

# **A small-scale sustainable farm in Tlapeng, Kagisano Molopo Municipality, North-West Province**

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**A business venture proposal submitted to the Faculty of Commerce, Law,  
and Management, University of the Witwatersrand, in partial fulfilment of  
the requirements for the degree of Master of Business Administration**

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## DECLARATION

I, Lorato Parkins, declare that this business venture proposal is my own work except as indicated in the references and acknowledgments. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

I adhered to exemplary ethical standards and have considered possible unintended consequences of the project. This project was committed to responsible and sustainable practices, to safeguarding the rights and well-being of the Tlapeng community residents but also ensuring the long-term success and positive impact of the project on their empowerment and livelihoods

Lorato Parkins

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Signed at .....

On the ..... day of ..... 20.....

## **DEDICATION**

I would like to thank God for the wisdom, strength, and courage given to me to complete the study.

## **ACKNOWLEDGEMENTS**

I extend my sincere and deep gratitude to my family for their support, prayers, encouragement, and confidence in me. My deep gratitude to everyone who contributed towards the success of this thesis, those who assisted me with data collection, the residents of Tlapeng Village, and farmers who gave their time to make contributions to this study.

## **SUPPLEMENTARY INFORMATION**

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## **EXECUTIVE SUMMARY**

This project focuses on the establishment of a small farm business venture in Tlapeng Village, a rural area in Northwest Province, to explore market opportunities and promote social empowerment. By employing sustainable farming practices, the project seeks to enhance the socio-economic conditions of the community.

Through a thorough assessment of market dynamics and consumer preferences in Kagisano Molopo, the project examines market demand, competitive landscapes, and consumer preferences. This analysis aids in identifying potential customers and developing unique selling propositions and understanding distribution channels and exploring niche markets, effective marketing strategies can be devised to gain market share.

The project emphasizes the impact of a small farm business venture on social empowerment and business sustainability and highlights the key contributors to social empowerment, including bridging the knowledge gap, optimizing human resources, providing training and education programs, generating employment opportunities, ensuring access to healthy food, and fostering collaboration with the local community. These initiatives not only improve individuals' livelihoods but also foster a sense of community and overall well-being.

The ultimate goal of this project is to create a sustainable small farm business venture that positively impacts the socio-economic landscape of Tlapeng Village. By addressing the identified factors inhibiting social empowerment and leveraging market opportunities, the project aims to promote economic growth and community development.

# 1 INTRODUCTION

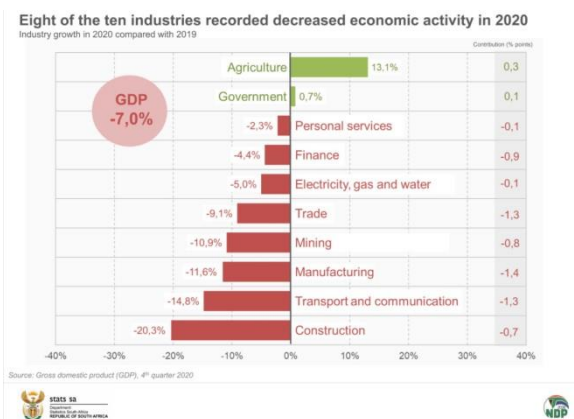
## 1.1 BUSINESS VENTURE PROJECT

This project aims to look at factors that have been explored in improving social empowerment, rural development, and business sustainability. The project will narrow the research to Tlapeng village in Kagisano Molopo Municipality, looking at the reuse of available resources and focusing on Farming and Land leasing as an opportunity for the community of Tlapeng. The primary objective is to determine the resources, capabilities, and core competencies that Tlapeng possesses, as well as to design a business strategy that is based on an awareness of the start-up company “Parkins & Corporative” ’s internal and external environments. The project will employ a qualitative survey to establish the interests and concerns of the landowners, farmers as well as the community as a whole.

The project explores the proposed business and the concept of a small farm as a start-up business, that can be used as a mitigating factor from the perspectives of empowerment theory, human capital theory, and labour market theory. It also interprets the causes of unemployment from these views and data generated through interviews.

The project proposes farming in Tlapeng Village in Kagisano Molopo, Northwest Province, as an opportunity that is emerging and growing in rural areas in South Africa (Mbatha, Mnguni, & Mubecua, 2021). Farming, particularly communal livestock farming, seems to be resilient to any economic crises experienced globally. Mmbengwa, Nyhodo, Myeki, Ngethu, and van Schalkwyk (2015) indicate that farming is connected with improved food security and fighting poverty in South Africa.

As a result, the project focuses on a small farm as a proposal to serve as a platform for people in and around Tlapeng Village, in Kagisano Molopo, North West province, to earn a living. According to Statistics South Africa (2021a), farming performed well in the year 2020, compared to other industries even with the pandemic dampening the overall rate of economic expansion. Agriculture was able to avoid the worst of the pandemic's impacts, which resulted in a 13.1 % increase in output. Figure 1. (Statistics South Africa, 2021a).



**Figure 1: Performance of the Agriculture sector during the 2020 Coronavirus period**

**Source: Statssa, 2021a**

### 1.1.1 Overview

The small farm start-up will focus on key areas such as Food Security, Job Creation, and Education. The project aims to address the community's needs and aspirations, by means of implementing initiatives that promote access to nutritious and affordable food, creating employment opportunities, and offering educational programs and workshops for skill development in agriculture. Individuals will be equipped with the necessary knowledge and resources to pursue farming as a viable career path.

Farming in Tlapeng has its challenges, and studies prove that these issues are experienced by other farmers as well. Farming as a business requires various types of

capacities to guide business planning, which includes implementation and after-care support. In addition to the Knowledge Gap, Finance, Technology, Human Resources, and Marketing, other factors make a business successful Human, infrastructure, financial, and market capacity. The importance of small businesses can be underestimated in fostering economic growth in South Africa's rural communities. However, rural entrepreneurs still have to contend with several obstacles and difficulties that make it challenging for small businesses in rural areas to be successful. For instance, Lekhanya and Mason (2014) point out that rural entrepreneurs in KwaZulu-Natal (KZN) that were more successful and those that were less successful were most substantially distinguished from one another by the factors of access to funding and skills shortages (Lekhanya & Mason, 2014).

Rural development is an untapped market for emerging entrepreneurs, although there is an appetite to build wealth and create employment and long-term income for the unemployed. However, as markets develop, potential entrepreneurs are increasingly moving to metropolitan areas in a quest to make a successful living. This can be viewed as fear of the unknown and entrepreneurs want to play safe. People migrate primarily for better economic opportunities and to improve their standard of living (Mlambo, 2018). The lack of knowledge and creativity that could be put towards the improvement of rural areas as a direct result of individuals moving from rural to urban areas contributes to underdevelopment and poverty (Mbatha, et al., 2021). Additionally, migration decreases the availability of labour and promotes the underutilisation of resources, particularly in rural areas (Gebereselassie, 2022).

While unemployment is a growing concern in South Africa, according to the Government Communication and Information System (GCIS) (2014), one of the causes of unemployment is a lack of interest in entrepreneurial activities. Sharma, Chaudhary, Bala, and Chauhan (2013) associate the lack of entrepreneurial activities in rural areas with many factors that result from a lack of development. They (Sharma et al., 2013) narrow the impact of this lack to the knowledge gap, finance, technology, human resources, and marketing. In addition, the lack of connectedness among the variables that are essential

to the promotion of capital accumulation, risk-taking, and innovation is the reason why rural entrepreneurship finds it difficult to get off the ground (Sharma et al., 2013).

According to Sharma et al. (2013), initiatives for rural development should include the building of infrastructure, the provision of educational and medical facilities, investments in agriculture, and the promotion of rural non-farm enterprises in which rural women and the rural population can participate to reduce unemployment and contribute to social empowerment. For this reason, hence the proposal is to embark on a farming project in Tlapeng Village. To quantify the impact, the participation of entrepreneurs in the rural economy is seen in the Quarterly Labour Force Survey (QLFS) (2021) which was conducted with young people aged between 18 and 34 and found that the number of young people involved in entrepreneurship remained very low, at just 6% overall. Findings from the QLFS, conducted in the first quarter of 2021, show that the unemployment rate in South Africa remains an issue of concern to the government and the labour market, particularly for young people. According to this survey, the overall unemployment rate in 2020/2021 was 32.6%, with a rate of 46.3% among youth (Statistics South Africa, 2021). In the rural areas, the results reveal that lack of development was a major contributor and still a challenge to both unemployment and entrepreneurial activities as jobs are scarce and poverty increases as the population grows which contributes to the lack of social empowerment as well. In line with Kepe and Cousins (2002), approximately 70 % of South Africa's poverty and inequality are centered in rural areas. Some of those areas even have a full degree of dependence on profits from other components of the country, along with pensions and wage remittances.

Furthermore, Mlambo (2018) acknowledges that migration poses a threat to rural development and, as a result, makes some recommendations and mitigation measures to be taken by the government. These include providing incentives to the private sector to decentralize the economy and to invest in rural areas to accelerate rural development. In the farming industry, the government could offer assistance such as seeds or tractors, or fencing for securing the land, such as the case and need in Tlapeng.

Mlambo (2018) argues that government has a greater role to play in rural economic development. He also indicates that it is imperative that government enhances the current incentives provided to professionals who work in rural areas to persuade them to remain in those areas and to convince professionals who currently work in metropolitan areas to relocate to rural areas. In addition, Mlambo (2018) emphasizes that government should invest in seminars designed to teach rural people about opportunities within the agricultural value chain to boost commercial farming and agricultural activities. His suggestion is in everyone's best interest, which could include attracting entrepreneurs and the community's interest, when government, as well as the private sector, make investments where there is access to land and to facilitate growth and innovation in supporting agriculture to make the most of opportunities in rural areas.

Van Schalkwyk (2015) also supports and expresses that the expansion and development of rural areas are based on agriculture. Mdiya and Mdoda (2021) point out that rural areas are endowed with land as a resource, which is becoming more and more of a scarce resource in urban areas and business districts. Their research shows that location and land access has a positive coefficient and was statistically significant at 1 %. This indicates that a unit increase of 1 % in location and having access to land for crop farming led to an increased revenue earned by R3.05 in the rural area (Mdiya & Mdoda, 2021). Tlapeng Village as a proposed location for this project is appropriate, as evidenced by their research, which shows that people who live in rural settings have a higher possibility of cultivating than those who reside in urban areas. Unemployment in Tlapeng Village, adds to the increasing current unemployment rate in South Africa, with a 30% rate in Kagisano Molopo Municipality, there is a need to alleviate and create opportunities to support the government and rural communities.

Adenutsi (2009) attributes unemployment and poor income in rural areas to low productivity and excessive reliance on the government, where value creation is minimal.

Poor productivity results in a low real per capita income, low consumption of necessary goods, low savings, and low capital formation. Invariably, this circumstance adds support to the well-known "vicious cycle of poverty" concept that underpins the continuance of underdevelopment in the rural economies that have prevailed since the dawn of human civilization. The irony of the situation is that the characteristics of low-income countries have persisted despite the abundance of people and natural resources available to these economies; thus, the necessity of this idea is to create employment in the rural Tlapeng Village. (Adenutsi, 2009)

According to the findings of the study conducted by Chris (2014), youth unemployment is a significant concern across the board in African nations. The labour market continues to be a source of concern, particularly because unemployment among young people and overall job losses has evolved into a problem at a national level that the current administration in South Africa has yet to address. More concerning are the bad working conditions and the inadequate compensation of young people, as well as the rise in the number of people who are withdrawing from the job market completely. Young people are a rich source of ideas for innovations that would stimulate economic growth, political development, and social development. It is expected of young people to be actively involved in productive activities. In the African and international context, Chris (2014) points out that youth unemployment in Nigeria has been a persistent challenge that young people in the country face daily, as is also a challenge in South Africa.

South African government can take learning from other countries' experiences and implement them to assist farmers and entrepreneurs, I relate to a study conducted in Ghana by Hardie, Highfield, and Lee (2020) which concentrated on the role that education plays as a strategy for fostering thoughts and actions. According to the findings of their study, entrepreneurship education is a crucial instrument that can be used to promote an entrepreneurial mindset among the general population. According to the findings by Hardie, Highfield, and Lee (2020), individuals receive higher awareness and orientation toward entrepreneurship when they are presented with entrepreneurial education at a

younger age. In this context, entrepreneurial education should begin in elementary school so that students can learn and mature with an entrepreneurial frame of mind. According to the findings of the study, this strategy has proven to be quite successful in the process of economic development through entrepreneurship in nations such as Norway, (Finland, and Japan. Highfield et al. 2020).

Beynon, Jones & Pickernell (2019), conducted a study on the role that entrepreneurship plays in reducing unemployment. One of the findings of their study was that entrepreneurship when paired with knowledge, provides a powerful force that is sufficient to uproot unemployment. According to their findings, knowledge-based entrepreneurship is beneficial to the development of innovative and creative ideas (Beynon et al., 2019).

In the South African context, there are a variety of factors that contribute to youth unemployment. These issues might include a lack of appropriate skills-sets that are required in the labour market, a mismatch between the obtained qualifications and the labour market, and a lack of quality education/curriculum. As stated by Burger and Woolard (2005) "soft skills," also known as "social skills," such as general communication and public speaking abilities, presentation and financial management abilities, and creative thinking abilities, play an extremely important role in the ability of young people to adapt to a working environment.

Even after 25 years of democracy in South Africa since 1994, unemployment has remained stubbornly high, suggesting the country needs more entrepreneurial minds to serve. Job creation is a major challenge, and it is having a negative impact on an already strained and underperforming economy. In the first quarter of 2019, the unemployment rate was 27.6%, but it jumped to 38% in the second quarter. (Statistic South Africa, 2019). According to Stoddard (2022), the current unemployment rate in South Africa is 65.5%, indicating that youth unemployment in the country remains high. When defining the group of unemployed youth, this includes both discouraged jobseekers and already unemployed.

There is a substantial supply of low-skilled and unskilled labour in South Africa, especially in the rural area, as seen in the 30% rate in Tlapeng Village. The majority of the unemployed persons in South Africa are Black African, and more than half of the unemployed are under 35 years old. A high number of the unemployed are Women and youth, as is the general population. The educational level appears to be an important element in influencing chances of success in the labor market (Burger & Woolard, 2005).

Although Northwest is primarily recognized as a mining province and is developing well (Durand, 2012) however, Tlapeng in Kagisano Molopo is on the brink of extinction among other things, poverty is increasing every day and opportunities are becoming scarcer and unemployment is rising.

**Table 1 Official employment status by Sex for Person adjusted, NW397: Kagisano/Molopo**

	Male	Female	Total
Employed	9 779	5 013	14 792
Unemployed	2 758	3 647	6 405
<i>Unemployment rate (%)</i>	22,0%	42,1%	30,2%

As is common in South Africa, the majority of the residents of Tlapeng Village and Kagisano Molopo Municipality have migrated to the metropolitan areas in search of work. As a result of frequent droughts that threatened livestock, agricultural production has declined in recent years, making it challenging for rural residents to make ends meet. Rising unemployment also contributes to the proliferation and vulnerability of impoverished

households, with women being widely recognized as having the primary responsibility for providing for their families in rural areas. (Makofane & Gray, 2014).

Padi and Musah (2022) conducted a study that looked at how entrepreneurship affects countries at different stages of development (P. & M., 2022). The study found that high unemployment in rural areas was linked to the lack of main street entrepreneurship (start-up business and innovation), which influenced the establishment of Parkins and Co as a solution for Tlapeng Village.

There were interventions made by the government, one of them according to Dube and Radikonyana (2020), was to boost economic development through the merger of Kagisano and Molopo municipalities. However, the unemployment rate and living conditions in the area did not improve due to a large number of undocumented policy measures. Without policies, processes, and strategies to monitor progress, it became clear in recruiting and employment equity that tiny communities like Tlapeng were given less priority in terms of growth. Political interference, logo controversies, and communication techniques are all issues that have yet to be resolved. In the areas of law, human resources, finance, communications, and internal displacement, the municipality of Kagisano - Molopo has faced a multitude of problems, some of which remain unresolved to this day.

One of the projects that Kagisano Molopo initiated as a form of creating employment was road infrastructure, which become a challenge as well, Dube and Radikonyana's (2020) study shows that the community has failed in this regard as well. Their study indicates that when it comes to road maintenance, Kagisano-Molopo has limited resources such as experienced personnel and equipment, making it difficult to offer maintained roads and carry out repair and maintenance work. The municipality has difficulties in managing the budget, which is why developments and certain projects are being postponed for example, for two budget years. This is one of the reasons Kagisano Molopo was once classified as

a financially troubled community in 2009 due to its financial difficulties. (Dube & Radikonyana, 2020).

The Municipality also created job opportunities from community infrastructure projects, which are building a fire department and starting a water supply project in 2021-22, according to a report by the IDP. Both initiatives were meant to take place in the same year. This was expected to have a positive impact on the economic scale in the area as part of the goal and the aim of building a future employment and development strategy. The project to supply water was started in 22-23, albeit with a rocky beginning and difficulties due to the strikes that disrupt deliveries.

The population of Kagisano Molopo municipality, according to the census 2011 project totals 105 789 people and is distributed across 64 villages (StatsSA, 2011). The majority of the residents of these villages derive the majority of their income from livestock and from small-scale farming, however, the land owners/ small farmers do not engage in commercial agriculture due to factors such as Knowledge Gap, Finance, Technology, Human Resource, Marketing (Sharma et al., 2013).

## **Knowledge Gap**

Education plays a critical role in knowledge acquisition. When additional aspects are considered, such as education level and amount of farming experience, it is difficult to find people with strong communication skills in the area. As education plays an important role in communication, so will communication skills develop, making it simpler to acquire knowledge (Mbatha, et al., 2021). Alongside this, reading, comprehension, and memory skills increase, as a result, thus acquiring a deeper comprehension of a variety of topics where farming and agriculture are concerned.

Agriculture has also evolved, and as a result, countries in Europe, North America, and Asia are adopting measures such as the adoption of technology to incentivize large-scale farming, the facilitation of access to irrigation systems, the improvement of digital farming practices and infrastructure, and the implementation of favourable policies to support digitalization for transformative adaptation to climate change in farming (World Economic Forum, 2022). Drought is one such extreme physical process, and it is typically described as a slow-onset natural hazard whose repercussions are complex and resonate through many sectors of the economy, including water resources, agriculture, and natural ecosystems according to Botai, Botai, Dlamini, Zwane, and Phaduli (2016). During the past hydrological year (2015-2016), the government of South Africa proclaimed Northwest Province to be a drought disaster area, during this time the economy suffered a huge setback. (Botai et al. ,2016). Studies on the use of digitalization to accelerate sustainable farming methods in Africa are limited, thus there is still a void in the knowledge base (Balogun, Adebisi, Abubakar, Dano, & Tella, 2022).

## **Human Resource**

Farming has become a distant dream for generations of Tlapeng residents due to challenges such as a lack of resources, a lack of support, and a knowledge gap, which are especially visible among young, aspiring farmers and young people.

Lack of relevant skills and scarce farming experience usually force farmers to hire temporary labour (Geza, et al., 2020). Visser and Ferrer (2015) use the example of the sugar sector to illustrate how work in farming is not only outsourced, but also frequently filled by migrants and, in the instance of Nkomazi, by immigrants from other countries. They add that the other reasons cited by farmers for employing migrants were that locals were supposedly not prepared to perform the labour "for cultural reasons," that it was "below them to undertake this type of work," and that it was "above them to do this type of work." (Visser & Ferrer, 2015).

### **1.1.2 Problem Statement**

The problem addressed by this project is the lack of income-generating opportunities for the residents of Tlapeng Village. Currently, there is a significant absence of viable sources

of income in the community, leading to financial instability and limited economic prospects. To combat this issue, the project aims to establish a small, self-sufficient business that focuses on crop farming.

### **1.1.3 Purpose of the Project**

The purpose of this project is to establish a small, self-sufficient business that will provide the residents of Tlapeng Village with a source of income. This venture aims to explore crop farming by leasing local land or neglected farms to boost output and pursue commercialisation. The World Bank has identified poverty reduction as a top priority for international aid and has identified empowerment as a critical component in these efforts against the background of rapid socio-economic development in developed western countries and attention is being paid to the role played by entrepreneurs (The World Bank, 2022). According to The World Bank, similar to the urban areas, the rural areas of South Africa are home to many young people who are well-educated and can offer great potential to the rest of the world. Local businesses have an advantage in the development of the rural area, as has been seen when expanding their operations in the area. Local businesses contribute to decreasing poverty and breaking the cycle of poverty, affecting families and communities as a whole (The World Bank, 2022).

In associating local business with entrepreneurship, the situation of entrepreneurship and innovation in developing countries are extremely important issues (Daksa, Yismaw, Lemessa, & Hundie, 2018). According to Daksa, et al. (2018), entrepreneurs play an important role in an economy and have the ability to be key drivers of economic growth, innovation, and job creation. In recognition of the role and importance of entrepreneurship, the South African government established a new Department for Small Business Development in 2014. This was an attempt to reinforce the development of the economy. Despite this, the South African economy is still struggling. The Quarterly Labour Force Survey (QLFS) for the first quarter of 2022, reported that South Africa is struggling to contain unemployment. According to the QLFS unemployment during the reporting period

was at an alarming rate of 63.9% for those aged the employable age below 24 and 42.1% for those aged 25-34, while the current official national rate is at 34.5% (Stats SA, 2022).

#### **1.1.4 Scope of Business Venture**

Tlapeng is a village located 11 kilometers west of Ganyesa District in Kagisano Molopo Municipality in the North West Province in South Africa. The village is ruled by Chief Kgosi Ramadile and was originally founded around the year 1902 as a farming community for the farmers then living in Ganyesa. There is a total number of 1917 people living in the neighbourhood that includes the village (Statistics: 2011). Ganyesa acts as a mini town for the surrounding 64 villages and a place for local people to source and shop for household needs, even acts as a market for local street vendors to sell the crop, watermelon, peanuts, and fruits and vegetables from their gardens/ small scale farms. Ganyesa in recent years has grown in providing local employment with the construction of a Shoprite supermarket in 2008, a pharmacy in 2019, and a computer shop and cash build in 2012. These developments have been a major contributor to the mitigation of unemployment and the social-economic scale. Before Shoprite started operations in the area, residents had to travel to the nearby town of Vryburg, which is 70km from Ganyesa to shop for groceries and find employment.

The community living in Tlapeng and adjacent areas relies on the cultivation of crops and animal farming and the use of communal land. As most farmers began to raise more cattle, goats, and sheep, it was not long before new locations such as Magabue, Elgiers, Dipudi, and Southey were discovered and designated as grazing zones. These grazing sites are fairly close together, being within about 8-10 kilometers of each other. The regional route begins in Mahikeng in the Ngaka Modiri Molema District Municipality in the northwest and ends in Kuruman in John Taole Gaetswe in the Northern Cape, connecting these places, which is one of the positive aspects of these areas.

New developments from 1994 included the clinic and secondary school, before that they drove 15 kilometers to Ganyesa which was followed the following year by the construction of Raditshane High School which was completed the following year 1996.

The clinic was built in 1995. Although there were signs of change after 1994, the economic scale was not greatly affected. Today the village has a national road (tarred road) that starts at Vargas and passes through Tlapeng on its way to Ganyesa. Since then, the political structure and governance have changed significantly. In addition, the number of livestock farming communities has increased and mitigating the increase of poverty in the area. Breadwinners bring in enough money to feed their families and meet their basic needs, but the financial strain becomes apparent when children reach an age where they must continue their education.

When young person completes their secondary education, they have a limited number of career paths to choose from 1) they can work in the mines; 2) they can stay at home and farm (animal husbandry); or 3) they can work for other farmers. 4) Stay home and cross their fingers that the local government offers them part-time employment opportunities, or 5) Get a job at Shoprite.

According to Stats SA census results of 2011: the majority of people in Kagisano Molopo were invested in livestock farming, compared to crop farming due to lack of rain. As Ganyesa has developed over the years, businesses are established in the area, and these include grocery stores competing with Shoprite, building materials stores competing with Cash Build, fruit, and veg, home furnishings stores competing with Ellerines, clothing stores competing with Pep Store, and many more. Small entrepreneurs are booming where everyone wants to find a place to survive in the tiny market, whether it's by selling a plate of groceries, peanuts, and pastries, or by selling fruit and veg at the open market, both market share and competitive advantage are shrinking by the day, causing the monthly average return on investment for all vendors to decrease.



**Figure 2: Kagisano – Molopo municipality Villages - Google Maps,2022**

### **1.1.5 Objectives of the Business Venture**

The objective of this venture is to describe a framework to enhance the sustainability of the crop farming business in a rural Tlapeng Village.

Agriculture plays an essential role in the overall economic growth of South Africa and makes a considerable contribution to the food security of households. This project seeks to employ means of economic sustainability in the agricultural space and aims to describe a framework that will mitigate unemployment in rural areas by commercialising crop farming in Tlapeng Village in Kagisano Molopo Municipality, Northwest Province. This will be accomplished with lease-to-farm contractual agreements with the landowners. The NDP, 2030 highlights land and agriculture as crucial to supporting inclusive growth in rural areas and as having great potential for job creation. This comes at a time when the agricultural sector is still recuperating from the devastating effects of the drought that occurred in 2014 and 2015. (Vink & Kirsten, 2003).

## **2 LITERATURE REVIEW**

### **2.1 Introduction**

One of the strategies to reduce unemployment in Tlapeng Village, The study will employ the empowerment theory. The objective of effective practice is not coping or adaptation, but rather an increase in the community's actual power so that they can take action to prevent or to be equipped to handle the challenges they face. Gutiérrez, L. M., Delois, K. A., & Glenmayer, L. (1995).

#### **2.1.1 Empowerment Theory**

This project intends to collaborate with Tlapeng's residents to gain access to resources, while also understanding the socio-political context of the Tlapeng village. Empowerment theory, as defined by Zimmerman (2000) consists of organisational processes and structures that increase the member's participation and enhance the organization's effectiveness (Perkins & Zimmerman, 1995). The project will structure a framework and ways of working that are designed with Tlapeng's culture in mind, and this at times includes solving issues at the "Lekgotla" i.e. Tribal Court. Empowerment-oriented interventions improve wellness while also aiming to alleviate difficulties, giving chances for participants to grow knowledge and skills, and involve professionals as collaborators rather than authorities (Perkins & Zimmerman, 1995).

The concept that Parkins & Co proposes as a business project aims to form relations with local farmers and collaborate in equal partnership to reach commercial value. The project incorporates participatory approaches, involving the residents of Tlapeng Village in the planning, implementation, and evaluation stages and also forming collaboration with the community to ensure that their voices are heard, their needs are considered, and their knowledge and expertise are valued. This collaborative approach fosters a sense of

ownership and collective responsibility and empowerment. Empowerment as explained by Rodwell (1996) refers to a process of assisting and forming a relationship that places equal value on oneself and others, engaging in collaborative decision-making, as well as the freedom to make one's own decisions while also accepting observations and recommendations.

According to Page and Czuba (1999), the only way empowerment is conceivable is if a person comprehends power and abandons conventional notions of authority or dominance over others. The concept of empowerment hinges on the notion that power may grow, it follows that power can expand. Traditional social science emphasizes power as influence and control, frequently regarding it as a commodity or structure divorced from human action, whereas empowerment represents the reverse. (Page & Czuba, 1999).

Empowerment theory is essential from a commercial perspective in this project's success, in engaging with Tlapeng locals, and in creating powerful allies. This argument is supported by Santos, Neumeyer, and Morris (2018) affirming that the empowerment theory within entrepreneurship will mediate the relationship between learning approaches and the acquisition of learning outcomes. (Santos et al., 2018).

As part of the government's implementation plan and support for empowering the citizen, there is a plan according to the National Development Plan (NDP, 2012) for land reform and the agricultural industry to become more active, expand and provide job opportunities. The NDP bases its approach to land reform on several different principles, which include the maintenance of sustainable production on land that has been reformed. This can be accomplished by ensuring that human capabilities are developed prior to land reform, through programs such as incubators, leadership, mentoring, apprenticeships, and accelerated training in agricultural sciences (NDP, 2012). This initiative if implemented in Tlapeng, the farmers would have a better understanding to manage their land and be equipped to succeed.

### **2.1.2 Social Empowerment**

The goal of the project is to improve the community's standard of living, which directly impacts social empowerment by giving people a way to make and earn a living in Tlapeng Village. According to Aziz, Nisar, Koondhar, Meo, and Rong (2020) the term "Social empowerment" relates to the ability of people, particularly vulnerable groups, that is (a) to have access to productive sources that enable them to increase their income and obtain the goods and services they need, (b) to participate in the development process and the decisions that affect them.

Kao, Chen, Wu, and Yang (2014) elaborate that social empowerment is a collaborative effort between willing employees and the supporting partner. From a personal perspective, for instance, businesses can improve their working abilities by sharing technologies and resources and offering skill training and education. A firm can offer job chances to the unemployed or introduce social network resources to help launch a business, according to a social/structural point of view, which is the objective of a start-up business Parkins & Co.

A study by Guirado, Valldeperas, Tulla, Asendra, Badia, Evard, Cebollada, Espluga, Pallarès & Vera (2017) investigated social theory using the idea of social farming (SF). According to Guirado, et al. (2017), social empowerment theory may be characterized as a method of integrating and empowering groups at risk of social exclusion through their involvement in agricultural and food-related activities. Along with any necessary therapeutic interventions, integration may involve job creation or training.

Parkins & Co seeks to incorporate Social Farming in their business model as a means to earn a living for residents i.e. vendors, Farmers, and residents. As explained by Guirado et al., (2017), social farming includes involving people who are at risk of social exclusion in agricultural activities with the goals of integrating them into society, giving them employment opportunities, and giving them more control over their lives. Guirado et al., (2017) further mention that SF places a higher priority on the well-being of society and the

environment than it does on unending economic growth and monetary gain and that it also captures the value of human capital, which is based on conceptual assumptions of "progress" and "wealth" that are significantly different from those of the capitalist.

### **2.1.3 Business Sustainability**

One way to explain the concept of business sustainability is as the act of managing an organization while taking into consideration three distinct aspects: the economic, the social, and the environmental. (Mahajan & Bose, 2008). The concept or plan is designed to run in a particular manner; the goal is to ensure that the business is sustainable and continues to operate not just for one season, but for generations. Parkins & Co. plans to cultivate crops and produce goods all year round to ensure sustainability, i.e., to eventually expand ploughing to all four seasons of the year. Although there might be challenges, Pelosa and Yachinin (2008) looks at factors that can contribute to the success or failure to make the business sustainable. They state that factors such as firm size, industry, economic conditions, and regulatory environment influence the relationship between sustainability and financial performance. They concede that there is debate suggesting there is a nonlinear connection between sustainability and financial performance (Pelosa & Yachinin, 2008). Rezaee (2018) explains that business sustainability has evolved over the past ten years from branding and greenwashing to a strategic imperative, and global business organizations continue to place a high priority on achieving sustainable performance as investors and regulators demand it (Rezaee, 2018).

Sustainability can be achieved in several ways; Parkins & Co. is committed to achieving it by the adoption of a set of processes and practices unique to their company and reflecting the values they hold dear to advance their objective of fostering growth in Tlapeng Village. Farming sustainability is defined in documents such as statutes, rules, guidelines as methods of evaluation, a set of "good practices" for farmers, etc., that "translate" the broad concept of sustainability into the language of practice. A farm's sustainability can be gauged by observing how it differs from "typical" (widespread) farms in terms of resource utilization (such as the use of chemical fertilizers and pesticides) and the use of alternative

(sustainable) production methods. In the first place, solutions to problems in some (developed) nations, such as strategies and so-called "sustainable practices," may not be suitable for the local conditions in other countries (Bachev, 2016).

When considering a company's ability to remain operational over an extended period, one of the most important factors to consider is whether or not it has established a coherent plan for its future that can withstand the impact of potential threats and difficulties. To grow and ensure the company's long-term viability, Parkins & Co. has developed and approved a five-year strategic plan that includes expanding into neighboring communities including Ganyesa, Elgiers, Dipodi, and Phaposane. To say that development is sustainable means that it meets the needs of the present without compromising the ability of future generations to meet their needs. It is important to integrate all three of the following factors in order to successfully achieve Sustainable Development Goals, namely economic growth, social inclusion, and environmental protection (Surówka et al., 2021).

According to Kunyanti, Mujiono, and Achmad (2021), community development is one of the efforts undertaken to improve the well-being of a community. This is achieved through a variety of activities such as the strengthening of community initiatives and self-help, the improvement of the environment and housing, the development of village economic enterprises, the development of village financial institutions, and activities that can increase the capacity of the community to increase its production. They argue that the spread of enterprise and entrepreneurship can empower the community to increase its dignity and for those currently unable to escape the trap of poverty and underdevelopment (Kunyanti et al., 2021).

## **2.2 Conclusion**

Tlapeng, as a rural area, offers potential in terms of land and increased productivity. Investment in such a region will also have substantial benefits in terms of alleviating poverty and generating new jobs.

Even though there is evidence that young people are enthusiastic about starting their businesses, it is also clear that only a small percentage of them manage to pursue venturing into businesses compared to those who express an interest in doing so. Several of the most successful programs, as measured in terms of business growth and survival, have operated under stringent selection criteria that ensure support is given to young people who have the best projects and initial human capital resources. The benefits of youth entrepreneurship initiatives contribute to an increase in employability rather than a business start-up and achieving this result may be worth a higher investment for the economy of the country. Public policies and programs that encourage entrepreneurship have the potential to contribute to mitigating the effects of South Africa's ongoing economic crisis, which has resulted in higher rates of youth unemployment.

### **3 METHODOLOGY**

#### **3.1 Introduction**

This chapter addresses the business' research methodology and includes sections on the population and sampling, method of data collection, and method of data analysis. Literature research, formal interviews, and site visits to commercial farmers, vendors, and landowners were conducted to collect data and information for the proposal's business venture project.

#### **3.2 Population and Sampling**

Quantitative and qualitative research methodologies are two basic research approaches that studies normally use. However, in recent years, the mixed method approach has been used as a research methodology (Cameron, 2011). Quantitative research methods place emphasis on numbers and figures during the collection and analysis of data, while qualitative research methods focus more on collecting data from participants in their natural settings to evoke recall to solve problems (Eyisi, 2016).

This project adopted a qualitative research approach using the interpretive paradigm to explore a framework to enhance the sustainability of rural business development. This is to ensure that the researcher obtains data, maintains flexibility, and takes into account all experiences of participants during data collection (Denzin & Lincoln, 2008).

### **3.2.1 Population**

For this proposed project, the population was Farmers or Landowners, Vendors, and Unemployed persons in Tlapeng Village. A target population, according to Pandey (2015), is made up of all members of a hypothetical group toward whom we want to generalize research findings. In Kagisano Molopo municipality there is a population of 105 789. Tlapeng Village consists of 875 males and 1042 Females which total of 1917 (StatsSA,2011).

**Table 2 Kagisano Molopo Municipality Population per gender**

<b>Area</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
NW397: Kagisano/Molopo	50 918	54 870	105 789
Tlapeng A	875	1042	1917

### 3.2.2 Sampling

**Table 3 Proportion of Agricultural activities in 2011**

Type of agric activity - Livestock production for NW397: Kagisano/Molopo, Household weight	Number of Households	Percentage of households
Households involved in Livestock production	6 231	97,1%
Households NOT involved in Livestock production	189	2,9%

The sample is drawn from 189 households that do not engage in the production of livestock, some of whom may be considering investing in or beginning crop farming. A Sample of 30 (n=30) was employed in this project to determine the resources, capabilities, and core competencies that Tlapeng possesses, as well as to design a business strategy that is based on awareness. Purposive sampling was chosen as a viable method for this project because the goal was to engage with people who are likely to be interested in crop farming and who have relevant experiences and are prepared to share them. Purposive sampling is a non-probability sampling technique in which "components chosen for the sample are picked based on the researcher's judgment." (Etikan, Musa, & Alkassim, 2016).

### 3.3 Data collection

Data was collected through in-depth interviews, using a structured interview guide supplemented with additional open-ended discussions with the Landowners/farmers, Vendors, and Unemployed persons.

The questions also included gaining an understanding of and defining the concerns, risks, and benefits associated with the topic at hand; additionally, analysing and interpreting the responses in order to identify particular phenomena; and what could reasonably be attributed to drought, financial challenges, and the theft of resources that is experienced in the crop farming industry. This involved examining the individual challenges that were encountered and determining what the broader outcomes of these were for the operations of the farm.

The other group of participants interviewed vendors and distributors of fresh fruit/vegetable as well as unemployed persons. The interviews were done in Setswana Language, and each participant was requested to set aside at least 10 minutes for the interview, and data collection took place at their preferred location of choice and the responses were recorded.

At the start of the interviews, participants were asked for their verbal or written agreement and informed that their privacy will be preserved in all published and written data emerging from the study.

### **3.4 Data analysis**

Data were obtained through face-to-face interviews utilising a qualitative data-gathering technique. Content analysis (CA) was used to analyse and understand the acquired data; the technique is a type of editing material for analysis and discussion. The interviews were done in their preferred language, Setswana, and the recordings were listened to, afterward analysed, and interpreted to draw a conclusion based on the participants' answers. This form of analysis was useful for extracting meaning from the acquired data and drawing reasonable conclusions from it. According to Bengtsson (2016), CA provides the researcher with the option of doing an examination of a broad surface structure (a manifest analysis) or a deep structure (a latent analysis) (Bengtsson, 2016).

This project exemplified a dedication to upholding exemplary ethical standards and diligently addressing potential unintended consequences, by adhering to ethical standards and proactively considering unforeseen impacts, the project demonstrated a commitment to responsible and sustainable practices. This commitment extends beyond safeguarding the rights and well-being of the Tlapeng community residents, as it also encompasses the long-term success and positive impact of the project on their empowerment and livelihoods.

Furthermore, the study underwent a thorough ethics review process, conducted by the university, to ensure compliance with ethical principles and regulations. The project was cleared by the university's ethics committee, signifying its adherence to ethical standards and successful completion of the ethics assessment. This validation reinforces the project's commitment to conducting research in ethically.

In analysing the data, the intention was to understand and analyse the experiences of farmers within the food chain industry, as it contributes to the awareness of the interconnectedness of many elements that make up the food chain and interventions that impact each chain.

## **3.5 Customer analysis**

### **3.5.1 *Landowners***

Landowners are a subset of small farmers as they occasionally have the resources to cultivate crops and sell them. While interviewing this group of customers, I observed that they prefer to sell locally to their neighbors and fellow citizens since they can make little profits instead of dealing with difficulties like finding a way to convey goods or products to large corporations in order to make a sale.

### **3.5.2 Vendors**

The Vendors do not have a nearby market to shop for their products to sell, therefore their perspective with regards to the initiative is that it closes the gap that they are faced with, and they would support the Business Venture project. The biggest challenges include long queues at the market and the risk of not finding quality products left to purchase, in other instances they come back empty-handed due to less supply for the demand.

### **3.5.3 Unemployed persons**

This group welcomes the idea as they would like to work nearer their homes and start contributing and empowering to their families, economically and financially. They admit that farming as a form of employment didn't seem possible as they have observed their forefathers' land deteriorate over the years as they could not farm, due to resource constraints and lack of financial support.

## **4 KEY FINDINGS**

The findings are based on discussions with landowners/farmers, vendors, and unemployed people in Tlapeng Village. Based on their knowledge of crop farming, including the hardships they have encountered, their experiences and interest in the industry, as well as the observations that make this project a good business opportunity for the community.

The majority of the agricultural land in Tlapeng Village is unutilised, therefore the findings unpack the reasons and confirm the viability of the project while ensuring that the project is fit for purpose and contributes to socially empowering the residents and ensuring that the business is sustainable.

The responses from the participants indicate that the project is the solution that is required in Tlapeng Village when looking at the number of households that lack adequate income or other means of self-sufficiency. Parkins & Co. is attempting to address the lack of income by using the empowerment theory to provide a self-reliant solution that necessitates them using their hands. When asked about whether they can lease their land, there was a caution that was observed which the farmers explained is due to the previous bad experiences that they endured in this regard. The farmer participants advised that previously farmers had relied on a handshake, verbal, and mutual agreement as a form of agreement to lease their land; these didn't go well and ended badly which lead them to decide to not lease their land and rather leave the land unutilised.

The unavailability of a social scientist with regards to sharing the knowledge and expertise on how to prepare the soil and advise on which plant is feasible for the season is a challenge.

## **4.1 Key Contributors**

### **4.1.1 Knowledge Gap**

When it comes to farming, there is no limit to learning and gaining experience; however, farmers, vendors, and young people require training, which is not available. There is a knowledge gap in market options for farmers, as well as a lack of or no grain storage, transportation, and marketing opportunities to develop their market and commercialize their products.

The participants also experience uncontrollable adverse weather conditions and a lack of access to farming resources. According to Oduniyi's (2019) research, there is little understanding of how climate change impacts people's lives across the Northwest Province as a whole. For small-scale farmers, in particular, this ignorance has had unfavourable repercussions. When interviewing the participants it was revealed that,

despite the province's potential to become the largest crop-farming province, there is a need for the focused project to act with knowledge and advise the farmers, to be prepared to know the impact of climate change on rural areas and to develop adaptation strategies that will address the negative effects of climate-driven changes (ODUNIYI, 2019)

Farmers do not have knowledge and education regarding their choice of plant, as determined by the participants when they questioned the factors used to influence and determine prices when selling their product at the market. It was found that there is minimal understanding from the participants with regards to product care such as, how to deal with obstacles such as birds, locusts, and worms destroying their product, which requires, the farmer to be vigilant, know when to cover the plant and be constant in taking care of the plant.

The hurdle with commercialising the products is that the market is far from the farmers, so they must pay for the transportation of their commodities out of their own pockets. There is a lack of understanding of the market's commercial operations; that is, there is no public access to the market's price structure that is made available to assist and inform farmers' ploughing decisions, making the market unpredictable as the farmers have little understanding of the grades of the product compared to its benchmark selling price.

One participant suggested that as a way to gain access to knowledge and be informed about the latest trends, he would like to be affiliated with farmers' unions, to gain and be exposed to learning about different ways they can make a success of their business. Another participant suggested seminars, workshops, books, and even a knowledge-sharing day that is incentivised by the government, and perhaps brings the crop expects on a quarterly basis.

When asked if they have knowledge or experience in farming, especially the unemployed, it was discovered that there is interest since there are some participants who have degrees and have studied agriculture at renowned universities like Northwest University, the University of Pretoria, and Taung Agricultural College. A few farmers and vendors also do not have the resources necessary to practice their competence in farming, even though they have experience and knowledge in the field.

#### **4.1.2 Human Resource**

Although there is an interest among small farmers and growing their businesses, the lack of knowledge, education, and facilities limits their exposure and their potential to grow. There is a lack of depth of experience and understanding in crop farming, including fundamentals such as the notion that soil is the foundation of crop farming, which means that it is crucial to take good care of the soil.

Oduniyi (2019) emphasizes the detrimental effects on rural livelihoods and how they have resulted in socioeconomic problems including poverty, hunger, low income, low food production, unemployment, etc. Yet, this can be changed by professionals and knowledgeable individuals who are eager to conduct a study and look for approaches to integrating initiatives, regulations, and agricultural practices to enhance rural livelihood.

It was discovered that while there is land, other resources are lacking such as farming types of equipment/machinery, water, information, expertise, and also limited capital and credit to pursue farming. Due to budgetary restrictions, there is little motivation to enforce the understanding and learning of the type of fertilizer to apply or to invest in soil preparations due to the inaccessibility of the expertise and soil scientist. Finance is an integral part of enablement in expanding the project, according to Matsebula & Yu, 2020; Geza, et al., (2020), In South Africa, the absence of financial inclusion has been related to

the existence of structural inequities; hence, there is an undeniable need to work toward achieving financial inclusion in order to forestall the widening of existing inter-group imbalances (Matsebula & Yu, 2020). The participants stated that they do not have the means to pursue farming, and the cause is a result of a lack of access to capital.

It has been established that there is no fencing in the farming land which is a resource challenge with regard to the safety of the plant, therefore there is a need to ensure a structure is in place that will enable control to prevent animals from grazing farming grounds during the dry season.

Opportunities such as land leasing as a business model for sustainable farming are not top of mind as an option for some, due to having previously disadvantaged from being in this type of agreement. Farmers' and landowners' experiences with this option have left some with no land and ongoing court battles that have cost them money and resulted in no resolution due to a lack of evidence or documentation for the "lekgotla," or tribal court, to make a final decision.

## **4.2 Conclusion**

Land Leasing as a concept in Tlapeng village, is crucial in the agricultural sector, as residents rely on crop farming as a means of living. According to Adenuga, Jack, & McCarry, (2021), land leasing has the effect of lowering the overall competitiveness of the agri-food sector and reducing the number of potential opportunities for new farmers to gain access to land. They continue saying that although land leasing is becoming more popular as a common form of land tenure and is increasingly being used as an alternative to the purchase of land for agricultural purposes, research has shown that the length of a land lease has a significant impact on both the land's productivity and its ability to remain sustainable. (Adenuga et al., 2021)

## **5 BUSINESS VENTURE SOLUTION**

The company concept is suggested by Lorato Parkins in which there will be a collaboration with the farmers who will be interested in leasing their land to expand the farm in Tlapeng village, Kagisano-Molopo District Municipality, Northwest province. The company's focus lies in the development of the people and farmers.

The Business venture Solution aims to develop a framework for crop farming, to create jobs for the upcoming youth in Kagisano-Molopo Municipality in Tlapeng Village. Parkins & Co identified a communal land that has been used as a ploughing field which is approximately 500 hectares.

### **5.1 Company Profile**

Parkins & Corporative Crop farming is based on the sound principles of conserving natural resources, limiting the carbon footprint, growing, hiring, and eating locally grown and healthy vegetables, and making small changes, starting with Tlapeng and to aspire to grow to influence South Africa and Africa in a quest to make a better place to live in.

The company's function in the market is to ensure that smallholder farmers are appropriately linked to a market where they can earn high returns on their production and minimize post-harvest losses. By using a well-thought-out business plan executed by a trained management team, it is projected/estimated that sales will exceed R 500,000 over three years. That is each bag of maize meal is R250\* of 6000 in 200 hectares of land which equates to R1M returns.

Parkins & Co is an integrated agricultural company focussing on crop farming that would address food insecurities to contribute meaningfully to Tlapeng and neighbouring areas'

prosperity and social development. The core business is to plough yellow maize, ground nuts, beans, potatoes, pumpkins, and watermelon in summer and tomatoes in winter.

## **5.2 Business objectives**

Parkins & Co was created to meet the growing needs of a community that shares the views of living a green and healthy lifestyle and which are concerned about what they eat and feed their children. The company, therefore, has simple objectives:

- Provide healthy and delicious-tasting vegetables while simultaneously leaving a minimal carbon footprint.
- Plant and produce at least 1, 2 million tons of potatoes, pumpkins and watermelons, yellow maize, and ground nuts during the summer seasons and 800, 000 tons of tomatoes and green beans during the winter season yearly. The production is anticipated to increase by 300 tons in the second year of farming.

For the 3-year projection, the operations will provide the excellent dedication, and good track record necessary for the supply of healthy vegetables. In this regard, our business objectives are summarised as follows:

- Customer satisfaction and our desire for superiority by continuous monitoring, evaluation, and following up on customer needs
- To produce high-quality vegetables at reasonable prices
- To achieve and maintain net profit by containing goals and meeting sales goals
- To provide quality products at fair and best possible prices

## **5.3 Vision and Mission**

### **5.3.1 Vision**

To be the preferred provider of the best practices in the farming industry that guarantees quality farm produce and improves the lives of farmers and the community in Tlapeng village in the Kagisano-Molopo Municipality area.

### **5.3.2 Mission**

Parkins & Co's mission is to produce the best tasting and finest quality and healthy vegetables for the local community. Parkins & Co uses only natural and sustainable farming methods. Natural farming methods leave a smaller carbon footprint while simultaneously improving the health of its customers and the local community.

## **5.4 Market analysis**

The business' initial target market will be small farm owners and emerging farmers with 100-300 hectares that are interested in crop farming. Looking at the financial/cost aspects of starting farming, the target market allows the firm to function and grow. The market for a product such as pumpkins, watermelons, and potatoes is quite exciting and in demand, as consumers use them for consumption daily. Potatoes are also in high demand as vendors and emerging spaza shops use them to make potato chips and sell them to their clients. Watermelons and pumpkins are in high demand during festive seasons and most of the vendors are driving as far as 80 km to go and sock for their clients. Yellow maize meal and groundnuts are in high demand for animal farmers as they need them to feed their animals while there is a lack of grass during the winter season

The company has adopted a five-year strategic plan where it intends to expand its operations to other neighbouring villages such as Ganyesa, Elgiers, Dipodi, and Phaposane.

## 5.5 Price

Customers or interested parties are price sensitive, according to the research questioner and participants' responses; This venture will utilise a penetration pricing strategy to mitigate the challenges relating to new entrants and price competition. This will be done with a low-cost strategy to raise awareness and offer the customers real benefits, this will enable the customer to reach the market. The following is a breakdown of the predicted income per hectare based on market price and competitive analysis:

**Table 3 Price list**

Quantity	Product Description	Price	per hector	Production	Projected Revenue
1*50kg	Maize meal	R250	200	3000 bags	R750 000,00
1*50kg	Ground Nuts	R800	100	1000 bags	R800 000,00
Box	Tomatoes	R80	10	300 boxes	R24 000,00
1* 10kg	Potatoes	R20	50	1800	R36 000,00
1	Pumpkin	R30	5	800	R24 000,00
	<b>Total Earning Projected</b>				<b>R1 634 000,00</b>

## 5.6 Products Analysis

The business will avail products that will not only help meet the demands of the customers but also help profit while creating employment and enhancing social empowerment. The

land will cater to the production in two seasons of the year (i.e. summer and winter). As a result, the following vegetables will be produced in summer: Potatoes, Pumpkins and Watermelon, Yellow maize, Ground nuts, and In winter, we will produce tomatoes.

The growing season for summer will start in early July and end in December with the goal of 20 weeks. Likewise, the growing season for winter will start in early January and end in June with the goal of 20 weeks as well. The intention is to expand the ploughing to all four seasons of the year as time goes by.

## **5.7 Operational Plan and Geographical location analysis**

Due to the village's central location regarding crop farming operations in the Northwest areas, the company will have its headquarters in Kagisano Molopo Municipality's Tlapeng Village. The business headquarters will be located close to farming operations and potential clients. During interviews, it became clear from the respondents that the expenses of transportation and marketplaces to sell their produce were hurdles to turning a profit. Transportation, building costs, tax benefits, labor and resource availability, proximity to suppliers or markets, and sustainability are all factors in business site selection. (Dixit, Clouse& Turken, 2019).

## **5.8 Need analysis**







This project aims to contribute to empowering Tlapeng community resident, by providing Food Security and affording the community with nutritious and affordable food, Job Creation and employing locals and provide Education and Skill development educational programs and workshops, equipping individuals with agricultural skills and empowering them to pursue farming as a career.

## 5.9 Business Canvas

The business model holds promise as a unifying unit of analysis that can facilitate theory development in entrepreneurship. (Morris, Schindehutte, & Allen, 2005).

The purpose of the company is to make the farm's produce and goods more easily accessible to commercial farmers so that the farmers can gain a more in-depth understanding of their agricultural operations and consequently increase their ability to make decisions.

Parkins & Co's customers include vendors and the community at large. Vendors pay a lower wholesale price for products and then resell them to customers at a higher retail price; this profit margin allows them to meet their operational costs. The model allows the community to buy directly from us at a reasonable price, excluding transportation. The company plans to leverage social media (namely Facebook), public events, and word-of-mouth marketing to build strong customer relationships and promote the brand.

<b>Key Partners</b>  <ul style="list-style-type: none"> <li>Supermarkets</li> <li>Business and local vendors</li> <li>Individual Customers</li> <li>Suppliers and Distributors</li> <li>Farmers</li> <li>Government</li> <li>Institution</li> <li>NGO</li> <li>Agricultural processing</li> <li>Firms</li> <li>Farmers</li> <li>Associations</li> </ul>	<b>Key Activities</b>  <ul style="list-style-type: none"> <li>Marketing</li> <li>Sales of product</li> <li>Financing</li> <li>Farming</li> <li>Training</li> <li>Maintenance</li> </ul>	<b>Value Proposition</b>  <ul style="list-style-type: none"> <li>Create farm market in the rural area to supply for whole RSA</li> <li>Reliable food supply for rural areas</li> <li>Create employment in the rural area</li> <li>Create a go to market for the smallholder farmers and the existing and</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>Direct calls</li> <li>Mass gathering (ward meetings/religious services)</li> <li>Social Media</li> <li>SMS messages</li> <li>Direct mails</li> <li>Community champions enhancing face to face relationship</li> </ul>	<b>Customer Segment</b>  <ul style="list-style-type: none"> <li>Individual Consumers</li> <li>Smallholder farmers that require fresh produced</li> <li>Agricultural product exporters</li> <li>Agricultural processing</li> <li>Firms</li> <li>Land Owners</li> </ul>
<b>Cost Structure</b>  <ul style="list-style-type: none"> <li>• Warehouse /Office Building</li> <li>• Employee Salaries i.e. call centre, technical team &amp; drivers</li> <li>• Sales and Marketing</li> <li>• Servicing of company Vehicles</li> <li>• Employee Training</li> <li>• Supply chain</li> <li>• Legal/ Patent rights</li> <li>• Cost of Fertilisers and land maintenance</li> </ul>		<b>Revenue Stream</b>  <ul style="list-style-type: none"> <li>• Mark up from Distribution and Sales</li> <li>• Commission from agricultural produce exporters and processors</li> <li>• Sales from animal feed produce/ Farming waste</li> </ul>		

**Figure 3 Business Market Strategy**

Parkins & Co is founded as an intervention to respond to the unemployment rate and also address the food security in the area. The five-year strategic plan of this company will incorporate into our financial plan. To finance our growth and full-time production, we need to purchase equipment as long-term assets and pay labour for our workers. The table below shows our financial needs:

**Table 4 Financial projection**

<b>Description</b>	<b>Quantity</b>	<b>Cost</b>	<b>Total cost</b>
Diesel Generators (6.5 - 12 Kva)	4	22, 000	R88 000
Manual movable Irrigation system	3	20 000	R60 000
Water tanks	5 (2500 L)	5000	R25 000
Tractors	2	160 000	R320 000
3 Furrow Frame plough	3	9000	R27 000
3 or 4 discs plough	4	20 000	R40 000
Storage	1	250 000	R250 000
<b>Total cost</b>			<b>R810 000</b>

### **5.9.1 Personnel**

The company also intends to hire an experienced team of specialists with immense experience in the agricultural sector. The team will include a Plant Psychologist who would be involved with various research projects on crop management and biologically sustainable farming with an emphasis on soil health. The team will also include an Agricultural Economist, a Soil Scientist, three well-trained Sales Representatives, and two Distributors to assist farmers in the field. The company will build a Production plant in Tlapeng village. The company will partner with relevant governmental entities in order to achieve food security and sustainability.

The services of the following personnel will be on a consultation basis and they will be paid their consultation fee charges.

- Plant Psychologist,
- Agricultural Economist, and
- Soil Scientist

### 5.9.2 Labourers

The labourer positions will be seasonal as there is more work required in the summer months, however, there will always be some labourers on staff throughout the year. Some of the responsibilities of the labourers are soil tilling, compost distribution, fertilizing the soil, ploughing, irrigation, plant pesticide, and harvesting. One labourer is paid R 3 027 per month.

The three Sales reps and two Distributors will be contracted for a particular period and they will be paid based on how they have worked.

**Table 5 Personnel – five-year plan payroll specialist projection**

Required Personnel	Year				
	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel Plan	Year 1	Year 2	Year 3	Year 4	Year 5
Plant Psychologist	6 500	6 850	7 166,	7 524	7 900
Agricultural Economist	5000	5 250	5 512	5 788	6 077
Soil Scientist	5000	5 250	5 512	5 788	6 077
3x Sales Reps	3x 4000 = 12000	3x 4200 = 12 600	3x 4410 = 13 230	3x 4630 = 13 891	3x 4860= 14 586
2x Distributors	2x (3500* 3) = 21000	2x 3675 =7350	2x3858 = 7717	2x4051=810 3	2x4254=8508

Labourers	5x36 324 = 181 620	5x 38 140 = 190 700	5x 40 047 = 200 235	5x 42 049 = 210 245	5x 44 152 = 220 760
Total people	13	13	13	13	13
Total payroll	231 120	222 750	239 373	252 339	263 908

The following is a breakdown of human resource costs from month to month over a year.

Operational Cost												
Plan month	23-Jan	23-Feb	23-Mar	23-Apr	23-May	23-Jun	23-Jul	23-Aug	23-Sep	23-Oct	23-Nov	23-Dec
Plant Psychologist				6 500				6500				
Agricultural Economist	5000					5000				5000		
Soil Scientist	5000					5000				5000		
Sales Rep 1						4000						4000
Sales Rep 2						4000						4000
Sales Rep 3												
Distributor 1				3500							3500	3500
Distributor 2				3500							3500	3500
Labourer 1	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027
Labourer 2	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027
Labourer 3	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027	3 027
Labourer 4					3 027	3 027	3 027			3 027	3 027	3 027
Labourer 5					3 027	3 027	3 027		3 027		3 027	3 027
<b>Total People</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>7</b>
<b>Total payroll</b>	<b>19 081</b>	<b>9 081</b>	<b>9 081</b>	<b>22 581</b>	<b>15 135</b>	<b>33 135</b>	<b>15 135</b>	<b>15 581</b>	<b>15 135</b>	<b>25 135</b>	<b>22 135</b>	<b>30 135</b>
<b>Total Annual payroll</b>	<b>231 350</b>											

Figure 4 Personnel plan (with monthly detail)

## 6 RECOMMENDATIONS

Looking at the challenges in Tlapeng experienced by the farmer, vendors, and unemployed persons, this solution will benefit the community and will contribute toward social, economic, and rural development. An integrated strategy involving farmers, vendors, research and development consultants, and government policymakers is required in Tlapeng to improve the standard of living for emerging farmers.

It is recommended that networking among small farmers be strengthened, and Parkins & Co. aspires to arrange farmer-focused events and farmer's shows and tells, which will help farmers and bridge the knowledge gap. To strengthen farmers' cooperation, farmers' associations, and emerging farmers, it is recommended that there be regular group

meetings with the farmers in partnership with the Department of Agriculture, Parkins & Co will provide a venue for supporting one another on agricultural-related matters.

Taking learning from the farmers in the farming settlements (Kulani and Sismukuni) of the Bhomebela district, where they have developed a system called the "Bohlobela Model" which helped in commercialising some aspects of their operations. The 'Bohlobela Model,' was developed in South Africa's Limpopo Province, and provides a workable framework for commercialisation among local farmers. (Whitbread, MacLeod, McDonald, Pengelly, Ayisi,& Mkhari, 2011).

The model recommended the following strategies:

- Extensive research must be done to determine the suitability of the soil, crop types, and agronomic methods.
- To provide farmers with both formal and informal training to increase their knowledge and proficiency in crop farming.
- Giving farmers access to, or helping to offset the cost of resources like seeds and fertilizers
- To guide and advise in resolving ancillary issues, such as crop storage, packing, and distribution.

## **7 FUTURE RESEARCH**

This research project is a foundation for future research on establishing sustainable income generation and agricultural development in Tlapeng Village and other rural areas in South Africa. While the project focuses on establishing a small, self-sufficient business through crop farming, there are several avenues for further research and exploration that can be researched to close the gaps that this project has not fully covered.

Another area for future research is that of economic viability and profitability of the proposed venture. This would involve conducting a financial analysis, focusing on factors such as initial investment, operational costs, market demand, and potential revenue

streams. Through the examination of the financial feasibility of the project, valuable insights can be gained for optimizing resource allocation and maximizing the economic benefits for the Tlapeng community.

Moreover, future research could delve into the challenges and opportunities associated with leasing local land or neglected farms. This would involve exploring the legal and regulatory frameworks governing land leasing, understanding the perspectives of landowners, and identifying potential barriers and incentives for land utilization. By examining these aspects, strategies and recommendations can be formulated to facilitate the process of accessing and leasing land for agricultural purposes in similar contexts.

## **8 CONCLUSION**

The predominantly rural Black African community of Kagisano Molopo continues to experience high levels of poverty and unemployment, as well as infrastructure issues and social disintegration. The region offers the potential for smallholder agriculture, which, with the right training and mentoring, might develop into commercial agriculture. The smallholder subsistence farming sector has mostly failed to integrate into the larger commercial agriculture industry despite the end of the apartheid era in the mid-1990s and the liberalization of the agricultural sector.

In general, this sector is made up of either new entrants into agriculture who are helped by land reform programs or current subsistence farmers who are trying to move to commercial agriculture. It is believed that the expansion of the third, or "middle," sector will provide the underserved and mainstream Black African.

Notwithstanding these obstacles, new farming systems nonetheless have a large possibility to emerge in the emerging farmer sector, especially for medium-sized businesses. There are opportunities to pool resources (such as tillage and milling

equipment) and work together to buy higher-quality inputs (such as seed and fertilizer) or conduct timely operations (ploughing contractors).

Significantly, initiatives to improve the standard of living for beginning farmers require collaboration between farmers, extension agents, research and development consultants, and government policymakers. The resource limitations, risk management, and social and economic interests of the individuals or groups in question must all be taken into account by intervention measures. The greatest way to advance is to make gradual, tiny modifications to each of these variables.

Particularly during any land ownership transitional arrangements, the commercial sector may play a significant role in the mentorship and training of beginning farmers. The commercial sector, government agencies in charge of land reform and farmer support, and the newly developing farmer sector, however, would need to develop new levels of trust and communication to accomplish this.

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# 10 APPENDICES

Graduate School of Business Administration  
University of the Witwatersrand, Johannesburg



Wits Business School Ethics Committee  
Constituted under the University Human Research Ethics Committee (Non-Medical)

## Ethics Clearance Certificate

Ethics protocol number: WBS/BA1940814/458

*This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below)*

Project title	A small-scale sustainable farm in Tlapeng, Kagisano Molopo Municipality, North-West Province.
Investigator / Researcher	Ms Lorato Parkins
Nature of Project	MBA (Business Venture Proposal)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed confidentiality.
Issue Date of Certificate	14 10 2022
Expiry date	Date of submission of the project / research report
Chairperson	Prof Anthony Stacey ☎ +27 11 717 3587 ☎ +27 82 880 4531 ✉ anthony.stacey@wits.ac.za

### Declaration by Researcher

*One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.*

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

2022-10-21

Signature

Date:

Figure 5 Ethics Clearance Certificate



**Figure 6 One of Farm in Kagisano Molopo**



**Figure 7 Resources needed for farming: Tractors**