

Modeling Strategic Management for Communal Property Associations (CPAs) revitalization in Land Reform Program: A case of North-West Province in the Republic of South Africa

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Abstract: The redistributive and restitution land reform trajectory in South Africa has provided a platform for land acquisition through communal property associations. The lack of strategic oversight has led to most CPAs collapsing and losing productive assets. This study aimed to develop a model for the strategic management of CPAs in the North-west provinces using a concurrent mixed-method research design. This study was conducted through a survey and focus group session (n =4) in five district municipalities. The former study was conducted with 272 randomly selected CPA respondents. The results revealed that there had a significant and positive influence of SME on GA [$\beta = 0.445$; $t(3) = 7.529$, $p < 0.000$], SME on SUS [$\beta = -0.021$; $t(3) = 0.189$, $p < 0.000$], and GA on SUS [$\beta = 0.346$; $t(3) = 3.127$, $p < 0.000$]. However, the results showed that the SME and FM were not statistically significant. The study concluded that the governance accountability factor drives the sustainability of CPAs. Thus, it is recommended that the government institutionalize the governance framework within CPAs institutions

Ethical Compliance: All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

Keywords: Land, CPAs, communal, sustainability, governance.

Introduction

Communal Property Associations (CPAs) in South Africa 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 ([1];[3]). The Department of Rural Development and Land Reform (DRDLR) was tasked with ensuring CPAs understand the Act and thus access funding for social projects on the restitution land ([4]; [5]). Makobane[6] and Madonsela[7] argue that political will exists in South Africa to reduce poverty, improve rural areas' economic conditions, and ensure that previously disadvantaged South Africans have secured land tenure. This political stance 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 ([8];[9]). 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 ([10]; [11]).

Land reform policy through redistribution and restitution programs in SA provided the rural poor, farm workers, labor tenants, and emergent farmers with access and ownership of land for residential and productive purposes for livelihood improvements ([12]; [13]). According to Akinola [14] and Xaba[15], the land reform program in South Africa has yet to achieve official government targets or public expectations over the past twenty-eight years. Studies conducted on land reform in South Africa have found 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 ([16][17]).

Hence, the role of CPAs in South Africa is to make the land they manage and administer profitable and beneficial to the rural communities. Therefore, Communal Property Associations (CPAs) must be administered and managed as community business enterprises and pay dividends to beneficiaries to address poverty, inequality, and unemployment ([18]; [19]). However, Duggan [20] argued that any business enterprise without a strategic management framework is bound to fail because it needs a roadmap for financial management and performance, which is the case with CPAs in South Africa. Saunders, Lewis, and Thornhill [21] highlighted that these strategies provide direction, enhance competitiveness, and sustain the viability of a business enterprise. Furthermore, like any corporate organization, Communal Property Associations (CPAs) are dynamic rather than static. Therefore, CPAs need a flexible strategic management framework that adapts to the changing business environment, resource constraints, resource allocation, and commitment to adjust to internal and external business environments.

Despite the policies enacted by the South African government, rural communities that are beneficiaries of land restitution need to improve their living conditions and maintain productivity on land managed by CPAs. However, the government continues to spend millions of rands on acquiring or buying back land from colonial property owners and funding beneficiaries' projects through recapitalization, with no significant changes in the management and administration structures of the CPAs. Most studies in the last decade have evaluated the socioeconomic benefits of the land reform program and, to a greater extent, the CPAs ([22]; [23]; and [24]). As per the cases studied across the country, the focus has been primarily on quantifying the socioeconomic 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 cause ineffectiveness in addressing the identified challenges, and CPAs are encountering at the strategic level. Communal Property Associations (CPAs) require a defined strategic management framework that can be sustainable and updated over time; this study intends to fill that gap. Therefore, developing a strategic management framework for CPAs using northwest provinces as a case in point may strengthen the management and administration of CPAs to benefit rural communities. Ehlers and Lazenby [25], as cited by van der Merwe [26], 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 study intends to contribute to the development of a strategic management framework for CPAs, firmly on the agenda of government departments and officials responsible for public policies. This study aimed to develop a strategic management framework for communal property associations for land reform implementation.

Literature review and theoretical perspective

The socioeconomic expectations of land reform Communal Property Associations (CPAs) have been associated with various economic theories such as Communal Economy; Community-based Enterprise; New Institutional Economics; Organizational Evolution, and Resource-based theories ([27]). Although these theories are relevant in assessing and building up community-based enterprises such as CPAs, this study has carefully applied these theories interchangeably. Like in other countries, land reform issues in the Southern African Development Community (SADC) region emanate from colonialism, inequality, and the need to redress historical injustices ([28]; [29]). 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 ([30]; [31], and [24]). Discussions on land and land reform programs in the SADC region are mainly in South Africa, Zimbabwe, and Namibia to a lesser extent ([32]; [28]; and [33]). According to these authors, more work and information must be conducted in other SADC countries as land reform issues are critical in policymaking.

Galvin, Beeton, and Luizza [34] Chigbu [35]; Siakwah, Musavengane, and Leonard [36] and Gohori, van der Merwe, and Saayman [26] have shown that the concept of communal land models and programs have existed in the Southern Africa region prior to colonialization without challenges, as espoused by both the Communal Economy and Community-based Enterprise theories. These theories advocate for the transformation of communities into commercial entities. However, colonialism has brought many challenges and constraints to the communal land model practiced by indigenous people before colonization ([27]). Disruptions in land tenure and distribution differ among countries and within the country. However, institutional barriers and economic and political interests are at the center of land reform programs that do not have a meaningful impact on the lives of beneficiaries ([37]; [38]).

It is well established in the literature that South Africa's rural communities have also been subjected to forceful land evictions by the apartheid government ([39]; [40]; and [41]). During the 1980s, organizations such as the Association for Community and Rural Advancement (AnCRA), the Transvaal Rural Action Committee (TRAC), and the Association for Rural Advancement (AFRA) actively defended communities that were forcefully removed from their

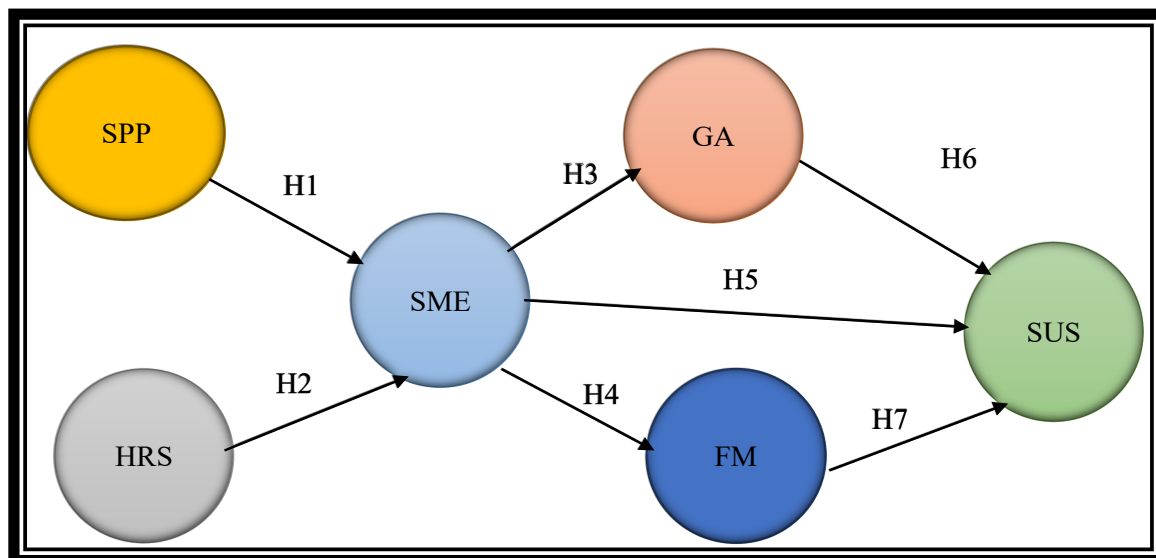
landorcedfully removed from their lands ([42]). Weinberg[42] further states that these organizations and NGOs were instrumental in establishing CPAs post-1994, as informed by New Institutional Economics theory. This theory postulates that institutions have a propensity to drive economic performance through established norms, traditions, and cultures. Discussions on how dispossessed communities could claim, hold, and collectively manage their land were held across different parts of South Africa in 1996 ([43]). The communities of Dithakwaneng near Vryburg in the North-West and Driefontein in Mpumalanga, according to[42], were among the first to benefit from the Restitution of Land Rights Act (Act no.22 of 1994). CPAs were then established under the CPAs Act (Act 28 of 1996) to legally hold land on behalf of the beneficiaries of land reform, work on the land, create jobs, and improve the living conditions of beneficiaries ([44]).

Furthermore, land rights activists and NGOs have always debated the challenges of communal versus individual land rights ownership ([45]). Women were marginalized ([46]; [47]; ; and [48]), and original land claimants faced the challenge of excluding labor tenants and ensuring equal distribution of dividends (). CPAs are often established in haste, and elected committees cannot draft their respective constitutions ([24][49]). CPAs were often established in haste, elected committees could not draft their respective constitutions ([50]; [51]), and government officials struggled with the management of conflict between members and traditional council authorities ([52]; [53]; [54];and [55]). Their unique internal resource endowment must be revised to drive CPA enterprises' economic performance, as guided by the resource-based theoretical perspective. Consequently, most CPAs are confronted with challenges such as creating employment, establishing sustainable business enterprises, efficient governance, management, and accountability to beneficiaries ([56]; [57]). These complex institutional and structural challenges have limited the impact of CPAs on improving the living conditions of beneficiaries ([38]). Thus, the growth of CPA entities has been curtailed, despite evidence of accumulated experience and learning ([27]). Despite these challenges, some researchers ([54]; [8];[58]; and [24]) argue that these entities have the potential to improve the socioeconomic conditions of beneficiaries of land reform. According to the Organizational Evolution theory, an entity's growth is a function of accumulated experiences and learning [27].

Conceptual model framework

An integrated model consisting of a resource-based view aligned with strategic management processes and some industrial organization viewpoints ([59];[60]) is proposed for this study as a strategic management framework for CPAs. Strategic management has a positive impact on the performance and sustainability of CPAs ([61]). According to Rodrigues and Franco [62]and Foris, Florescu, Foris, and Barabas, all stages of strategic management (i.e., formulation, implementation, and evaluation) are equally critical for the success of any organization or business entity.

Figure 1: Conceptual framework for strategic management of CPAs in the North-West Province



Where: SUS= Sustainability management, SPP = Strategic Management Profile, HRS = Human Resource strategies, SME = Strategic Management Evaluation, FM= Financial Management, GA= Governance Accountability.

As such, the 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) that are interconnected to facilitate the CPAs' ability to implement planned strategies ([64]; [65]). This is in line with the resource-based view on the significance of internal resources for CPAs' success ([66]), as shown in Figure 1. A formulated strategy must be implemented to test its effectiveness ([67], [68]). 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 have never been implemented ([69];[70]; and [71]). Consequently, the focus should be placed on all stakeholders involved to be taken on board with critical decisions to develop a strategic management framework within CPAs.

Hypotheses formulation

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

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

In this study, it is essential to focus on the intentions of establishing CPAs and target outcomes (hunger, poverty, inequality, and unemployment) within predominantly rural communities ([23]). Setting goals provides guidance and direction, effective use of resources, motivation for those involved, and monitoring that allows for continuous review and adjustment of strategic goals, where necessary ([72]; [73]).

Strategic management profile of CPAs and strategic management evaluation

An organization's strategic management profile requires strategic management evaluation processes driven by skills, knowledge, and experience ([74]; [75]). Thus, strategic management evaluation results were sought during the data collection process in this study to analyze and develop contextual plans that may improve the performance of CPAs. Siagian, Jade, and Tarigan [76] highlighted that knowledgeable strategic leadership can 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 ([77]; [78]). However, the current literature has yet to reveal the relationship between the strategic management profile of organizations and strategic management evaluation, especially in the CPAs environment. This study formulated a hypothesis to establish a relationship between these two constructs.

Hypothesis 1:

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

Human Resources and strategic management evaluation

Human resources play a significant role in the performance and sustainability of organizations ([78]). On the other hand, the 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 CPAs' ([55]; [67]; and [82]) performances. As such, entities such as CPAs need to operate as business enterprises to create an environment that attracts and retains skills, knowledge, and experience in rural areas where they are most needed ([82];[83]). Vincent and Pinsker [84] and [85]) reported that strategic management evaluation of indicators of human resource management enhances proper planning, formulation of strategic goals, implementation, and monitoring of these strategic goals may positively enhance the performance of CPAs.

Hypothesis 2

H₂: Human Resource processes and strategic management evaluation are positively and significantly related to CPAs' strategic management in the North-West province of South Africa.

Governance accountability and strategic management evaluation

The characteristics of good governance include responsiveness, which can address poverty and unemployment to a significant extent ([49]; [61]). Dube Nhamo [88] et al.[89] reported that risk management, as part of good governance, is essential for ensuring strategic management evaluation in any organization. Hence, CPAs' institutional and structural

challenges also require occasional strategic management evaluations to attain good governance ([37]). Various authors have 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 ([78]).

Hypothesis 3

H₃: There is a positive relationship between governance accountability and the strategic management evaluation of CPAs in the North-West of South Africa.

Strategic management evaluation and financial management

Organizations can use strategic financial management processes to continuously evaluate the business environment to create profits and attain their short- and long-term goals ([78]; [84]). Oliveira and Lopes [88] reported that strategic management evaluation processes could allow CPAs to identify risks and use resources effectively and efficiently and that without proper financial planning and strategic evaluation of goals and objectives, there would not be direction ([89]) for CPAs, and these entities are bound to fail. Sound financial management, backed by strategic management evaluation, could ensure the good performance and sustainability of CPAs.

Hypothesis 4

H₄: There is a positive relationship between strategic management evaluation and financial management in the CPAs environment of the North-West Province.

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 ([59]; [63]). Current literature has revealed that such processes could enable CPAs to improve their operational efficiency, which is essential for their sustainability ([99]; [100]). Some authors have also reported that strategic management evaluations could indicate whether the strategies are being implemented and are successful or need to be reviewed ([101]; [102]). This could allow for appraisal CPAs' strategic goals of CPAs and measurement of their performance.

Hypothesis 5

H₅: Strategic management evaluation has a positive and significant relationship with sustainability management in North-West Province CPAs.

Governance accountability and sustainable management

Good governance and accountability generally provide proper planning, formulation of strategic goals, implementation, evaluation, control, and feedback to stakeholders ([103]; [104]). Ngomane and Sebola [105] and Tibe [106] reported that the success of land reform programs of restitution and redistribution depends heavily on the management strategies of entities, such as CPAs, which are anchored on good governance and accountability processes. On the other hand, Koot and Büscher [107][107] and Tshidzumba and Chirwa [24] 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 [108] and Manenzhe [109] opined that good governance and accountability processes must form the basis for sustainable management of CPAs.

Hypothesis 6

H₆: There is a significant positive relationship between governance accountability and sustainable management of CPAs in the North-West Province.

Financial management and sustainable management

To improve beneficiaries' socio-economic livelihoods, CPAs must operate as business enterprises to generate dividends and create jobs for beneficiaries ([110]; [19]). Some authors ([111]; [112]) intended 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 [23], Wong, Baars, Davis, Van Der Zee, Houben, Paas and [72] Chang, Panjaburee, Lin, Lai, and Hwang [73] reported that CPAs must target indicators of sound financial management to achieve their strategic objectives and be sustainable.

Hypothesis 7

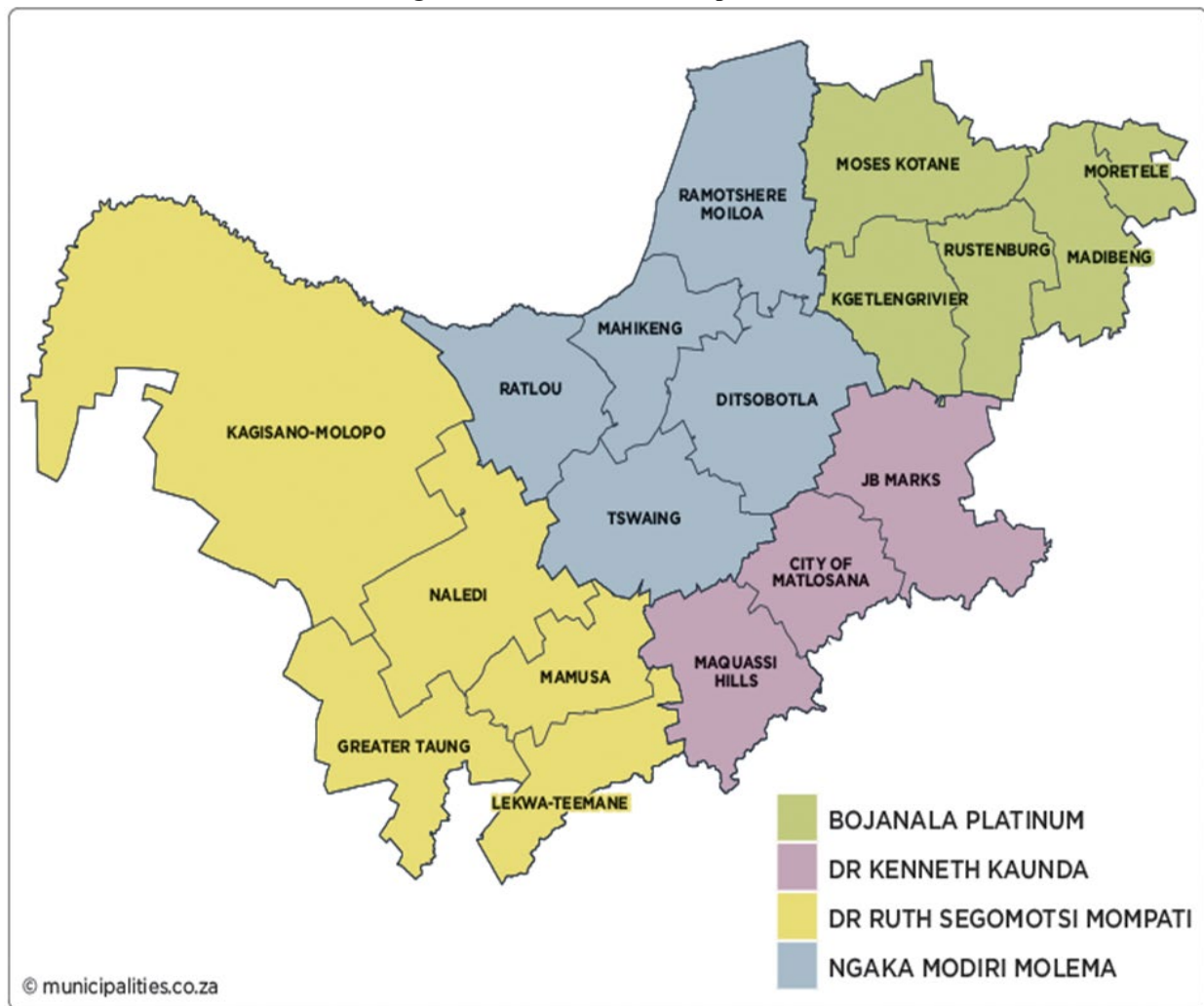
H7: There is a significant positive relationship between financial management and sustainable management in CPAs across the North-West Province.

Materials and Methods

Study location

The study location was carefully selected based on the different local municipalities within different districts. The study location was selected based on the definition provided by [113] and [114], who described the location as the actual place or area where the research was taking place or where data were being collected. Figure 2 shows the study locations in different municipalities.

Figure 2: North-West Municipalities



Source: Municipalities.co.za

The study site for Bojanala district, where data were collected, is the Moses Kotane local municipality area; for Dr. Kenneth Kaunda district, data were collected from the Tlokwe local municipality area; in Dr. Ruth Segomotsi Mompoti district, data were collected from the Taung local municipality area; and for Ngaka Modiri Molema district, data were 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. Centrality and access from neighboring municipalities are critical

considerations for identifying appropriate data collection sites. This means that consenting participants from neighboring municipalities within the district could attend the briefings and data collection schedules as arranged.

Research design and sampling

The study used a Concurrent Mixed-Methods Design (CMMD), in which qualitative data were collected from four focus group sessions in different district municipalities of North-West Province in South Africa. Quantitative information was collected through face-to-face interviews with the respondents. The respondents for the quantitative data collection approach were selected from stakeholders within CPAs. These respondents were notified of participating in the government departments in the province. The respondents were also required to state their willingness to participate in the study. Only respondents willing to participate were considered to participate in the study. Eventually, 272 samples were obtained with a margin of error of 5,95%, a response rate of 50%, and a confidence level of 95%. Sample selection was based on a simple randomized sampling technique determined through the Raosoft sampling calculator, 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 (500 000), r is the fraction of responses of interest, and Z(c/100) is the critical value for the confidence level c.

Data collection analysis

Qualitative data collection and analysis

Qualitative data such as pictures, videos, documents, and minutes were collected to support the study. The purpose of collecting this data is to explain the strategic management of CPAs. These data were analyzed using the Atlas ti software. The analysis was synthesized to support the explanation of emerging themes and perspectives. These explanations were primarily used in the quantitative results.

Quantitative data collection and analysis

Quantitative data were collected through surveys and constituted the primary data set for this study. A close-ended interview questionnaire 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 would understand what needs to be done (if instructions are clear), rule out any ambiguity or any potential insensitivity issues, and determine the time required for the interview. The pilot study revealed that the questionnaire was clear and understandable. The entire interview took 30-35 minutes on average to complete, which was acceptable. The close-ended 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 a five-point Likert scale of to 1-5, with 1 and 2 being positive, three neutral, and four and five being unfavorable. The data were analyzed using the Smart PLS software for descriptive and inferential statistics.

Results

Socioeconomic analysis of the CPAs

The socioeconomic analysis results are presented in Table 1. The results provided biographic and demographic information. The biographic information includes gender, marital status, higher education qualifications, and enrollment status in education. Gender analysis showed that males were slightly dominant (n= 156, 57.40%) compared to their female counterparts (n= 116, 42.60%). These respondents were also dominated by people with a low educational Abet (n = 128, 47.10%) and 12 (n = 73, 26.80%). The results revealed that most respondents (n= 230, 84.60%) were unwilling to enroll in an advanced education.

Table 1: The socioeconomic analyses for the CPAs in North-West Province

Descriptive statistics	Variables	Categories	N	%
Biographic Information	Gender	Female	116	42.60%
		Male	156	57.40%
	Marital Status	Single	156	57.40%
		Married	93	34.20%
		Divorced	2	0.70%
		Separated	3	1.10%
	Highest qualifications	No schooling	3	1.10%
		Abet	128	47.10%
		Grade 12	73	26.80%
		Diploma	48	17.60%
		B-Degree	13	4.80%
		Honors	5	1.80%
		Masters	1	0.40%
		PhD	1	0.40%
	Enrolment to advance education	Yes	42	15.40%
		No	230	84.60%
Demographic information	Involvement of CPAs	Beneficiary	209	76.80%
		Department	4	1.50%
		CPA committee members	59	21.70%
	Experience in the CPAs activities	0-3 Years	129	47.40%
		4-6 years	46	16.90%
		7-10 years	23	8.50%
		+10 years	74	27.20%
	District municipalities	Bojanala Platinum	169	62.10%
		Dr. Kenneth Kaunda	29	10.70%
		Dr. Ruth Segomotsi Mompati	29	10.70%
		Ngaka Modiri Molema	45	16.50%
	Position in the CPAs institutions	Agricultural Advisor	12	4.40%
		Executive member of CPA	17	6.30%
		Additional member	35	12.90%
		Beneficiary	208	76.50%

Source: Survey, 2021.

Demographic information captured the involvement of CPAs, experience (in years), district municipality information, and positions held by CPA members. Regarding their involvement, it was found that most of the CPA members (n = 209, 76.80%) are beneficiaries of the restitution program, followed (n = 59, 21.70%) by those who are CPA committee members and those who are associated with the Department of Agriculture constituted the least (n = 4, 1.50%) of the membership. Interestingly, the analysis of members' experience indicated that more members were found among those with the least experience (n = 129, 47.40%) than among those with more than ten years of experience (n = 74, 27.20%). The results further revealed that most of the respondents (n = 169, 62.10%) were found in the Bojanala Platinum district municipality, and the least were found in Dr. Kenneth Kaunda (n = 29, 10.70%) and Dr. Ruth Segomotsi Mompati districts (n = 29, 10.70%). Furthermore, the results showed that the number of members in the professional environment was less than 30% and beneficiaries constituted more than 70%.

Descriptive and correlational analysis of constructs**Table 2: 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

Table 2 presents the results of descriptive and correlational analyses. The results revealed that the strategic management evaluation grid had the highest scores ($M = 18.596$, $SD = 6.266$), followed by financial management ($M = 16.930$, $SD = 5.897$), governance accountability ($M = 13.735$, $SD = 4.748$), sustainable management ($M = 13.165$, $SD = 5.551$), and the strategic management profile ($M = 12.860$, $SD = 4.445$). The results showed that all variables under consideration had statistically significant positive correlations. A higher correlation was found between the strategic management evaluation grid and governance accountability ($r = 0.730$, $p = 0.050$) and the lowest correlation was observed between financial and sustainable management ($r = 0.224$, $p = 0.050$). These correlation coefficients also indicate that the variables under consideration were free from multicollinearity.

Development of the strategic management model for CPAs**Assessment of the reliability of the model****Internal reliability**

This study used Cronbach's alpha as a tool to test internal reliability. The results in Table 3 reveal that all constructs have a Cronbach's alpha coefficient higher than the threshold of 0.700. This implies that the constructs in this study have an excellent internal reliability index. Thus, we conclude that these constructs are reliable.

Table 3: 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

Source: survey, 2021

Rho_A reliability

In this study, the Rho-A reliability was evaluated to test the reliability of the constructs (Table 4). The results show that the constructs are reliable, because all coefficients are statistically significant at the 5% confidence interval.

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Table 4: 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

Source: survey, 2021

The composite reliability

Composite reliability is also used to measure the internal reliability of the constructs. Several studies have recommended the value of 0. 700 for constructs with good composite reliability ([85], [86]). The results in Table 4 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 5: 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

Source: survey, 2021

Assessment of construct validity of the model

Convergent validity

The convergence validity test results are listed in Table 6. According to the results, the convergence validity was acceptable because the average variance extracted (AVE) was above 0.500.

Table 6: 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

Source: survey, 2021

Heterotrait -Monotrait

The heterotrait–monotrait (HTMT) was also used to measure discriminant validity. Table 7 shows the results of the HTMT and confirms that the constructs had acceptable discriminant validity.

Table 7: The results of the Heterotrait -Monotrait

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

Source: survey, 2021

Cross-loadings

The item loadings in table 4.6 showed that some indicators' validity of the constructs used was acceptable. However, it was revealed that FM, HRS, and SME items did not load very well in their indicators. This implies that the model can be regarded as moderately valid.

Table 8: 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: Survey, 2021

Figure 3: Model for the sustainable strategic management of CPAs in North-West Province

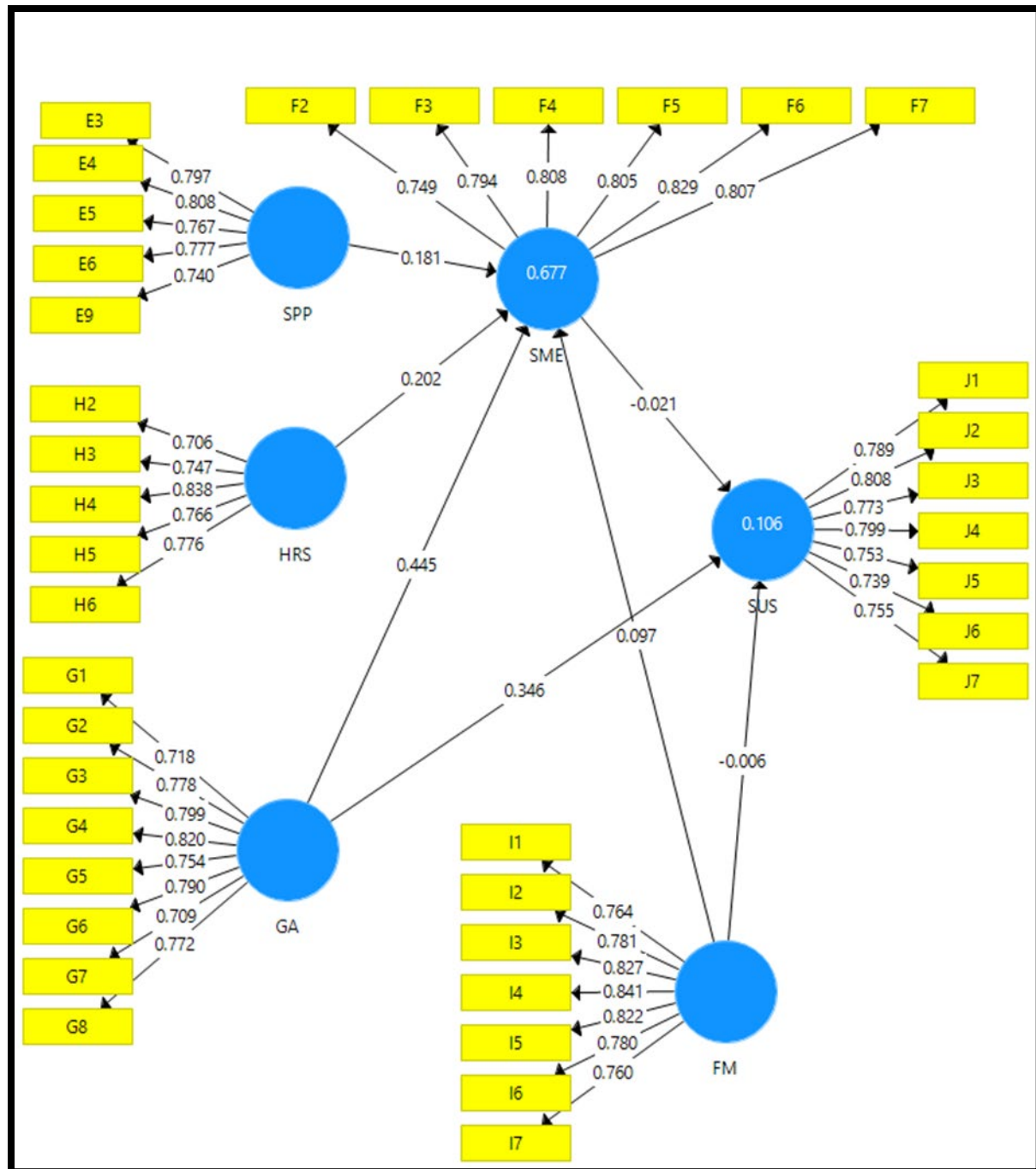


Table 9: The results of the Path coefficients of the model.

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

Source: survey, 2021

The results of the relationship between the indicators of strategic management of CPAs are presented in Figure 3 and Table 9. The results show that the SPP positively and significantly influences the strategic management evaluation grid (SME) [H1: $\beta = 0.181$; $t(3) = 2.865$, $p < 0.004$], leading to the acceptance of Hypothesis 1. Furthermore, the results reveal that there is a significant positive effect exerted by the employee process (HRS) [H2: $\beta = 0.202$; $t(3) = 2.911$, $p < 0.004$] on SME, confirming the acceptance of Hypothesis 2. Regarding the influence of SME on governance accountability (GA), it was found that SMEs exert a significant and positive influence on GA [H3: $\beta = 0.445$; $t(3) = 7.529$, $p < 0.000$], thus confirming the acceptance of hypothesis 3.

Other hypotheses that were found to be statistically significant were the influences of SME and SUS [H5: $\beta = -0.021$; $t(3) = 0.189$, $p < 0.000$], GA, and SUS [H6: $\beta = 0.346$; $t(3) = 3.127$, $p < 0.000$]. Therefore, Hypotheses 1 and 2 are confirmed to have a positive and significant relationship with SME. However, the results showed that SME and FM were statistically non-significant [H4: $\beta = 0.097$; $t(3) = 1.203$, $p < 0.229$], together with FM and SUS [H7: $\beta = 0.097$; $t(3) = 0.059$, $p < 0.229$], thus leading to the rejection of hypotheses 4 and 7. Although this study aimed to investigate the effect of the mediating variable (SME), it was essential to reflect the presence of the mediator and its impact on the dependent variable (SUS). The results of the mediation effect were statistically significant ($\beta = 0.090$, $t(2) = 2.157$, $p < 0.001$, 95% CI: 0.051, 0.078). This implies that the mediator played a vital role in this model.

Discussions

The results of the estimated model show that GA has a positive effect on the sustainability of CPAs. On the other hand, it has been revealed that SME and SUS reduce sustainability CPAs. This implies that the governance accountability (GA) of CPAs is a critical factor in ensuring the sustainability of these enterprises, whereas other variables reduce the sustainability of these enterprises. These results agree with NIE theory, but are in contrast with other theories, such as community-based enterprise (CBE) theory, communal economy (CE), organizational evolution (OE), and resource base (RBT) theory. Given these observations, the results are slightly counterintuitive to theories other than NIE. Considering this observation, the model for the sustainability of the CPAs changes the model's path to indicate that SPP, together with HRS, influences the SME, which influences GA, and then GA influences the SUS.

Most CPAs in South Africa do not have governance structures (e.g., councils or boards); thus, their strategic oversights are handicapped. The lack of strategic oversight has led to poor levels of CPAs' performance and sustainability ([80; [79]). Duggan.[20] highlighted the importance of strategic oversight to ensure improved business performance and sustainability. Rodrigues and Franco reveal that corporate governance positively influences enterprises' business performance and financial sustainability. This observation was consistent with that of the proposed model. However, other scholars contend that business performance and sustainability are functions of multiple factors, including, but not limited to, agency, management, and capacity building ([62]; [67]; [74]).

Conclusions

Given the findings of this study, it can be concluded that the governance framework is critical for the sustainability of CPAs in northwestern provinces. Although strategic management evaluation (SME) is required in the CPA framework, we conclude that its presence reduces the sustainability of CPAs. Hence, the institutionalization of boards and councils to play a strategic oversight role positively impacts the sustainability of CPAs' BMs.

Contributions of this study

The contributions and implications of this study are summarized below. These contributions can be divided into three categories (theoretical, management, and policy implications). The theoretical contributions are first presented, followed by practical and policy implications.

Theoretical implications of the study

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

The contribution of this study stems from scanning the environment under which CPAs in the northwest operate and profiling them in terms of their capabilities to meet their socioeconomic 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, institutionalizing operations, and re-evaluating government support mechanisms.

Management implications of the study

The results highlight the issues related to business operations. Practically, the study highlighted the inefficiencies and ineffectiveness of CPAs' administration. This is meaningful. A unique contribution to the operation of businesses is the identification of the critical factors essential for running CPAs. Establishing boards and councils for CPAs will improve their operation and sustainability. This will bring value for money to the government, enhance economic growth in rural communities, provide for skill development, and ultimately reduce poverty and unemployment.

Policy Implications of the study

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, whose articulations did not include the impact of the councils and boards for the CPAs. This study has the potential to impact 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 with the CPA Act, and the need to astrack the process of review the CPA Act introduced in 2014. The study further suggests a strategic management model that promotes accountability in CPAs, promotes the running of CPAs as businesses, resolves conflicts, and addresses group dynamics, thus paving the way for efficient and effective running of these institutions.

Recommendations for future studies

Despite the in-depth data collected, this study only covered some aspects related to the economic management expectations of CPAs as vehicles for rural empowerment and development. The objectives and research questions narrowed the focus of this study. Hence, it will be of interest to other stakeholders (e.g., policymakers, beneficiaries of land reform, and academia) to further consider future research in areas such as those suggested below.

Testing the efficacy of the proposed strategic management framework for different sets of CPAs.

- Investigation of women and youth manage CPAs in the proposed CPA framework
- Assessing the socioeconomic impact of institutionalization and government support within the proposed framework of CPAs
- Investigation of policies that may enable CPAs to function in the proposed institutional arrangement.
- Investigate a capacity-building model to enhance CPAs in a new institutional arrangement.

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