problem also informs the research approach, the researcher's experience, and the research audience (Creswell and Creswell, 2018; Almalki, 2016). This study followed a contemporary mixed-method design to understand the phenomenon being studied in-depth.

4.5.1. Concurrent Mixed-Methods Research designs (CMMRD)

The advantage of using CMMRD was derived from the central premise of this study in that the researchers employ a single phase, simultaneous quantitative and qualitative data collection (Stinder, Schelte, and Severengiz, 2022). This approach saved time and resources, considering the vastness of the North-West province and the Covid-19 regulations during the data collection period. Combining these methods also gave

credibility to the findings of the study compared to a study with a single approach, data collection method, and method of analyzing the data (Maarouf, 2019). Hence, data was collected by designing a tool that ensures both qualitative and quantitative information was collected from participants as scheduled. This study, therefore, followed a contemporary mixed-methods approach (QUAN + QUAL) with a pragmatic worldview.

The positivist approach underlined the quantitative data, while qualitative information gathered was related to the interpretive approach. The CMMRD, therefore, allowed for the application of multiple worldviews (Demir and Pismek, 2018; Ozer, 2021). Using a contemporary design, the researcher collected rich data through survey questionnaires (see Appendix A1) and qualitative data using an open-ended interview guide (Appendix A 2) during the same phase of the research process, as shown in Figure 3.2.

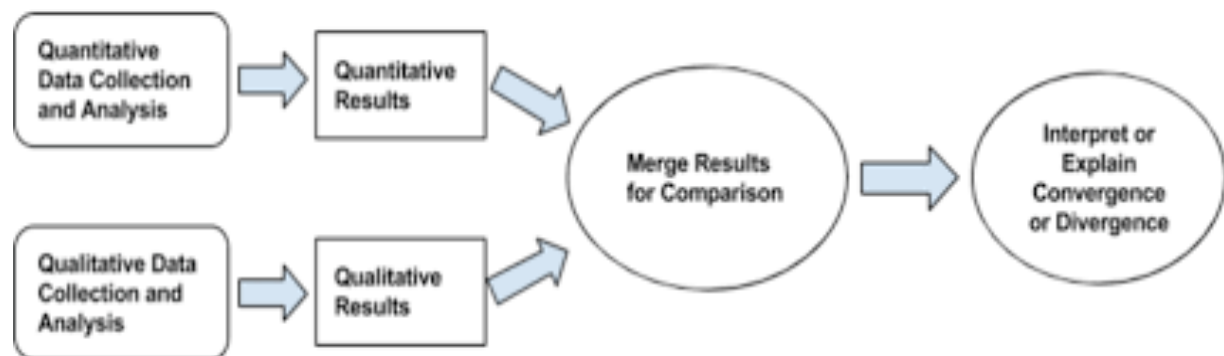


Figure 4.2: Concurrent research design
Source: Demir and Pismek, (2018)

4.5.2. Reasons for choosing Concurrent Mixed-Methods Design (CMMRD)

Concurrent mixed-method research designs (CMMRD) provide researchers with deep and broad information about a phenomenon compared to a singular approach. This design method affords researchers to have informed conversations on information generated by methods collectively and provides for greater scope in using words and numbers to investigate problems. The benefits of CMMRD are summarized into the following three points: provides for clarification, enhancement of results from one method with the results of another method (Complementarity); utilization of the results of another method to inform another, thus addressing all aspects of the inquiry in

entirety (Development), identify contradictions and inconsistencies discovered within data sets as well as allows for reformulation or addition of questions (Maarouf, 2019).

4.6. Research instrument

The rationale for Mixed Method Research (MMR) includes triangulation that is achieved through mutual corroboration of both data sets; allowing for posing of different research questions at the onset of the study; minimizing the weaknesses of individual methods; allowing for exploration, expansion, illustration, and completeness as it accounts holistically for the phenomenon under study (Doyle, Brandy, and Byrne, 2016). In this study, two data collection instruments were developed (Survey questionnaires and an open-ended interview guide). However, the researchers commence with the quantitative phase of this study by developing a survey questionnaire.

4.6.1. Quantitative phase: survey questionnaires

The survey questionnaire was developed for the land reform beneficiaries and CPA committees' categories of participants (Appendix A.1) for this study. The questions were developed from an extensive literature review based on documentation analysis relevant to the study. The questionnaire was divided into sections A (Biography profile); B (Demographic profile); C (Educational profile); D (CPAs profile); E (Strategic management of CPAs profile); F (CPAs strategic management evaluation); G (Governance and Accountability); H (Employees, System, and Process) and I (Financial management). The questionnaire comprised open-ended questions requiring further explanation and closed-ended questions pre-coded on a five-point Likert scale of 1-5, with 1 and 2 being positive, three neutral, and four and five being unfavourable.

Interviews were conducted purposefully by selected participants of CPA committees and CPA beneficiaries with in-depth knowledge of the phenomenon, and meetings were arranged across the four districts of the NW province. Questionnaires were distributed to the participants in the arranged meetings for data collection after the briefing sessions. A total of 272 questionnaires were distributed across the 4 district meetings, and each questionnaire took roughly 30-35 minutes to complete. Despite the information given in the meeting, prepared interview guides were used, and the

questionnaire had an introduction to explain the purpose of the survey. Trained enumerators administered the questionnaires and then retrieved them immediately. The numerators also took notes by hand and used tape recordings to ensure a much fuller record because transcribing the tape recordings ensures accuracy. That helped the numerators to focus on the interview. This way of distribution and administration improved the response rate and saved time and costs. (Sreejesh, Mohapatra and Anusree, 2014; Ikart, 2019).

4.6.2. Qualitative research instruments

Qualitative research is about exploring and understanding the meaning and experiences individuals, or groups attach to a social or human problem. The process involves collecting data at the participants' setting, analyzing it inductively and developing themes to extract meaning and interpret the data (Tarin, 2017; Lach, 2014).

The study used a questionnaire guide (*Appendix A.1*) and photographs to collect the rich and detailed qualitative information (Braun et al., 2021; Majumdar, 2022). Ligita, Nurjannah, Wicking, Harvey, and Francis (2022), reported that the qualitative data information unlike quantitative one, has a potential of revealing the respondents 'distinct experience and unique situations surrounding their businesses. The questionnaire guide was design to tease out the respondents' unique CPAs' experience.

4.7. Population and sampling for quantitative method

According to Mpungose (2018), the population is the entire group of individuals that are of interest to the researcher and to which the answers to our research problem emerged. Information on the registered CPAs was sourced from the provincial Department of DALRRD. A total of 180 CPAs of varying sizes have been registered over the years, with approximately 500 000 beneficiaries across different communities of the North-West (DRDLR, 2017). Stratton (2021) suggests sampling is done to determine the study objectives using the proper sample determination procedure. In this study, both probability and non-probability sampling process was followed.

4.7.1. Sample size for quantitative methods.

The sample size is a smaller unit or subset of the entire main population from which the research is conducted. The sample size is crucial because it informs the generalization of study findings, as all characteristics of the main population must be represented in the sample (Murayama, Usami, and Sakaki, 2022). This study calculated the sample size using Raosoft software (Alsaad, Almahdi, Alsalameen, Alomar, and Islam, 2022) for probability sample size determination.

The sample size (n) and the margin of error (E) were calculated using the following formula:

$$x = Z(c/100)^2 r(100-r)$$

$$n = N x / ((N-1)E^2 + x)$$

$$E = \text{Sqrt} [(N - n)x / n(N-1)]$$

where N is the population size, r is the fraction of responses you are interested in, and $Z(c/100)$ is the critical value for the confidence level c.

To determine the appropriate sample size for this study, the estimated population size was 500 000, with a margin of error of 5,95%, a response rate of 50%, and a confidence level of 95% was used to compute the sample size of 272.

4.7.2. Sampling frame for quantitative methods.

The sample frame is a list of all cases in the population from which the sample will be taken (Majid, 2018). For this study, the sample frame, which was a list of all CPA beneficiaries in the NW province who are land claimants and are black, was obtained from DALRRD. All men and women, youth and old members were considered in the sample frame. All CPAs in traditional and non-traditional authorities, including those under administration, were also considered.

4.7.3. Sampling technique for quantitative methods.

Sampling techniques are specific processes followed in selecting a sample and are categorized into probability and non-probability sampling (Rahi, 2017). In probability sampling, each participant has an equal chance of being selected in a study, thus ensuring the representativeness of the larger population, while in non-probability

sampling, the chances of a participant being selected are not known; participants are chosen based on their availability and convenience (Vyver, 2020). This study adopted a simple random probability sampling technique based on each participant having an equal chance of being included in the sample population. Using this sampling technique ensured that the selected sample was representative of the population, and the amount of variance in the given data could be estimated due to sampling error (Remler and Van Ryzin, 2015; Taherdoost, 2016; Saunders et al., 2019).

The study used a list of 180 CPA entities provided by the provincial Department of DALRRD for each district. The CPA beneficiaries were then invited to district meetings arranged for briefing and participation in the study. A total of 45 in Ngaka Modiri Molema was obtained; Bojanala accounted for 169 participants, Dr. Kenneth Kaunda, 29 participants turned up, and Dr. Ruth Segomotsi Mompati accounted for 29 of the 272 total participants.

4.8. Population and sampling for qualitative methods

Population is defined as the total individuals with characteristics that are of interest to the researcher (Salkind, 2014). According to Sekaran and Bougie (2013), population is defined in terms of characteristics, geographical boundaries, and time. To address the challenge of including all elements of the population, a sampling frame and target population need to be identified.

Target population is a set of units to be studied in the research project that the researcher wishes to generalize the study results to (Mpungose, 2018). It is a group of individual or subjects that can be included in the study as participants (Salkind, 2014; Trochim, 2016; Mpungose, 2018). The target population for this study comprised of three different groups that is CPAs in the NW province of South Africa, land claimants or beneficiaries as well as officials from DALRRD dealing with CPAs:

- CPA committees – they are legal landholding entities that are registered with the Department of Agriculture, Land Reform and Rural Development (DALRRD). They hold the land on behalf of the beneficiaries and have the mandate of improving the beneficiaries' livelihoods from economic spinoffs of the restituted land.

- Beneficiaries – are groups of land claimants to whom land was restituted. These are groups that elected CPA committees to hold land on their behalf with the aim of benefiting from all the economic proceeds of the restituted land.
- Department officials – these are officials within DALRRD responsible for CPAs. These officials provide technical support which includes registration of CPAs, compliance monitoring with the CPA Act, oversight, and appropriate interventions in the operations of these institutions.

The beneficiaries and DALRRD officials are included in this study as they provided rich information on the structural and institutional dynamics of CPAs which has provided the basis of developing a strategic management of CPAs in South Africa. The population for this study was represented through a carefully selected sample using the following sampling procedures and methods:

4.8.1. Sampling size for qualitative methods

The sample size for qualitative method in this study was selected using purposive sampling. This sampling method is commonly or popularly used by researchers (Mofikoe, 2020). Valero et al (2016) and Mofikoe, (2020), warned researchers that in as much as it is easy to randomly select a sample participants or objects in a population group, the method itself is resource-intensive and researchers can choose least demanding methods with proven record of obtaining the sample that can give information of interest.

This study has chosen the participants for the qualitative sessions from beneficiaries. The eighteen participants (n = 18) were selected from the list of CPA committees, communities, or beneficiaries as well as officials in the land reform unit responsible for CPAs obtained from the Department of Agriculture, Land Reform and Rural Development (DALRRD) for qualitative methods.

4.8.2. Sampling frame for qualitative methods

Sample frame is a list of the population units from which to select participants. It is a list of all cases in the population where the sample will be taken from (Sahu, 2013). For this study the sample frame which is a list of all CPAs in the NW province, Communities who are land claimants and department Officials responsible for CPAs

was obtained from DALRRD. Saunders, Lewis, and Thornhill, (2012), warned that researchers must be alert that the data bases or information held about organizations are often incomplete or inaccurate. For this study the researcher is better placed to obtain accurate lists of the sample frame due to her current and previous work experience in the Department (DALRRD). Additionally, qualitative information was also obtained from CPA annual reports.

4.8.3. Sampling technique for qualitative methods

Sampling is defined as a process of selecting a group, objects or units for measurement from the population of interest. It is the part of the population used by the researcher to gather information. The selected sample must always have similar characteristics of the population to be studied (Blackstone, 2018; Van der Vyver 2020; Trochim, 2016; Salkind, 2017). Sampling techniques are specific processes followed to select a sample and are categorized into probability and non-probability sampling. In probability sampling each participant or object has an equal chance of being selected in a study whilst in non-probability sampling the chances of a participant being selected is not known (Rahi, 2017; Van der Vyver, 2020).

Sampling strategies for mixed methods include both the probability sampling which aims at increasing the external validity and purposive sampling which aims at increasing transferability of the study results. This combination allows the researcher to generate rich and balanced information about the phenomenon that is being studied (Chidiebere, 2020). The table below outlines the different types of probability and non-probability sampling as explained by (Rahi, 2017; Smith, Swanson, Chiappone, Miller and Ault, 2011).

4.8.4. Participants' recruitment

The following process was followed:

- CPA committees and beneficiaries' meetings were arranged through the department (DALRRD) officials in different districts where the research study purpose, process and procedures was explained. Consenting participants will then be invited on an agreed date for data collection.
- Covid-19 protocols were observed according to the lockdown level regulations

on all gatherings

- Data was collected by trained numerators under the supervision of the researcher

4.9. Data collection

4.9.1. Quantitative data collection

Quantitative data was collected through surveys and constituted primary data for the study. An open-ended interview questionnaire (Appendix A.2) was developed from a literature review based on documentation analysis relevant to the study. The draft questionnaire was subjected to pilot testing to determine whether the potential participant will understand what needs to be done (if instructions are clear), rule out any ambiguity or any potential insensitive issues present, determine the time required for the interview. The pilot study revealed that the questionnaire was clear and understandable. The whole interview took 30-35 minutes on average to complete, which was acceptable.

The questionnaire was divided into sections A (Biography profile); B (Demographic profile); C (Educational profile); D (CPAs profile); E (Strategic management of CPAs profile); F (CPAs strategic management evaluation); G (Governance and Accountability); H (Employees, System, and Process) and I (Financial management). The questionnaire comprised open-ended questions requiring further explanation and closed-ended questions pre-coded on a five-point Likert scale of 1-5, with 1 and 2 being positive, three neutral, and four and five being unfavorable.

Interviews were conducted with all selected participants through arranged meetings across the four districts of the NW province. Questionnaires were distributed to the participants in the arranged meetings for data collection after the briefing sessions. A total of 272 questionnaires were distributed across the 4 district meetings. Despite the information given in the meeting, prepared interview guides were used, and the questionnaire had an introduction to explain the purpose of the survey. Trained enumerators administered the questionnaires and then retrieved them immediately. The numerators also took notes by hand and used tape recordings to ensure a much fuller record because transcribing the tape recordings ensures accuracy. That helped

the numerators to focus on the interview. This way of distribution and administration improved the response rate and saved time and costs. (Sreejesh, Mohapatra and Anusree, 2014; Ikart, 2019).

4.9.2. Qualitative data collection

In the qualitative phase of this study, data was collected through the techniques outlined below:

4.9.2.1 Documentation

Data collection for this study started with documentation analysis which involved systematically analyzing print and electronic documents to provide background for the study (Van der Vyver, 2020). For example, documents such as performance reports, official publications, and organizational records are good secondary data sources (Sreejesh, Mohapatra, and Anusree, 2014). A great deal of available and accessible reports and publications were reviewed. Document analysis was vital as it helped the researcher form an opinion on the existence of strategic management of CPAs and developed relevant questions for other data collection instruments. The researcher used structured interviews and survey questionnaires to complement the data collected through documentation analysis during the literature review. Patton (2003), cited in Makauki (2017), recommends mixing interviews with documentation analysis in collecting quantitative data. In this study, documentation analysis of the performance of CPAs was done as the basis of the literature review.

4.9.2.2 In-depth open-ended interviews

Participants were allowed to hold open discussions, which were done simultaneously while administering an open-ended questionnaire. There was no specific tool developed for this phase. Through open-ended questions, the researcher could adjust questions and make follow-ups where necessary. That enabled efficiency in collecting rich quality data (Ngomane, 2016). Consent for audio recording the interviews was sought from the participants to make it easier to retrieve information that could not be captured through the interview guide at a later stage.

4.10. Data analysis and interpretation

4.10.1 Quantitative data analysis

The quantitative analysis was the main anchor for analyzing data collected in this study. Different tools and software used included Microsoft Excel, IBM SPSS statistic version 28 as well as SMART PLS. the following quantitative analysis techniques were also used in this study:

4.10.1.1. Descriptive statistical analysis

The descriptive data analysis provided for analysis of participants' biographic and demographic status (Sang, Yu, Lin, Zhang, and Jin, 2020). Frequencies and percentages were used for categorical data, while the means and standard deviations were used for numerical data. Cross-tabulations were also used to check the frequencies and percentages for the variables under consideration.

4.10.1.2. Correlation statistical analysis

This involved a combination of descriptive and correlation analysis where the mean, standard deviation, and correlation coefficients were presented. The main aim of this analysis was to check the relationship between variables of interest. The main focus was also to check whether the relationship was positive or negative and to look at the significance of the bivariate relations.

4.10.1.3. Inferential analysis for examination of factors that influence the strategic management framework of CPAs in NW province.

In the inferential analysis MANOVA, factor analysis and structural equation modeling techniques outlined below were used:

4.10.1.3.1 Multivariate Analysis of Variance (MANOVA)

In this analysis, the normality of residuals, the test of multivariate outliers, the test of multicollinearity, and the homogeneity of variance were tested prior to the actual analysis to determine model fit. The goodness of fit of models was assessed and showed that the model is reasonably fit for the current study. This led to the assessment of the multivariate effects per the study's objective.

4.10.1.3.2. Factor analysis (PA Factoring)

In this analysis, different factors were identified as constructs and indications per the study's objective and the survey questionnaire. Only factors with significant factor loadings were presented in the analysis of this study.

4.10.1.4. Structural Equation Modelling (SEM) for the exploration of factors influencing institutional arrangements of CPAs in NW province.

This analysis entailed the estimation of the structural equation model that was conceptualized. The framework showed the coefficients that determines sustainability of the CPA. It is in this model that the study contributed a scientific model that can improve the CPAs as business entities.

4.10.2. Qualitative data analysis

In the qualitative analysis, handwritten notes, survey responses, and audio-recorded interview responses were transcribed to digital text by data enumerators, thus producing a transcript summary. The researcher then reviewed the complete transcripts to familiarize herself with the collected data, its overall depth of credibility, and the general impression of the participants' ideas (Creswell and Creswell, 2018). The analyzed qualitative data complemented, validated, and explained the quantitative results to enrich the study.

4.10.3. Selection of the participants

The selection of participants in the study was based on the inclusion criteria for participation. In this study, only participants who were beneficiaries of land reform programs were included, belonging to CPAs and residing in the NW province. Only CPAs registered with the Department of DALRRD for over a year or more than two years old received or received grants and were willing to participate in the selection process.

4.10.4. Pilot study

The researcher conducted a small-scale version of this study, also known as a pilot study. The purpose was for the researcher to determine whether the potential participant will understand what needs to be done (if instructions are clear); rule out any ambiguity in the data collection instrument or any potential insensitive issues present; determine the time required for the interview, code the data in order to determine whether there are any potential coding problems and assess the feasibility of the study and whether there are any potential coding problems and assess the feasibility of the study and whether the data collectors have the skill to conduct the study or collect data. An opinion on how the questionnaire was structured and its content was sought from five participants that met the inclusion criteria were used for the pilot study, that is, two CPA committee members, two beneficiaries, and one government official from DALRRD (Ohei, 2018; Olivier, 2017).

The pilot study revealed that data collectors could express themselves in the language understood by participants and could relate well with them. There were no potential coding problems identified. The whole questionnaire was tested, and participants felt it was clear and understandable. The whole interview took 30-35 minutes on average to complete, which was acceptable. The whole interview took 30-35 minutes on average to complete, which was acceptable.

4.11. Reliability of the constructs

4.11.1. Internal reliability

The study used Cronbach's alpha test as one of the tools to test internal reliability. The results in table 4.1 revealed that all the constructs have a Cronbach's alpha coefficient, which is higher than the threshold of 0. 700. This implies that the constructs in the study have an excellent internal reliability index, and thus, we can conclude that constructs are reliable for this particular study.

Table 4.1 Results of Cronbach's Alpha for the constructs.

Constructs	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics	P Values
FM	0.904	0.903	0.012	77.347	0.000
GA	0.901	0.900	0.013	72.038	0.000
HRS	0.825	0.824	0.021	38.445	0.000
SME	0.887	0.885	0.016	56.369	0.000
SPP	0.838	0.836	0.022	37.473	0.000
SUS	0.890	0.889	0.018	50.601	0.000

4.11.2. Rho_A reliability

In this study, the Rho-A reliability was also presented to test the reliability of constructs (Table 4.2). The results show that the constructs are reliable because all the coefficients were statistically significant at a 5% confidence interval.

Table 4.2 Results of the rho_A.

Constructs	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
FM	0.906	0.907	0.011	81.121	0.000
GA	0.903	0.904	0.012	75.899	0.000
HRS	0.832	0.834	0.020	40.979	0.000
SME	0.887	0.887	0.015	57.854	0.000
SPP	0.843	0.846	0.021	39.646	0.000
SUS	0.901	0.910	0.025	36.763	0.000

4.11.3. The composite reliability

Composite reliability is also one of the indices used to measure the internal reliability of the constructs. Various studies have recommended a value of 0.700 for the constructs to have good composite reliability (Hameed, Hussain, and Khan, 2021; Irfan, Khan, Hassan, Hassan, Habib, Khan, and Khan, 2021). The results in table 4.3 show that all the constructs identified have a higher composite reliability index threshold and thus show good reliability of the constructs in the model.

Table 4.3 The results of the composite reliability

Constructs	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
FM	0.924	0.923	0.009	108.619	0.000
GA	0.920	0.919	0.009	99.525	0.000
HRS	0.878	0.877	0.013	66.732	0.000
SME	0.914	0.913	0.011	84.335	0.000
SPP	0.885	0.884	0.014	62.704	0.000
SUS	0.913	0.911	0.014	64.441	0.000

4.12. Construct validity

4.12.1. Convergent validity

The test of convergence validity is presented in table 4.4. According to the results, the convergence validity was acceptable because the average variance extracted (AVE) was above 0.500.

Table 4.4 The results of the average variance extracted

Constructs	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
FM -> SME	0.511	0.519	0.023	0.473	0.636
FM -> SUS	0.500	0.500	0.008	0.002	0.998
GA -> SME	0.719	0.733	0.080	2.722	0.007
GA -> SUS	0.543	0.550	0.030	1.438	0.150
HRS -> SME	0.548	0.055	0.035	1.349	0.177
SME -> SUS	0.500	0.505	0.008	0.023	0.981
SPP -> SME	0.551	0.562	0.042	1.200	0.230

4.12.2. Heterotrait -Monotrait

The Heterotrait-Monotrait (HTMT) was also used to measure the discriminant validity. Table 4.5 below shows the results of the HTMT and confirms that the study constructs have acceptable discriminant validity.

Table 4.5 The results of the Heterotrait -Monotrait

Constructs	FM	GA	HRS	SME	SPP	SUS
FM						
GA	0.797					
HRS	0.830	0.842				
SME	0.755	0.871	0.826			
SPP	0.724	0.749	0.731	0.760		
SUS	0.240	0.347	0.289	0.269	0.344	

4.12.3. Cross-loadings

The item loadings in table 4.6 showed that the indicator reliability of the constructs used is acceptable. This shows that the model is good.

Table 4.6 The results of the cross-loadings

Indicators	FM	GA	HRS	SME	SPP	SUS
E3	0.515	0.556	0.490	0.542	0.797	0.299
E4	0.552	0.588	0.582	0.592	0.808	0.205
E5	0.443	0.474	0.467	0.454	0.767	0.276
E6	0.466	0.470	0.421	0.451	0.777	0.245
E9	0.487	0.454	0.421	0.509	0.740	0.171
F2	0.565	0.623	0.496	0.749	0.579	0.215
F3	0.502	0.589	0.527	0.794	0.557	0.203
F4	0.552	0.633	0.593	0.808	0.512	0.214
F5	0.569	0.674	0.587	0.805	0.492	0.135
F6	0.556	0.627	0.630	0.829	0.522	0.242
F7	0.510	0.600	0.562	0.807	0.508	0.166
G1	0.477	0.718	0.559	0.611	0.480	0.311
G2	0.528	0.778	0.574	0.645	0.500	0.342
G3	0.593	0.799	0.628	0.626	0.586	0.288
G4	0.637	0.820	0.580	0.625	0.541	0.243
G5	0.514	0.754	0.564	0.536	0.444	0.193
G6	0.543	0.790	0.525	0.572	0.513	0.227
G7	0.511	0.709	0.465	0.531	0.445	0.140
G8	0.624	0.772	0.576	0.635	0.522	0.212
H2	0.497	0.495	0.706	0.477	0.371	0.122
H3	0.522	0.550	0.747	0.546	0.525	0.216
H4	0.639	0.639	0.838	0.620	0.556	0.258
H5	0.579	0.550	0.766	0.531	0.460	0.153
H6	0.523	0.560	0.776	0.538	0.440	0.234
I1	0.764	0.580	0.608	0.550	0.579	0.263
I2	0.781	0.517	0.541	0.504	0.456	0.146
I3	0.827	0.575	0.613	0.581	0.547	0.197
I4	0.841	0.629	0.618	0.583	0.519	0.196
I5	0.822	0.570	0.541	0.538	0.492	0.120
I6	0.780	0.548	0.547	0.490	0.468	0.132
I7	0.760	0.595	0.542	0.529	0.476	0.205
J1	0.247	0.292	0.224	0.180	0.259	0.789
J2	0.208	0.321	0.253	0.223	0.271	0.808
J3	0.195	0.217	0.196	0.221	0.249	0.773
J4	0.198	0.241	0.223	0.231	0.287	0.799
J5	0.080	0.192	0.137	0.151	0.130	0.753
J6	0.122	0.208	0.177	0.154	0.185	0.739
J7	0.130	0.248	0.158	0.140	0.222	0.755

Source: Researchers own data

4.13. Ethical considerations

The Ethics Clearance Committee of the North-West University (NWU) cleared the study. To proceed with the study, permission was granted by the National Department of Agriculture, Rural Development and Land Reform (DALRRD). Practical ethical issues observed included the right to information, safety, the choice to participate, and the option to withdraw from the study, amongst other issues (Saunders, Lewis, and Thornhill, 2012; Howitt and Cramer, 2014; Remler et al., 2015).

The cover letter to participants indicated voluntary participation, risks anticipated, and the provision to withdraw anytime was attached to the questionnaires. Written informed consent was obtained by signing this form. Written informed consent addressed reputational damage. Provision for the option to withdraw in case of discomfort, although it was not anticipated, was given. Collected questionnaires were kept under lock and key by the researcher. The questionnaire ensured that information could not be traced back to the respondents, thus ensuring confidentiality and anonymity.

4.14. Limitations of the study

The study is confined to the North-West province, which is a geographical limitation that imposes caution on a generalization of the findings of this study to other provinces of South Africa. The study is also limited to CPAs, and there are Trusts and maybe other committees that are vehicles of land reform to which the generalizability of study results will be limited (Queiros, Faria and Almeida: 2016; Kopung, 2017; Chidiebere, 2020).

4.15. Chapter summary

This chapter explained in detail the research methodology chosen for the study. The philosophical perspective, mixed methods design in general, population and sampling, data collection, and analysis methods helped address the research objectives and questions. This chapter forms the basis of having an outcome that will contribute to developing a strategic management framework for CPAs in the country. The next chapter will focus on interpreting and analyzing the collected data and presenting the study results.

CHAPTER FIVE

RESULTS OF THE DESCRIPTIVE ANALYSIS

5.1. Introduction

The research methodology chapter preceded this chapter. It presents the descriptive analysis of the study conducted to investigate the community property association in Northwest province. In addition, the response rate, bio graphics, demographics, profile, lesson learned, and chapter summary were presented in this chapter.

5.2. Response rate

The response rate of the survey study is vital to determine the generalizability of the findings (Ray et al., 2022). Therefore, multiple strategies to achieve a reasonable response rate are necessary to ensure good-quality data. Hedges et al. (2022) reported the limitations of the survey response rate and indicated that survey response rates are often poor in a large population and sample size. On the contrary, the current study has received a 100% response rate. This reasonable response rate may be attributed to the strategies used during and before data collection. Given this response rate, it is possible to generalize the current study's findings.

5.3. Biographic and demographic analysis

Three sections were restricted to provide biographic and demographic data in this study. This type of information was used to describe the sample population to provide more characteristics of the respondents. The role of this data was to give the profile of the respondents to match their business profile and capabilities (Felnhofer et al., 2021; David Strauss et al., 2022). The subsequent sections provide more detailed descriptions of the analysis mentioned above.

5.3.1 Biographic information of the respondents

The biographic information for the respondents was divided into two categories (gender and marital status). Below is the explanation of the findings based on the biographic information.

5.3.1.1 Gender representation

The respondents were divided into two main gender groupings (male and female). Of the 272 respondents, 116 (42.6%) were female (see Figure 4.1 a, b, and c), and 156 (57.4%) were males (see table 5.1 below). The results above show that female was in the minority compared to their male counterparts. These results may imply that females are less involved in CPAs' entrepreneurship than their male counterparts. It may also mean that the effects of separate development by the apartheid system still affect females' participation in land redistribution under the land reform program. Duval-Diop et al. (2021) reported similar gender gaps amongst the entrepreneurs in Malawi, where females' participation in entrepreneurship was 40.2% lower than that of males. On the other hand, Royo et al. (2021) found a significant difference between males and females regarding company ownership, funding, and access to funding. Such differences affected women more than men.

Table 5.1: Biographic description of the CPAs in Northwest province of RSA.

Variables	Categories	N	%
Gender	Female	116	42.6%
	Male	156	57.4%
Marital status			
	Single	156	57.4%
	Married	93	34.2%
	Divorced	2	0.7%
	Separated	3	1.1%

Source: Survey, 2021.



Figure 5.1 (a): Female CPAs in the North-West province.



Figure 5.1. (b): Female CPAs in the North-West province.



Figure 5.1 (c): Female CPAs in the North-West province

5.3.1.2 Marital status of the CPAs

The marital status results for the respondents are presented in table 5.1. Of the 272 respondents in the sample, the majority (57.4%) of the CPA members were single. These results were followed by those that are married (34.2%), divorced (0.7%), and separated (1.1%). The CPA program appears to address the plight of the poor and the youth. Most single household members are drawn from the child and unmarried citizens. The combined effect of this program on the marital status of the CPA members shows that over 58% provide for those not married and vulnerable to economic distress. On the other hand, married people may enjoy complementary revenue from spousal support. However, households in the North-West province are highly affected by poverty, inequalities, and unemployment (Mokwena and Kachabe, 2021; Omotayo et al., 2021).

5.3.2 Demographic analysis of the CPAs

Various researchers have authored many papers regarding the importance of analyzing the demographic statistics of the respondents (Sergio et al., 2021; Munder and Carbon, 2022; Saleem et al., 2022; Brown et al., 2022). This study has used this importance by reflecting on the demographic characteristics of the CPA members. The demographic description of the study was represented using the following variables: the involvement of the CPAs, the members' experience, their district municipalities, and their positions in the CPA structures.

5.3.2.1 Involvement of CPAs

The involvement of the CPAs was investigated, and the results were documented in table 4.2 below. The results show that 209 (76.8%) beneficiaries were involved in the activities of the CPAs. Other affected parties include 59 (21.7%) of the CPA committee members and 4(1.5%) officials from the department who were involved in the CPA activities. The CPA beneficiaries dominate their involvement in the CPA fraternity, and the department has minimal involvement. This kind of involvement may be a good picture that Their members run CPAs than external stakeholders. It might also mean valid ownership of the CPAs in the Northwest Province.

5.3.2.2 Experience in the CPA's activities

The results show that 129 (47.4%) of the CPA members have experience ranging from 0-3 years. In this category, the CPA members have a poor background and must be mentored to execute their CPA duties. This lack of knowledge might be the source of poor business decision-making and thus make these enterprises vulnerable to corporate failure. Those with 4-6 years of experience were found to be 16.9%. Enterprises with 7-10 years of experience constituted about 8.5%, while those with experience of more than ten years were 27.2 % (Table 4.2). These results show a diversity of different experiences. Moreover, this may be good for the CPAs enterprises only if there is a diverse pool of these enterprises in the same locality. However, this is not easy to control the various distribution within the locality.

5.3.2.3 District municipalities

The results of the participating respondents in this study are reflected in table 4.2. This study has received more respondents, 169 (62.1%) from the Bojanala platinum district municipality. This participation is not surprising because Bojanala district municipality has a more traditional leadership representation (33 out of 59) in the Northwest province (Sirovha and Thornhill, 2017). Other participants from the remaining district municipalities were as follows: 45 (16.5%) were from Ngaka Modiri Molema, 29 (10.7%) from Dr. Kenneth Kaunda, and a similar number was counted for Dr. Ruth Segomotsi Mompati.

5.3.2.4 Position in the CPAs institutions

Similarly, the results of the positions of the CPA institutions in Northwest province were reported in the table mentioned above. The results show that agricultural advisors constitute 4.4% of the stakeholders in these institutions. Executive members of CPAs were found to constitute 6.3% of their institutions. Additional membership in these institutions was slightly higher (12.9%), and the beneficiary's representation constituted the majority (76.5%). These statistics may show the dominance of the beneficiaries in these institutions. It is unclear whether the majoritarian representation of the beneficiaries translates to having a voice in decision-making and the strategic direction of these institutions. Without being critical of the attrition of these institutions, it may be that the beneficiaries' leadership quality is beyond acceptable.

Table 5.2: Demographic description of the CPAs in Northwest province of RSA.

Variables	Categories	N	%
Involvement of CPAs	Beneficiary	209	76.8%
	Department	4	1.5%
	CPA committee members	59	21.7%
Experience in the CPAs activities	0-3 Years	129	47.4%
	4-6 years	46	16.9%
	7-10 years	23	8.5%
	+10 years	74	27.2%
District municipalities	Bojanala Platinum	169	62.1%
	Dr. Kenneth Kaunda	29	10.7%
	Dr. Ruth Segomotsi Mompoti	29	10.7%
	Ngaka Modiri Molema	45	16.5%
Position in the CPAs institutions	Agricultural Advisor	12	4.4%
	Executive member of CPA	17	6.3%
	Additional member	35	12.9%
	Beneficiary	208	76.5%

Source: Survey, 2021.

5.3.3 Educational capacity of the CPAs

The success of any leadership depends on the availability of the capacity of the human resource capital of the institution (Sergeant and Raet, 2022; Barbosa Castro et al., 2022). Biswas and Mattheis (2022) reported that education plays a vital role in the capacity of any role player in an institution. Porzecanski, Sterling, Copsey, Appleton, Barborak, Bruyere, Bynum, Farmer, Finchum, Rakotobe, and Stanoss, (2022). highlighted that building capacity establishes skills, attitudes, capabilities, and procedures. This author also emphasized that the process of capacity building impacts

individual performance that drives economic growth and advancement. On this basis, the study sought to assess the educational capacity of CPAs. In assessing the CPA's educational capacity, the highest qualification and the enrolment for advanced refresher studies were assessed in the subsequent subsections of this chapter.

5.3.3.1 Highest qualifications

Table 5.3 reports the educational capacity of the CPAs. This table shows that the majority (47.1%) of the respondents have Adult Basic Education Training (ABET) certificates. This means that most of the CPA members are not having a formal education. It also means that their education through the ABET system is limited to literacy rather than corporate governance and functionality. In terms of capacity, these beneficiaries' capacity is below formal educational standards. However, the results also show that some beneficiaries (26.8%) have the grade 12 formal educational qualification. Regarding those that have acquired tertiary education, the results show that the beneficiaries who have diplomas were 48 out of 272 (17.6%), and those with degrees were found to be 13 in numbers out of 272, implying that those with degrees constituted 4.8%. Surprisingly, there were those beneficiaries who had honors (1.8%), masters (0.4%), and doctorates (0.4%). This result appears to be slightly like the beneficiaries of the small-scale agro processes (Manasoe, 2021; Ebenezer, 2022).

5.3.3.2 Enrolment to advance education

Enrolling to advance educational capacity is essential to enhance the status of individuals to understand contemporary dynamics. This educational initiative is encouraged by corporate to increase their efficiencies and effectiveness of the system. The study also assesses the frequency of enrolment of the CPAs in the North-West province by asking the beneficiary question on whether they have enrolled for the educational qualification or not.

The results of the assessment are presented in table 5.3. In the results, the majority (84.6%) were of the beneficiaries who were not enrolled, and only 15.4% showed they were enrolled. The gaps between those enrolled and those not enrolled show that there are challenges in enrolling for this refresher study. This observation might mean that CPA members cannot access opportunities to upgrade their knowledge base, and thus, their skill levels may be critically low and inadequate.

Table 5.3: Descriptive educational capacity of the CPAs in North West province of RSA.

Variables	Categories	N	%
Highest qualifications	No schooling	3	1.1%
	Abet	128	47.1%
	Grade 12	73	26.8%
	Diploma	48	17.6%
	B-Degree	13	4.8%
	Honors	5	1.8%
	Maters	1	0.4%
	PhD	1	0.4%
Enrolment to advance education			
	Yes	42	15.4%
	No	230	84.6%

Source: survey,2021.

5.3.4 Entrepreneurial capacity of the CPAs.

Entrepreneurial spirit or entrepreneurial capacity is a psychosocial motivation to carry out productive activities of enterprises (Vargas-Hernandez, 2022). In the corporate environment, this capacity is an enabler for negotiation abilities, emotional intelligence, and tolerance of diverse opinions (Sebastian et al., 2022). In this study, membership of the professional bodies and short learning programs were used to determine the frequencies of the entrepreneurial capacity of the CPAs, as stated in the subsequent subsections.

5.3.4.1 Membership in the professional bodies

Table 5.4 presents the results of the entrepreneurial capacity of the CPAs, of which the membership of the professional bodies is part. The results of the membership of

the professional bodies show that 96.3% of the CPA members do not have a membership in these capacity-building institutions. The results further show a limited number of members being affiliated with the following membership organizations: Animal Science Society (1.5%), South African Society of Agricultural Extension – SASAE (0.4% membership), Crop Production Society (0.7%), SASAT (0.4%) and Veterinary Society (0.7%).

These results indicate a low level of entrepreneurial capacity of the CPAs, and therefore, it might not be surprising to find out that the CPA institutions are struggling to carry out their business intelligence obligations. Furthermore, this lack of professional networks may influence group dynamics that obstruct business decision-making. The lack of these networks may also hurt the uptake of business opportunities and be the source of critical business risks such as late adoption of technologies, non-compliance to legislation, and employment of people based on non-meritocratic requirements.

5.3.4.2 Short learning programs

Short learning programs are a strategy used by the corporate environment to enhance the capacity and sustainability of the business (Wood, 2022). Chouikh, Medini, Mellouli, Straus, and Fahim, 2022, also reflected that short learning programs positively impact enterprises' entrepreneurial capacity. The current study investigated the entrepreneurial capacity of the CPAs generated by the benefits accrued through technology transfer because of short learning programs.

In this study, table 5.4 embodied these results. The results show that the majority, 229 (84.2%) of the CPAs, cannot get trained through these programs. A minimal number (15.8%) were somehow involved in some training, which was dominated by management and communication (4%). Other training priorities for these enterprises were conflict management (3.3%) and financial management (3.3%). On the other hand, people's management received 2.6% support, while group diversity management received minor support (1.5%).

Table 5.4: Descriptive entrepreneurial capacity of the CPAs in Northwest province of RSA.

Variables	Categories	N	%
Membership in the professional bodies	None	262	96.3%
	Animal Science Society	4	1.5%
	SASAE	1	0.4%
	Crop production society	2	0.7%
	SASAT	1	0.4%
	Veterinary Society	2	0.7%
Short learning programs	People management	7	2.6%
	Group diversity management	4	1.5%
	Conflict management	9	3.3%
	Financial Management	9	3.3%
	Communication	11	4.0%
	None	229	84.2%
	Tractor Maintenance	2	0.7%

Source: survey data 2021.

5.3.5 CPAs and their commodities

Community property associations (CPA) are the legally established entities that the community forms through the department of agriculture, land reform, and rural development in South Africa (the community property association act, 28 of 1998). This section discusses the CPAs and their commodities.



Figure 5.2 (a): CPA with infrastructure that is not well-maintained.

Table 5.5: Demographic description of the CPAs' commodities in the North-West province of RSA.

Variables	Categories	N	%
Type of CPAs	Communal CPAs	253	93.0%
	Medium size CPAs	9	3.3%
	Small size CPAs	10	3.7%
The compliance status of CPAs			
	Compliant	263	96.7%
	Non-compliant	9	3.3%
Commodities			
	Livestock	185	68.0%
	Horticulture	9	3.3%
	Vegetables	29	10.7%
	Mining	13	4.8%
Position in the CPAs institutions			
	None	73	26.8%
	Animal Production	71	26.1%
	Other	33	12.1%
	Agric Extension	20	7.4%
	Agric Economics	8	2.9%
	Vegetable/field crops	59	21.7%
	Other	8	2.9%

Source: survey data 2021.



Figure 5.2 (b): CPA with infrastructure that is not well-maintained.

5.3.5.1 Type of CPAs

Table 5.5 shows the results of the three types of CPAs, that is communal, medium-sized and small-sized CPAs. The most popular type of communal property association in Northwest province is the community property association 253 (93.0%). This CPA is followed by small CPAs 10 (3.7%), and less popular is medium-sized CPAs 9 (3.3%). Barry (2011) and Weinberg (2021) contend that this type of association is necessary for the community to set up a flexible land tenure system. This system is vital for rural political stability (Adam, 2001; Weinberg, 2021). The popularity of the CPAs denotes the type of deprivation because of land repossession. To some degree, the size of the CPAs also showed the level of the corporatization of the activities of the CPAs.

5.3.5.2 Compliance status of CPAs

In table 5.5 and Figure 5.2 (a,b), the compliance status (for example having a constitution, having operational and administrative policies and submitting annual

reports) categories for the North-West province CPAs were presented. The result shows that the compliant CPAs are in the majority 263 (96.7%) compared to those not compliant 9 (3.3%). This compliance status implies that most CPAs fulfill government regulations and are legible for government support grants (Pustorino and Rabinowitz 1997; Staffler 2022).

5.3.5.3 Commodities

The results of the commodities of the CPAs were also presented in table 4.5. The majority of the CPAs, 185 (68.0%), produce livestock commodities, while the second largest producer, 29 (10.7%), comes from vegetables, and the minor production comes from mining 13 (4.8%) and horticulture 9 (3.3%). This production from the CPAs contradicts the production of the agricultural commodities in the province because Northwest province produces more horticultural products and has a large mining sector (Adisa et al. 2018). This contradictory productive potential appears because of incomplete land redistribution processes. The other reason might be that the previous landowners are reluctant to process the claims for high-potential agricultural land.

5.3.5.4 Position in the CPAs institutions

The role that CPA members play in the institutions is ascribed to their positions. The study investigated the positions in these institutions, more especially technical roles. The results show that 73 (26.8%) majority play no role in their institutions. This is concerning because it may show that the CPA members may not be having necessary qualifications and expertise. Furthermore, it may also show a critical lack of funding to train the existing members or hire trained experts to provide technical expertise to CPAs. Those that are playing the role of animal protectionists were found to be 71 (26.1%), making it to be the most extensive expertise in the CPA corporate environment, followed by that expertise in crop science 59 (21.7%), and those with other expertise were found to be 33 (12.1%). The scarce critical skills such as agricultural extension 20 (7.4%) and economics 8 (2.9%) are also found at a minimal level in these entities. This observation suggests that these entities' expertise is inadequate for their corporatization and sustainability.

5.4. Profiles of the CPAs

The results that denote the profiles of the estimated 180 registered CPAs in North West province are presented in table 5.6. In these results, the respondents were found to have a mean age of 48 (SD = 15.104). From this age, the beneficiaries are active economically. Rakoen (2019) found that the beneficiaries of the CPAs in Northwest province were at an average age of 51 years, slightly higher than the average age of the current study. Regarding the experience of the CPAs, the study revealed that the CPAs in this province averaged six years of experience in CPA operations (SD = 4.460). Similarly, Antwi (2011) also found that the majority (50%) of land reform beneficiaries had an average of 6-10 years of experience.

In terms of the membership of the CPAs, the results show that CPAs' membership averaged 269 members (SD = 424,360). The results further revealed that each CPA covers 5.588 (SD = 30.700) villages on average. The CPA members who are farmers were found to be 44 (SD = 143.666) on average. Regarding the CPA members that are formally employed, the results show that, on average, these CPAs in Northwest provinces employ 31.585 (SD = 138.944). This level of employment is not significantly high and may not have a substantive impact on reducing unemployment. Members who are part of the CPAs but are not employed were found to be 338 (SD = 534.543). This unemployment of the CPA members is a source of concern because CPAs were established to reduce poverty, unemployment, and inequalities. However, the existence of the CPAs entities seems unable to impact the unemployment of its beneficiaries and the community significantly.

The results also show that CPA members receiving government grants are 183.290 on average (SD = 514.449). This figure shows that many CPA beneficiaries are heavily affected by poverty and inequalities. Regarding CPA members who are youth, the results show that the youth involvement in these institutions is 235.640 on average (SD = 541.317). These results show that CPAs can attract the involvement of the youth in agriculture more than any other agricultural program. The results of the CPA members who attended government study groups were found to be 6.618 on average (SD = 27.427). The results also reflect the number of uneducated CPA members,

25.727 (SD = 88.127) on average was the number of those CPA members who are uneducated.

Table 5.6. The descriptive statistics of the socio-economic profile of the CPAs in Northwest Province, RSA.

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
Age in years	272	48.1949	15.10366	.261	-.875
Experience in CPAs activities:	271	5.5904	4.46033	1.182	2.244
Members of the CPAs	268	269.4142	424.35972	1.982	5.808
Villages your CPA covers	272	5.5882	30.69983	15.541	250.760
CPAs members who are farmers	272	44.1397	143.66613	4.088	19.845
CPA members are formally employed	272	31.5846	138.94383	6.732	45.780
CPA members are unemployed	272	337.7941	534.54284	1.411	1.012
CPA members are receiving government grants	272	183.2904	514.44858	3.185	9.411
CPA members are Youth	272	235.6397	541.31690	2.671	5.957
CPA members are attending the government study group	272	6.6176	27.42707	7.635	65.606
Is CPA uneducated?	271	25.7269	88.12663	6.405	49.491

Source: survey data 2021.

5.5. Lessons learnt

The following were identified as the lessons that could be learned from the analysis.

- Women were underrepresented in CPAs entrepreneurship in Northwest province.
- Single household members were interested in the CPAs, and they were the majority of participants.
- Poor households' members are the key participants of the CPAs
- The beneficiaries of the CPAs are actively involved in CPAs' activities compared to other stakeholders.

- Moderate to a good experience in the CPA's welfare has been observed.
- More beneficiaries of the CPAs are found in the Bojanala platinum district municipality.
- Most of the CPA members are not involved in professional bodies, and therefore, the members are not well informed about the new laws and technologies.
- More CPAs are drawn from communal property associations and comply with government regulations.
- Many of the CPAs are in livestock commodities relative to other commodities.
- The CPAs' profile can indicate the critical factors that can generate new and sustainable employment for society through these entities.

The current CPAs' profiles cannot assure that they are capable of reducing poverty, unemployment, and inequality.

5.6. Chapter summary

The descriptive analysis of the study has uncovered several aspects of socio-economic interests and, thus, are presented in summary in this subsection of this chapter. The following is the summary of this chapter.

- Moderate experience in the CPA's activities was noted.
- The lack of educated CPAs membership and leadership was strongly highlighted
- Lack of enrolment in the refresher courses due to lack of academic referrals was reported.
- A lack of professional networks which pose business risks was revealed.
- CPA members are unable to access short-learning programs from their business development.
- Critical scarce skills and expertise are inadequate. This needs to be reviewed.

Part two of this chapter deals with inferential analysis. These analyses are linked to different study objectives as outlined in the research methodology chapter of this thesis.

CHAPTER SIX

RESULTS OF THE EMPIRICAL ANALYSIS

6.1. Introduction

In this chapter recap of the research and objectives is done. The tests of the model assumptions used are explained. Each study objective is also analyzed in line with the test results. There are lessons learned in the analysis, and these are outlined. The chapter summary provides a brief of all inferential analyses.

6.2. Recap of the research objectives

The following research objectives were outlined in the introductory chapter of this thesis. In this section, the research objectives were recapped as stated below:

- a) Examine existing factors influencing the strategic management environment of the Communal Property Association CPAs in Northwest province.
- b) Explore existing factors that influence CPAs' institutional arrangements in Northwest province.
- c) Examine the measurement structure of the management and administration of CPAs in Northwest province.
- d) Develop the strategic management framework for CPAs in the North-West province

6.3. Tests of the model assumptions: MANOVA

The test of the model assumptions in MANOVA is used to authenticate the appropriateness of the model in the analysis (Finch, 2005; Huang, 2020; Sattler, Bathke & Pauly, 2022). If found appropriate, this statistical technique can elaborate a causal relationship between two variables, that is, a dependent and independent variable (Glymour, Pearl, and Jewell, 2016).

This author further argued that multivariate analysis stems from data that has many relevant concepts of how and why issues and events take place. Therefore, the different multivariate data analysis techniques are informed by the research questions, objectives, theoretical framework, and the type of data collected.

6.3.1 Test of normality of dependent variables

The test for normality was conducted, and the results are presented in table 6.1 below. According to the results of both Kolmogorov-Smirnov and Shapiro-Wilk tests, the residuals in the MANOVA were statistically insignificant ($p < 0.05$). These results imply that the residuals are normally distributed. In a nutshell, the model did not have a problem with normality, which makes the model appropriate for the empirical assessment, given that other conditions are found to be appropriate too.

Table 6.1: The normality test results for the NW province CPAs.

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Strategic management evaluation grid (SMEG)	0,101	272	0,200	0,961	272	0,110
Governance accountability (GA)	0,110	272	0,100	0,973	272	0,200
Employee's process (EP)	0,101	272	0,300	0,977	272	0,400
Financial Management (FM)	0,106	272	0,200	0,964	272	0,300
Sustainable Management (SM)	0,133	272	0,400	0,886	272	0,500

a. Lilliefors Significance Correction, Source: survey, 2021

6.3.2 Test of multivariate outliers

Table 6.2 shows the results of multivariate outliers measured by Mahalanobis' and Cook's Distance. Leys, Klein, Dominic, and Ley (2018) reported that Mahalanobis' distance is a robust technique to test the outliers. According to these results, the Mahalanobis' distance shows that at a degree of freedom ($n = 272$), the critical value is 240,663, which is bigger than the maximum value of Mahalanobis' Distance of 62.267. This implies no concern for outliers, and the assumption of using this model is met when considering the outliers requirement.

Table 6.2: Results of the test of multivariate outliers

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Predicted Value	272	12.3662	20.2809	12.8603	1.35232
Std. Predicted Value	272	-.365	5.487	.000	1.000
Standard Error of Predicted Value	272	.263	2.053	.356	.270
Adjusted Predicted Value	272	12.3197	20.5707	12.8598	1.35264
Residual	272	-8.08629	12.62367	.00000	4.23441
Std. Residual	272	-1.903	2.970	.000	.996
Stud. Residual	272	-1.908	2.976	.000	1.001
Deleted Residual	272	-8.12954	12.67727	.00048	4.27252
Stud. Deleted Residual	272	-1.917	3.021	.001	1.005
Mahal. Distance	272	.038	62.267	1.993	7.657
Cook's Distance	272	.000	.089	.003	.009
Centered Leverage Value	272	.000	.230	.007	.028

Source: survey data, 2021

6.3.3 Test of multicollinearity

The results of the multicollinearity analysis are presented in Table 6.3 below. Assessing the correlation coefficients of all six variables under consideration, none of the variables have correlations that are above 80%. Although there is a higher correlation coefficient of 73% between governance and strategic management evaluation grid, it does not qualify them to have multicollinearity problems. Henceforth, the variables in the models are free from multicollinearity and are appropriate to be utilized in the model.

Table 6.3: Descriptive and correlational analysis

Variables	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)
Strategic Management profile (1)	12.860	4.445	1					
Strategic management evaluation grid (2)	18.596	6.266	.593**	1				
Governance accountability (3)	13.735	4.748	.587**	.730**	1			
Employees Process (4)	13.956	4.391	.509**	.676**	.684**	1		
Financial Management (5)	16.930	5.897	.545**	.642**	.674**	.675**	1	
Sustainable Management (6)	13.165	5.551	.261**	.285**	.291**	.266**	.224**	1

Source: survey data, 2021

6.3.4. Test of homogeneity of variance

Table 6.4 presents the results of the homogeneity of variance as measured by Levene's test of equality of error variances. The results show that none of the variables under consideration in this test were significant at a p-value of 0.050. This implies that the homogeneity of variation's requirement was met, and the model is suitable for MANOVA analysis.

Table 6.4: Results of Levene's test of equality of error variances

Variables	F	df1	df2	Sig.
Strategic Management (SM)	.014	2	269	.987
Strategic management evaluation grid (SMEG)	.259	2	269	.772
Governance accountability (GA)	1.981	2	269	.140
Employees Process (EP)	1.163	2	269	.314
Financial Management (FM)	.645	2	269	.525
Sustainable Management (SM)	.168	2	269	.846

6.3.5 Multivariate effects

The results of the analysis of multivariate effects are presented in Table 6.5. These results show that the independent variables in the model have a significant ($p < 0.05$) multivariate effect. As a result of the model having satisfied all the requirements of model fit, Wilk's Lambda was considered as a reference multivariate test to arrive at the effect or non-effect of the multivariate.

Table 6.5: The results of the multivariate tests

Effect		Value	F	Hypot thesis df	Error df	Sig.	Partial Eta Square d
Intercept	Pillai's Trace	.813	189.613b	6.000	262.000	.000	.813
	Wilks' Lambda	.187	189.613b	6.000	262.000	.000	.813
	Hotelling's Trace	4.342	189.613b	6.000	262.000	.000	.813
	Roy's Largest Root	4.342	189.613b	6.000	262.000	.000	.813
Formal employment	Pillai's Trace	.091	4.354b	6.000	262.000	.000	.091
	Wilks' Lambda	.909	4.354b	6.000	262.000	.000	.091
	Hotelling's Trace	.100	4.354b	6.000	262.000	.000	.091
	Roy's Largest Root	.100	4.354b	6.000	262.000	.000	.091
Recipients of government grants	Pillai's Trace	.091	4.362b	6.000	262.000	.000	.091
	Wilks' Lambda	.909	4.362b	6.000	262.000	.000	.091
	Hotelling's Trace	.100	4.362b	6.000	262.000	.000	.091
	Roy's Largest Root	.100	4.362b	6.000	262.000	.000	.091
The type of CPAs	Pillai's Trace	.385	10.452	12.000	526.000	.000	.193
	Wilks' Lambda	.648	10.563b	12.000	524.000	.000	.195
	Hotelling's Trace	.491	10.674	12.000	522.000	.000	.197
	Roy's Largest Root	.338	14.828c	6.000	263.000	.000	.253

Source: survey data, 2021

6.4. Analysis of the study objectives

Table 6.6: Results of the parameter estimates of CPAs' strategic management factors

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval		Partial Eta Squared
						Lower Bound	Upper Bound	
Strategic Management CPA profile	Intercept	19.174	1.272	15.078	.000	16.670	21.677	.460
	Formal employment	.007	.002	4.084	.000	.004	.011	.059
	Recipient of the grants	.002	.000	3.401	.001	.001	.003	.042
	Community CPAs	-7.197	1.299	-5.539	.000	-9.754	-4.639	.103
	Medium size CPAs	-4.587	1.848	-2.482	.014	-8.225	-.948	.023
	Small size CPAs	0 ^a	.	.	.	.	.	.
Strategic management evaluation grid	Intercept	27.026	1.785	15.140	.000	23.511	30.541	.462
	Formal employment	.010	.003	4.094	.000	.005	.015	.059
	Recipient of the grants	.002	.001	3.071	.002	.001	.003	.034
	Community CPAs	-9.712	1.824	-5.325	.000	-13.302	-6.121	.096
	Medium size CPAs	-3.139	2.594	-1.210	.227	-8.247	1.968	.005
	Small size CPAs	0 ^a	.	.	.	.	.	.
Governance Accountability	Intercept	18.792	1.380	13.620	.000	16.075	21.509	.410
	Formal employment	.006	.002	3.187	.002	.002	.010	.037
	Recipient of the grants	.001	.001	2.776	.006	.000	.002	.028
	Community CPAs	-5.948	1.410	-4.220	.000	-8.723	-3.173	.063
	Medium size CPAs	.407	2.005	.203	.839	-3.541	4.355	.000
	Small size CPAs	0 ^a	.	.	.	.	.	.
Employees Process	Intercept	14.977	1.326	11.298	.000	12.367	17.587	.323
	Formal employment	.008	.002	4.156	.000	.004	.011	.061
	Recipient of the grants	.001	.001	2.163	.031	9.784E-5	.002	.017
	Community CPAs	-1.618	1.354	-1.195	.233	-4.285	1.048	.005

	Medium size CPAs	1.208	1.926	.627	.531	-2.585	5.001	.001
	Small size CPAs	0 ^a	.	.	.	.	.	.
Financial Management	Intercept	23.634	1.721	13.730	.000	20.245	27.023	.414
	Formal employment	.009	.002	3.893	.000	.005	.014	.054
	Recipient of the grants	.002	.001	3.517	.001	.001	.004	.044
	Community CPAs	-7.781	1.759	-4.425	.000	-11.243	-4.318	.068
	Medium size CPAs	-5.630	2.501	-2.251	.025	-10.555	-.705	.019
	Small size CPAs	0 ^a	.	.	.	.	.	.
Sustainable Management	Intercept	16.355	1.590	10.289	.000	13.226	19.485	.284
	Formal employment	.005	.002	2.066	.040	.000	.009	.016
	Recipient of the grants	-.001	.001	-1.838	.067	-.002	7.901E-5	.012
	Community CPAs	-3.673	1.624	-2.262	.025	-6.871	-.476	.019
	Medium size CPAs	8.605	2.310	3.725	.000	4.057	13.154	.049
	Small size CPAs	0 ^a	.	.	.	.	.	.

a. This parameter is set to zero because it is redundant.

6.4.1 Objective 1: Examining existing factors and strategic management environment's effect on Communal Property Associations (CPAs) in the North-West province.

6.4.1.1. Effects of formal employment on the strategic management environment of CPAs in the NW province.

According to the results shown in Table 6.6, formal employment is positively correlated to all variables of the strategic management environment of CPAs, that is, Strategic Management CPAS profile, Strategic Management Evaluation grid, Governance and Accountability, Employee's process, Financial Management, as well as Sustainable Management. Furthermore, all the variables were also statistically significant ($p < 0.05$). The highest impact was found on Strategic Management CPA profile ($\beta = 0.007$, $t(4) = 0.084$, $p < 0.001$, $\eta^2 = 0.590$), while the Employees Process variable has the second highest impact ($\beta = 0.008$, $t(4) = 4.156$, $p < 0.001$, $\eta^2 = 0.061$). The results

also show that the least impact was found to be on Sustainable Management ($\beta = 0.005$, $t(4) = 2.066$, $p < 0.040$, $\eta^2 = 0.016$).

The study by Riyanto, Endro, and Herlisha (2021) showed that formal employment gave motivation and job satisfaction, which positively impacted performance. However, the authors acknowledge that motivation and job satisfaction depend on managers involving employees and encouraging them to be more active and innovative. On the other hand, Alam and Singh (2021) argue that both employees and supervisors must employ emotion-regulating strategies for psychological safety.

Given the above, it appears that although there are strategies to be employed by both employees and managers to improve performance in any organization, formally employed CPA board members will have access to opportunities like training, self-sustainability, and less dependency on the CPAs' dividends. These results could also indicate that formally employed CPA board members could have access to social and political networks, which could help CPAs to create employment for members, thus making these organizations viable. Although the study found that formal employment of CPA board members could improve the profile of strategic management of CPAs, there is also a possibility of an element of greed that could lead to the creation of an elite CPA management structure. This could leave ordinary CPA members languishing in poverty if there are no strategic management policies in place and therefore discredit the whole CPAs institutions.

6.4.1.2. Effects of receiving government grants on the strategic management environment of CPAs in the NW province.

The effect of receiving government grants on the strategic management environment of CPAs is presented in Table 6.6. Members of the CPAs are recipients of different types of grants. These grants could be social (child support, old age, foster parent, etc.) or development grants (Recapitalization, COVID-19 relief, CASP, Presidential Economic Stimulus Initiative). The results show that overall, there is a positive correlation and a demonstrable statistical significance with Strategic Management CPAs profile ($\beta = 0.002$; $t(4) = 3.401$; $p < .001$; $\eta^2 = 0.042$); the Strategic Management Evaluation grid ($\beta = .002$; $t(94) = 3.071$; $p < .002$; $\eta^2 = 0.34$); Governance and

Accountability ($\beta = .001$; $T(4) = 2.776$; $P < .000$; $\eta^2 = .028$); Employees process ($\beta = .001$; $T(4) = 2.163$; $p < .031$; $\eta^2 = .017$) and Financial Management ($\beta = .002$; $t(4) = 3.517$; $p < .001$; $\eta^2 = .044$). Out of all these factors, only Sustainable Management ($\beta = -.001$; $t(4) = -1.838$; $p < .067$; $\eta^2 = .012$) has a negative correlation with the lowest impact, and the results also show that it has a slight significant effect on the strategic management environment of CPAs in the NW province. Interestingly, grant funding has the highest impact on financial management, followed by a strategic management profile and the strategic management evaluation grid.

These results are supported by communal economic theory in that it suggests that grant funding plays a role in influencing the preferences of different community members to achieve the collective good (Kurebwa, 2022). In a well-structured Community CPA with operational policies, it could be possible to pool resources in terms of skills, knowledge, and experience together to improve the strategic management environment of CPAs. This could be because the grant recipient utilizes the grant for household and CPA activities, and generally, the grants are pretty small. Because the grant is small, the recipients are forced to ensure that the grant is well managed so that they can still operate; it, however, is unclear why the results show that grant funding has a positive and high impact on strategic management profile. It could be because the recipient of grants might have some cash resources to attend high-profile strategic meetings of the CPAs.

Financial Management's statistical significance could be that the CPA will be forced to undertake training, need open bank accounts, and manage the allocated grants according to legislative prescripts. This could also mean that there is a certain level of meeting the grant evaluation grid, and they can comply. These results also confirm that the impact of grants on financial management is positive because, without compliance with Public Finance Management Act and accountability, the government does not fund them. Therefore, the CPA could have submitted the required documents, meaning that those who received development grants could be high-performing CPAs.

6.4.1.3. Effects of Community CPAs vs. small CPAs on the strategic management environment of CPAs in the NW province.

The effects of community CPAs versus small CPAs on the strategic management environment of CPAs in the NW province are presented in Table 6.6. All factors show a negative correlation among community CPAs. There is evidence of statistically significant and low impact on most of these factors. Strategic Management CPAs profile ($\beta = -7.197$; $t(4) = -5.539$; $p < .000$; $\eta^2 = .103$) has the highest impact, followed by Strategic Management Evaluation grid ($\beta = -9.712$; $t(4) = -5.325$; $p < .000$; $\eta^2 = .096$) and Financial Management ($\beta = -7.781$; $t(4) = -4.425$; $p < .000$; $\eta^2 = .068$). It is worth noting, however, that the Employee process ($\beta = -1.618$; $t(4) = -1.195$; $p < .233$; $\eta^2 = .005$) is the only factor that is statistically non-significant and has the lowest impact.

It is not surprising that the Employees Process is statically non-significant because most CPAs' Human Resource matters are not done professionally and do not keep proper records. This is an area that needs improvement and a reason why these entities must be institutionalized. In terms of New Institutional theory and New Organizational theory, having entities like CPAs run without proper Human Resource records is improper.

The government expects CPAs to create jobs and reduce poverty, but their impact on reducing unemployment cannot be feasible without proper records. In some instances, parliament has seen CPAs as not living up to their expectations. This kind of evaluation shows that CPAs' strategic management profile is disturbing, and the results also show that community CPAs negatively impact these entities' strategic management environment.

The Communal Economic theory indicates that a community. However, it shares common values and is a collective of households with different preferences on how to carry out certain activities, for example, dealing with an element of gender roles in some decision-making processes. It could be challenging to accommodate the different preferences when collective decisions must be made, as well as the implementation of projects (Kurebwa, 2022).

According to Esteves, Genus, Henfrey, Penha-Lopes, and East (2021), programs and activities of social solidarity economies (like in the case of community CPAs) are affected by practices, relationships, and interactions among members. Members' values and experience level provide an opportunity for learning and strengthening community-led organizations. The highest impact of the strategic management CPA profile, the strategic management evaluation grid, and the financial management could be due to collective diverse knowledge and experience within the community CPA.

Although this could positively impact the profile of CPAs, it is essential to consider the negative correlation of factors, as presented in the results in Table 5.6. Community CPAs are generally large and complex, and issues of group dynamics stall their performance and viability as well as proper management. This could be from an inability to cater to different expectations and thus inability to agree and adopt operational policies, poor conflict management leading to litigations against each other.

Considering all the above, CPAs will need a unique institution focusing on their issues, including structural and institutional dynamics. This will require a significant investment of capital from the government; however, looking at the amount of money that the government is investing in CPAs, it may be better to establish such an institution because currently, even the officials responsible for CPAs are not focusing on them alone, they have other programs to take care of. The institution could be responsible for registration, compliance, financial accountability, and management and ensuring the viability of these organizations and the strategic direction of CPAs, among others.

6.4.1.4. Effects of medium-size CPAs vs. small CPAs on the strategic management environment of CPAs in the NW province.

The results on the effects of medium-size CPAs vs. small CPAs on the strategic management environment of CPAs in the NW province are presented in Table 6.6. The results overall show a negative correlation on three factors that is Strategic Management CPAs profile ($\beta = -4.587$; $t(4) = -2.482$; $p < .014$; $\eta^2 = .023$); the Strategic Management Evaluation grid ($\beta = -3.139$; $t(4) = -1.210$; $p < .227$; $\eta^2 = .005$) and Financial Management ($\beta = -5.630$; $t(4) = -2.251$; $p < .025$; $\eta^2 = .019$). Besides

Strategic Management Evaluation factor, Governance and Accountability ($\beta = .407$; $t(4) = .203$; $p < .839$; $\eta^2 = .000$) as well as employees process ($\beta = 1.208$; $t(4) = .627$; $p < .531$; $\eta^2 = .001$) were statistically non-significant. Sustainable Management ($\beta = 8.605$; $t(4) = 3.725$; $p < .000$; $\eta^2 = .049$) has the highest impact amongst all factors.

The results are in line with Economic growth and organizational theories as the Medium-size CPAs affirm that organizations are not static; they continually change according to the conditions of their environment (Kwarteng, Simpson, and Agyenim-Boateng, 2021). It is, therefore, interesting to see the shift from structural and performance elements compared to Community CPAs. The highest impact on Sustainable Management by Medium-sized CPAs could be because they are manageable and less complex than Community CPAs. It could be easy to agree on programs and policies, unlike in a much bigger group. Delegation of duties and holding people accountable also become highly feasible,

Comparing Medium-sized results to Community CPAs, it appears they can be managed and sustainable. It could be a good investment for the government. In NW province, most CPAs are Community CPAs, but there are Medium-size CPAs with tourism investments and strategic partners. As much as conflicts are unavoidable, the results confirm that Medium-size CPAs are less complex and can be managed. Large Community CPAs experience conflict among themselves. Administrators are appointed in some of these Community CPAs due to the inability to make decisions and improve the socio-economic livelihoods of the beneficiaries as per their constitutional obligations and prescripts.

6.4.2. Exploration of the factors influencing CPAs' institutional arrangements in North-West province.

The factors that influence CPAs' institutional arrangements in Northwest province were explored by conducting factor analysis in six constructs. These constructs were measured using a five-item Likert scale questionnaire. The data was collected from 272 participants and were subjected to principal axis factoring with ProMax rotation under oblique rotation. This was done after a normality test was conducted. The normality test showed that the variables were normally distributed and robust for factor

analysis. Six factors (with eigenvalues exceeding one) were identified. In total, these factors accounted for 85% of the variants in the questionnaire.

6.4.2.1. Strategic Management of CPA Profile (SPP) as factors that influence CPAs' institutional arrangements in Northwest province.

Table 6.7 shows that five indicator variables determined the strategic management of CPAs. The respondents felt that having strategic goals for the CPAs contribute the highest factor loading [$r(4) = 0.808$], followed by the availability of Annual Performance plans [$r(4) = 0.797$]. According to the respondents, a strategic management model for the CPAs constitutes the least of the five identified indicators [$r(4) = 0.740$]. Theoretically, it can be argued that CPA members may not be able to associate the model with their functional efficiency because modeling is an abstract design that requires some solid statistical enlightenment. Other factors, such as CPA's functionality and CPA's performance system, were rated as moderate contributors to the strategic management of the CPA profile.

Table 6.7: The results of the factor Loading of the constructs of the CPAs factors.

Indicators	Constructs				
	FM	GA	HRS	SME	SUS
E3					0.797
E4					0.808
E5					0.767
E6					0.777
E9					0.740
F2				0.749	
F3				0.794	
F4				0.808	
F5				0.805	
F6				0.829	
F7				0.807	
G1		0.718			
G2		0.778			
G3		0.799			
G4		0.820			
G5		0.754			
G6		0.790			
G7		0.709			
G8		0.772			
H2			0.706		
H3			0.747		
H4			0.838		
H5			0.766		
H6			0.776		
I1	0.764				
I2	0.781				
I3	0.827				
I4	0.841				
I5	0.822				
I6	0.780				
I7	0.760				

Source: Researchers own data

6.4.2.2. Indicators of Strategic Management Evaluations (SME) on CPAs' institutional arrangements.

Before the factor analysis, ten factors were identified to represent this construct. Only six factors were found appropriate for this construct after factor extraction. These factors are also presented in Table 6.7 above. According to the result of the factor analysis, having a CPA strategy constitute the highest contribution to the strategic

management evaluation of the CPAs [$r(5) = 0.829$], followed by conducting regular strategic sessions [$r(5) = 0.808$].

The study found that management plans constitute the lowest in determining the strategic management evaluations of CPAs [$r(5) = 0.749$]. On the other hand, having monitoring and evaluation policies contribute moderately to the evaluation. Although these observations appear to be authentic about strategic evaluation, respondents do not clearly understand the role of monitoring and evaluation policies. If the respondents had that understanding, it could have made them rate monitoring and evaluation as one of the top contributors to the strategic evaluation of these entities.

6.4.2.3. Governance and Accountability (GA) influence on CPAs' institutional arrangements

The indicator variables that determine the influence of Governance and Accountability factors on the institutional arrangements of CPAs in the NW province are represented in Table 6.7. According to the results, the internal auditing system contributes the highest in this construct [$r(6) = 0.820$], followed by the accounting system [$r(6) = 0.799$]. Ethical policy, governance, and accountability strategy were rated third and fourth, respectively [$r(6) = 0.778$ and 0.772]. Risk management strategy [$r(6) = 0.754$], management structure [$r(6) = 0.718$], and stakeholder management strategy [$r(6) = 0.709$] contributed the least to this construct.

Given the above, it could be deduced that the CPAs membership in this province has significantly advanced knowledge of governance and accountability because they rate this construct following the Governance theories and strategies. However, it may be a coincidence that they chose the relevant responses during data collection. Furthermore, these responses may also indicate that the department of Rural Development has capacitated these entities with the knowledge and insight on governance.

6.4.2.4. Employees, System, and Process (HRS) influence on CPAs' institutional arrangements

Table 6.7 shows the five indicator variables that determine the influence of Employees, Systems, and Processes on the institutional arrangements of CPAs in the NW province. The results show that human resource management planning received the lowest reading from the respondents [$r(4) = 0.706$], followed by performance and recruitment system [$r(4) = 0.747$]. Given these results, it can be deduced that the human resource systems in the CPAs entities have not been well institutionalized to accommodate the human resource management capacity as espoused by the New Institutions theories. These signs show some weaknesses in the organizational capacity of the CPAs.

However, the factor loadings also show that CPAs rate the development and planning administration as prime for its human capacity development and resource [$r(4) = 0.838$]. It is also noteworthy that infrastructure and equipment, and employee systems were rated moderately [$r(4) = 0.776$ and 0.766 , respectively].

6.4.2.5. Financial Management (FM) influence on CPAs' institutional arrangements.

The factors determining financial management's influence on the CPA's institutional arrangements in the NW province are presented in table 6,7. Seven factors were found appropriate for this construct, and the respondents rated the revenue management system the highest [$r(6) = 0.841$]. Having a transfer payment strategy [$r(6) = 0.822$] was rated second, with the availability of goods and services system [$r(6) = 0.827$] rated third. It is not surprising that the respondents have prioritized the availability of a revenue management system, followed by the availability of a transfer payment system and then a goods and services system because most CPAs focus on spending

the money allocated to them instead of developing programs that will bring more income for their sustainability.

In most instances, the purchase of goods and services is not accounted for, and records of what was purchased, or services sourced do not exist. This is often a cause of conflict, as members could feel that the committee is misusing their money. In some cases, the bigger Community CPAs occasionally pay dividends to their members through transfer payment strategies. It is very concerning that the availability of the budgeting system is rated the lowest [$r(6) = 0.760$], with the financial management system rated second lowest [$r(6) = 0.764$] and the supply chain management strategy rated third lowest [$r(6) = 0.780$].

The concern here is that these factors could be the backbone of the strategic management of CPAs. The results show ignorance, disregard, or the fact that CPAs do not conform to principles and prescripts of financial management. This could be the reason for the non-viability and non-sustainability of institutions.

The results also show that the respondents do not have high regard for asset management; this is problematic because assets work as collateral during the funding application. Financial management plays a vital role in the day-to-day operations and accountability to the general membership. Supply chain management strategy also cannot be rated this low because CPAs (like those who have tourism enterprises, as in the NW province) are expected to do transactional activities that should comply with sound supply chain principles. Considering the results of factor loading to this construct, CPAs need a unique institution that can focus on their strategic management environment.

6.4.3. Develo the strategic management framework for CPAs

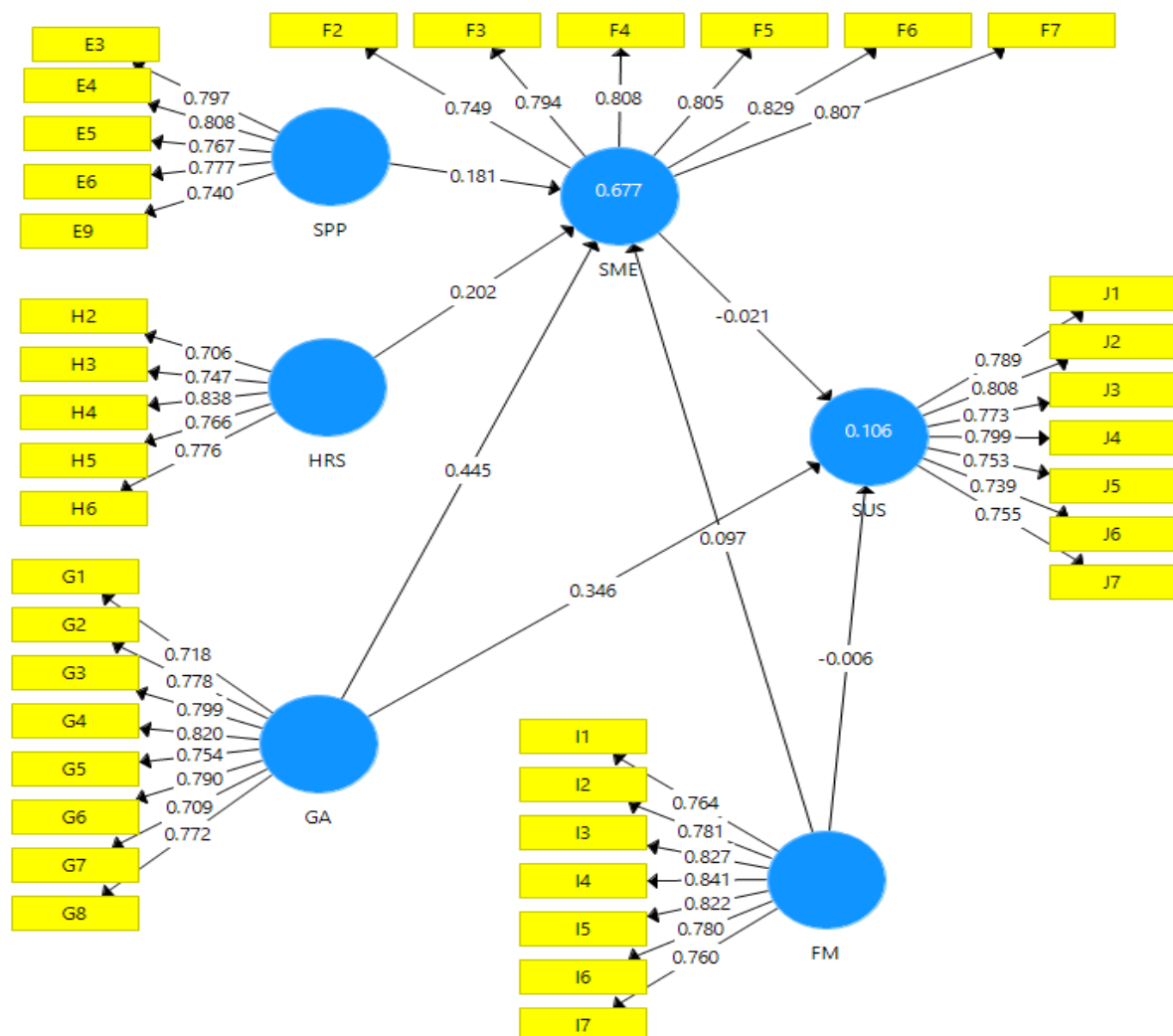


Figure 6.1 (a): Framework for the sustainable strategic management of CPAs in North-West Province.

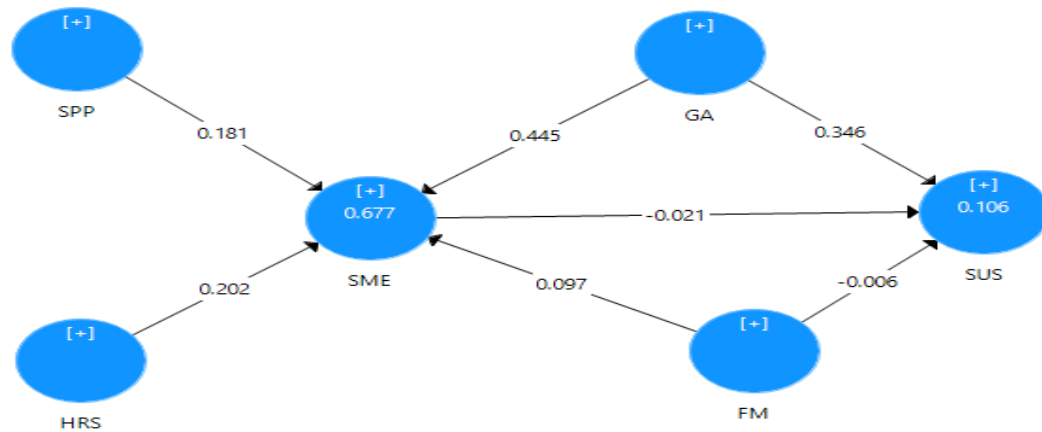


Figure 6.1 (b): Framework for the sustainable strategic management of CPAs in North-West Province.

Table 6.8: The results of the Path coefficients of the model.

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	2.5%	97.5%
FM -> SME	0.097	0.091	0.080	1.203	0.229	0.330	0.561
FM -> SUS	-0.006	-0.003	0.103	0.059	0.953	0.133	0.570
GA -> SME	0.445	0.448	0.059	7.529	0.000	0.069	0.341
GA -> SUS	0.346	0.356	0.111	3.127	0.002	0.059	0.311
HRS -> SME	0.202	0.204	0.069	2.911	0.004	-0.070	0.243
SME -> SUS	-0.021	-0.022	0.112	0.189	0.001	0.198	0.205
SPP -> SME	0.181	0.185	0.063	2.865	0.004	-0.244	0.200

6.4.3.1. Relationship between indicators of strategic management of CPAs and strategic management evaluation (SME) grid.

The results of the relationship between indicators of strategic management of CPAs with the strategic management evaluation grid are presented in Figure 6.1 (a), Figure 5.1 (b), and Table 5.8. The overall, three indicators' variables Strategic Management Profile (SPP) [$\beta = 0.181$; $t(3) = 2.865$, $p < 0.004$], Employees Process (HRS) [$\beta = 0.202$; $t(3) = 2.911$, $p < 0.004$] and Governance and Accountability (GA) [$\beta = 0.445$; $t(3) = 7.529$, $p < 0.000$], were found to be statistically significant to Strategic Management Evaluation (SME). Therefore, hypotheses 1 and 2 were confirmed to have a positive and significant relationship with the SME.

Strategic Management Evaluation (SME) and Financial Management (FM) were found to be statistically non-significant [$\beta = 0.097$; $t(3) = 1.203$, $p < 0.229$]. They were implying that hypothesis 4 was not confirmed. Furthermore, the results revealed that Financial and sustainable management were found to be statistically non-significant [$\beta = 0.097$; $t(3) = 1.203$, $p < 0.229$], even though they have a positive contribution. These results show that hypothesis 7 was not confirmed.

These results could imply that CPAs with good strategic management profiles, a good human resource system, and good governance could have positive strategic management evaluations. In the study conducted by Cortes and Hermann (2021), attributes of strategic management were found to be having a positive contribution to superior performance, innovation, and enhancing an organization's competitive advantage. These results also confirm that indicator variable of strategic management positively impact and contribute to strategic management evaluations of CPAs in the province under consideration. The positive attributes mean that an increase in the attributes can lead to an increase in better evaluation results. Increasing these attributes is an excellent strategy for increasing your CPA profile.

6.4.3.2. Relationship between indicators of strategic management of CPAs with sustainable management (SUS).

The relationship between indicators of strategic management and sustainable management of CPAs is presented in Figures 6.1 (a), 6.1 (b), and 6.8. The results show that both Strategic Management Evaluation (SME) [$\beta = -0.021$; $t(2) = 0.189$, $p < 0.000$] and Governance and Accountability (GA) [$\beta = 0.346$; $t(2) = 3.127$, $p < 0.002$] have a statistically significant impact on the sustainable management (SUS) of CPAs. These results confirm the existence of hypotheses 3 and 5. Both SME and Financial Management (FM) [$\beta = -0.006$; $t(2) = 0.059$, $p < 0.953$] contributed negatively to SUS. However, FM's contribution was found to be statistically non-significant.

Only GA contributed positively to SUS, meaning an increase in GA will increase SUS. Improving GA, therefore, will improve the sustainability of the management of CPAs. This confirms hypothesis 6. Furthermore, the results have shown that SMEs have a negative impact, meaning an improvement in SMEs will decrease the sustainable

management of CPAs. Considering these results, it may be possible that respondents may not have understood what Strategic Management Evaluation involves. The results also show that the respondents did not consider financial management necessary.

This could be because most CPAs in the NW province are non-compliant and, therefore, not funded. Others have not received recapitalization grants; they have no active enterprises except the lease of land to previous owners, and that money is also not recorded or accounted for. In essence, the need to deal with budgets or monetary transactions is non-existent or minimal; hence it is rated low. The other reason could also be a lack of training in this aspect because the focus is mainly on conflict management training which has led to some CPAs being placed under administration.

6.4.3.3. Mediation analysis of the effect of CPAs sustainable management.

Although this study did not have the objective of investigating the effect of mediating variable (SME), it was found essential to reflect the presence of the mediator and its impact on the dependent variable (SUS). The results of the effect of the mediation were found to be statistically significant ($\beta = 0.090$, $t(2) = 2,157$, $p < 0,001$, 95% CI: 0,051, 0,078). This implies that the mediator has a vital role in this model. In the context of the study, for the CPAs to be sustainable, the CPAs in the Northwest province need to have a component of strategic management evaluation (SME) that coordinates financial management (FM), governance and accountability (GA), strategic management profile (SPP) and employee processes (HRS).

6.5. Lesson learned

In this study, various lessons can be necessary for the sustainability of CPAs. Amongst the lessons learned, the following were the biggest highlights of the study. These highlights were presented alongside their objectives.

6.5.1 Objective 1: factors that influence the strategic management environment of CPAs

The primary lesson learned was that formal employment resulting from the CPAs' existence was a function of the strategic management environment. Furthermore, the impact of this environment was variable in different factors.

6.5.2 Objective 2: an exploration of factors that influence CPAs' institutional arrangement

Considering this objective, the formulation of strategic goals and the development and evaluation of annual performance plans for CPAs were found to be critical for their success and sustenance.

6.5.3 Objective 3: development of strategic management framework

On this objective, the crucial lesson was that a framework is required for CPAs to function sustainably. The suggested framework showed that strategic management evaluation (SME) is critical to enhancing sustainability.

6.6. Chapter summary

This chapter showed that fundamental factors need to be considered in modeling the sustenance of these enterprises for them to be sustainable and make the required impact in the socio-economic environment of South Africa. All the objectives considered in this empirical chapter provided practical solutions that seem to be highly overlooked by policymakers.

CHAPTER SEVEN

CONCLUSION, IMPLICATION, AND RECOMMENDATIONS

7.1. Introduction

The previous chapter dealt with empirical results and analysis, and it is in this chapter that the proposed model for the CPAs was assessed. This assessment found that the sustainability of CPAs in Northwest province could be attained by considering various factors. This chapter will provide the general conclusion, policy implications, and recommendations using the following aspects: the summary of the main findings, contributions, theoretical, policy, and management implications as well suggestions for further studies.

7.2. Summary of the main findings

The study's main objective was to develop a strategic management framework for CPAs in the Northwest province. In this study, we have two analyses arising from the descriptive and the empirical results. The primary findings in the descriptive analysis were ascribed as follows: the socioeconomic factors of the CPAs were uncovered. In these findings, the CPAs under consideration were moderately experienced with low educational achievements and poor leadership. Furthermore, CPAs have little opportunity to upgrade their skills. It was also found that their professional networks were relatively weak. On the other hand, the empirical results showed that fundamental factors must be considered in modelling the sustenance of these enterprises in Northwest province.

7.3. General conclusion

Given the findings of this study, it can be concluded that the current members of the CPAs have minimal capacity to impact the socio-economic factors of their community using the land resources and accompanying infrastructure. Furthermore, the absence of a scientifically developed model for the capacitation of the CPAs as an institution has shown that government support is making an insignificant impact on improving their profile and capabilities. This is why this study has come up with a framework that

could be used to improve this institution and its capabilities. The study found that the sustainability of the CPAs is attainable based on the proposed model.

In this study, it can be concluded that modelling CPAs' sustenance depends on systematic planning, implementation, monitoring, and evaluation of the strategic goals they have set for themselves. The study also saw a need for the proper institutionalization of the CPAs from the government structures and support. The treatment of the CPAs as a program of government relative to an institution of government is not sustainable. Henceforth, the institutionalization of CPAs as state-owned enterprises may help achieve strategic and budgetary support from the government and may reduce inefficiencies.

7.4. Contributions of this study

The summary of contributions and the implications for this study were presented in different subsections in this section. The theoretical contributions were presented first, followed by practical and policy implications.

7.4.1. Theoretical implications of the study

Theoretical implications for this study were anchored mainly on economic and strategic management theories. Therefore, this study's theoretical contribution is based on the New Institutional Economic (NIE) theory and the Resource-based theory (RBT). According to NIE, institutions' economic activities and performance are influenced by formal frameworks like constitutions, rules, and procedures, as well as informal elements such as norms, culture, and tradition. The NIE, therefore, provides institutional solutions. The RBT, on the other hand, suggests that non-substitutable internal resources provide a framework to best position the organization for long-term success in its business environment.

This study's contribution stemmed from scanning the environment under which CPAs in the Northwest operate and profiling them in terms of their capabilities to meet their socio-economic expectations as per the CPAs Act (Act 28 of 1996, which is under review). This study also suggests a structure to enhance the sustainable development of CPAs by formulating a strategic management framework and institutionalizing operation and government support mechanisms.

7.4.2. Management implications of the study

The results from this study highlighted the issues related to business operations. Practically, the study pointed to the inefficiencies and ineffectiveness in the operations of CPAs' administration. This is meaningful. A unique contribution to the operation of businesses as it identified critical factors essential for running CPAs. Documenting, developing annual performance plans, implementing, monitoring, and evaluating the identified factors will improve the operations and sustainability of CPAs. This will bring value for money for the government, enhance economic growth in rural communities, provide for skills development and ultimately reduce poverty and unemployment.

7.5. Implications and recommendations

The study was impacted by various policies, including but not limited to the Reconstruction and Development Policy (RDP), Land restitution as a program, land reform policy, agrarian transformation, and rural development framework. This study has the potential to have an impact on land reform failures, inadequacies in dealing with institutional and structural dynamics in CPAs, the realization that most CPAs are under administration due to non-compliance to the CPA Act, the need to fast-track the process of reviewing the CPA Act which was introduced in 2014. The study further suggests a strategic management model that will promote accountability in CPAs, promoting the running of CPAs as businesses, resolving conflicts, and addressing group dynamics, thus paving the way for these institutions' efficient and effective running.

7.5.1 The impact of factors that influence strategic management environment of CPAs in NW province

The study results highlighted formal employment, government grants as well as communal versus medium and small-sized CPAs as factors that impact on the strategic management environment of CPAs in NW province. Formal employment was found to be a motivator and gave job satisfaction that positively impacted on performance. CPA members who were formally employed had access to social

networks, training opportunities, were self-sufficient and did not depend solely on the CPAs. Although the study results found that formal employment could elevate the profile of CPAs, there was possibility of greed by those formally employed. This could lead to a creation of an elite management structure that isolated ordinary unemployed members who depended on CPAs to languish in poverty. Receiving government grants on the other hand, had a positive impact in that members could pool resources together in terms of skills, knowledge and meeting the criteria for funding in order to improve the strategic management environment of CPAs. Grants recipients were determined to manage them well in order to ensure that they continued to operate, attended strategic financial management meetings, had bank accounts and could attend trainings which all impacted positively to their profile. The comparison of community versus small and medium- sized CPAs highlighted the elements of being manageable and sustainable, which was a good investment for government. Small-sized CPAs affirmed that these entities are not static and could grow to medium-sized which was beneficial to their members. Medium-sized CPAs were found to be less complex, and members could easily agree on programs and policies unlike in bigger groups. With community CPAs, consensus on operational and administrative matters was not easy, conflict resolution was a challenge due to diversity issues hence they have not been able to adequately execute their constitutional mandate.

7.5.2 The impact of factors that influence institutional arrangements of CPAs in NW province

According to the study results, factors that had a positive impact on the institutional arrangements of CPAs in the NW province, included CPA strategy and annual performance plans, which ensured that these entities were functional. The strategy had a significant impact as it involved strategic management planning and evaluation. These factors enhanced the competitive advantage of the CPAs amongst other community business entities. The challenge however, remained lack of proper understanding of these factors by some CPA members which weakened the implementation of strategic management evaluation.

CPAs also demonstrated a fair knowledge of factors related to governance and accountability such as auditing systems, risk management and stakeholder

management. The negative impact that these factors had was on implementation since knowledge alone is not enough to yield desirable results. The study results also revealed weaknesses on the impact of factors that addressed financial and human resource matters. There was inadequate reporting systems in terms of employee processes and how finances were regulated and accounted for. Factors such as asset management and supply chain processes were found to be problematic. CPAs needed collaterals to apply for funding and were also doing transactions and the weaknesses on asset management and supply chain processes impacted negatively on their institutional arrangements.

7.5.3 The impact of management and administration structures of CPAs in NW province

The analysis of descriptive and inferential statistics found that business operations, record management and development of annual performance plans were important in the management and administration of CPAs. Business operations had a positive impact because of the need for compliance which was indicated by documenting, managing records and evaluating operational processes to enhance growth and bring value for money for government. These factors could have a negative impact where business operations systems are poor or non-existent.

The other factors that impacted positively on the management and administration of structures of CPAs were leadership capacities and skills. Experienced members who had over ten years in the CPA committees could guide others and were respected for their institutional memory on management and administrative matters. The downside of these factors were when capacities, knowledge and experience were used to sideline others especially women and youth in participating meaningfully in the structures of CPAs.

7.6. Recommendations for future studies

Despite the in-depth data collected, this study would not have covered other aspects related to the economic management expectations of CPAs as vehicles of rural empowerment and development. The objectives and research questions have a bearing on narrowing the study focus. Hence it will be in the interest of other

stakeholders (e.g., policymakers, beneficiaries of land reform, academia) to further consider further research on some areas like those suggested below:

- Testing the efficacy of the proposed strategic management framework in a different set of CPAs.
- Investigation of CPAs that women and youth manage in the proposed CPA framework
- Assessing the socio-economic impact of institutionalization and government support within the proposed framework of the CPAs
- Investigation of policies that may enable CPAs to function in a proposed institutional arrangement.
- Investigate the capacity-building model to enhance the CPAs in a new institutional arrangement.

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APPENDICES

Appendix A.1– SURVEY QUESTIONNAIRE

Hons Manketsi NWU Ph.D. questionnaire
Development of the CPAs strategic management model

SECTION A – BIOGRAPHIC INFORMATION

A.1: Indicate your age in years: -----

A.2: Please indicate your

Female	1
Male	2

 gender:

A.3: Please indicate your involvement with CPAs

Beneficiary	1
Department official	2
CPA committee members	3

A4: Please indicate marital status

Single	1
Married	2
Divorced	3
Separated	4
Widowed	5

A5 Please indicate your experience in the CPA's activities:

3 yrs	1
4-6 yrs	2
7-10 yrs	3
+ 10 yrs	4

B – DEMOGRAPHIC INFORMATION

B1: Which district municipalities are you operating from? Please choose one.

Bojanala Platinum	1
Dr. Kenneth Kaunda	2
Dr. Ruth Segomotsi Mompoti	3
Ngaka Modiri Molema	4

B2: Indicate your position in the CPAs institutions; please choose one

Agricultural advisor	1
Executive member of CPA	2
Additional member	3
Beneficiary	4

B3: Indicate the type of CPAs are you belonging to; please choose one

Community CPAs	1
Medium size CPAs	2
Small size CPAs	3

B4 Indicate which commodity the CPAs to provide; please choose one

Livestock	1
Horticulture	2
Vegetables	3
Mining	4
Other	5

C – EDUCATIONAL INFORMATION

C.1 indicates your highest qualifications; please choose one

No schooling	1
Diploma	2
B-Tech	3
B Agric	4
BSc Agric	5
Honors	6
Masters	7
PhD	8

C2: What are your areas of specialization? Please choose one

Vegetables/field crops	1
Horticulture	2
Animal Production	3
Agricultural extension	4
Agricultural economics	5
Mixed	6

C3: Are enrolled to advance your education this year? Please indicate by choosing one option

Yes	1
No	2

C4: Are you registered with the following professional body?

SASAE	1
SACNASP	2
AESA	3
SASAT	4
Veterinary society	5
Animal science society	6
Crop production society	7
All of the above	8

C5: Indicate extra qualifications- short learning programs that have to improve your advisory service; choose one

People management	1
Statistics	2
Research Methodology	3
Group diversity management	4
Conflict management	5
Financial management	6
Communication	7
Others	8

D- CPAS PROFILE

D1: Number of years of experience in CPAs activities, please indicate: -----

D2 Number of the members of the CPAs, please indicate: -----

D3: Indicate the number of villages your CPA covers; please indicate -----

D4: How many CPAs member are farmers in your CPA?

D5: How many CPA members have formal employment?

D6: How many CPA members are unemployed?.....

D7: How many CPA members are receiving government grants?.....

D8: How many CPA members are Youth?.....

D9: How many CPA members are attending the government study group?.....

D10: How many CPAs are uneducated?.....

E- STRATEGIC MANAGEMENT OF CPA PROFILE

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
E1: My CPAs operate within government legislation and policies.					
E.2: My CPAs have an approved constitution.					
E.3: My CPAs have annual performance plans.					
E.4 My CPAs have a strategic goal.					
E:5: My CPAs are functional.					
E.6: My CPAs have a performance management system.					
E.7: My CPAs are receiving support from the government.					
E.8: My CPAs are compliant					
E.9: My CPAs have a strategic management model					

F- STRATEGIC MANAGEMENT EVALUATIONS

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
F.1: My CPAs have projects plans					
F.2: My CPAs has management plans.					
F.3: My CPAs have monitoring and evaluation policies.					
F.4: My CPA does conduct strategic planning					
F.5: My CPA has management policies.					
F.6: My CPA has a strategic management strategy					

G- GOVERNANCE & ACCOUNTABILITY

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
G.1: My CPA has a management structure.					
G.2: My CPA has ethical policies.					
G.3: My CPA has an accounting system.					
G.4: My CPA has an internal auditing system.					
G.5: My CPA has a risk management strategy.					
G.6: My CPA has a stakeholder management strategy.					
G.7: My CPA has an organizational culture.					
G.7: My CPA has a governance & accountability strategy					

H- EMPLOYEES, SYSTEM & PROCESS

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
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H.1: My CPA has organizational design					
H.2: My CPA has HR management planning					
H.3: My CPA has a performance and recruitment system					
H.4: My CPA has a development and personnel admin					
H.5: My CPA has the infrastructure and equipment.					
H.6: My CPA has employee, system, and processes					

I- FINANCIAL MANAGEMENT

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
I.1: My CPA has the financial management strategy					
I.2: My CPA has an assets management strategy					
I.3: My CPA has a goods and services system					
I.4: My CPA has a revenue management system					
I.5: My CPA has the transfer payments strategy					
I.6: My CPA has a supply chain management strategy					
I.7: My CPA has a budgeting system					

J1: Does structural and institutional dynamics that impact the management and administration of CPAs in South Africa?

Impact	0
None-impact	1

APPENDIX A.2 – QUALITATIVE QUESTIONNAIRE GUIDE

Hons Manketsi NWU Ph.D. questionnaire

Development of the CPAs strategic management model

SECTION A – BIOGRAPHIC INFORMATION

A.1: Provide your social background as a CPA member.

B – DEMOGRAPHIC INFORMATION

B1: Provide your farming background as a CPA member.

C – EDUCATIONAL INFORMATION

C.1 Provide your educational background as a CPA member.

D- CPAS PROFILE

D1: Provide explanation on how your CPA started.

E- STRATEGIC MANAGEMENT OF CPA PROFILE

E1: Do you have strategic management at your CPA? Please explain.

E2. Explain how the strategic management is structured and financed.

F- STRATEGIC MANAGEMENT EVALUATIONS

F1: Explain how the strategic management of your CPA is evaluated.

G- GOVERNANCE & ACCOUNTABILITY

G1: Explain how the governance and accountability of your CPA is evaluated.

H- EMPLOYEES, SYSTEM & PROCESS

H1: Explain how the employee system and processes of your CPA works and evaluated.

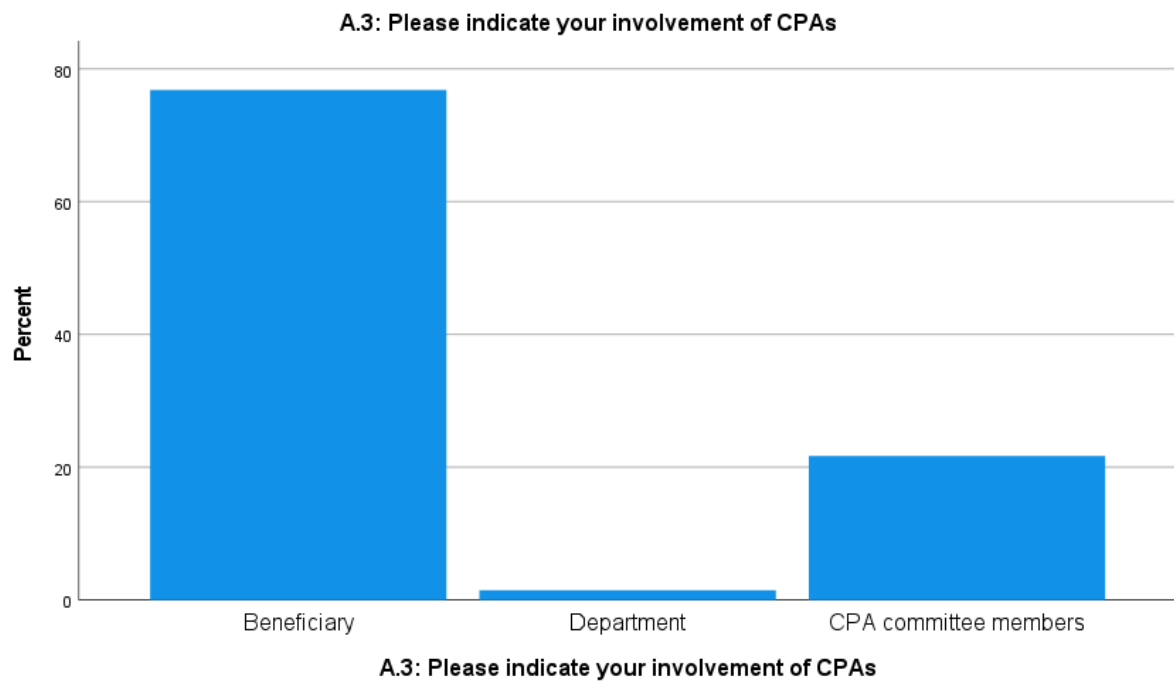
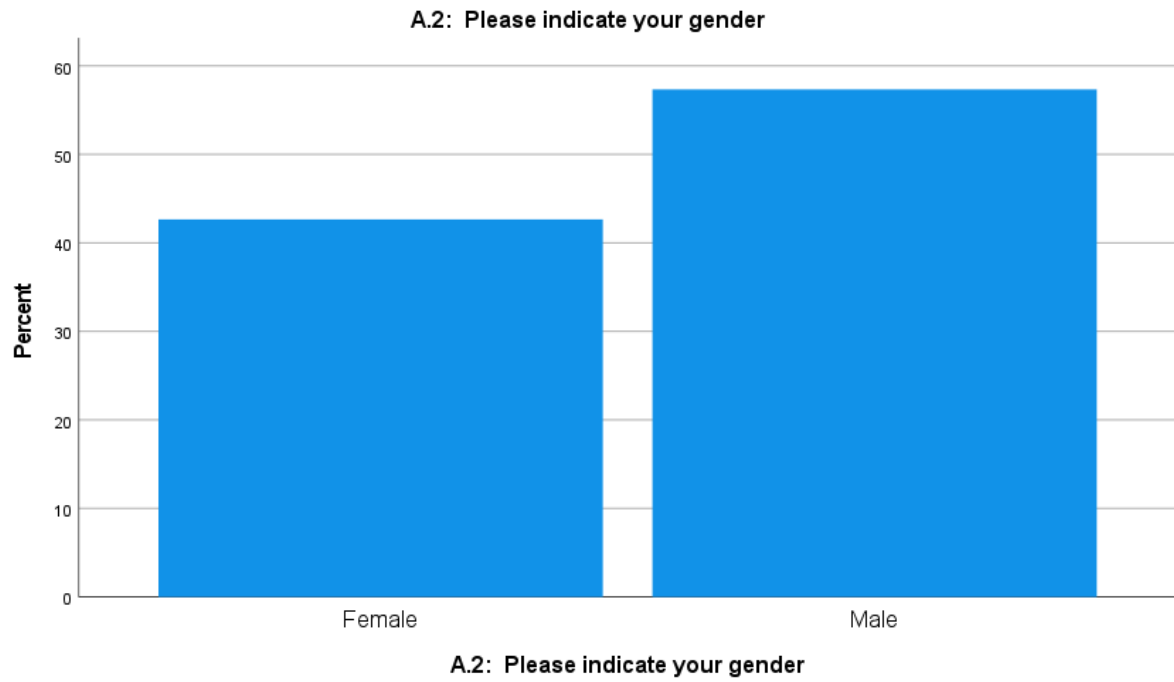
I- FINANCIAL MANAGEMENT

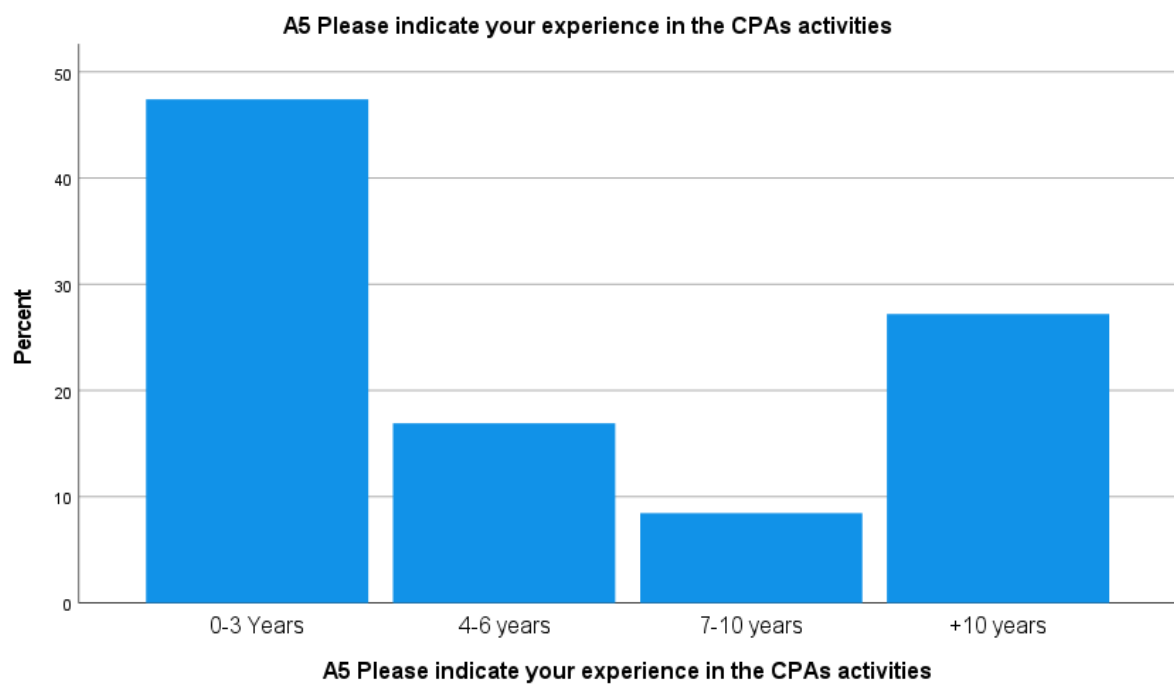
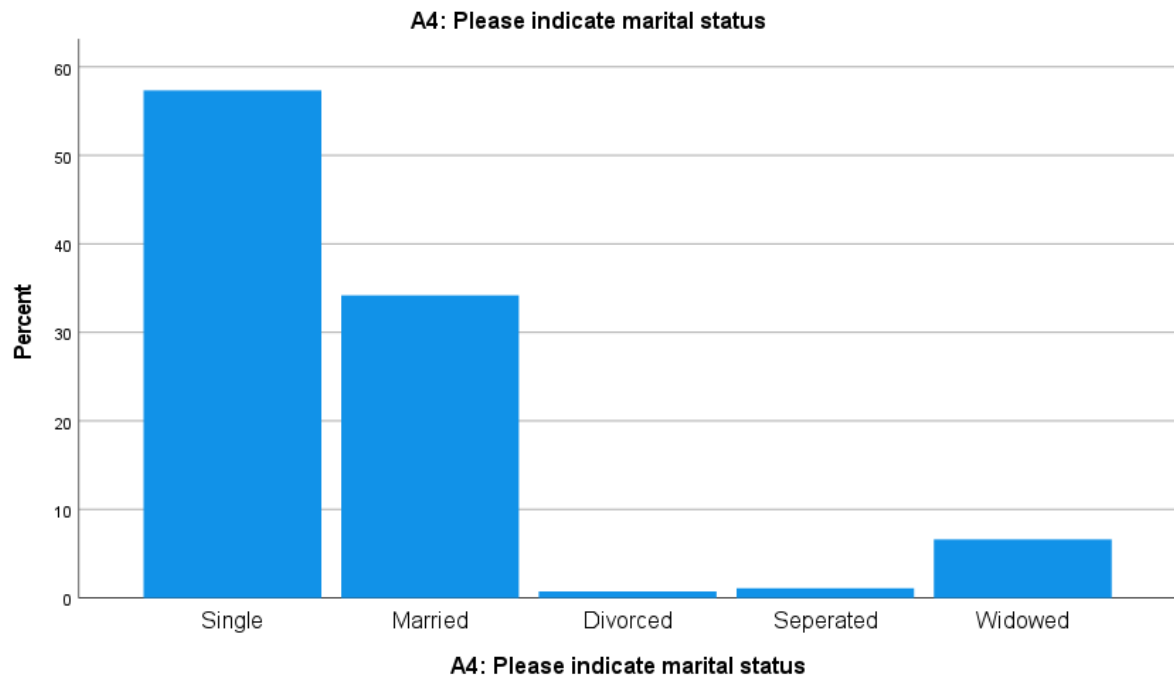
1: Explain how your CPA financial management system works and evaluated.

THANK YOU

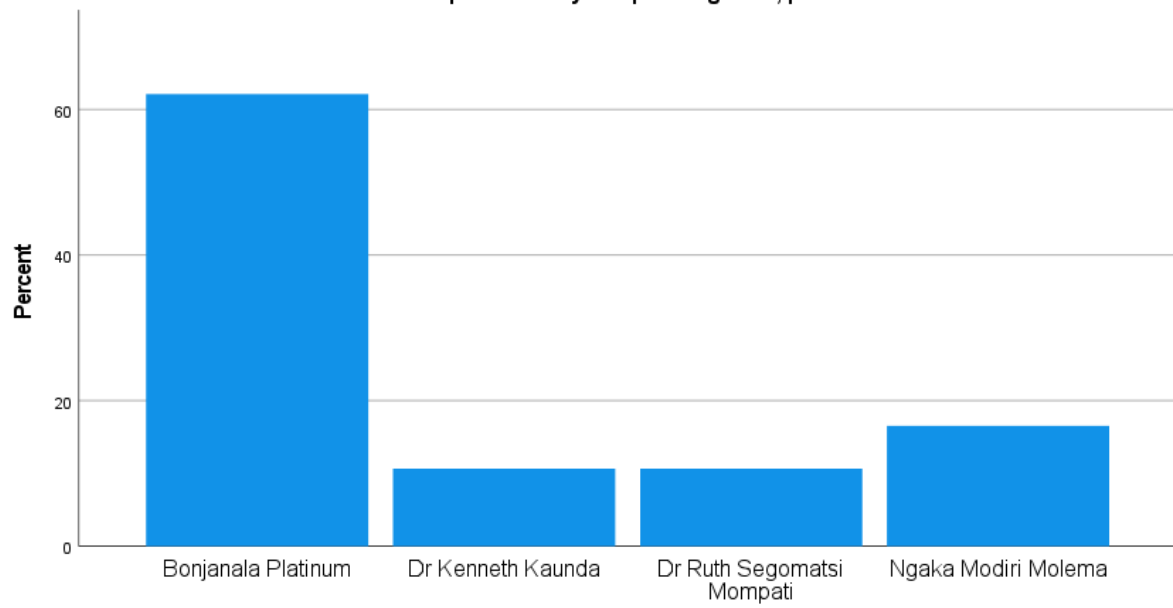
APPENDIX B-ANALYSIS

Bar Chart



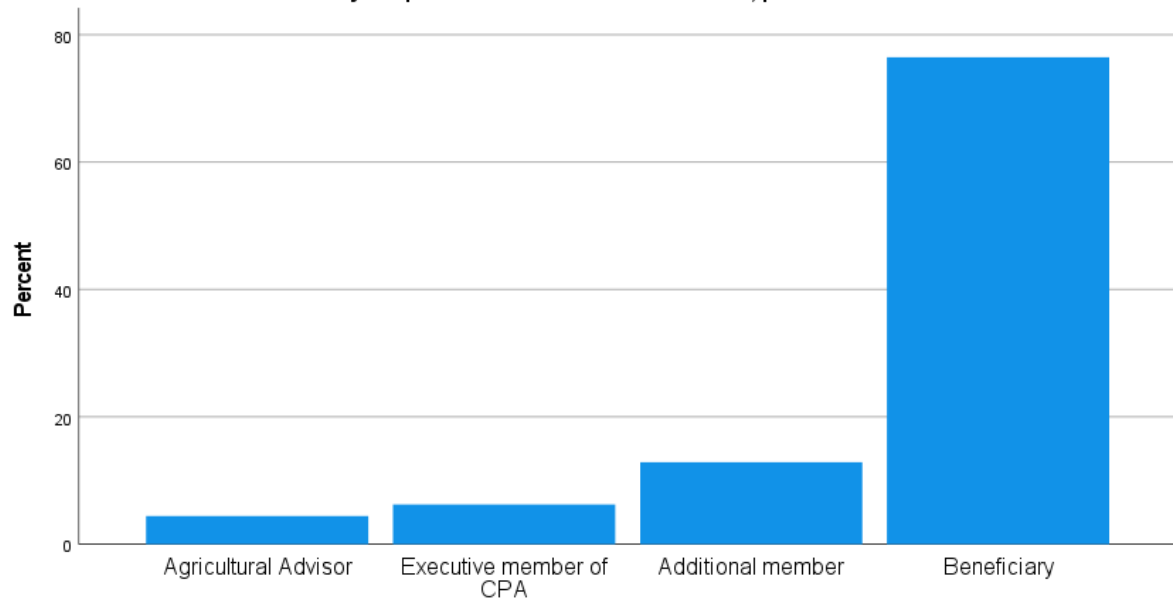


B1: Which district municipalities are you operating from, please choose one.

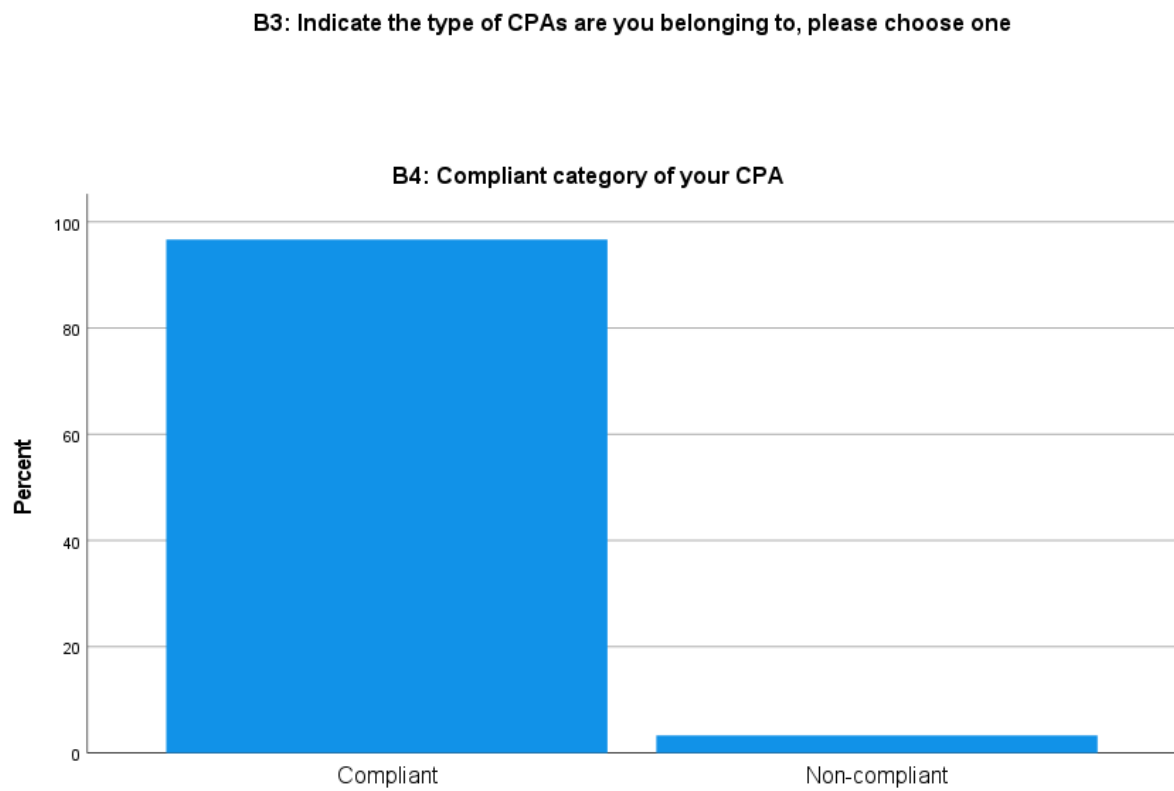
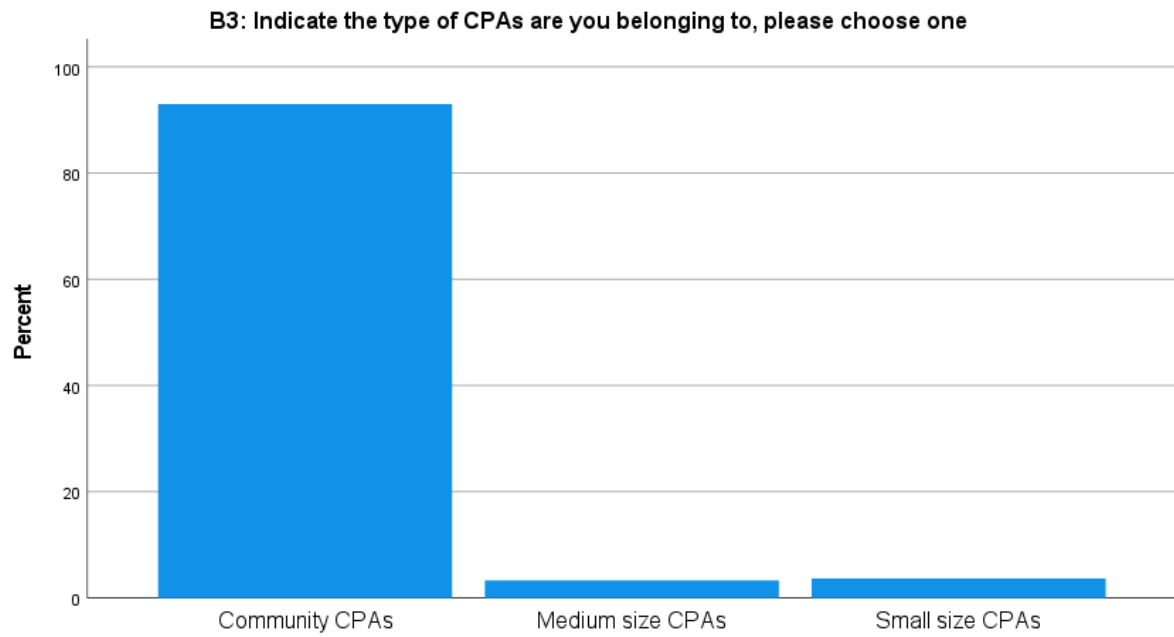


B1: Which district municipalities are you operating from, please choose one.

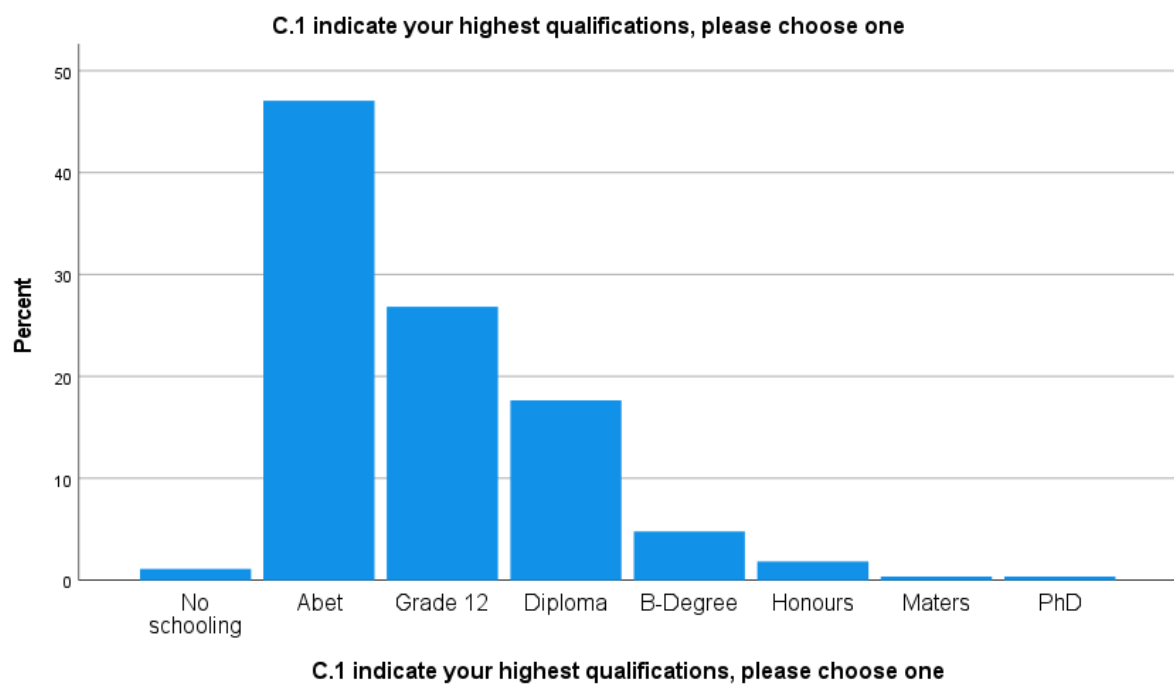
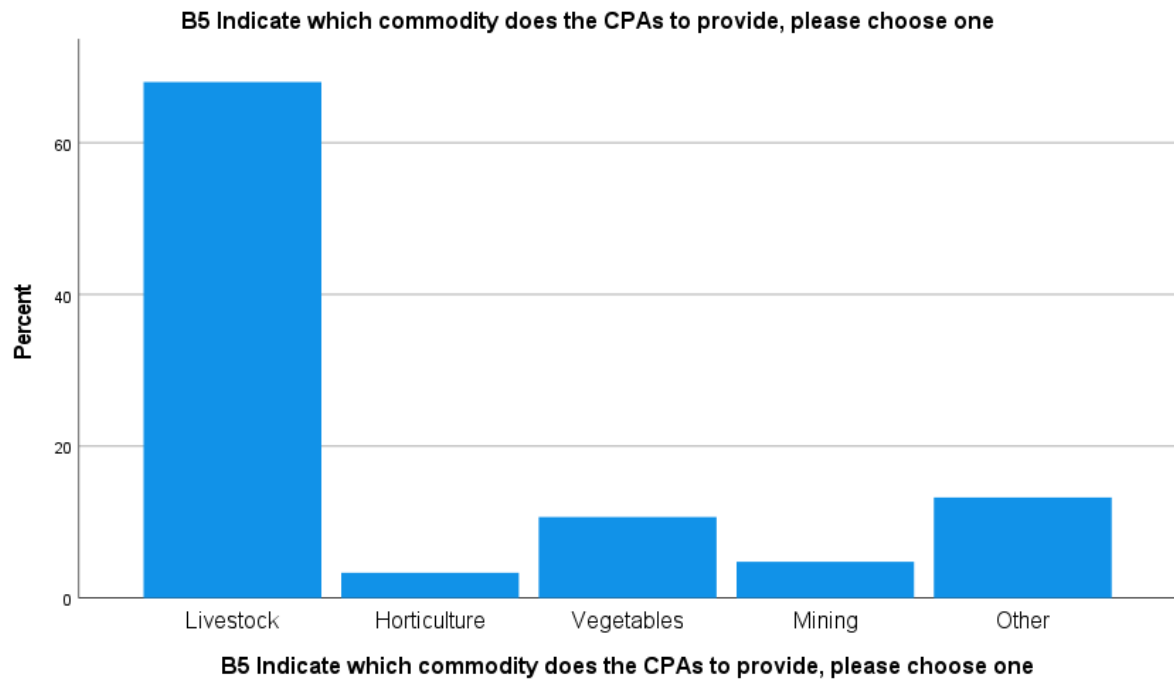
B2: Indicate your position in the CPAs institutions, please choose one

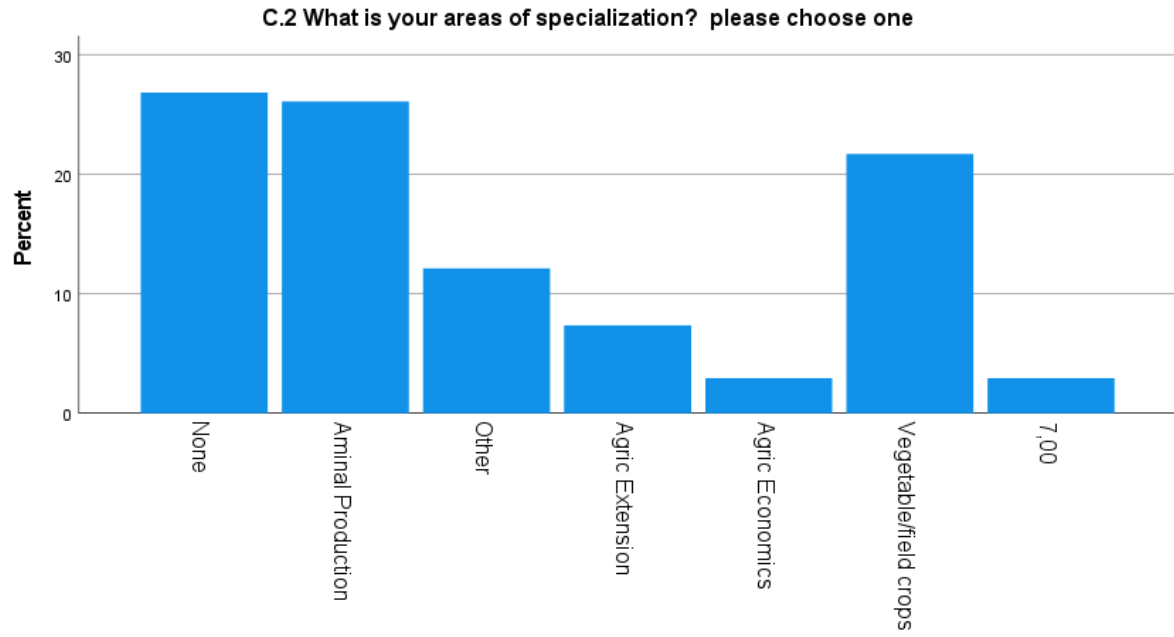


B2: Indicate your position in the CPAs institutions, please choose one

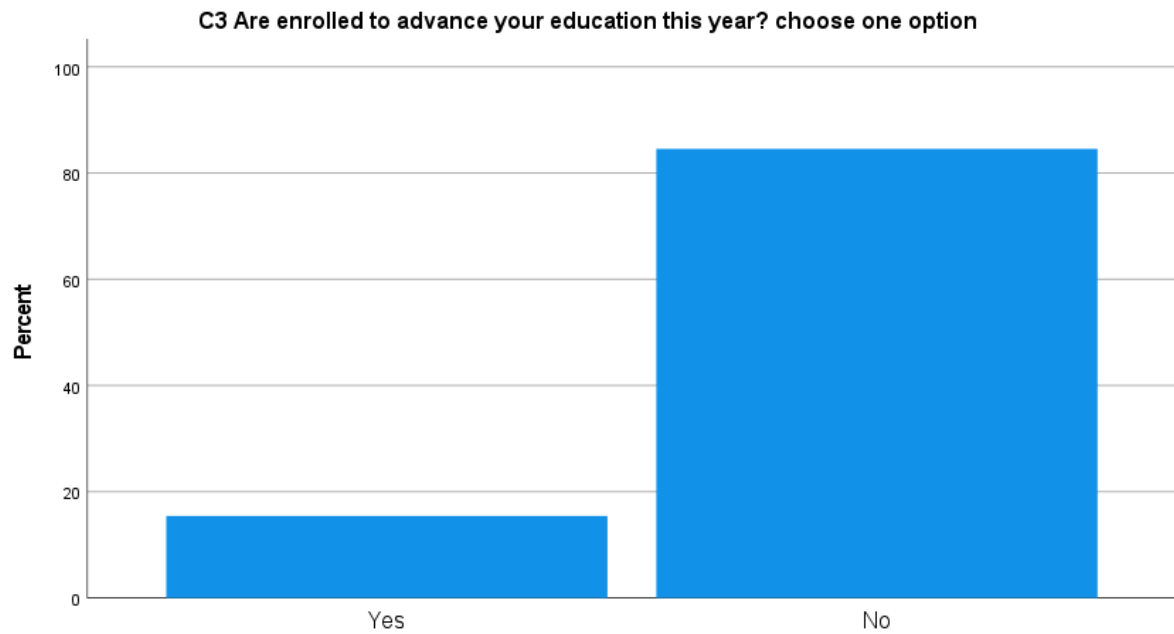


B4: Compliant category of your CPA

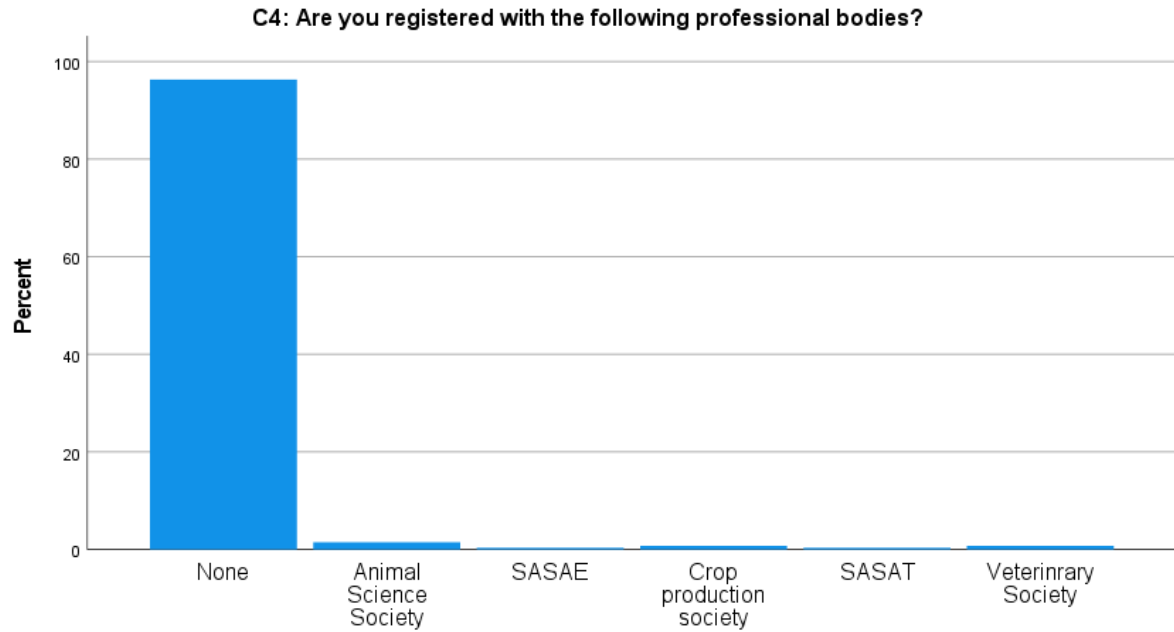




C.2 What is your areas of specialization? please choose one

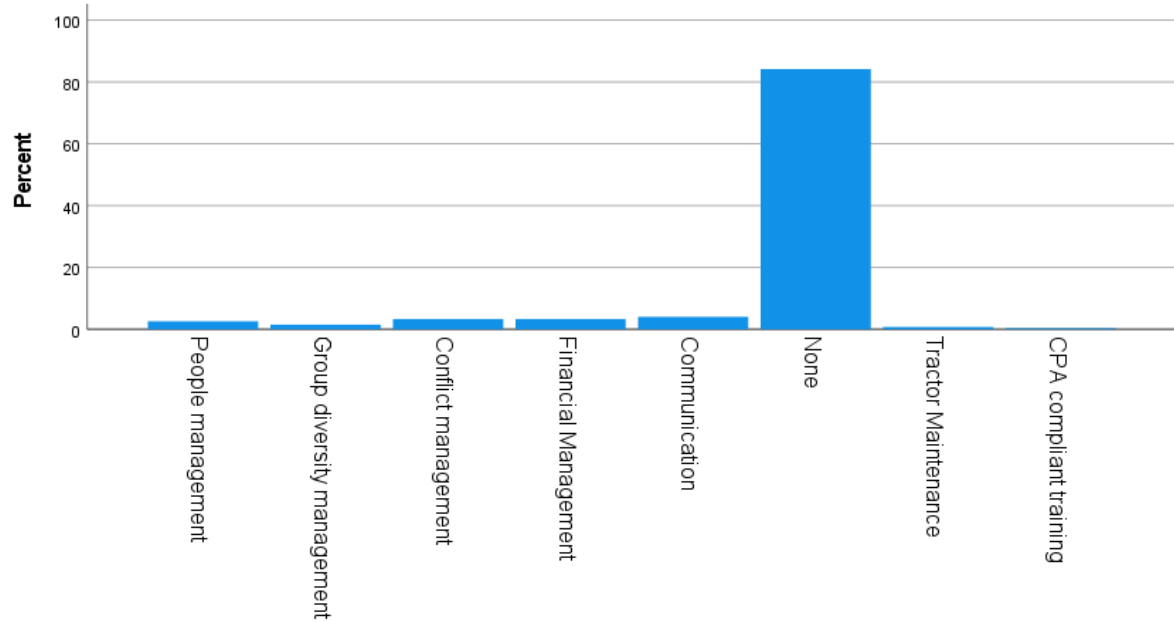


C3 Are enrolled to advance your education this year? choose one option



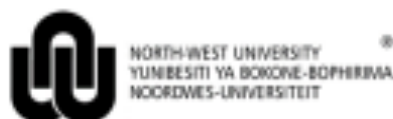
C4: Are you registered with the following professional bodies?

C5: Indicate extra qualifications- short learning programs that have improve your advisory service, choose one



C5: Indicate extra qualifications- short learning programs that have improve your advisory servic...

APPENDIX C-ETHICAL CLEARANCE



Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: <http://www.nwu.ac.za>

Economic and Management Sciences Research
Ethics Committee (EMS-REC)

15 July 2020

Prof V Mengwa and Dr JN Lekunze
Per e-mail
Dear Prof Mengwa and Dr Lekunze,

EMS-REC FEEDBACK: 29052020

Student: Tihape, MME (27259943)(NWU-00690-20-A4)

Applicant: Prof V Mengwa and Dr JN Lekunze – PhD in Business Management

Your ethics application on, *Development of a strategic management framework for communal property associations in South Africa*, which served on the EMS-REC meeting of 29 May 2020, refers.

Outcome:

Approved as a minimal risk study. A number NWU-00690-20-A4 is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Mark Rathbone
Signed by Mark Rathbone
On 15 July 2020 at 10:00:00
NWU-00690-20-A4
Management
Signed by Mark Rathbone on 15 July 2020 at 10:00:00

Prof Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

APPENDIX D – TURNITIN REPORT

17112923:Draft_Manketsi_thesis_Turnitin-
Thesis_-04_October_2022-editted_-docx.docx
by JOSEPH LEKUNZE

Submission date: 04-Oct-2022 09:01PM (UTC+0200)

Submission ID: 1916647385

File name: ketsi_thesis_Turnitin-Thesis_-04_October_2022-editted_-docx.docx (1.14M)

Word count: 24866

Character count: 140305

17112923:Draft_Manketsi_thesis_Turnitin-
Thesis_-04_October_2022-editted_-docx.docx

ORIGINALITY REPORT

10%	8%	2%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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2	Submitted to Regenesys Business School Student Paper	2%
3	pmg.org.za Internet Source	1%
4	www.ajol.info Internet Source	1%
	www.foodformzansi.co.za	1%

APPENDIX E- PROFESSIONAL LANGUAGE EDITOR REPORT



Department
Agriculture, Land Reform and Rural Development
REPUBLIC OF SOUTH AFRICA

Private Bag X833, Pretoria, 0001; 184 Jeff Mosemola Street, Pretoria, 0001

Tel: 012 - 312 8911; E-mail: quedasa@drtr.gov.za; Website: www.drtr.gov.za

Honourable MME Tihape
23 Gordon Street
Golfview
MAHIKENG
2745

APPROVAL TO CONDUCT ACADEMIC RESEARCH IN THE DEPARTMENT
OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

The Department has no objection to your request to conduct research; however, the following must be adhered to:

- The final copy of your research report must be submitted to the Department prior to your final submission to the institution of study.
- Files and records may not be removed from the Department's archives.
- Photocopies of official records may not be made for public purposes.
- Names of individuals from official records may not be published.
- Access to the records must be arranged in collaboration with the Head of Office, or in the case of National Office, with the Directorate: Information and Innovation Management Services.
- The Department reserves the right to restrict access to files of a sensitive nature.
- Access to classified information will not be granted if you have not been security cleared.
- Supply annual proof of registration from your University to the Department.

The Department will not be responsible for your travelling and accommodation expenses during this time of conducting the research.

[illegible]

**APPROVAL TO CONDUCT ACADEMIC RESEARCH IN THE DEPARTMENT
OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT**

You will need to sign the attached indemnity letter before conducting research in the Department.

Your co-operation to meticulously adhere to the afore-mentioned will be highly appreciated.

Kind regards

Name: Mooketsa Ramasodi

Reason: ADG

Date: 2020-12-01 10:49:35 CAT

Location: Pretoria

MR RM RAMASODI

ACTING DIRECTOR-GENERAL: AGRICULTURE, LAND REFORM AND
RURAL DEVELOPMENT

DATE:



Department of Agriculture, Land Reform and Rural Development - Departement van Landbou, Grense en Veevoeding en Landelike Ontwikkeling
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