



Supporting Urban Beekeeping Livelihood Strategies in Cape Town

An Interactive Qualifying Project submitted to the faculty of Worcester Polytechnic Institute in partial fulfilment of the requirements for the Degree of Bachelor of Science

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Chapter 1: Introduction

Unemployment and poverty remain pressing issues for many areas around the world. Cape Town, South Africa is one of these locations whose apartheid stricken history continues to hinder employment growth for mainly coloured and black citizens. With the appropriate flora, space, and demand, Cape Town's beekeeping industry has the potential to flourish and generate employment opportunities easily pursued in the informal settlements and townships where these citizens reside. Some residents have been trained for this apiary practice, however, maintain a stagnant income. Here, the greater issue lies in lack of business knowledge and skills.

In efforts to utilize beekeeping as a method of poverty alleviation, the government of the City of Cape Town contracted The Honeybee Foundation to carry out a ten month beekeeping training program. Seven individuals successfully completed the apiary training, though reportedly have little knowledge of the skills necessary to generate a sustainable business. During the apartheid era, black and coloured citizens were given neither equal schooling options nor the same occupational opportunities as white citizens and were forced into inferior living conditions in informal settlements and townships. These areas of inhabitancy were formed some distance away from wealthy urban and industrialized areas where respectable schools and employment opportunities still exist (Domenech, 2010). The distance needed to be travelled prevented accessibility as well as the money needed to afford the schooling which was increasingly required for the specific skill based jobs available (Nattrass, 2004). One town repressed by these misfortunes is Manenberg, a township of 98.7% coloureds and blacks, where the seven apiaries reside (Stellenbosch University, 2001). For these fully capable beekeepers, business understanding and planning will better support a sustainable means of income.

Many initiatives have been taken in South Africa, as well as in other developing countries, to address the poverty and unemployment issues similar to those of Cape Town. One such project, the Beekeeping for Poverty Relief Programme, was introduced in 2001 to provide community members with appropriate training to combine current skills with long-term

business skills. Moreover, the project became successful in generating a business model for members of poor communities pursuing entrepreneurship. Approximately 500 trainees from 35 South African communities were given the necessary resources to start entrepreneurial ventures within the beekeeping industry (Lundall-Magnuson, 2010). On a similar note, a project in Ethiopia presented business models and marketing strategies to the local beekeepers that had been practicing beekeeping with traditional methods. Specifically, the rural beekeepers were trained in modern beekeeping procedures and encouraged to form apiary associations for sustainable support. These cooperative initiatives allowed for an average honey production increase of 40% in 2006 (International Livestock Research Institute, 2008). In another related mission, students from Worcester Polytechnic Institute worked on a project called 'Strengthening Spaza Shops in Monwabisi Park, Cape Town' in 2010 and determined that entrepreneurs in a poor community can succeed in business by attending training sessions and collaborating with other entrepreneurs to acquire useful business skills (Chebelyon-Dalizu, Garbowitz, Hause, Thomas, 2010). The projects in South Africa and throughout the continent have proven that it is possible to help poor communities prosper through business skills that enhance their current skills and community assets. These past methods applied provide us with a roadmap to assist the seven beekeepers with their entrepreneurship efforts.

Despite the efforts to help bridge the socioeconomic gap, South Africa is still in need of a faster growing economy. Jobs are not being generated fast enough to support the large supply of workers brought to the cities by urbanization (Nattrass, 2004). By taking advantage of the underutilized apiary industry, South Africa can partially alleviate two problems: the lack of jobs for unskilled labourers and the national underproduction of honey. As mentioned, some of efforts have been launched by the South African government; however, many fail due to difficulty in tracking entrepreneurial ventures conducted in informal settlements and underdeveloped communities. The aforementioned seven beekeepers run the risk of being one of these failed efforts. An innovative idea that has the potential to increase the chances of entrepreneurial success, whether it a group, detailed instruction manual, or case study, is the use of an outside source to help catalyse the process. This utilization would give the support needed from the government where the government may not have time to spend. Knowledge

of previous apicultural efforts' successes and failures, in addition to necessary beekeeping skills and an educational program, must be thoroughly inspected in order to maximize the success chance of this project.

The goal of this project was to aid seven beekeepers of Manenberg in the establishment of a cooperative, a business plan that encompasses future cooperative membership and services growth, and an education program that secures the sustainability of the beekeepers and the importance of environment conservation and to provide a guide to other low income residents aspiring to be successful in micro enterprise ventures. We accomplished these goals by first establishing a good working relationship with the seven beekeepers and determining the status of the Urban Beekeeping Project. By building a relationship we helped the beekeepers gain confidence in the collaborating with us, and in the future of the cooperative. Through networking with the City of Cape Town, Overstand Training Institute, the Honeybee Foundation, and the seven apiaries, we determined our role to best assist the goals of this project. Furthermore, we facilitated the progress towards the formation of a registered and producing cooperative, developed the beekeeper's business and knowledge skills, and helped organize a sustainability plan for the beekeeper's future. All of this brought the seven trained individuals of the Urban Beekeeping Project to a state of pending cooperative forms, first site and hives for January's harvest, and their first sales of a physical product with their logo and story.

Chapter 2: Background

This chapter develops an understanding of the challenges faced by inhabitants of informal settlements in South Africa, and the viability of beekeeping as a mean of sustainable livelihood. We start by presenting the primary causes of unemployment: labour shifts, apartheid, and lack of business knowledge. Next, we discuss beekeeping, its potential as an income generating activity, reasons why South Africa's industry has been stagnant, and similar cases where beekeeping has been used to aid the financial sustainability of under-developed communities. We then describe entrepreneurship, potential business models, and the current laws pertinent to business in South Africa as relates to any business venture the seven beekeepers may engage. We move on to describing our sponsor, The Honeybee Foundation, and their particular role in the project as well as The Office of Sustainable Livelihoods and a brief mention of the community that the seven beekeepers come from. By the end of this chapter, we expect to have explained the role of unemployment and the lack of education in the informal settlements of South Africa, the need for beekeeping as a way to alleviate this issue, and how a business plays into providing the beekeepers with a sustainable means of livelihood.

2.1 Unemployment and Lack of Education

Cape Town has a number of impoverished areas, both formal and informal, which are burdened with hunger, disease, and crime. The primary reason for this is the large amount of unemployment that stings the population. There are, in turn, various causes of the unemployment. Even though many of these causes are rooted in the past, they still hold power over the people of today. The result is an increased difficulty in surviving what should be a simple day-to-day life.

2.1.1 Labour shift and Urbanization

Two reasons for the massive amount of unemployment in South Africa include the labour shift as well as remarkably large amounts of urbanization. The labour shift involves the change of employment patterns from large amounts of unskilled workers to small amounts of skilled workers. The two work hand-in-hand, labour shifting shrinks the number of available

jobs, while urbanization increases the number of available workers, to amplify the problem of unemployment in South Africa. On a macro scale it is quite simple to look at the process and demand a reversal; however, on a micro scale it is much more difficult to see along that same line.

The trend of urbanization has been followed for many years in Cape Town. The demands of the “war-time economy” of the mid-twentieth century included more workers to keep the machine churning. This influx of workers, in turn, was responsible for a drastic increase of occupants in informal settlements (Wilkinson, 2000). The 1970’s also brought about an industry boom that drew additional workers in from the country in search for jobs (Nattrass, 2004). Once this rush had run its course however, the population was not put back into balance by any sort of massive pull towards agriculture away from the city.



(Naluyaga, 2010)

Figure 1: Squatter camp outside Cape Town

Urbanization continues in modern day as well. Data collection in 1999 indicated that “over 51% of the rural African workforce was unemployed” (Aliber, 2003). This indicates a motivating factor for people to move elsewhere. In addition to employment troubles there is also the problem with a lack of “productive resources” (Aliber, 2003). Rural families or

individuals certain that there is no great opportunity in the country might very well look towards urban areas as places where they could stand a better chance at finding a suitable living. In a report published by The Economist Intelligence Unit, statistics showed that in South Africa “an estimated 61% of the population lived in urban centres in 2010...” and will increase “...to 63% by 2015” (South Africa economy: Demographic profile, 2011). This trend shows that solving the problem of continued urbanization where there are not many available jobs is not simply a matter of dealing with the remnants of the past, but is an on-going problem that demands to be handled actively.

The problem of labour shift is the resulting decline in the amount of jobs available for the large workforce. Of course, the reason for a labour shift of such consequence isn't simply to reduce the number of jobs available. The South African economy of the 1990's became more productivity focused. This means that it began to favor high producing skilled workers rather than the lower producing unskilled labourers. These skilled workers were able to earn higher wages since they were capable of greater production rates (Nattrass, 2004). Unfortunately for the large number of unskilled workers, their importance in the labour market became marginal. The massive urbanization mentioned above provided the city with large amounts of ex-agriculturists. In a relatively low-tech environment with an industrial boom this may have proven ideal. However, migrants from the country stepped into an urban environment at the end of a long line of the already unemployed.

As for the few well-paid jobs that existed for skilled workers, apartheid played a large role in their distribution (See Appendix B). As was mentioned earlier, the white population remained closer to the areas of wealth and quality employment. These prosperous locations of Cape Town were also the areas in which superior educational systems and schools were established. This led to a geographical disadvantage for impoverished South Africans. As a result it was both easier for whites to gain the necessary training for skilled work and also to actually physically reach a work location. As a result the good wage, and thus the legacy of wealth, remained largely within the white population (Mears & Motloutg, 2002).

2.1.2 The Damage of Unemployment

Some of the most prevalent effects of unemployment in South African include the spread of disease, most notably AIDS, large amounts of hunger and malnutrition, and waves of crime. Appendix B provides a more in-depth discussion of these topics.

2.1.3 Poverty Solutions

There are many ideas that have been pondered regarding how to solve, or at least treat, the problem of poverty in South Africa. Two of these alternatives include Base Income Grants and Public Works Programs. For a further discussion of these alternatives refer to Appendix B.

The ideal means to providing for the poor would be job creation, because, as Natrass (2004) argues, it suites African mentality (Appendix B) and is also not highly expensive to the government. Jobs create a source of income with a level of sustainability usually greater than the subsidized incomes provided by the government. This is why the job shortage paired with overpopulation is such a significant problem. Upon confrontation with such a problem, it becomes important to search the market for underutilized industries that could provide for many of the currently impoverished. This project turns to one of these unexploited industries in hopes of providing a better future for some of South Africa's impoverished residents.

2.1.4 Unemployment and Lack of Education

Unemployment can be addressed in part by the utilization of business education. McGrath (2006) states that education around the world has been defined as "a core tool for increasing economic competitiveness." Though a general education would be helpful, the major gap in knowledge stems from the little opportunity to gain an understanding of business. Those who live in underprivileged areas cannot afford secondary education that would provide a business education. These residents also tend not to be close to the locations of respected schools since they are instituted in wealthy areas of the Western Cape (Domenech, 2010). If schooling were more easily available, the comprehension of businesses would allow for more entrepreneurship opportunities as well as other establishment of new businesses that do not depend on the government's aid. Self-sustaining businesses that generate jobs at the local level by the local people are in the best position to stimulate direct improvements.

Small-scale generated businesses need a dependable motivation to achieve ideal economic growth. Currently, this idealistic behaviour is not apparent in black South African culture where education does not yet constitute as a “day to day [activity]” (Botha, 2010) and therefore is not viewed as one of the highest priorities. One of the major causes of this culture setting is in response to the apartheid era. During this time, the South African government segregated whites from coloureds from blacks in areas of education, employment, and income as stated in the Group Areas Act of 1950 (Wilkinson, 2000). This history background is responsible for leaving black and coloured low income residents at a disadvantage as well as continuing this trend with slow culture and habit changes.

2.2 Beekeeping in Low Income Areas

Now that the backdrop of unemployment has been established as a key socioeconomic issue in South Africa, beekeeping as a potential aid to the unemployed and low income families can be addressed. Beekeeping, or apiculture, is the art of raising and harvesting bees for the purpose of collecting honey and other beekeeping products such as bees wax. Since honey is a valuable good and there is an existing market for it worldwide, exploitation of this discipline may lead to potential income generation for the various South Africans that partake in it.

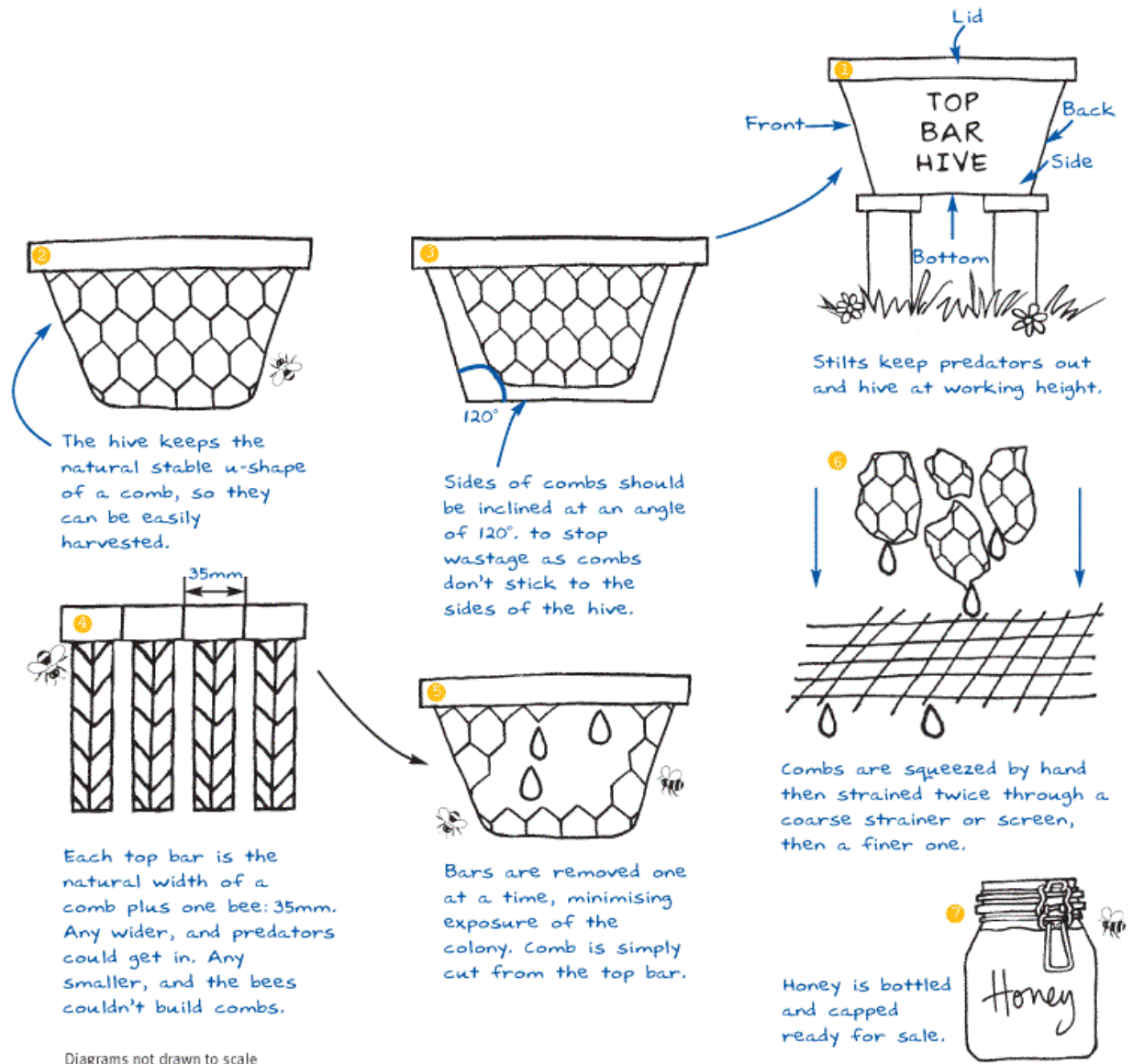
The people of interest for this project are seven individuals from Manenberg, a township in the Cape Flats area of Cape Town, South Africa. For the most part, townships consist of individuals whose economic opportunities have been hindered by apartheid and its legacy. Low income communities have been the target of several apiculture efforts throughout the world. From South America to Eastern Asia the art and practice of beekeeping are lived by many every day. In an effort to help out these seven individuals, the City of Cape Town has commissioned the Honeybee Foundation to train these individuals to teach them the fundamentals of beekeeping. Below, benefits and potential of beekeeping are discussed.

2.2.1 The Benefits of Beekeeping

There are several benefits associated with the beekeeping industry. Foremost, it can be a source of employment and income for those involved (Illgner, Nel, & Robertson, 1998). By occupying oneself with the upkeep of bees, an individual will produce a product that has an

existing demand. Honey, the number one resulting product of beekeeping, is sold and consumed in nearly all countries of the world. It has a multitude of uses ranging from medical to culinary. Honey can also be used by the individual harvesting the product as a source of food, and in many places it has cultural significance. Therefore, someone who decides to sustain themselves by beekeeping should not have any issue neither selling their product nor making a profit from these sales. Apiculture also creates employment for the several craftsmen who produce some of the essential materials for beekeeping like smokers, gloves, and hives (Illgner, Nel, & Robertson, 1998). The number of employment opportunities is copious and could greatly improve areas in need of job creation.

Besides being an income generating activity, beekeeping is also a fairly easy to maintain occupation. Beekeeping is not a rigorous activity unlike most agricultural efforts. Only a few hours a day are needed to check up on the state of the hive and make sure everything is going smoothly. It also does not require the same financial investment as the planting of crops does. The location for setting up beehives does not require too many specifications. At the same time, the sites where the beehives are situated tend to benefit the area's flora due to pollination by the bees. Constructing a beehive requires basic raw materials, whether it is several pieces of wood or nails to fallen trees that are readily available. One can obtain bees from either a commercial supplier or from empty baited hives set in trees (Illgner, Nel, & Robertson, 1998). Space may be a constraint in urban areas; however, there are creative ways being used in large cities to accommodate hives. Construction of top bar hives is one of these creative methods (see **Error! Reference source not found.**). These hives are being used more and more every day since they are fairly easy to construct and allow for the keeping of bees in urban areas like rooftops. Top bar hives make it a bit more difficult to collect honey from the hive; however, this is a small price to pay if it allows for urban beekeeping (Grover, 2011).



(Practical Action, 2009)

Figure 2: Top Bar Hive Explanation

Beekeeping also has the potential to help a community come together as a whole for its benefits. Since beekeeping is not a physically demanding activity, many people may take part. Beekeeping has been undertaken by women in several parts of Africa. Local communities have worked together to generate a greater harvest of honey and beeswax in order to increase their profits. Successful cases of communities working together can be seen in several African countries like Malawi, Ethiopia, and in South Africa itself (Illgner, Nel, & Robertson, 1998).

Although beekeeping has many benefits, it also has some difficulties. Despite benefiting craftsmen who produce beekeeping related equipment, the purchase of said equipment might be expensive at times. Prospective beekeepers may not always be able to afford the equipment. This will hinder the progress and possible expansion of the beekeeping business. Another common problem for prospective beekeepers is illiteracy. It can become a big issue since the beekeepers will not be able to record their hive production. This situation makes literacy and basic record keeping skills highly important (Illgner, Nel, & Robertson, 1998).

2.2.1.1 Beekeeping Viability

Beekeeping is an activity that has been around for years. There's evidence that beekeeping and honey hunting has long since been a part of African culture. Cave paintings of honeybees, honey hunters, and honeycombs can be seen in several places in the continent (Pager, 1973 as referenced by Illgner, Nel, & Robertson, 1998). Since this activity is very old, there are lots of existing resources related to it. Many books and manuals explain how to keep bees; these include, "Beekeeping: A Practical Guide for Southern Africa" by project sponsors D. and J. Marchand, as well as several websites and local organizations like the South African Bee Industry Organization, or SABIO.

As mentioned before, beekeeping has been proven to work as a means of income generation for low-opportunity communities. Several apiary efforts have been proven efficient and beneficial to various communities. According to Illgner, Nel, & Robertson (1998), people at the Bonodolfi Mission in Zimbabwe have come together in a semiarid land to start up their own beehives for honey production. They have formed an association that includes many women, which once again proves beekeeping can provide employment for many despite their gender. As long as the group works together, the upkeep of the hives and the bees should be relatively simple since there will be more able bodies to partake.

Licensing for beekeeping and hive ownership is easily accessible in South Africa. All persons wishing to own hives must register them according to the Government Notice R1674 of 24 December 1998 under the Agriculture Pest Act 36 of 1983. The registration is managed by SABIO, and it only requires the name and postal address of the prospective beekeeper, as well as the payment of a registration fee (Total transformation agribusiness ltd, 2010).

2.2.1.2 South Africa's Potential

South Africa is a country that is currently under-producing honey. There is a large demand for honey in South Africa and the country experiences a shortfall of about 1000 tons per year, which calls for increasing production in order to meet the internal demand that is currently being met by Chinese honey, which has been banned by the European for substandard quality (Total transformation agribusiness ltd, 2010). By training more perspective beekeepers, the number of potential suppliers to meet this shortfall will increase. Prospective beekeepers will dive into a market that has an internal demand waiting to be met; however, they will also have to compete with foreign producers. In order to survive, the beekeepers must offer additional services (Pest control, pollination, educational tours) besides honey production to gain an edge against the competition. The combination of honey production and services should serve as a motivation to further pursue beekeeping as an income generating occupation.

The expansion of the beekeeping industry is necessary since the country has all the natural resources and even its own unique honey producing bee to make it one of the top players in the honey world. The *Apis Mellifera Capensis*, or the "Cape Bee" is one of the most distinctive honeybees in the world. The workers have the ability to lay eggs in the absence of a queen, making them more likely to survive and sustain themselves (Illgner, Nel, & Robertson, 1998).

South Africa, located at the southernmost part of the African continent, has an ideal weather pattern and flora to be a successful location for beekeeping. The majority of the year the Western Cape Province has ideal weather for beekeeping, with the rainy season running from May to August ("General information," 2004). The rainy season should be noted since excess rain can have a potentially harmful effect on honeybees. One of the main honey producers in South Africa is the Eastern Cape Province. Several cities and towns there have been beekeeping for years, while new beekeepers are sprouting as a result of government programs such as the ARC's Beekeeping for poverty programme which looks to empower low income communities (Lundall-Magnuson, 2010).

2.2.2 The Decline in Beekeeping Productivity

Honey production in South Africa has not been meeting the country's demand, and there are several factors that may contribute to the status quo. Beekeeping relies in a particular set of skills and knowledge necessary to successfully interact with bees. A big issue that is rising is the lack of transfer of these skills. The Honeybee Foundation as well as the ARC has taken steps to support apiculture (Lundall-Magnuson, 2010). By training prospective beekeepers they are making sure this skill is not lost to time, and they are helping low-opportunity people with a way to make ends meet.

As it was mentioned before, the Apartheid system hindered the growth and transfer of these skills to underprivileged people. Honey hunting had been the main way non-white people obtained honey during this time. Beekeeping was seen as a "whites only" business, which discourage many black and coloured people from adopting beekeeping as a form of livelihood (Russouw, 2002). Since apartheid has ended, beekeeping has the potential to empower this previously secluded folks with the necessary skills to make an extra profit.

A big issue leading to the decline of beekeeping is the lack of interest and misinformation. Several beekeepers have been trained in various parts of the globe. Some of the prospective beekeepers choose not to pursue further training and drop out of the educational programmes. Like most things in life, beekeeping takes time to become profitable. As a result, people become impatient and are not willing to undergo the whole beekeeping training program. Similar efforts to train beekeepers in Ethiopia and South Africa itself have been hurt by this lack of interest (Mariki, 2007) and (McGregor, 2009). This lack of interest can also be attributed to the poor design of training programs and its failure to engage the trainees. Some people choose not to be involved with beekeeping due to their lack of knowledge. To successfully maintain beekeeping as a sustainable livelihood, basic knowledge of business skills is necessary. People from under-develop communities often lack this knowledge and as result their beekeeping effort fails to profit them. This in turn leads to them not continuing to bee keep. A factor hindering the spread of beekeeping is fear. Bees are not only known for the honey, they are also recognized for their stinging. Many individuals are afraid of bees and would never consider having to work with them. Ronia Molapo, a member of a beekeeping

community, was initially reluctant to deal with bees and expressed that “[she] used to be afraid, but now [she loves] bees.” She is part of a successful beekeeping effort established in Muldersdrift, South Africa. She goes on to say “Before I became a beekeeper, I was just sitting at home, doing nothing. Now I’m a beekeeper and I’m learning new skills all of the time. I’m not scared of the bees at all” (Russouw, 2002).

2.2.3 Case Studies

Case studies are an essential part of any project since they provide first-hand accounts of similar efforts that have been already conducted. We will now explore some case studies where beekeeping was utilized as a tool to provide low-income communities with a way to make a living. Since beekeeping is a universal activity, we will discuss cases that are pertinent and have occurred in various places of the globe.

2.2.3.1 Case Study 1

The following information was taken from the Ministry of Agriculture and Rural Development (MoARD) IPMS Ethiopia Project’s working paper no 8 which is called “Approaches, methods and processes for innovative apiculture development: Experiences from Ada’a-Liben *Woreda* Oromia Regional State, Ethiopia.”

The goal of IPMS Ethiopia Project was to identify the current beekeeping problems and offer appropriate solutions by introducing market-oriented modern beekeeping practices to local beekeepers. The research emphasizes that Ethiopia was not able to excel in beekeeping amongst other nations despite its great potential. Although Ethiopia ranks 10th in the world in honey and 4th in wax production, it has the potential for vast improvement (ARSD 2000). The reasons for this underperformance are shown to be lack of improved bee management systems, low quality of hive products and lack of skilled beekeepers. The Western Cape Region in South Africa has very similar problems in their beekeeping industry.

To determine which methods would be appropriate for the project, the ministry employees conducted interviews with farmers, apiculture experts, development agents, and federal and regional governmental organizations. After researching the conditions in detail, the ministry decided to intervene in the local beekeeping practices to increase the quality and

quantity of apiculture products. These interventions consisted of activities such as finding possible market places and establishing institutional linkages between producers and wholesale buyers. Using this information as a cornerstone, we will refer to similar methods in Cape Town once we obtain enough information about the needs of the seven beekeepers. As a collaborative effort, we are going to share views on the matter and try to support the beekeepers wherever needed.

During their research, Ethiopian officials identified a number of quality issues due to harvesting problems. Exposure of honey to the moist weather and usage of dried cow dung as smoking material both ruined the quality of the product. There was also contamination in the honey due to malpractice and the methods used for transportation were inappropriate. In order to address these issues, beekeepers were instructed to pay close attention to clean practices and containers during training sessions. The sessions made it easier for the beekeepers to transition into modern and globally accepted beekeeping practices. For the South African beekeepers, the training sessions they have at the Oude-Molen Eco Village are going to be crucial in order for them to learn and follow the global standards for beekeeping.

The researchers of the IPMS project also communicated with the local beekeeping equipment supplying companies and bought equipment for cheaper prices. This method could be followed for the Cape Town project and a connection between the seven beekeepers and local equipment suppliers could be established. Thus, the starting cost for potential beekeeping businesses would decrease.

During the research in Ethiopia, it was observed that the local beekeepers did not have any problems with marketing; however, they could sell their products only to local buyers at prices lower than the commercial prices. The beekeepers sell their honey at the road side of Dukem town and they also sell their products to retailers who come to their homes. As most of the local beekeepers indicated this marketing system has been applied for more than 60 years. Although this system works without any problems, it is not the best way to make a profit in this business. The researchers agreed that forming a linkage between beekeepers and local businesses would be more beneficial for these entrepreneurs. Thus, the research group conducted another set of interviews and asked the locals about marketing their products and

the honey markets in their area. From this data, we can observe that there would be two options for the local beekeepers in Cape Town if they decide to do business. They could either become suppliers to the retailers or become businessmen by setting up connections with local businesses where they could sell their products for higher prices.

This case study from Ethiopia provided helpful information about the problems in beekeeping and presented an approach to ameliorate the conditions in order to produce better quality products and benefit the local beekeepers from their practices. The importance of training the beekeepers to produce good quality products and making them follow the globally accepted procedures were emphasized. It was also shown that the beekeepers can make a better profit with their products if they set up a business network with the local shops. Analysing these conclusions, similar methods were looked into for this project. Training the beekeepers and setting up local business connections are essential to succeed in urban beekeeping.

2.2.3.2 Case Study 2

On March 2008, people from the Chibalo village in Malawi were trained to bee keep and maintain this as an income generating activity. With the support of the Oxfam International organization and their partner, Circle for Integrated Community Development (CICOD), this community was able to establish a form of livelihood. The village is located in an area that had a low amount of jobs available, which made it difficult for the people to generate an income and sustain themselves. The people were trained and given the necessary tools to conduct apicultural activities. The community focused on producing the honey (see **Figure 3**) and with the help of the CICOD, they were connected to local markets where they sell their honey. The community is now reaping the benefits of this activity. It is producing a profit which is being distributed for the betterment of the village. People of age and widows are receiving financial support from the beekeeping proceeds. In addition, the community has become more nature-aware. They have started planting trees and taking care of the surrounding environment. With this, they will ensure a healthy ecosystem for the bees to be kept and for villagers to live (Oxfam International, 2008).



(Oxfam International, 2008).

Figure 3: Chibalo village beekeeper showcasing collected honey

The main lesson learned from this effort is that beekeeping can benefit a group of individuals. This community worked to produce honey and help themselves out. It also proposes the scenario where our seven beekeepers decide to only produce honey. Then it will be up to us to enable their product to reach a desirable customer base. It also notes the importance of cooperation and how the group effort of a whole community can facilitate the success of beekeeping as a sustainable livelihood.

2.3 Entrepreneurship, Family Business, and Micro-Enterprises

This section describes business related information that would be crucial in the process of creating a sustainable livelihood for the apiaries. We begin by defining entrepreneurship as we hope our beekeepers will become entrepreneurs themselves. Next, we mention family business since family involvement is often the key to success for small business ventures. This is followed by a description of a micro-enterprise and the several possible models the beekeepers might consider. Lastly, we mention South Africa's law in regards to business; this information will be of interest should the beekeepers decide to venture into a business.

2.3.1 Entrepreneurship

An entrepreneur is an individual with the drive of starting a new business, regardless of size, who acts on opportunity and who has the constant goal of major and rapid growth for his

business. This varies from small or micro-enterprise businesses in the sense that the owner would begin small and most likely remain small (Venter, 2008). Lack of finances and basic business skills are the main disadvantages that affect individuals who are pursuing business ventures. Members of impoverished communities rarely have enough educational background to increase the profitability or the productivity of their businesses (Haynes, Seawright and Giauque, 2000). In order to secure the continuity, the owners have to market their products or services well and need adequate information and training to serve their customers best. Local entrepreneurs usually need training to gain business skills such as record keeping and determining prices in order to establish profitable microenterprises. The disadvantages that rise due to lack of education and skill set create a barrier for local people who seek to pursue individual entrepreneurship. For this reason, individual entrepreneurship in poor communities might not be the best solution for creating jobs (De Bruin and Dupuis, 2003).

Small-scale collaborative entrepreneurship is suggested as an alternative to individual entrepreneurship in order to avoid its disadvantages. This collaborative approach triggers the community to use its own resources and assets to establish sustainable businesses. The profit generated by the community-based enterprises is utilized to initiate new projects for the wellbeing of the community (Haugh and Pardy, 1999). Different projects have been applied in various communities around the world to extend community-based enterprises. These projects to initiate community-based entrepreneurship usually start by forming a steering group of interested locals to establish a business (Haugh and Pardy, 1999). The steering group, supported by outside agencies, comes up with ideas to benefit their community and prepare a report and a future business plan. This bottom up approach led by the community itself tends to be sustainable since it provides the members of the community with a sense of ownership (Peredo and Chrisman, 2006).

Comparing and contrasting the concepts of individual entrepreneurship and community-based entrepreneurship is necessary in order to establish sustainable livelihoods within impoverished communities. The locals who are willing to initiate business ventures need to be informed of possible outcomes of choosing between these types of business forms. Owners of microenterprises in South Africa often lack skills to plan their businesses systematically which is a very important feature for survival (Peters and Buhalis, 2004). For this reason, South African

entrepreneurs need assistance to obtain basic business skills before they initiate business ventures within their communities.

2.3.2 Business Models for Micro-Enterprises

Business models are tools used to clearly define the layout of one's business. Though every business model is different and unique to the needs of the growing business, there are general models that can be used as guidelines. These layouts are structured enough to initiate the defining process but are flexible enough to accommodate modifications. Some of these business models include: production, retail, co-operative, services, and tourist attraction. For the purposes of this paper, the micro-enterprise perspective will be the focus of these numerous business plans.

A micro-enterprise is essentially a very small business with less than ten employees and very low incomes. According to Sharma (1990), the specific parameters of a micro-enterprise vary worldwide. For this reason, an alternative definition describes "a micro-enterprise [as] an economic endeavour which is: (1) operated and managed by one or two people, (2) usually based within a family, and (3) usually functions with the informal sector of the society outside of bureaucratic regulations and government controls" (Sharma, 1990, p. 9). This description is appropriate for the South African area of interest due to its mention of size and family orientation.

Building a micro-enterprise in third and fourth world countries can be accomplished by pursuing four steps of developments. The four phases are meant to "determine interest in establishing a micro-enterprise," "initiate a micro-enterprise endeavour," "expand an existing micro-enterprise endeavour," and when opportunity arises "re-direct an existing micro-enterprise" (Sharma, 1990, p.12). The phases build off of each other as shown in **Figure 4**. Due to the status of the apiary's business venture, the first phase does not apply; however can be found in Appendix D.

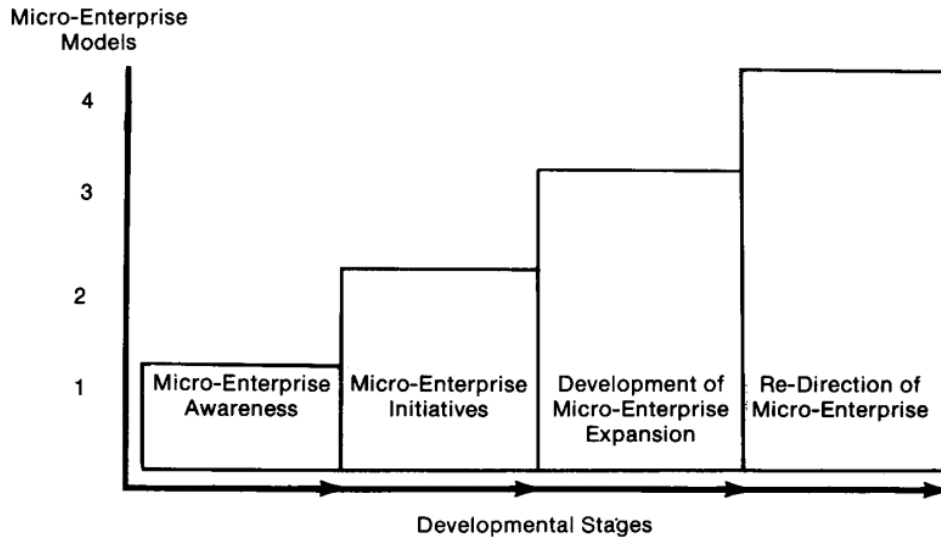


Figure 4: Models for Micro-Enterprise development

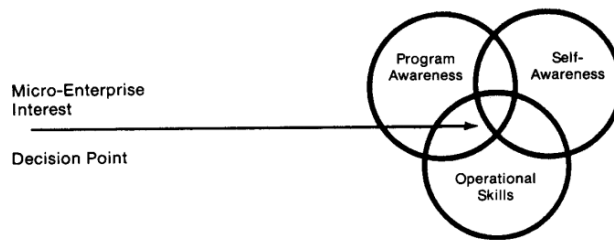


Figure 5: Micro-Enterprise awareness

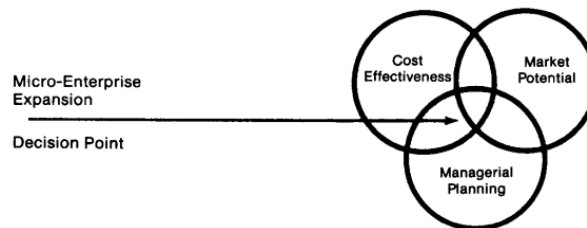


Figure 6: Micro-Enterprise expansion

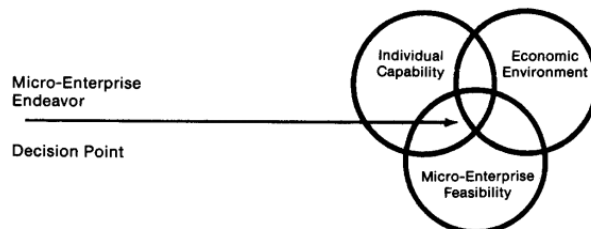


Figure 7: Micro-Enterprise initiative

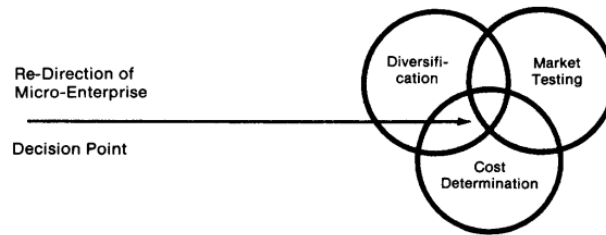


Figure 8: Re-direction of Micro-Enterprise

In the initiative stage, three more topics are considered. Similarly assessed in the awareness stage, the individual capability step establishes awareness of responsibilities and needs in regards to each individual’s families as well as the prospective opportunities for income development (Sharma, 1990). Essentially, the realistic capabilities of personal and family involvement in the micro-enterprise are measured. Next, economic environment considerations include analysing what resources are accessible, the amount of labour required, and the local micro-enterprise options available. Once the details of capability and the economic state are acquired, the feasibility of starting a micro-enterprise can be researched. This section of the initiative stage has five parts which include an overview of all the requirements of a micro-enterprise, a knowledge base of micro-enterprises, guiding principles to follow, outreach options and awareness skills for asking for assistance when needed, and an execution plan (Sharma, 1990). After consideration of all three aspects, the decision can be made whether to create the micro-enterprise or not. **Figure 6** shows the collaboration of the three areas of interest. If the micro-enterprise is in-fact implemented, the last two stages are expansion and re-direction.

Once the business operations are up and running, the evaluation of expansion can occur. In this context, “expansion refers to enlarging production/service for a greater market area” (Sharma, 1990, p.13). The three topics needed to be addressed are cost effectiveness, market potential, and managerial planning. Some of the important items of cost analysis include cost of products used, labour, and anticipated revenue (Sharma, 1990). From here, the current and predicted markets are assessed to determine customer traits, wants, and needs as well as the course of action the business wants to partake. Once the direction of the micro-enterprise is better established, the most appropriate management styles should be defined to

help lead the business down the desired path. The Initiatives stage occurs at different paces for each micro-entrepreneur. The expansion stage proves solid business growth and may take some time to reach. Once the established micro-enterprise has expanded and is consistent, the re-direction stage must stay open as an option. This stage allows for adjustment to new markets, changing customer needs, and arising opportunities (Sharma, 1990). If re-direction is determined as essential for growth of the micro-enterprise, the changes need to be marketed and the cost of implementing the changes accounted for. **Figure 7** and **Figure 8** provide visual conception of these ideas and help continue the decision-making time-line initiated in **Figure 5** and **Figure 6**. More specific strategies are provided in Appendix B. Awareness, Initiatives, Expansion and Re-direction are the four stages to micro-enterprise execution and development and are specific to aiding economic growth in underdeveloped countries.

From this general sense of micro-enterprise, the business owner can decide which route or business fits his or her needs. The production route would solely regard the maintenance of the beehives and the collection of honey. The producer would sell their un-bottled and unwrapped products in bulk quantities to another business or outside source that would be responsible for packaging and distributing or resale. The packaging route would not deal with the preservation of the beehives in any respect. They would exclusively be in charge of transferring the honey to appropriate containers or casing other products in a packing material with clear, legal labels. From here, the honey jars would be sold to distributors or distributed by the packagers. The honey products would be relocated to other shops and stands to be sold to the public. These shops would be mandated by the retailers who would not produce or package the honey products but would purchase the products at wholesale and would profit from selling directly to consumers. **Figure 9** shows the transfer of products from beginning to end as well as provides a layout of the several business opportunities excluding tourism.

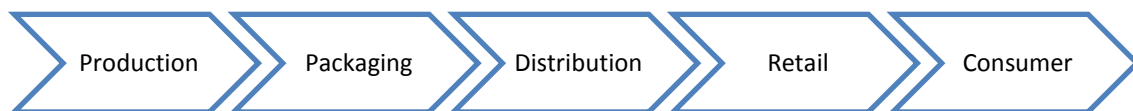


Figure 9: Chain of production

Since micro-enterprises work on a smaller scale, any of these business options could potentially be combined and covered by one micro-enterprise. This layout also provides potential for a co-operative business venture if numerous micro-entrepreneurs were interested in working together to share the labour.

2.3.3 Benefits of a Cooperative

The primary focus of this project, in terms of business form, will be on the cooperative structure. This is because the cooperative provides a large number of advantages to the beekeepers who many have little significant prior business experience. While not necessarily being the most ambitious possible venture, it will provide at the very least crucial starting knowledge for the seven. The advantages of the cooperative are discussed below as well as some features of alternate business structures.

One characteristic of the cooperative model is the pooling of resources of its participants. In the case of the seven beekeepers, the primary resource that would be pooled is the product retrieved from the hives. Choosing to do this would provide the seven with a better “bargaining chip” when dealing with buyers, whether it be selling to a retailer or actually to a consumer. Negotiating selling prices would be much more difficult for an individual that is trying to strike a deal with a retailer. This is because the individual has less product to sell; thus the failure of a deal is less detrimental to the retailer, who can turn to another seller, than it is to the individual that now has a stockpile of product to sell but no buyer. From a marketing stand point, more of a product also means greater distribution. This, in turn, generates greater interest and provides an opportunity to share other services or events the company may be involved in. In addition, other resources can be pooled in a cooperative.

Less tangible resources can prove useful as well. Cooperatives also pool knowledge and skills. Thus a support system is inherently built into a cooperative. Members are able to communicate and help each other to solve problems. This is beneficial to all members as it allows the productivity and, correspondingly, influence of the cooperative to rise. An individual coming across problems alone is more likely to cease all business efforts than one who has others in similar situations willing to help. Although there is a team effort attitude associated

with cooperative models, they still maintain the motivation of an individual profit.

The complication of a cooperative stems from the need for cooperation and communication. This sort of business would logically require more organization than more individual efforts. This could be achieved through a combination of elections for officer positions, weekly rotations of responsibilities, and permanent responsibilities for members depending on their personal skills. With exclusive responsibilities, however, comes the need for increased dedication as well as honesty. As there is bound to be some sort of conflict, the members need to agree upon a method of resolving said conflict. Options for this include votes resulting in the selection of one choice over another or compromise inclusive of the entire group. Some of this can be included in the co-operative's constitution.

The idea of working as an individual is a risky one. In this case the individual must utilize essentially all of their own resources including money, labour, and time. Here, some method of loan is most likely to be necessary. While all business structures may benefit from a loan, a business conducted by an individual and his or her family is typically even more reliant, as they have less money to pool to start up the business. Support is also in short supply when one chooses to work alone.- Correspondingly, if the individual operator is not putting forth work, the business begins to collapse rather than simply being hindered as a cooperative would be. Given the lack of extensive business knowledge of the individuals, the co-operative is a more suitable choice.

From a professional stand point, achieving legal status as a co-operative, or any business type for that matter, delivers the benefit of respect and availability for loans and grants. If the beekeepers follow all of the rules and regulations needed and file all of the required documentation and paperwork, the legitimacy and credibility of their business group increases exponentially. There is no record of any other co-operative previously formed from Manenberg of the Cape Flats area of Cape Town. The process is long and wearisome and requires intensive momentum. The unfavourable reputation of Manenberg does not benefit the credibility of a non-official business group selling honey. Being legally recognized as a co-operative from the Cape Flats is an impressive feat that would catch positive attention.

Once a co-operative has been legally identified, the availability for loans and grants

increases tremendously. The Department of Trade and Industry (DTI) offers a co-operative grant titled “Co-operative Incentive Scheme” which was emplaced in early 2006. This grant opportunity is specific to the development of co-operatives in South Africa and is willing to provide 90% of desired funds if the start-up co-operative can match the remaining 10% needed (COPAC, 2008). Grant opportunities such as this make a co-operative’s success plausible if a business group can receive legal recognition.

2.3.4 South African Law on Business and Sales

There are numerous laws concerning business and marketing in South Africa. The Department of Trade and Industry (DTI, 2005) provides this legislation via web access, keeps records on the success of past small businesses, and covers strategies for small enterprises and entrepreneurs. The DTI is currently assisting the Minister of Labour on lightening labour regulations for small businesses (DTI, 2005). Work has been started in this area by compiling recommendations provided by small businesses on how to better regulate the laws that affect them. Additionally, the DTI is strongly supporting the advancement of co-operatives. In 2004, A Co-operative Development Policy for South Africa proposal was published by DTI that insisted the South African Government’s endorsement of co-operatives and their mission to better the laws and regulations affecting the formation and functioning of co-operatives. The document covers the government’s goals for delivering South Africa’s first Co-operative Development Policy. A few of these goals include: “[reducing] the disparities between urban and rural businesses, [increasing] the number and variety of economic enterprising operating in the formal economy... [promoting] greater participation by black persons, especially those in rural areas, women, and persons with disability and youth [and establishing] a legislative framework that will preserve the co-operative as a distinct legal entity” (DTI, 2004). These legal strides being pursued in South Africa brighten the future for co-operatives.

Presently and more specifically, one important law that beekeepers in South Africa would need to abide by is the Agricultural Product Standards Act, 1990. The CPTUB program covers the requirements of this act as well as efforts towards educating about impurities in honey that would not meet European and Western Civilization standards (Marchand, 2010). Other rules concern the subject of labels.

There are a few legal regulations that need to be adhered to in regards to labels. First, the beekeeper's name and contact information must be presented on the label and must be a size of at least 1.5mm tall; second, the type of honey must be stated in a size of at least 4 mm tall (Marchand, 2005). These standards will affect the size and cost of the label designed for individual businesses and entrepreneurs.

2.4 The Honeybee Foundation and City of Cape Town's Office of Sustainable Livelihood

Now that much of the business background has been covered, we move on to discuss Cape Town's Office of Sustainable Livelihoods and our sponsor. In addition to these two entities, we will briefly mention the community of Manenberg. This section may provide insight into the major groups that we anticipated encountering over the course of this project.

The City of Cape Town's Office of Sustainable Livelihood creates programs to help better the lives of Cape Town residents. Their goal is to encourage "[lifestyles] where we take only what we need, and in meeting our own needs, we do not prejudice the ability of others to meet their needs, both now and in the future" (City of Cape Town, 2011). These goals are a part of the Agenda 21 program initiated in 1992. This government office made efforts to fulfil these goals by working with the Honeybee Foundation to support the apiculture training program. In teaching individuals the skills of beekeeping, the idea is that the economy can grow while providing employment opportunities and healthier lifestyle options.

The Honeybee Foundation is an established organization located in the Oude Molen Eco Village in Cape Town. Co-founded by Dominique Marchand, this business produces, sells, and educates about honey. The business also acts as a successful example of entrepreneurship in South Africa. They currently offer an extensive list of beekeeping services, products, and edutrouism/edutainment events and initiated the City of Cape Town's Urban Beekeeping Project (CPTUB) in hopes to "stimulate the currently under-developed beekeeping industry in South Africa" (Marchand, 2010). Recently, seven individuals from Manenberg participated in the CPTUB training program and are prospective beekeepers. In proposing this project, Marchand expressed their need for assistance in implementing appropriate business plans as well as encouragement and support.

The seven beekeepers trained at Oude Molen come from the township of Manenberg. Manenberg is located in the Cape Flats area of Cape Town. While few well documented files on Manenberg seem to exist, some things are quite clear. It is quite apparent that gangs are a major problem of the area. Graffiti glorifying the life of a gangster is found throughout the town. In addition to this, there are many cases of domestic violence as well as large amounts of drug usage (United Nations Office on Drugs and Crime, 2011). A large portion of the residents live in poverty and struggle to survive. This understanding of the seven beekeeper's home township is critical to assess appropriate business models as well as to appreciate the day-to-day life these individuals face.

Chapter 3: Methodology

The goal of this project was to aid seven beekeepers of Manenberg in the establishment of a cooperative, a business plan that encompasses future cooperative membership and services growth, and an education program that secures the sustainability of the beekeepers and the importance of environment conservation and to provide a guide to other low income residents aspiring to be successful in micro enterprise ventures.

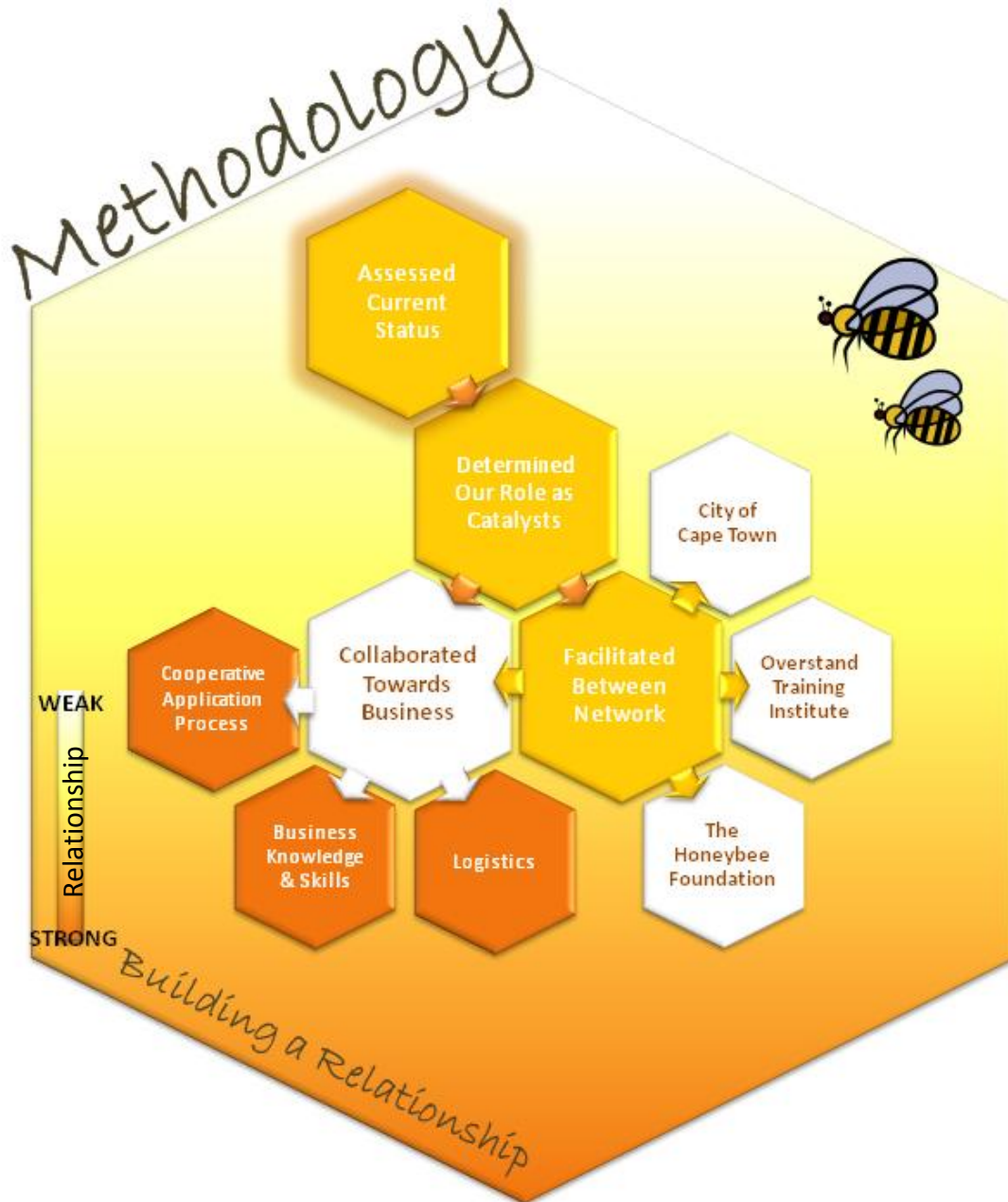


Figure 10: Methodology Diagram

Figure 10: Methodology Diagram above provides a general layout for the methodology of this project. Starting with the assessment of current status, we took at least two weeks to determine the status of the Urban Beekeeping Project and the network of all of the parties involved. From understanding the current state and where our group could best be utilized, we determined our role as catalysts between the different entities. From here, we began facilitating communication between groups to receive all necessary information for the beekeepers to continually advance their cooperative and business goals. In collaboration with the seven beekeepers, our group helped progress in the areas of completing the cooperative paperwork and proceedings for filing for legal recognition, developing business knowledge and skills for sustainable growth, and working out all of the logistics for the beekeeper's first sales. Our goal was to leave the beekeepers in the best position for success for our departure. Additionally, everything from status assessment to group deliverables is encompassed in a growing relationship between our group and the apiaries as well as between the trained apiaries themselves which is represented by the larger hexagon on the diagram. The colour gradient denotes the increased strength of relationship as the other steps of our project progress. Building a relationship only benefitted the effectiveness of our project's sustainability and instilment.

The objectives of this project include:

- Establish a relationship with the seven beekeepers.
- Determine the status of the Urban Beekeeping Project.
- Facilitate progress towards the formation of a registered and productive cooperative.
- Develop the beekeepers' business knowledge and skills.
- Develop sustainable support structure for the seven beekeepers and other aspiring beekeepers in South Africa.

In helping to develop skills, encourage, and be utilized throughout our project, we spent our time learning the process with the beekeepers. We do not know everything about business; however, we do know how to research and utilize resources. This knowledge we shared with the beekeepers to assist them through the process.

3.1 Establish a relationship with the seven beekeepers

To be most successful in motivating and supporting the seven apiculturists from Manenberg in their business progression, we first wanted to make a point of establishing a mutually respectful and trusting relationship. The initial steps in establishing a business can be intimidating and discouraging. Our goal was to be an understanding resource for the apiaries that can connect with them also on a personal level. We developed our relationship with each beekeeper individually and as a group as the weeks progressed to gain a better understanding of their interest in the project as well as their background and personalities. The steps we took to develop our relationship included building up comfort and familiarity, gaining an understanding of their perspective, strengthening commitment through mutual respect, and building up their confidence and reassurance. **Table 1** displays all of our proceedings.

Table 1: Establishment of a Relationship: What, Why, How, and Results

What	How	Why	Results/Findings
Built up comfort and familiarity.	<ul style="list-style-type: none"> • Spending a lot of time together. • Standing alongside them in every step of the process. 	<ul style="list-style-type: none"> • To better allow the beekeepers to use us as resources. • To come away from this project with new friendships. 	<ul style="list-style-type: none"> • Jokes are universal. • Sense of security. • Close bonds were developed. • Trust. • Sharing in prayer developed a more personal bond. • Sense of family.
Gained an understanding of their perspective.	<ul style="list-style-type: none"> • Sharing stories about ourselves. • Asking them to share their story as individuals and as a collective group. 	<ul style="list-style-type: none"> • To connect on a deeper level. • To gain companionship. • To allow them to start thinking of the story they want to share about their cooperative. 	<ul style="list-style-type: none"> • Gained an understanding of their sense of humour. • They opened themselves up and gained ownership of their story.
Strengthened commitment through respect.	<ul style="list-style-type: none"> • Making ourselves always available. • Meeting our deadlines and responsibilities. • Showing initiative and willingness to help them in any way possible. 	<ul style="list-style-type: none"> • To regain their motivation and commitment. • To reignite faith in the project. 	<ul style="list-style-type: none"> • Very appreciative and responsive. • Increased attendance. • Increased productivity.
Built up reassurance and confidence.	<ul style="list-style-type: none"> • Sharing our knowledge and resources. • Being accountable. • Asking them to facilitate the process of development while using us as support, 	<ul style="list-style-type: none"> • To gain confidence in trying new things. • To grow in their independence and little their reliance on others. • To prepare them for sustainability 	<ul style="list-style-type: none"> • Ignited a sense of enthusiasm. • Began taking initiative. • Eager to learn.

To build a sense of comfort and familiarity we focused on spending as much time with the beekeepers as made feasible. We spent time working diligently together on brainstorming ideas for their business ventures and tasks for completion, filling cooperative paperwork, and developing an in-depth business plan with cost analysis. During breaks, light conversation about family and interests was initiated with comic relief provided by a few of the characters in the group. Still on the job, we were also required to visit a few new locations for potential hive sites and office space within our project. We shared in experiencing the new sites and meeting new people as well as the trips in the back of Dominique's bakkie to and from these locations providing extra time for conversation and familiarizing. In addition, a three day and two night trip to Hermanus took place to dedicate solely to completing difficult and cumbersome paperwork. Similar to the time spent face to face, we also remained in consistent contact over phone and email. More time spent together in different settings and ambiances provides the best opportunity to better understand an individual's personality and values.

Through the moments shared in story, silence, or joke, we continued to try to gain an understanding of their perspective. To find a common ground, we shared things about our own interests and families and asked them to do the same. We worked on creating a relaxed and comfortable atmosphere to develop a companionship and connection that would best give the beekeepers the opportunity to use us as a support system. Taking part in their interests, our group shared in a moment of prayer sometimes prior to or immediately following our meetings with the beekeepers since their strong religious belief is close to their hearts. In addition to personal practices, we made a point to give the beekeepers opportunity to share their extensive knowledge of bees and beekeeping since they are experts in the topic. We wanted to learn from them as we took role as a resource and guiding factor. For the additional reason of marketing, we asked them to share their story of their project to its present status individually and as a collective group. This story was a gateway for us to gain a greater perspective as well as to initiate the brainstorming for the story the group would want to share with others about their products and services. Through these things we wanted to establish a deeper connection with the beekeepers that could provide the most collaboration and effectiveness for proceeding in the difficult steps to establish a cooperative.

Strengthening the commitment of the beekeepers was a very important task to tackle. Due to a long period at stand-still and some outside discouragement, many beekeepers were losing faith in the program. In order to regain their motivation and commitment we tried to illuminate our dedication to the project. We made ourselves available at all times of day by phone call and email and were always available and willing to set up meetings and site visits. To build faith in our commitment we also made sure to meet all of the deadlines and responsibilities we took on and showed initiative and enthusiasm towards anything the beekeepers needed help with. Our commitment was an essential key factor to reignite their faith in the project to aid in the continuation of the project after our leave.

In addition to creating an on-going momentum of the project, we worked towards building the beekeepers' confidence in trying new things and providing reassurance when they take on new tasks or ideas. We made clear that we could be used as a knowledge base, resource, or support system in learning all of the processes to becoming a successful cooperative since we were sharing in the learning ourselves. In asking them to complete a lot of the steps to filing the paperwork, writing professional emails, and making critical phone calls, we made ourselves a source of trial and error. We first had some of the tasks practiced on us before the real phone call was made or email was sent. This process was used to help the beekeepers gain confidence in their abilities and to grow in their independence while shortening their reliance on others. We had hoped that this preparation will allow them to better sustain as a cooperative after our leave.

3.2 Determine the status of the Urban Beekeeping Project

A crucial part of ensuring that our project was successful was determining the actual status of the Urban Beekeeping Project upon the project team's arrival in Cape Town. This included investigating the separate entities associated with the project, as well as discovering some new ones. Not until we found the roles and positions of each party, were we able to determine and begin to fulfill our own niche. We established contact with The Honeybee Foundation, the City of Cape Town, and the beekeepers soon after our arrival. We also contacted the Overstrand Training Institute, associated with providing business training and

administration of legal paperwork upon learning of their relevance to the project. Simply said, the statuses, for the most part, were not as we expected them to be.

Our primary area of concern was the lack of information about the wants and needs of the seven beekeepers. In order to find out about the status of the project, we first had to meet the beekeepers and converse with them. Much of the preparatory work for the project focused on examining possible forms of business that the beekeepers could pursue by themselves or as a group. It had been assumed that the group had just recently moved past beekeeping training and had not yet put much consideration into possible business options. It was not even certain that all of the beekeepers were interested in pursuing beekeeping as a business and a source of sustainable income. Since these uncertainties were in place, it became very important to ensure a clear understanding with the beekeepers so that the project could move in a productive direction and we could minimize the amount of time wasted.

Aside from the beekeepers, all of the other groups associated with the project had different support roles to fulfill. The Honeybee Foundation was one of these groups, and also the primary sponsor of WPI's Urban Beekeeping project. The role of the Foundation in the project supported by the City was to provide the seven beekeepers with all of the necessary beekeeping training, along with some beekeeping materials. In addition to training, The Honeybee Foundation was expected to act as a mentor for the beekeepers for their future beekeeping-related activities.

The City of Cape Town was expected to act as the secondary sponsor. Our project group was given the impression that the City was going to support the beekeepers from a distance, but ensure their success by facilitating collaboration between different organizations involved in the process. This included things such as getting into contact with the Business Place Philippi to find a site to store the beehives on and making sure that the City's support for the Urban Beekeeping Project stayed intact.

The final major entity associated with the project was the Overstrand Training Institute, abbreviated as OTI. OTI was contracted by the City of Cape Town to be the primary source of business education, and guide for the long process of forming the cooperative. The Institute was also assigned the responsibility to obtain official beekeeping certificates for the

cooperative. The role of OTI was so crucial because without business knowledge, the entire purpose of the project would be defeated. If beekeeping knowledge were to be lacking, but business knowledge were present, the beekeepers could still enter into profitable activities like resale of wholesale products. However, without business knowledge, there would be no way for them to make a profit. Thus it was anticipated that OTI would play a very important role in the project's success.

While the process of preparing for the project in Cape Town created a very specific image of the project's structure, actually arriving in Cape Town demanded networking with all project-involved parties to reveal the true image. This needed to be done regardless of how accurate our initial impressions were. Primarily, this was achieved through emailing, making phone calls, and arranging meeting with representatives or members from each of the various groups. The first groups we met with were The Honeybee Foundation and the beekeepers. Soon after we established contact with the City of Cape Town, specifically the Sustainable Livelihoods Division. Through representatives from the City, we were brought into contact with The Business Place Philippi, which would prove to be a valuable relationship. The last group that we met with was OTI. This was primarily because of the great distance at which the Institute is located from the City of Cape Town. These meetings would prove crucial to the project as they revealed that the status and direction of the project was quite different from what we had originally imagined.

3.3 Facilitate progress towards the formation of a registered and productive cooperative

Upon arrival to Cape Town, the first meeting was a crucial step in the development of the project. From this meeting we obtained a clear picture of what the beekeepers had envisioned and what they desire. This meeting served, as mentioned above, to commence the establishment of our working relationship with the seven individuals. From this meeting, we also established immediate and long term goals in order to guide the project as the weeks advanced.

Once it was discovered that the beekeepers had already started to undergo the process of forming a cooperative, the next logical step was to bring about the legal establishment of

said entity. Thorough research was conducted to ensure all of the steps of South Africa’s cooperative forming process were known and prepared to be taken. With this meeting it was hoped to have the beekeepers and our group on the same page as to what actually needs to happen to get the cooperative up and running. We also arranged, along with the beekeepers, a timeline in which the milestones and the time expected to reach them well depicted (see **Table 2**).

TASK	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Time-line							
Logo							
CR1, CR5, CR8							
Founder’s Meeting							
The Business Place Lease							
Constitution							
Portfolios							
Business Plan							
Future Plans							

Table 2: Beekeepers' Projected Timeline of our Time Together

The first step to the cooperative forming process is to arrange a founders meeting. It was important to hold a workshop in which the proper ways to write a meeting agenda and to take meeting minutes were presented to the seven individuals. The workshop emphasized the general process of selecting and organizing which items to include in the agenda, with the purpose of creating a clear guide to lead the discussion. The workshop also highlighted the importance of meticulously keeping records of the meeting’s decisions and discussions in the minutes. We role-played a fake meeting to showcase to the beekeepers a visual representation of both agenda creation and minute taking.

The following workshop took the form of an open forum. The point of discussion for this forum was the establishment of the board of directors. The duties and responsibilities of each director were discussed and documented. Once the board of directors was established, the goal

shifted to nominating the person they best see fit to serve each of the directors' roles. A basic introduction of parliamentary procedure for nominations and voting was introduced.

After finalizing the election of the board of directors, the next step to be taken is the completion of the general application forms and constitution for a cooperative. The goal of these workshops was to review what information is required for each form and to provide any second opinion the beekeepers may have needed. Since the cooperative's constitution will be a document that will guide the members as well as serve as their universal set of rules and membership requirements, it is of the outmost importance to ensure a clear understanding of every clause contained within the document. Our group alongside the beekeepers worked on molding and drafting a constitution from the sample and template constitutions found through our research. Since the constitution is a lengthy and tedious process, Coffee and Tea breaks occurred regularly to avoid the loss of focus. An additional day to complete and finalize the constitution was allotted to account for any details that may have been overlooked on the first day of the open forum and workshop. Once the constitution was finally drafted, it was sent to Mr. B, OTI's cooperative proceedings expert, for review. His feedback was utilized to give the drafted document the final touches and have it ready for the seven founding members to sign.

Finalizing the constitution leaves the Business Plan as the only other outstanding requirement of the cooperative establishment process. To complete this task a workshop which splits up the group of beekeepers and students took place. The groups consisted of one student and one or two beekeepers. Each group was in charge of addressing one of the specific portions of the business plan to its entirety. Using the guide found through our research on writing business plans, each group looked to answer all the questions of their assigned section to ensure all of the business plan information was collected. Splitting up the beekeepers was done with the intention of having each beekeeper's assessed abilities be implemented for the best results. It also was meant to have each beekeeper in a more personal setting to encourage participation.

One last meeting was held to review all the documents and ensure their full completion. In order to expedite the certification process it seems necessary to have a workshop where the bees' team and the beekeepers will carefully revise all the prepared documents, thus avoiding

any mishaps that will cause the government to delay the issuing of the cooperatives legal recognition. Once the revision is completed, the documents will then be organized in a folder to await submission.

After being submitted to the local government office, the newly founded cooperative will await the reception of its legal certification. Once the certification is received, the new cooperative can now look into completing several extra tasks that will benefit the entity moving forward. One of the main things to accomplish is the creation of a bank account under the cooperative's name. This bank account will be used to safe-keep their money and keep track of transactions. Careful decision will go into deciding which bank to utilize after our departure, weighing the pros and cons of each to guide the decision. Once accomplished, the cooperative should be in full functioning mode.

3.4 Develop the beekeepers' business knowledge and skills.

To ensure a more sustainable co-operative after our departure, we made sure to dedicate some time on the development of business knowledge and skills. A lot of the beekeeper's technical and business advancement came from participating and facilitating the majority of the co-operative's necessary paperwork and tedious tasks. Also shown in **Table 3**, their major developments include: the development of their business management and planning skills, business writing skills, and professional communication skills.

To develop the beekeepers' business and management planning skills, we guided them in the completion of their business plan. Since the business plan is a large document, we encouraged the beekeepers to divide the sections amongst them to help organize the essential information. To support them in the hefty workload, our group members also divided and worked alongside the beekeepers in brainstorming and organizing all aspects of the necessary sections. In acceleration of the process, we largely assisted in the typing and cost-analysis formulation; however, all of the information and work was provided by the beekeepers. Since the business plan covers everything about their business from past to current state to future goals, the beekeepers would be able to get a grasp of all corners of their business. We had hoped that this engulfment of their co-operatives' details would provide innovative thinking and the ability to make important decisions. Our WPI team needed to act solely as assistance

to ensure that the beekeepers practiced functioning to a degree of independence.

What	How	Why	Accomplishments
Developed their Business Management and Planning Skills	<ul style="list-style-type: none"> • Working with to brainstorm all parts of their Business Plan. 	<ul style="list-style-type: none"> • To understand the processes of in-depth and long term business planning. • To make decisions and gain ownership of their business. • To gain innovative thinking. 	<ul style="list-style-type: none"> • Completed Clear Business Plan. • Clear milestone goals and projected time-line. • Built confidence in the progression of their co-operative. • Strengthened co-operative relationship through group effort.
Developed their Business Writing Skills	<ul style="list-style-type: none"> • Aiding in completion of all Cooperative Forms. • Aiding in completion of their Constitution. 	<ul style="list-style-type: none"> • To understand the tedious process behind forming business documents. • To understand and familiarize with law diction and business terminology. 	<ul style="list-style-type: none"> • Completed CR 1, CR5, and CR8 and constitution. • Gained practice of spending long hours dedicated to paperwork. • Strengthened co-operative relationship through group effort.
Developed their Professional Communication Skills	<ul style="list-style-type: none"> • Encouraging the beekeepers to make business phone calls. • Supporting the beekeepers in holding their own meetings. • Teaching basic typing skill and utilizing typed work. 	<ul style="list-style-type: none"> • To gain comfort and confidence in the day to day practices of a business for sustainability after our departure. • To learn how to professionally express themselves for business networking. 	<ul style="list-style-type: none"> • Enthusiasm to learn how to type. • Eager to take responsibility. • Hesitancy in phone calls due to face-to-face preference. • Initial disjointed meeting proceedings but progressing.
Developed their Monetary Knowledge	<ul style="list-style-type: none"> • Brainstorming with them all of the cost analysis and learning the financial process with them. 	<ul style="list-style-type: none"> • To instil the importance of financial analysis. 	<ul style="list-style-type: none"> • Gained business legitimacy through developed cost analysis. • Increased chance of sustainability after our departure.

Table 3: Developments of Business Knowledge and Skills: What, How, Why, and Accomplishments

Strong business reading and writing skills are essential for handling future documentation. The work provided in the formulation of a constitution and completion of co-operative forms served as great practice to developing these important skills. Due to the intense precision, detail, and diction of co-operative constitutions, the dry exercise of trying to interpret and alter for relevancy provided the beekeepers with an idea of the thinking and

wording needed for similar documentation. Practicing this interpretation and writing would potentially allow for future independence on fulfilment of forms, applications, or large documents. A sense of confidence in the ability to fulfil such forms and documentations was an additional goal for such exercises.

Similar to the ability to write in a business context, professional communication techniques are crucial for business deals and networking. To develop these skills in the beekeepers, we encouraged the beekeepers to make all phone calls pertinent to potential suppliers and customers, hold structured meetings with appropriate discussion topics, to formulate well-structured emails, and to learn basic typing abilities. By assisting the beekeepers in all of these day to day business exercises, we hoped to strengthen their business network and build self-reliance to communicating professionally. We hope that the practice of these endeavours will better ensure sustainability in areas of networking, building customer base, and making business deals after our departure.

A large part of the co-operatives chance for continuation is heavily dependent on the understanding of the cost-analysis for the co-operatives' products, services, and future investments. To enhance the beekeeper's financial literacy, we worked alongside the beekeepers to list and brainstorm all potential costs and investments their co-operative would need to make initially and in the future. Working out the figures with the beekeepers was meant to instil an understanding of the importance of the co-operatives finances while stretching the beekeeper's minds to consider all options for best quality product and profit. Developing an understanding of cash flow allows for great strides in the success of any business.

3.5 Develop sustainable support structure for the seven beekeepers and other aspiring beekeepers in South Africa

During our project work, we encouraged the beekeepers to have brainstorming sessions at every meeting. Our team used probe questions in order to obtain relevant information and to ensure the discussions were headed in the right direction. We helped the apiaries to create meeting agendas for future goals and to determine the most plausible options for the agenda issues during meetings. By playing a smaller role, we encouraged each member to express his

or her opinion during the brainstorming sessions and to write down the preferred methods or options once decisions were made. We assisted the beekeepers in discussing the services they would like to implement in the future and to determine the necessary resources required for these services. The brainstorming sessions helped the beekeepers to have a clear vision of their goals and expectations. Our team observed the flow of the discussions and tried to ensure that every member of the cooperative contributes to the thought process.

From these meetings, we hoped to exemplify the usefulness of determining approximate dates for future operations since the beekeepers expect to achieve success within a set amount of time. The beekeepers need to acquire a level of profitability as soon as possible in order to afford the expenses required to continue their business. For this reason, we hoped that creating a time-line would be a good solution to follow all the income and expenses easily. In addition, we believe that creating a time line will instill motivation in the beekeepers to work hard in order to accomplish the goals shown visually. We asked the beekeepers to list the future plans in a chronological order and aided the beekeepers in the organization of a time-line shown in **Appendix H**. We assisted them to estimate the time ranges by discussing the monetary and implementation requirements for each term.

Establishing a cooperative has been in the core of our project due to the advantages it is going to provide to the seven beekeepers. For this reason, our team wanted to ease the process of registration as a cooperative for the beekeepers. We developed instructions on how to file for a cooperative in South Africa. These instructions were organized and displayed in an easy to follow manner. The beekeepers had to complete a constitution, a business plan and the registration forms to be eligible for cooperative registration. We presented the beekeepers with all these forms and explained them which steps they should follow to fill out the forms. We asked the beekeepers to bring the necessary documentation with them to complete the information required on the forms. During our meetings, we sit down with the beekeepers and went over all the items together to ensure that the forms were filled correctly without any missing information. The instructions for completing cooperative forms are also provided on our website in order to create a useful source for future groups wishing to establish cooperatives in South Africa.

Chapter 4: Results and Analysis

Our time in South Africa was quite successful and led to several results and achievements. Throughout our stay we manage to accomplish the objectives we had identified as necessary for the project's success. Following the steps described in the methodology section, we managed to build a solid relationship with all of the seven beekeepers, we discovered the project's status, we collaborated with the beekeepers to aid them establish a cooperative, we introduced basic business and organizational skills to seven individuals, and we identified resources and recommendations for the beekeepers to utilize and follow in order to ensure their future success. The next few pages focus on further elaborating on these results and on providing some insight on how it was to execute the methods.

4.1 Establish a relationship with the seven beekeepers

One major surprise in establishing a relationship was how quickly the beekeepers were willing to befriend us. From our first meeting where we sat down to introduce ourselves, some members of the beekeeping group presented themselves with a joke. Willingness to joke and eagerness to propel laughter instantly created a relaxed setting while providing insight into the individuals we would be working alongside for the next seven weeks. One interesting thing about jokes is their universal quality and opportunity to bond. Jokes are a sign of companionship, allowing our group of four to feel included in their group of seven. In later interactions we learned that jokes serve as a coping mechanism for coloured people to allow them to enjoy their day to day life though dealing with uncomfortable social rejections and unfavourable living conditions. One of our beekeepers stated, "coloured people are the funniest group of people that you'll ever meet" to then further explain the above reasons. Our group of seven beekeepers was an easy group to get to know well, which made the completion of our project enjoyable and meaningful for us. Through building a relationship with our beekeepers, we have found ourselves pushing to try harder and pull more for these seven individuals who truly deserve a successful outcome.

Spending a lot of time with the beekeepers successfully instilled trust, mutual respect, and companionship. For some of our first meetings, only two or three beekeepers would show. This was unfortunate, though we learned that some of the women would not leave their homes

in Manenberg due to surrounding violence. This concerned us in terms of their safety but as well as for the success of their co-operative if attendance was an uncertainty. We were also provided insight into the daily lives of our beekeepers. Without pry, the seven apiculturists openly shared with us a lot about their communities, families, and pasts. It was amazing to watch people who take real pride in the person they are and the background they come from take great strides towards being a positive example of their communities, especially since many of them have spent the majority of their life dedicated to nature conservation. They quickly understood the importance of sharing their co-operatives' story with their honey product and services since it is very unique to them and a creditable selling point.

A few of the beekeepers also shared with us their doubts for the co-operative for the slow progress it had been undergoing. Since time has proved our committed efforts to the creation of their co-operative, attendance has improved immensely as well as enthusiasm to participate and learn new things. One of the apiculturists explained, "one thing I have learned from you is perseverance and how to keep trying." This statement truly captures the increased motivation and effort the beekeepers have come to dedicate to make their co-operative a success. The bee farmers also began taking responsibility and initiative towards the completion of the necessary steps and paperwork for the cooperative. The beekeepers have also learned that they can always come to us for help, guidance, or assistance and that we will be there for them. A lot of the catalysed work completed through our participation may also be due to the beekeepers seizing the opportunity to utilize us for the short amount of time we are available. Whatever the motivation may be, the beekeepers have surely stepped up their effort to complete all aspects of their business and have responded with much appreciation to our matched energy.

4.2 Determine the status of the Urban Beekeeping Project

The assumptions developed during the preparatory work had notable differences from the actuality in Cape Town. These differences existed within all of the different groups associated with the project. Much of the expected role fulfillment from all parties involved in the project had degraded because the project had lost momentum sometime before our group arrived in Cape Town. This problem occurred due to the issues faced during the advancement

of the project which resulted in a loss of interest among the beekeepers.

The largest difference between expected and actual statuses existed with the beekeepers. Pre-Cape Town efforts had prepared us for helping the beekeepers to determine viable forms of business depending on their means and interests. The idea of a cooperative, while being the favored and recommended business option of our group, was still simply an option. Much consideration went into keeping an open mind towards alternate business suggestions. Upon meeting with the beekeepers it was revealed that the choice to form a seven-person cooperative had long since been made. Thus the beekeepers were further ahead, at least in decision making, than we had anticipated. This situation shifted the project from being one of decision making and consequence balancing to one of practical advances. At this point our role became primarily that of a facilitator. It was early on during the on-site activities that we also became aware of the attendance problems of the beekeepers. There were multiple causes for this problem. The first, which subsided once we brought the project to an advancing state, was the aforementioned lack of interest. The second of these reasons was time conflict: many of the beekeepers had jobs and other commitments that prevented them from attending many of the meetings. The third issue was health problems that prevented one of the beekeepers from regularly attending the meetings. After our involvement, the project left its stagnant stage behind and gained some momentum and this improvement encouraged the beekeepers to put in more effort and try to overcome the previously unresolved issues.

The Honeybee Foundation's status was not radically different from what we anticipated. They were still in relatively close contact with the beekeepers, filling in the mentor role. The unanticipated portion of their position in the project came in the revelation that The Honeybee Foundation, abbreviated as THF, desired to distance itself from the beekeepers. While it was understandable that THF did not want to form a reliance, this did create the complication of having to carefully consider the desires of THF when trying to advance the seven's standing in the project. Combining the mentor role with distancing THF from the seven was in itself a balancing act. It meant that we would have to be certain that THF owners were kept up to date on the project's progress and given a say in project direction while also making sure that they were not relied upon too heavily.

The City of Cape Town was, at the time of our arrival, at a standstill with trying to find a location for the beekeepers to put hives. This difficulty also acted as a brake upon the project. Fortunately, soon after our group arrived in Cape Town the City found a potential location at The Business Place Philippi (TBPP). The level of guidance that followed this breakthrough was quite beyond what our team had expected to receive from the city officials. We had not been under the impression that the City representatives would be so willing to assist in our efforts. The aid that they were able to provide would prove invaluable to the success of the project.

The Overstrand Training Institute at the time of our arrival was quite detached from the remainder of the project groups. Simply put, the physical location of OTI seemed to be too far away from the homes of the beekeepers to provide a sufficient level of communication and cooperation without some sort of liaison. OTI was the organization that had been sought out by the City of Cape Town to provide a source of business knowledge and advancement for the beekeepers; however, the seven were significantly behind in these categories at the time of our arrival. It became apparent that communication was not fluent between the isolated OTI and the other groups.

4.3 Facilitate progress towards the formation of a registered and productive cooperative.

After having our first meeting with the beekeepers we found out they had already started the process of establishing a cooperative. They had previously commenced the process a few months back, but it had become stagnant. With our arrival, the idea of establishing a cooperative for the beekeepers to work as one collective entity resurfaced. Since we were going to be dealing with this situation, we made it a point to begin researching and collecting resources that will aid us moving forward. It was very exciting to find out the beekeepers had taken the initiative to organize themselves in this manner. This showed us the beekeepers were a capable group, but support and confidence were needed to trigger improvement. Thus we embraced the role of catalysts through encouragement for the process of establishing the cooperative.

We carried out the second meeting in which we laid the foundation for the groundwork over our period in South Africa. We made it known to the beekeepers that this will be a lengthy and busy period of work. We both agreed to work very hard in order to have the cooperative established by the end of our time in Africa. The timeline created served as a blueprint and inspiration for the two groups and visual representation of all the work ahead of us. On this day we set our goal to achieve everything on the timeline, instilling inspiration and hope in the beekeepers that their vision was possible and more importantly achievable. This was crucial since the newly found excitement motivated the beekeepers to attend the several workshops they had planned over the time of our stay.

The first workshop they held was focused on the writing of meeting agendas and taking meeting minutes. We held this workshop in the Eco-Theater at Oude Molen Eco Village. We managed to create a founders meeting agenda after extensive discussion with the beekeepers on the items that must be addressed on this primary meeting. Since this was the first workshop, the beekeepers though vocal, were at times hesitant to participate and voice their opinion. However, we managed to keep the atmosphere friendly and encouraged their participation while highlighting the importance of their work. Another success of the workshop was the teaching of two basic business skills. These skills were necessary to prepare the beekeepers for future business proceedings and serve as a precedent for future cooperative meetings.

From discussions with the beekeepers after they held their founders meeting, we encountered some positive results. We learned that the founders meeting was conducted over a two day period. The first day was interrupted by the beekeepers collection of the bicycles the government had provided for them with the hopes of facilitating transportation. However, after the two days all items of the meeting agenda were touched upon. Upon review, the minutes of the founders meeting were properly taken and they contained valuable information of the proceedings and agreements of the founders meeting. The success of the meeting proved the beekeepers learned how to apply meeting conducting and minute taking skills.

The establishment of directors open forum also yielded positive results. The cooperative's first directors were nominated based on who the group saw as the most fitting person for the

position. There was discussion among them to help make their decision. Then, a hand ballot following basic parliamentary procedure took place in which the group voted to elect its first board of directors. There was a slight difficulty getting the beekeepers to follow the procedure that had been explained to them. Some of the beekeepers seemed reluctant to second nominations or raise their hand during the voting. Upon further conversation it was found out they were misunderstanding when and for whom they could second a nomination or vote for. After a few runs they seemed to grasp the process. By the end of the workshop they had all mastered the ability of voting. They were excited to have voted in the first board of directors that they all jokingly continued to nominate and elect each other, including us, to positions being made up on the spot. To find out more on which positions were established and the roles and duties of the directors, please refer to **Appendix G** which contains the cooperative's constitution.

The group held a full day workshop at the Eco-Theater in Oude Molen where time was spent completing the necessary forms. Everyone's efforts were needed to complete all of the forms. The first of these forms to be completed was the CR5. The CR5 form serves the purpose of reserving the name chosen for the cooperative, Cape Flats Honey & Bee Services. The CR5 form will also produce an assigned reference number to the cooperative name that will be used in the filling of the CR1 form, the general application. Next, each beekeeper filled out their respective personal and legal information on the CR1 form. Following, the secretary filled out the remaining generalities of the form. Since the aspiring cooperative does not have sufficient funds to afford an auditor, they filled out the CR8 form which calls for the exemption of an auditor. The completion of all of this paper work was fairly simple. The beekeepers gladly wrote their information and provided their legal information. They were very content with completing the forms, and even organized ways to collect the money required for the submission of the forms. We provided the beekeepers with basic guidance and answered any questions they had regarding the completion of the forms.

There was a day fully dedicated to the drafting of the constitution at the Manenberg's People Center. Working since the early morning to the afternoon, the group powered through

the majority of the document. The workshop's discussion focused on explaining the clauses of the sample constitution to the beekeepers, and with their input chose those that applied to their particular case. It was essential that all beekeepers understood what has been explained in the document, for it will be part of their cooperative and it will rule their proceedings for years to come. The process of going over the constitution's clauses was a difficult one. People often lost focus as a result of the dryness of the document. Whenever it seemed like the beekeepers were losing interest, the group made it a point to praise the effort placed and emphasize how close we were to cover all the information. It was challenging to keep everyone's attention, but the implementation of coffee, tea and stretching breaks seemed to refresh everyone's energy. By the end of the day all points of discussion were addressed, and the constitution had been partially drafted, pending a few minor grammatical and spelling errors. After these changes were conducted, the document was sent to Mr. B of the Overstrand Training Institute for further revision. Once the revisions were sent back to our group, they were addressed and implemented. The final document was then signed by all of the seven beekeepers officially adopting it as their cooperative's constitution.

The last workshop also went according to plan. The workshop took place over a span of two days during our trip to the Overstrand Institute in Hermanus. The work was effectively divided among four groups and each group consisted of one student and some beekeepers. Each group successfully completed all of the tasks required and collected the precise information needed for the business plan. Separating the beekeepers seemed useful regarding the opportunity it provides for more participation in the process. At times, however, it was difficult to retain their attention and to get prompt feedback on the information being sought. This part proved difficult to overcome, but through perseverance and positive reinforcement, the beekeepers generated all of the necessities to complete their plan. At the end of the day, the Bees group reconvened to gather all of the information produced to then be compiled into one cohesive document; thereby fulfilling the last requirement of the cooperative process.

The last meeting held concentrated on reviewing all of the documents produced to complete the beekeeping cooperative application process. Both the beekeepers and the Bees

team looked through the founders meeting agenda and minutes, the legally required forms CR1, CR5, and CR8, the cooperative's constitution, and the cooperative's business plan. Once reviewed, the beekeepers moved the documents to a safe location in order to keep them until submission. They organized the gathering of the money required to submit the forms and ensured all the documents were promptly submitted. The group is still awaiting finalization of the cooperative application. Once this has taken place, the first order of business will be to create a bank account under the name of the cooperative.

4.4 Develop the beekeepers' business knowledge and skills.

The drive behind developing the beekeeper's business knowledge and skills was to provide independence and confidence in completing extensive and complex paperwork, and communicating professionally. Though we were successful in delivering these goals, we also recognized similar development in ourselves. Working cohesively with the beekeepers, we shared the same questions and joined each other in searching for resources to provide answers or examples. Our group has collectively agreed that the business skills we've learned from our experiences with the Cape Flats Honey's co-operative process will prove beneficial in our own future business endeavours and professional careers.

Specific to the beekeeper's growths, practicing the brainstorming and creation of the business plan and projected time-line successfully allowed the bee farmers to see the future of their co-operative. During a reflection discussion, one of our seven beekeepers shared contently, "before you were here, I did not know where this co-operative was going. Now that you have been here, the future of the co-operative is clear to me." This statement was very exciting for us; to think that our guidance has sincerely made a difference to the beekeepers we had been working with for six weeks. With some encouragement to brainstorm and decide a plan for their business, the next three to ten years have clear guide lines to follow and milestones to strive for. The skills that the beekeepers learned from this practice included leadership, initiative, and organization. We saw the beekeepers display their learned leadership skills in proposing ideas and expressing their opinions. Their ability to think and speak in a business setting improved immensely as the process continued. We think this was mainly caused by their growing confidence through practice and our support.

Similar to constructing their business plan, reading through and customizing the bee farmer's constitution provided extensive business reading and writing practice. Another of the beekeepers explained that from the intense writing practice he learned, "I am a much better writer than I thought I was." This statement proves his gained confidence in his abilities. These writing skills carried over to a lot of the professional communication development. Many of the beekeepers were given the opportunity to practice or learn typing technique. Typing aided the beekeeper's ability to communicate through email. Grammar and spelling proved difficult for some at times, nevertheless the constant writing for different parts of their co-operative applications gave ample practice opportunities and we saw tremendous results.

The most exciting result from working to develop the beekeepers' business knowledge and skills was witnessing their eagerness and willingness to learn. Many of the seven were instantly driven to improve their business capabilities and utilized our group in any way to fulfil this development. One night during our workshop retreat in Hermanus, some of the female bee farmers took interest to our group member's typing. We asked them if they wanted to learn and they spent hours practicing their typing technique and continued to exercise their new skill the next day. Others, whose discouragement stems from knowing their poor writing level, still put in immense effort towards improvement to provide their contribution of the written work. If the bee farmers were not as motivated as they were to contribute and succeed, both our project and their project would not have been as successful.

4.5 Establish sustainability and a support structure for the seven beekeepers

This section has been divided into two parts. The first part concentrates on assessing our project's immediate accomplishments that are expected to contribute to the sustainability of the beekeeping business. This section also serves as a guideline for potential entrepreneurs who would like to pursue beekeeping as a sustainable income source. In the first part, our accomplishments are categorized as networking, cooperative application and development process, structuring a future plan and creating our project website. All these achievements and methods we used are described thoroughly. This part reflects our approach to the project and provides an insight to our relationship with the beekeepers.

The second part of section 4.5 concentrates on the areas in which the beekeepers need continuous help until they become self-sufficient to satisfy the requirements of their business. The initiatives we took during our time in Cape Town are presented as well as the current and future results of these actions. The areas in which we assisted the beekeepers are divided as resources, finances, mentorship, cooperative formation process and development of business behaviour and routines. The relationships that our team facilitated in between the beekeepers and different organizations are described and the contributions of these stakeholders are presented. The importance of networking is emphasized once more by providing information about the assistance from the sponsors.

4.5.1 Project accomplishments towards sustainability

While immediately we will not know the level of success that our efforts towards sustainability and a support system have reached. However, we can analyze the extent to which we were able to pursue these goals. Our efforts were demonstrated by the thoroughness with which we went through the cooperative application process with the beekeepers, the beekeepers' skill development, progress we made with outside organizations, design plans for our project website, and a future timeline for the beekeepers themselves. Ideally these measures will be able to protect beekeepers from being overwhelmed by common obstacles in the business formation and development process.

One of the most important subjects covered in the project process was networking. Networking was covered in a couple of forms. The first was communication with local organizations primarily through our project group. One of these organizations was The Business Place Philippi, which offers business training for aspiring entrepreneurs similar to the seven beekeepers. This is a valuable option that the beekeepers may utilize in the future. A more important role TBPP played was the provider of a location for the beekeepers to put their hives. So it has helped to secure the future of the seven in the sense that it has granted the potential for honey production and is also now an inexpensive source of business knowledge within reach of the beekeepers. Another crucial bit of networking that we facilitated was with The Honeybee Foundation. An agreement was made between the beekeepers and THF for THF to act as a wholesaler for the beekeepers, who are to act as retailers until they are able to produce

their own honey in large enough quantities to conduct business independently. In addition spearheading networking efforts, we oversaw the beekeepers making networking efforts. This involved having members of Cape Flats Honey call possible providers of items such as jars and labels to ask for quotations. It also included having some of the seven contact local organizations that could have provided a business opportunity, such as the Harvest of Hope. Networking is a crucial skill for the survival of the beekeepers in the business world since they will need to be able to reach out to find and pursue business opportunities.

The method which we used to approach the cooperative application and development process had a heavy bearing on the level of sustainability the beekeepers may have captured within their own abilities. We used a slow but steady method, especially noticeable in the creation process for key cooperative documents such as the constitution and the business plan. The constitution was gone through at an at times excruciatingly slow pace because it required reading a generic constitution, rephrasing it in more practical terms, and ensuring that all of the beekeepers understood and agreed with the meaning of each clause. This ensured that the contents of the constitution were agreed upon by all members of the cooperative that it would regulate. Thus, this process ideally helped to avoid, or at least resolve, future disagreement problems. With the cooperative application forms, we made certain that the seven filled them out themselves so that they could repeat the process should the need arise for any reason. We also worked very closely with the beekeepers in the formation of their business plan, which included large amounts of detail regarding both the business's structure and the business's finances. Since the seven were held largely responsible for the business plan it became inherent that they knew and understood its contents. The heavy involvement of the beekeepers in this entire process helped them to hone their relevant procedural skills as well.

Another key activity to increasing the likelihood of cooperative survival was helping to structure a plan for the future as best we could. Since the beekeepers would be starting with very little resources, their startup point was going to be very modest. It was important to ensure that the function of their business remained within their means. Positively, this meant that future years would leave a lot of room for expansion, and thus promote continued involvement in the cooperative. Much of the future expansion goals were originally startup

services that the beekeepers had wished to provide, however, further analysis determined that they were not yet viable business activities. These goals required things such as additional land, larger amounts of startup capital, or more hives. As the business acquires more capital these advances will become possible and Cape Flats Honey and Bee Services will diversify its activities as well as expand them. Future plans were assigned dates of achievement times based on a projected money intake from startup business operations. This construction gives the beekeepers a rough guideline for business maturation. In moving through this process, the beekeepers developed a forward-thinking posture. This included analytical skills that can be used to project business numbers into the future to plan the direction their business will take accordingly.

A final pillar of support that we have provided is the website. This website will function both as an overview of our project experience and as a resource for people aspiring to follow a similar path as the seven beekeepers. The website contains information regarding the cooperative application process and the difficulties encountered in going through it. It also lists some helpful organizations that may be accessible to those in the Cape Town area. The website's depiction of project process will also serve as a sort of narrative, or a how-to guide for potential entrepreneurs.

4.5.2 Future outlook of project needs

Our time in Cape Town has left us with extensive knowledge concerning what the seven beekeepers, as well as others pursuing similar goals, will need in order to survive in the business world. Much of these needs stem from the fact that the project beekeepers had little to no prior business knowledge or skills and very few starting resources. Due to the nature of these limitations, the support needed decreases both as the business matures and as the founders of the business develop their skills and knowledge. Regardless of the rate at which outside aid is dissolves, it is paramount to the success of the business that the support be adequate while the business is still young.

A category that our seven beekeepers needed a large amount of aid in was resources. Obtaining resources is a comprehensive accomplishment which will assist the potential entrepreneurs to approach more specific problems with ease. One of the most prominent

examples of this specific problem, as seen in the Urban Beekeeping Project, is land. The lack of access to land on which the beekeepers could harvest had the potential to put the brakes on the entire project. Fortunately the City of Cape Town was able to locate a potential location during our time in South Africa. The City was the primary fulfiller of the resources for the Urban Beekeeping Project. They also sought out and coordinated meetings with valuable organizations such as OTI, The Honeybee Foundation, and The Business Place and provided funding for many of the project's financial needs. For aspiring entrepreneurs not directly supported by government departments, seeking out local organizations that provide business education and assistance will be crucial for surviving through the immediate challenges of starting a business. If they are not easily accessible, searching the internet may be a useful alternative. In addition to networking, finances, especially startup finances, need to be considered in depth. Obtaining startup capital was somewhat a challenge for the beekeepers, thus it would be wise to put in these considerations well before reaching the point of initial expenditures. Upon officially registering a cooperative, it becomes much easier for a cooperative to apply for loans, which would assist them in satisfying financial resource demands.

The needs of the seven beekeepers at the focus of the Urban Beekeeping Project also included a mentorship in the field of beekeeping. The project satisfied this necessity with the contributions of the Honeybee Foundation) When contemplating the start of a cooperative, it is very important for the founders to be knowledgeable in the industry in which their business will be structured around. While many startup ventures are centered on activities that the participants are already knowledgeable in, it is still important to be sure to comprehend all of the ins and outs of the focus industry. While having industry experience, it may still be beneficial to establish contact with other organizations that can provide additional insight or alternate points of view when necessary. The Honeybee Foundation provided the seven beekeepers with access to years of beekeeping knowledge and experience as well as training in the field of beekeeping. Since the seven still do not have extensive experience with beekeeping, they will continue to need the mentorship of The Honeybee Foundation for some time to come. They will, however, be able to gradually reduce this outside aid as they develop their own skills

and knowledge. Depending on the background of the aspiring cooperative's members, various levels of this guidance will be needed for future potential entrepreneurs.

The beekeepers faced many obstacles during the cooperative formation process. This was where the WPI project group aided for much of its time in Cape Town. We found that it was extremely difficult to navigate through all that is necessary to both register the cooperative and to establish its identity. As we were not experts in business, especially South African business, some of our time was spent obtaining relevant knowledge and resources from OTI and transferring it to our beekeepers. Not only this, but because of our networking abilities, we were also able to guide our beekeepers through the very extensive process of forming cooperative documents and completing forms for the cooperative application. A large amount of time was dedicated to this process in order to progress. For aspiring entrepreneurs without a source of intense aid, this may prove to be a quite difficult and time consuming process. Thus, support for cooperative formation could be provided through very clear and concise guides explaining the entire process, ideally online. We also found that it was very important to determine what makes the seven's business unique. For the beekeepers, specifically, the uniqueness was their background and origins. For other entrepreneurs, their competitive edge may be an extraordinarily unique product or service. Either way, the business will need something to separate it from the others.

Another source of aid the seven needed and will continue to need is in the development of business-friendly behaviour and routines. This includes things like maintaining dedication to the cooperative, continuing to perform very thorough record keeping, and being willing to continue networking efforts. The risk that comes with a project like this is that the beekeepers might become too accustomed to having a close aide to guide them through the aforementioned activities. This risk, however, was nearly impossible to avoid since it was our goal to help communicate business skills to the beekeepers. It is necessary to ensure that the beekeepers maintain these skills as they begin to function on their own. This could be done by one of the project related organizations on occasion. It would not require much time, as the organization in charge of this could send an individual to check the beekeepers' record keeping once a month for the first three months. This would allow any issues that arise to be resolved

quickly, before they magnify and cause complications. As for dedication, the group that is charged with maintenance is the beekeepers themselves. Since this is their business, and they have been given the tools to start it, they must prove willing to put in the time to further it. In this sense, they will be responsible for their own sustainment.

Chapter 5: Conclusion

Our recommendations are divided amongst the many different groups we worked with during our seven weeks in Cape Town. For the seven individuals of the Cape Flats Honey co-operative, we recommend continuing the momentum that had been developed over our stay. We recommend continuously practicing the leadership, communication, and typing skills that were learned. We also suggest believing in the abilities of the co-operative; our group has full confidence that Cape Flats Honey will succeed.

For the City of Cape Town, Overstrand Training Institute, and the Honeybee Foundation we have developed a list of the 20 most significant things learned from our and the beekeepers' experiences with the Urban Beekeeping Project. We hope that this document will assist in future similar projects to overcome stagnation and instil motivation. We also recommend the use of student groups to act as catalysis's in future projects. As students, we have gained tremendous experience in participating in real-world projects as well as have more time to dedicate to the details. The benefits are mutual.

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Appendix A: Annotated Bibliography

Apartheid and Poverty Background

Aliber, M. (2003). Chronic poverty in south africa: Incidence, causes and policies. *World Development*, 31(3), 473-490. doi:10.1016/S0305-750X(02)00219-X

Useful page. Author discusses the difference between those that are chronically poor and those that are temporarily poor due to a transition. Also discusses various subsections of the poor population (i.e. why they are poor). Also has useful charts that display employment by sector and race. Much of the discussion in this article focuses on the rural poor.

Submitted by Adam Cadwallader

de Swardt, C, Puoane, . T. , du Toit, . A. & Chopra, M(2005). Urban poverty in Cape Town. *Environment and Urbanization*, 17(2), 101-111. DOI: 10.1177/095624780501700208

This is a useful source for the analysis of poverty in Cape Town. Provides multiple graphs from surveys of impoverished people. The journal entry provides a discussion of living conditions in the poor areas. Article is slightly dated (from 2005) but still provides valuable statistics that may be otherwise quite difficult to come by.

Submitted by Adam Cadwallader

Bhorat, H., Kanbur, R., (September 2005). Poverty and Well-being in Post-Apartheid South Africa: An Overview of Data, Outcomes and Policy. Retrieved September 11, 2011 from <http://www.arts.cornell.edu/poverty/kanbur/BhoratKanbur.pdf>

This essay is written by a student from University of Cape Town and a student from Cornell University. They discuss the first decade after the apartheid's end with detailed review, statistics, and sources. This paper is relatively helpful in viewing trends in poverty but may be more useful in providing facts and numbers from other sources as well as their citations.

Submitted by Victoria Hewey

Domenech, Daniel A. "An education in South Africa." *School Administrator* Sept. 2010: 46. Academic OneFile. Web. 1 Oct. 2011. Document URL http://go.galegroup.com.ezproxy.wpi.edu/ps/i.do?&id=GALE%7CA255379188&v=2.1&u=mclin_c_worpoly&it=r&p=AONE&sw=w

This source is useful for providing facts about under privileged areas and their education options. This site proves useful for the background.

Submitted by Victoria Hewey

Hudson, J., (2004). Why Regulations Matter: A Small Business Perspective. Retrieved September 11, 2011 from <http://www.competition-regulation.org.uk/conferences/southafrica04/Hudson.pdf>

This essay provides numerous statistics and resources regarding to the effects of the apartheid on small business, entrepreneurs, and the division between the middle/poor class and wealthy class. This essay is appropriate for the opening background topic: Apartheid Effects on the Livelihood of Oppressed South Africa.

Submitted by Victoria Hewey

McGrath, S., & Akoojee, S. (2007). Education and skills for development in south africa: Reflections on the accelerated and shared growth initiative for south africa. *International Journal of Educational Development*, 27(4), 421-434. doi:10.1016/j.ijedudev.2006.07.009

This citation provides useful information about unemployment's relation to lack of education. This article is useful for the background that deals with the main problem of our project being lack of education.

Submitted by Victoria Hewey

Mears, R., & Motloun, B. (2002). Combating poverty in south africa. *Development Southern Africa*, 19(4), 531-543. doi:10.1080/0376835022000019419

Useful. This source discusses the problem of poverty in South Africa and relates it to inequality and unemployment. Author concludes that sustainable development and more labour intensive development are crucial to break the cycle of poverty.

Submitted by Adam Cadwallader

Nattrass, N. (2004). Unemployment and aids: The social-democratic challenge for south africa. *Development Southern Africa*, 21(1), 87-108. doi:10.1080/0376835042000181435

Extremely useful source. Source describes thoroughly both the unemployment and HIV/AIDS epidemics in South Africa. Makes the relation that what is anti-poverty is inherently also anti-AIDS. Author also discusses proposed the labor shift in the South African economy as well as the necessary government expenditure for certain ideas posed to deal with the problems of poverty and AIDS.

Submitted by Adam Cadwallader

Republic of South Africa, Department of trade and industry. (2004). The codes of good practice on broad-based black economic empowerment Retrieved from <http://www.forestry.co.za/uploads/File/forest/bbbee/BBBEE%20Code%20of%20Good%20Practice.pdf>

The Black Economic Empowerment program is a government act launched by the South African government as a mean to rectify the inequalities set forth by the Apartheid system. Its goal is to provide underprivileged groups of South African citizens with opportunities that were previously kept from them. Through the BEE program the government of South Africa has funded efforts like the “Beekeeping for poverty relief” program of the Agricultural Research Council (ARC). This document is quite helpful since it gives a detailed background on the legislation set for to help underprivileged people like those we are seeking to help with this project.

Submitted by Santiago Isaza

South africa economy: Demographic profile. (Jul 21, 2011). ViewsWire

Important source. Source provides some base information on the South African population in the years 2005 and 2010. It also provides projected information for 2015. The information is rather basic in nature but is also necessary to see the possible future development pattern and relate it to the problems at hand.

Submitted by Adam Cadwallader

Wilkinson, P. (2000). City profile - cape town. CITIES, 17(3), 195-205.

Very good source. Provides a large amount of analytical information on Cape Town in specific. Author also gives a brief history of the development of Cape Town responsible for its present shape (both literally and figuratively). Provides demographical analysis based on race. Useful source for a brief review of some effects of apartheid on the African and Coloured populations in South Africa.

Submitted by Adam Cadwallader

Beekeeping in Low Income Areas

Apicultura y asociativismo. *Indicadores de actividad economica*, (65), 10-17. Retrieved from: http://www.beekeeping.com/articulos/apicultura_asociativismo

The journal article has potential to aid in the methodology of the proposal. It describes the benefits that associating may have for potential beekeepers. It mentions how associating can be very advantageous during the commercial stage and how a larger collective production of honey and its byproducts from the group can boast financial activity. It also describes the steps and how to properly form a partnership that can benefit the whole.

Submitted by Santiago Isaza

“Approaches, methods and processes for innovative apiculture development: Experiences from Ada’a-Liben Woreda Oromia Regional State, Ethiopia.” the Ministry of Agriculture and

Rural Development (MoARD) IPMS Ethiopia Project, working paper No 8

Insightful source. This is a document about a project that was applied in Ethiopia which had similar objectives with our project. The beekeepers in the area were trained and linked to local market places. The problems related to beekeeping in the area were examined and a project was implemented which became highly successful. This was a pilot project which is most likely going to become the common practice for beekeeping in Ethiopia.

Submitted by Evy Simsek

Bees for Development . (Designer). (2009). *Sustainable beekeeping and Bees for Development*. [Web]. Retrieved from <http://www.beesfordevelopment.org/what-we-do/sustainable-beekeeping>

This is a useful source. Bees for Development is a group advocating sustainable beekeeping that is not harmful to the bee population. They have programs established in various impoverished areas of the world to advocate beekeeping to local populations and bring relief. They seek to establish a global network of beekeepers.

Submitted by Adam Cadwallader

General information. (2004). Nelson's Guide, Retrieved from <http://www.cape-town.net/html/visit1.htm>

This source is purely for reference only. It contains general information about the city of Cape Town. It will be used to for the climate and general weather patterns of the city which may affect the trained beekeepers when making use of their skills.

Submitted by Santiago Isaza

Global Travel Industry News. (2008) Beekeeping tourism a unique product for Slovenia. Retrieved from <http://www.eturbonews.com/4827/beekeeping-tourism-unique-product-slovenia>

Relatively useful. It provides the readers with brief information about beekeeping tourism in Slovenia which is a European country with a long beekeeping history

Submitted by Evren Simsek

Illgner, P., Nel, E., & Robertson, M. (1998). Beekeeping and local self-reliance in rural southern africa. *Geographical Review*, 88(3), 349-362.

This journal article is a very useful source. It accurately describes the need for bee keeping as a way to re establish self reliance and empower black people. It describes the many benefits and some of the downsides to beekeeping. In addition it provides a case study in Zimbabwe where apiculture has worked to help out a community in need. It also talks about the particular honeybee of the Western Cape Province area.

Submitted by Santiago Isaza

Marchand, D, & Marchand, J. (2010). *Urban Beekeeping Skills Training Business Plan for City of Cape Town* (pp. i-xiv). Cape Town, South Africa: Honeybee Foundation.

Extremely useful information! This packet provides crucial information regarding many aspects of the South African beekeeping industry. It also highlights the goals of the Honeybee Foundation. It includes a thorough cost analysis and discussion of the benefits of beekeeping as a potential occupation.

Submitted by Adam Cadwallader

Marchand, D., & Marchand-Mayne, J. (2010). *Beekeeping: A practical guide for southern Africa* (pp. i-xiv). Cape Town, South Africa.

This is the only book written about beekeeping in South Africa. So, it is very useful and provides a lot of information about the methods and practices for beekeeping in Cape Town. The authors of the book are the owners of the Honeybee Foundation and they give training to potential beekeepers from low-income areas. This book helps us understand the process better.

Submitted by Evren Simsek

Mariki, B. (2007). Viability of beekeeping project as a means of income generation and environment conservation at matipwili village, bagamoyo district. Retrieved from <http://academicarchive.snhu.edu/bitstream/handle/10474/388/sced2007mariki.pdf?sequence=1>

This final report for a Masters of Science in Economic Development contains tons of useful information. The report deals with the viability of beekeeping as an income generating activity for the habitants of Matipwili village in Tanzania. It contains all the steps in the process from problem assessment to literary research. all which is cited and containing more references and potential case studies that can be use in this report.

Submitted by Santiago Isaza

Oxfam international. (2008). *Malawi: bee-keeping reaps a double benefit for the people of chibalo*. Retrieved from: <http://www.oxfam.org/en/grow/development/malawi/bee-keeping-reaps-double-benefits>

The article above is potentially useful since it describes a successful beekeeping effort in an underdeveloped community. Oxfam international is a collection of organizations working together to better the world. They sponsor a beekeeping project in Chibalo, Malawi, where the people have fared well as a direct result of the investment. The community has come together to work on support the apiculture effort and they are receiving a steady flow of currency as a result. They also have helped out the community by donating money to elders and widows of the village. The article demonstrates beekeeping is a viable option for the people of Cape Town.

Submitted by Santiago Isaza

Russouw, S. (2002, octb 18). Bee for beekeepers. Retrieved from
http://www.southafrica.info/doing_business/trends/newbusiness/beekeeping.htm

The article above is a fine example of a success story of beekeeping as a mean of sustainable livelihood. In the town of Muldersdrift, just outside of Johannesburg lies a community of individuals whose opportunities were affected by the apartheid system triumphing in the beekeeping industry. The habitants of this town are among the success stories that the beekeeping for poverty relief program of the Agricultural Research Council has help fund and develop. It will help out as a case study of the proven success beekeeping can have in community in South Africa.

Submitted by Santiago Isaza

Total transformation agribusiness ltd. (2010). *Situation Analysis of Beekeeping Industry*. Retrieved from
http://www.beekeeping.com/articles/us/beekeeping_regional_situational-analysis.pdf

This review document is extremely useful. It describes the state of the apiculture efforts that have been taking place in several African countries including South Africa. It goes into detail of how local governments have taken steps to help foment beekeeping as self-sustainable industry to provide labor for low income communities. It will help assess the effectiveness of the current state of things, and how to go about making it better.

Submitted by Santiago Isaza

Venter, R., Rwigema, H., Urban, B., Marks, J. (2008). *Entrepreneurship: Theory in Practice*. Retrieved September 11, 2011 from
http://www.oxford.co.za/download_files/catalogues/Entrepreneurship.pdf

This source has a nice entrepreneurship process model visual as well as an easy-to-follow introduction on entrepreneurship concepts. The difference between what makes an entrepreneur versus small business or other management types for South Africa also included. This source will be a good asset to our understanding of the beginnings of entrepreneurship in South Africa and may be used as a helpful guide for our seven beekeepers.

Submitted by Victoria Hewey

Financial Management and Business Models

About Fair Trade. *Fair Trade Federation*. Retrieved from:
<http://www.fairtradefederation.org/ht/d/sp/i/2733/pid/2733>

The above source discusses the whole principle of the fair trade industry. Since promoting apiculture is the goal of the project, and apiculture fits within the descriptions of a fair trade industry, it seemed fitting to gain some background knowledge of how it operates. The website

goes into detail regarding the opportunities that working within the fair trade can bring to small scale producers such as creating opportunities for economically and socially marginalized producers, develop transparent and accountable relationships, build capacity, cultivate environmental stewardship, and respect cultural identities among others.

Submitted by Santiago Isaza

AFRICAN MARKET: Brands coming out of Africa. (2007), *Brand Strategy*, (p.44). Retrieved from <http://ezproxy.wpi.edu/login?url=http://search.proquest.com/docview/224157379?accountid=29120>

Useful source to understand the branding concept. This source is an interview with managers and entrepreneurs who make business in different parts of Africa. It provides different point of views and every person mentions the problems in their own field. They emphasize the importance of branding and how to make it possible in Africa. Because our sponsor is considering outsourcing their brand, it is important for us to understand the concept of branding thoroughly.

Submitted by Evren Simsek

Bradford, W. D. (2007), Distinguishing Economically from Legally Formal Firms: Targeting Business Support to Entrepreneurs in South Africa's Townships. *Journal of Small Business Management*, 45: 94–115.

This article describes the results of a survey of South African township entrepreneurs. Some of the questions were specific to business owner characteristics, job creation, and the largest obstacles for entrepreneurs in South Africa. This document will be useful for the background regarding small business plans in South Africa and for our development of our business model.

Submitted by Victoria Hewey

British Columbia's Ministry of Agriculture.Components of a business plan., 5-15. Retrieved from http://www.agf.gov.bc.ca/busmgmt/bus_guides/bees/bee_component.pdf

This business plan is simple but directly associated with beekeeping in South Africa. The tips and layout for the plan are appropriate for our proposal and has already been helpful in the business model and management section.

Submitted by Victoria Hewey

Curtis, G. (1982). *Small Scale Beekeeping*. Retrieved from <http://www.apiculture.co.za/cgi-bin/books-read.pl?book=small-scale-beekeeping-db.txt>

The aforementioned book is a very useful resource. Within its pages one can find information regarding the process of beginning a small scale beekeeping project. Since the objective is to maintain and sustain small scale beekeeping, the book describes the benefits beekeeping can

bring to a rural community. It also describes how to set up bee hives and the steps taken when dealing with bees.

Submitted by Santiago Isaza

De Bruin, Anne, Dupuis, Anne (2003). *Entrepreneurship: New Perspectives in a Global Age*, ISBN 0 7546 3198 2

Useful source. The book focuses on New Zealand and historically discriminated ethnic communities. It introduces community entrepreneurship as an alternative to reduce poverty within these communities, mentions methods to start up local entrepreneurship and defines key concepts for success of these businesses

Submitted by Evren Simsek

Delgadillo Macías, J., Torres, F., Cortéz Yacila, H., (2006, February) . *New Options for Generating Employment and Income in the Rural Sector*. Retrieved from <http://www.iica.int/Esp/Programas/Territorios/Publicaciones%20Desarrollo%20Rural/New%20options%20for%20generation%20employment.pdf>

Very useful source. It provides the reader with background information of economic conditions in rural areas in Latin America. The source presents useful concepts that are proposed to be applied in the area in order to create sustainable livelihoods. It examines a broad range of topics from agriculture to cluster economies, to territorial dynamics, etc.

Submitted by Evren Simsek

Gideon Nieman, (2001) "Training entrepreneurs and small business enterprises in South Africa: a situational analysis", *Education + Training*, Vol. 43 Iss: 8/9, pp.445 – 450

This research covers the state of entrepreneurship training and business training of 2001. The problems that are entailed in starting a business are discussed as well as what is being done to address those issues. This document may or may not be useful in the development of our business model.

Submitted by Victoria Hewey

Haynes, C. B., Seawright, K., Giauque, W. (2000). *Moving Microenterprises beyond a Subsistence Plateau*. *Journal of Microfinance / ESR Review*, Vol 2, No 2

Useful source. It emphasizes that local entrepreneurs lack basic business skills and provides the readers with basic approaches for record keeping and simple accounting. It is a useful source for entrepreneurs who are willing sustain their business in the market

Submitted by Evren Simsek

H.M. Haugh, & W. Pardy. (1999). Community Entrepreneurship in North East Scotland. *International Journal of Entrepreneurial Behaviour & Research*, 5(4), 163-172.
doi:10.1108/13552559910293119

Useful source. Defines the concept of community-based entrepreneurship in detail and mentions its advantages over individual entrepreneurship. Although the focus of the paper is Scotland, the general information and definitions it provide are still suitable for different locations such as South Africa

Submitted by Evren Simsek

<http://outsourcingopinions.com/2009/04/outsourcing-positioning-your-brand/>

Useful resource. Briefly explains the concepts of outsourcing and positioning in market. It mentions the advantages of outsourcing. It does not contain information specific to Africa, but still explains the main idea behind outsourcing clearly.

Submitted by Evren Simsek

Lundall-Magnuson, E. (2010). Beekeeping for poverty relief. Retrieved from
<http://www.arc.agric.za/home.asp?pid=3101>

This particular website describes in detail the "Beekeeping for poverty relief" program of South Africa's Agricultural Research Council. The program is design to help low-earning South Africans empower communities and utilize natural resources found in the environment in order to learn how to manage, handle and generate a source of income. All of this has been made possible through a joint venture of the Department of Science and Technology, the Department of Social Development and the Department of Agriculture. Together alongside the ARC they provide people a plan and model to succeed in the beekeeping industry. This document is very useful since it provides a similar plan to reach a similar objective that has been proven to succeed.

Submitted by Santiago Isaza

Morris, M., Schindehutte, M., & Allen, J. (2003). The entrepreneur's business model: Toward a unified perspective. *JOURNAL OF BUSINESS RESEARCH*, 58(6), 726-735.
doi:10.1016/j.jbusres.2003.11.001

Useful source. Discusses the confusion over the term "business model". Establishes various definitions that have been used for the term. Helps to decipher what different sources actually mean when they say "business model".

Submitted by Adam Cadwallader

Logue, J. (2006, January). What is an employee cooperative? how does it work? an introduction for employee-members.

Very useful source. Discusses the manner in which cooperatives are conducted. Includes

discussions of wage distribution as well as the definition of a cooperative.

Submitted by Adam Cadwallader

Peredo, A., & Chrisman, J. (2006). Toward a Theory of Community-based Enterprise. *ACADEMY OF MANAGEMENT REVIEW*, 31 (2), 309-328

Very useful source. It mentions the factors behind the failure to apply entrepreneurship in impoverished communities, criticizes previous approaches and introduces community-based enterprises as a possible solution

Submitted by Evren Simsek

Report 3 (of 6): Smart Hives - Tanzania Retrieved from:

http://www.tve.org/ho/series3/outofthewoods_reports/outofthewoods_mm/smarthives.pdf

Relatively useful source. The study concentrates on how to use beekeeping for the benefit of local residents. Beekeeping is an extra income for poor people and an opportunity to provide a better life standard for their families. The use of appropriate methods is discussed.

Submitted by Evren Simsek

South African Bee Industry Organisation, (2011). *Western cape bee industry association* .

Retrieved from http://www.sabio.org.za/western_province/index.html

This website belongs to SABIO (the South African Bee Industry Organisation) and this page in specific discusses their movement in the Western Cape. The group looks to educate and unite prospective beekeepers to form a snowballing movement for the industry. This is a potentially useful group to contact.

Submitted by Adam Cadwallader

Tassiopoulos, D. *Family Business Entrepreneurs in South Africa: An Exploratory Study of the Tourism Industry (Paper 541)*, International Council for Small Business (ICSB). World Conference Proceedings 12/2008, p. 1

Very useful source. It combines information about family business applications in South Africa and describes how families can step into tourism. It mentions the advantages and disadvantages of family businesses and provides the readers with an insight to better understand the concept of family business in South Africa.

Submitted by Evy Simsek

Taylor, P. (2009, April 06). Organic food gardens, micro-enterprises and a 'survival garden': a visit to oude molen eco village in pinelands [Web log message]. Retrieved from <http://www.mothercityliving.co.za/oude-molen-eco-village-pinelands/>

Insightful resource. This source is a sort of blog. It is a review of Oude Molen from the point of view of somebody that went to visit it. While being full of opinion, the author does provide a nice review of some of the more prominent features within the village such as the gardens, beehives, and café.

Submitted by Adam Cadwallader

The Department of Trade and Industry. (2005). Integrated strategy on the promotion of entrepreneurship and small enterprises., 17. Retrieved from http://www.dti.gov.za/sme_development/docs/strategy.pdf

This source provided current laws pertaining to small business and entrepreneurship in South Africa as well as strategies the South African Government are attempting to initiate. This is a good source for understanding the current situation and recent efforts made to help small businesses survive and create employment.

Submitted by Victoria Hewey

Agri/Eco/Edu-Tourism

Allen, Brennan, G. F. (12/2004). *Tourism in the New South Africa : Social responsibility and the tourist experience.* (p. 315). London, UK: I.B. Tauris.

This book is relatively useful. It gives a good insight for tourism and eco-tourism practices in South Africa. It mentions the problems during the apartheid and post-apartheid era and states approaches on how to build a tourism-based livelihood in the Eastern Cape Province. However, our research needs to focus on the Western Cape Region and the specific practices and problems within the region. For this reason, this source is useful only to some extent.

Submitted by Evren Simsek

Anna Spenceley, (2003, March). Tourism, Local Livelihoods, and the Private Sector in South Africa: Case Studies on the Growing Role of the Private Sector in Natural Resources Management. Sustainable Livelihoods in Southern Africa Research Paper 8. Retrieved from http://anna.spenceley.co.uk/files/RP08_TourismNR.pdf

Very useful source. This research paper evaluates the conditions in tourism sector in South Africa by examining the government strategies in the past and drives outcomes for possible future applications. Moreover, the author got involved in case studies at 6 different places in South Africa in order to decide which combination of stakeholders works best for tourism

Submitted by Evren Simsek

Briedenhann, J., & Wickens, E. (2004). Rural tourism — meeting the challenges of the new South Africa. *International Journal of Tourism Research*, 6(3), 189-203.
doi:10.1002/jtr.484

Useful source. It gives a chronological order of approaches for the tourism sector in South Africa. The source explains what has and has not worked in the past and tries to present new solutions to the problem

Submitted by Evren Simsek

Greg Halseth, Cathy Meiklejohn, (2009) *Indicators of Small Town Tourism Development Potential: The Case of Fouriesburg, South Africa*. *Urban Forum* 20:3, pp. 293-317.

Retrieved from

<http://www.springerlink.com.ezproxy.wpi.edu/content/8w47833662v0lj42/fulltext.html>

This thesis statement talks about the legislation specific to small businesses in South Africa, shares statistics on a successful tourism-connecting town named Clarens, and discusses potential success in Fouriesburg, South Africa. This will be useful for the method of connecting small businesses in South Africa to tourism.

Submitted by Victoria Hewey

Hausser, Y., Weber, H., & Meyer, B. (2009, October 18). *Bees, farmers, tourists and hunters: Conflict dynamics around Western Tanzania protected areas*. *Biodiversity and Conservation*, (p. 2679-2703), Springer, Dordrecht, the Netherlands

Insightful resource. This source provides a great amount of information about the relationship between beekeeping, tourism and the community. It mentions cultural issues and states the problems that are faced throughout the years. However, the source is focused on the Western Tanzania region, so it only provides a broader perspective for Africa.

Submitted by Evren Simsek

Michal Sznajder, Lucyna Przeborska, Frank Scrimgeour, 2009. *Agritourism*, ISBN-13: 978 1 84593 482 8. Retrieved from

http://books.google.com/books?id=t5YuIMs7mFQC&printsec=frontcover&dq=Agritourism+Sznajder&hl=en&src=bmrr&ei=MsiJTvmcNuXx0gHz9ogC&sa=X&oi=book_result&ct=result&resnum=1&ved=0CDAQ6AEwAA#v=onepage&q&f=false

Useful source. It explains the concepts of agritourism and rural tourism in great detail. The source presents information about different applications around the world, compares and contrasts the strategies applied and drives lessons

Submitted by Evren Simsek

Manenberg

Hartley, A. (2009, March 31). Manenberg members dump rubbish bags at civic center, Cape Times. Retrieved from http://ic.galegroup.com/ic/whic/NewsDetailsPage/NewsDetailsWindow?displayGroupName=News&disableHighlighting=false&prodId=WHIC&action=e&windowstate=normal&catId=&documentId=GALE|A196814742&mode=view&userGroupName=mlin_c_worpolly&jsid=17e9bd2b0b06b39ae468f2c1387329a6

Useful in gaining perspective. This source discusses an instance of protest in Manenberg. The author introduces the activist group “Proudly Manenberg” which is unhappy with the living conditions and demands action. This source helps to provide an image of the background from which the selected beekeeper trainees came from. Comments from the members of Proudly Manenberg indicate an interclass conflict.

Submitted by Adam Cadwallader

Open Africa. (2009). Oude Molen Village. Retrieved from <http://www.openafrica.org/participant/oude-molen-village>

Useful resource. The host site is a sort of travel guide website. The page provides a description of the makeup of the village as well as the goals of the project responsible for its creation. Also listed are future plans for the village, current attractions that might bring outsiders to visit, a brief history, and an image from space showing the location of Oude Molen relative to its surroundings.

Submitted by Adam Cadwallader

South Africa: proudly manenberg. United Nations Office on Drugs and Crime. Retrieved from <http://www.unodc.org/newsletter/en/perspectives/no02/page006.html>

Good background information. Reliable source as it is written by the United Nations Office of Drugs and Crime. Provides background to the township of Manenberg and then goes on to discuss Proudly Manenberg’s background and goals. Author compares the method of Proudly Manenberg with that of other development initiatives.

Submitted by Adam Cadwallader

Stellenbosch University. (2001). Transformation research project. Retrieved from <http://stbweb02.stb.sun.ac.za/urdr/downloads/Manenberg.pdf>

This source provides information on Manenberg’s demographic. This will be useful in tying in information found on coloureds and blacks in South Africa to the town of Manenberg where our beekeepers are from.

Submitted by Adam Cadwallader and Victoria Hewey

Appendix B: Additional Information

Apartheid

One of the major developments from years gone by that has left an impressively strong legacy is the apartheid government. The goal of the apartheid government was essentially to separate, both physically and developmentally, the minority white population from the larger populations of “Coloureds” and Africans. One of the major pieces of legislation that demonstrates this is the Group Areas Act of 1950 (Wilkinson, 2000). This government act essentially assigned people to different living and business areas based on their race. This effectively separated much of the non-white population from the wealthier white areas of Cape Town. As can be deduced, trade and employment tend to decrease when you take away much of the money that support them. Piling this on top of day-to-day street racism would have made life even more difficult.

This relocation pattern of the apartheid government still holds a solid grasp on modern day. Many of the artificially implemented living patterns of the mid 1900’s still exist today and they continue to be a hindrance to residents of these lower class areas attempting to gain employment. As was said by de Swardt, Puoane, Chopra, and du Toit regarding a 2002 survey of 2,884 people (children and adults) from Khayelitsha and Nyanga, “the distance from Cape Town’s African suburbs to the city’s economic centre both contributes to the marginalization of residents and adds substantially to the costs of being employed and of seeking work” (de Swardt, du Toit, Chopra, & Puoane, 2005). The cost for transport to even search for work is above R20 per round trip for the majority of those surveyed. When “82 per cent of surveyed households still fall below the food poverty line of R560 per adult-equivalent per month” (de Swardt et al., 2005) job exploration quickly takes a back seat to things like finding food and surviving. The apartheid era shifted the population into this economically excluded area where they have set down roots and now it has become extremely difficult for the people, who have very little money in the first place, to spend money on a non-guaranteed prospect of earning it.

The Damage of Unemployment

The problem with crime strongly correlates with unemployment (Wilkinson, 2000). The need for money exists regardless as to whether there is an accessible legal means to obtain it.

The option of pursuing a life of crime provides a window for those that see no other way to earn an income. As a result, drug trafficking has become a prominent business in impoverished areas. With the increase of crime in areas that are difficult to police comes the increase in “anti-crime vigilante groups” (Wilkinson, 2000) that deal with crime in their own ways.

The combination of unemployment and poverty is a powder keg for the spread of disease. Unemployment results in very overcrowded, often unsanitary, living conditions that result in the easy spread of disease. In addition to the physical disadvantages poverty brings, it also brings mental ones. The lack of education that is often associated with poverty prevents many residents from knowing important information about certain diseases such as how they spread. One major disease in South Africa that has taken advantage of much of this is HIV/AIDS.

HIV/AIDS is an extremely prevalent disease in South Africa. In 2003 about “14% of all South Africans were HIV-positive” (Nattrass, 2004). Also, focusing in on lower income areas in specific revealed a 17% and 22% HIV-positive rate in Nyanga and Khayelitsha of Cape Town, respectively (de Swardt, 2005). A paper written by Nicoli Nattrass, the Director of the Centre for Social Science Research Unit of the University of Cape Town in 2003, stated that “Given the strong connection between poverty and HIV transmission, it follows that anti-poverty measures should be an integral aspect of any AIDS intervention strategy (Nattrass, 2004).

Other critical effects of poverty and unemployment are hunger and malnutrition. The 2002 survey of residents from Khayelitsha and Nyanga indicated that about 80% of households did not have as much food available as they should have (de Swardt, 2005). Another important statistic provided from this survey showed that “Fifty-four percent of respondents felt that they were currently worse off, 27 percent maintained that their situation was about the same, and only 18 percent of households believed that their food security situation had improved over the last year” (de Swardt, 2005). This is a crucial piece of information, as it places additional levels of importance on potential opportunities to reduce an increasing problem of hunger. The same survey indicated that not only was the quantity of food a problem, but so was the quality. The report goes on to say “more than half of all households (54 per cent) rarely or never consumed meat or eggs, 47 per cent rarely or never ate fruit, and 34 per cent rarely or never had vegetables” (de Swardt, 2005). Thus the problem of food consumption is set even deeper

than food quantity. Not only do impoverished people of South Africa need to be able to afford food, they need to be able to afford good food.

Poverty Solutions

There are many ideas that have been pondered regarding how to solve, or at least treat, the problem of poverty in South Africa. One of these solutions is known as a BIG, or base income grant. This would essentially provide all South Africans with a small supplemental income given on a monthly basis. Nattrass (2004) describes the BIG as a grant of about R100 that seemed to be supported by a majority of South Africans, however not by much of the South African government. This is because finding ways to earn money through work rather than through what are technically unearned grants is ideal to many (Nattrass, 2004). In addition to the giving nature of the BIG, the significant expenses also cause the government to hesitate.

Another potential method to providing for the poor is a public works program. This is essentially a government sponsored program which provides low-wage jobs (such as road building labourers) for low income individuals. Unlike grants, a public works program allows these individuals to earn income through their work. It is essentially a temporary form of job creation. The problem with a public works program, however, is that much of the money funding it has to go to its administrative workers. As a result, the target group for the funds provided by the government only receives a portion of the funds (Nattrass, 2004).

Appendix C: Key Informant Interviews

Interview with Frank Hoy
September 26, 2011

In-Person Interview

Interviewee: Frank Hoy, Professor of Worcester Polytechnic Institute's School of Business

Interviewers: Adam Cadwallader and Victoria Hewey

Topics Discussed:

Other Resources and Companies to Research or Contact:

1. Agriculture Extension Services of the US for:
 - a. Examples of agricultural enterprises
 - b. Instituted State and Federal Services
 - c. Low-income Business Models needing only limited adjusting/adapting
2. Small Business Association (sba.gov) for:
 - a. U.S. Small Businesses
 - b. U.S. Micro Enterprises and Micro Lenders
3. Grameen Bank for:
 - a. Example of Micro lender Bank
4. Accion for:
 - a. Example of Micro Lender Bank
5. Small Business Development Center (SBDC) for:
 - a. Materials provided to small businesses
 - b. Details on their Free Counselling Services
 - c. How to council start-up businesses
 - d. Advice on how to start a small business
 - e. Questions they may ask start-up businesses
 - f. The risks and warnings to be aware of

Concerns

1. Concerns will vary – families have to pitch in and help work for free
Must be cautious about kids being needed to start work at young ages
Will the family take over in time of emergency or unpredictable events
2. Are the police corrupt?
Need to know issues around crime/theft/over flamboyancy
3. Cost efficiency will be crucial
4. Distance from hives to home
5. Should consider the cooperative distribution method
6. Family businesses generally are not wealth generating
7. Business policies in case of growth

Appendix D: Micro-Enterprise Tables

Table 3: Micro-Enterprise awareness: Implementation plan

Determining Factors	Objectives	Intervention Strategies	Evaluation Outcomes
Program Awareness	<ul style="list-style-type: none"> ● To write and implement a program awareness plan to recruit potential participation 	<ul style="list-style-type: none"> ● To assess existing informal and formal enterprise endeavors ● To describe existing informal social and cultural perspectives and structures ● To ascertain present agencies and programs providing assistance ● To interview micro-entrepreneurs ● To establish an advisory committee for program awareness ● To meet with individuals/groups for interest and participation 	<ul style="list-style-type: none"> ● To provide a written document identifying enterprise endeavors and existing support systems ● To compile a listing of persons interviewed and responses to prescribed questions ● To have in place an advisory committee made up of local leaders for the promotion of micro-enterprises
Self-Awareness	<ul style="list-style-type: none"> ● To implement an orientation program assessing self-awareness and needs as related to successful micro-enterprise endeavors 	<ul style="list-style-type: none"> ● To review and develop work incentives as described in micro-enterprise histories ● To examine and develop factors which are important to a positive self-perspective and self-employment ● To share views and attitudes with micro-entrepreneurs ● To verbalize appropriate behaviors necessary for undertaking and maintaining a micro-enterprise ● To assess personal attitudes and family needs 	<ul style="list-style-type: none"> ● To identify from a list appropriate behaviors which reflect micro-enterprise attitudes ● To characterize verbally the attitudes and values being exhibited by micro-entrepreneurs ● To select a profile that is most appropriate to behaviors, interests and needs
Operational Skills	<ul style="list-style-type: none"> ● To assess and inventory present work and craft skills 	<ul style="list-style-type: none"> ● To review past work experiences ● To exhibit and relate work skills ● To characterize differences between build/assemble and verbal skills ● To assess existing informal and formal enterprise endeavors 	<ul style="list-style-type: none"> ● To provide a listing of available job potential skills

(Sharma, 1990, p. 14)

The beginning phase solely focuses on awareness. Here, the operators of the business begin by assessing their current skills and characteristics that they can establish as their strengths. This area allows each individual to think about what they feel comfortable bringing to the table and in what ways they can be most utilized. This section also requires an awareness of self and program where feelings lingering about starting a business as well as acknowledgment of the responsibilities are addressed (Sharma, 1990). Each member of the potential micro-enterprise needs to be emotionally on board before moving forward in the micro-enterprise initiating process. Pressure felt by peers and community members as well as

feelings such as uncertainty and anxiety are addressed in the Program Awareness step (Sharma, 1990). In self-awareness analysis, personal “values, responsibilities, resources, attitudes, and needs” (Sharma, 1990, p.13) are recognized. Allotting specific time to address all feelings, requirements, and usable skills during the initial process will deter many future encumbrances and will build confidence in the decision to initiate. **Figure 5** provides a visual aid on the connection of these tasks. Once program awareness, self-awareness, and useful skills are illustrated, the business can advance to the initiative stage if the operator so chooses or feels prepared.

Table 4: Micro-Enterprises initiative: Implementation plan

Determining Factors	Objectives	Intervention Strategies	Evaluation Outcomes
Individual Capability	<ul style="list-style-type: none"> ● To assess capabilities and support for operating and maintaining a micro-enterprise 	<ul style="list-style-type: none"> ● To identify who from a family and/or village would be involved ● To describe expected benefits from a micro-enterprise undertaking ● To describe/list other micro-enterprises operated by family 	<ul style="list-style-type: none"> ● To present a listing of those who would be directly involved in the operation of a micro-enterprise
Economic Environment	<ul style="list-style-type: none"> ● To examine and determine possible micro-enterprise endeavors based upon participant's surrounding economic environment 	<ul style="list-style-type: none"> ● To catalog economic activities within a specific economic environment ● To distinguish among different types of economic endeavors in terms of human and economic resources needed ● To survey and determine availability of natural resources for adaptation to a micro-enterprise endeavor ● To determine the extent to which dependence on suppliers and other middle operations is important to the success of a micro-enterprise ● To review and chart linkages between micro-enterprise endeavors and marketplace offerings ● To examine job-shop operations potential 	<ul style="list-style-type: none"> ● To provide a chart of economic activities in terms of types, levels, and scope of micro-enterprises in a specific geographic area ● To provide a specific listing of natural resources indigenous to the economic environment ● To identify dependence on wholesalers and suppliers for operating specific types of micro-enterprises ● To identify potential marketplace capabilities for services, products, and technologies within a specific geographic area
Micro-Enterprise Feasibility	<ul style="list-style-type: none"> ● To develop a micro-enterprise feasibility plan 	<ul style="list-style-type: none"> ● To describe a product and/or service for a micro-enterprise ● To describe a market in terms of customers ● To determine and set a price for product(s) and/or services ● To establish a plan for micro-enterprise delivery, e.g., work hours and geographic location ● To provide a financial plan for start-up and daily operation 	<ul style="list-style-type: none"> ● To present for review a micro-enterprise endeavor ● To present a feasibility plan for implementation of a micro-enterprise endeavor to include marketplace demand, description of potential customers, marketing strategies, financial needs, and working conditions

(Sharma, 1990, pg.16)

Table 5: Micro-Enterprise expansion: Implementation plan

Determining Factors	Objectives	Intervention Strategies	Evaluation Outcomes
Cost Effectiveness	<ul style="list-style-type: none"> To conduct a cost effectiveness analysis of current operational functions as a means to determine capability for investing in expansion 	<ul style="list-style-type: none"> To calculate cost for materials, supplies, labor, profit margin, and other operational costs To ascertain the profit availability for expansion To estimate expansion cost in terms of added volume 	<ul style="list-style-type: none"> To provide a financial statement of current operating costs and profit To determine a profit figure for a credit base to expand current operations To speculate upon cost and profit in a statement form based upon expanded volume
Market Potential	<ul style="list-style-type: none"> To analyze the market potential for product and/or service expansion 	<ul style="list-style-type: none"> To identify product and/or service characteristics for intensive use of existing markets To characterize current marketing techniques To ascertain customer potential on geographical basis, i.e., regional To identify consumer characteristics for market availability and promotion To examine backward and forward production and/or service linkages To examine potential enterprise subcontracting To identify potential commercial market intermediaries as opposed to direct sales 	<ul style="list-style-type: none"> To list features for improving products and/or services To enumerate specific ways in which marketing techniques can be improved To identify additional locals for market penetration To select consumer characteristics and demand for developing market expansion To evaluate market data to determine support for market expansion
Managerial Planning	<ul style="list-style-type: none"> To develop appropriate managerial capabilities needed for operating an expanded micro-enterprise endeavor 	<ul style="list-style-type: none"> To assess current managerial style and techniques To identify style and techniques appropriate for an expanded micro-enterprise To review managerial styles in the context of other micro-entrepreneurs To review planning procedures for implementing expansion 	<ul style="list-style-type: none"> To improve needed managerial capabilities To incorporate specific managerial style and techniques appropriate for micro-enterprise expansion

(Sharma, 1990, pg.18)

Table 6: Micro-Enterprise direction: Implementation plan

Determining Factors	Objectives	Intervention Strategies	Evaluation Outcomes
Diversification	<ul style="list-style-type: none"> To identify consumer product and/or service diversification for possible introduction into existing micro-enterprise operations 	<ul style="list-style-type: none"> To survey innovation adaptation needs To identify companion products/services to existing operations To determine product/service life span and replacement opportunities in relation to consumer demand To assess benefit of product/service theme for specialization To analyze by-product needs in relation to existing product/service offerings 	<ul style="list-style-type: none"> To chart existing product/service to proposed adaptations and offerings To use product/service life span for quantity and quality determination for micro-enterprise operation To decide merits of product/service theme for micro-enterprise specialization
Market Testing	<ul style="list-style-type: none"> To provide a market testing plan 	<ul style="list-style-type: none"> To determine quantity and quality of adaptation and by-products To estimate market potential based on current operational volume To identify marketing and promotion strategies to highlight product/service adaptations To set a marketing test period for introduction with criteria for acceptance and adoption 	<ul style="list-style-type: none"> To set production and/or service volume according to analysis To select specific market targets of consumers To be able to identify the relationship between existing and additional marketing and promotion strategies
Cost Determination	<ul style="list-style-type: none"> To develop cost estimation for introducing a diversified consumer product and/or service to existing and potential markets using present micro-enterprise operations 	<ul style="list-style-type: none"> To determine current capital availability for adaptation and introduction To itemize added cost in relationship to existing product/service costs To develop a time chart for capital return on investment 	<ul style="list-style-type: none"> To calculate a specific cost for product/service adaptation and introduction to marketplace

(Sharma, 1990, pg.19)

Appendix E: The Past and Present Applications of Agritourism

In addition to the primary business structure for beekeeping there is also the supplementary subject of tourism. This section discusses a method of establishing a relationship with the business and potential consumers. The tourism style most applicable for our project is agritourism, addressed below.

Agritourism appears to be an effective alternative of generating income in impoverished countries (Macías, Torres, Yacila, 2006). It is defined as a form of rural tourism which promotes natural resources and agricultural products in certain areas and provides customers with a variety of services depending on these resources (Thomson, 2005). Since the 1990s, capital investments have been made around the globe that may eventually make agritourism the top tourism sector in many regions (Sznajder, Przeborska, Scrimgeour, 2009). Following this global change, the post-apartheid South African government focused on expanding rural tourism activities nationwide (Briedenhann, Wickens, 2004). Rural tourism was seen as one of the solutions to address poverty and unemployment that surrounded the country. In 1996, the government published the *'White Paper on the Development and Promotion of Tourism'* which emphasized the local communities' involvement in tourism and determined the major factors that blocked these communities from entering the tourism sector. According to this paper, the impoverished communities lacked training, market access, and money for capital expenditures which are all key elements for success in tourism. Considering these problems, the government presented the concept of responsible tourism as a solution. Although the concepts in the white paper were crucial for further development of tourism in the country, the guidelines provided were not effective. The guidelines did not address the lack of motivation within the communities which was the main problem.

Today, the South African Government has two main strategies to strengthen the tourism sector: spatial planning and capacity building (Spenceley, 2003). Capacity building concentrates on educating and training poor citizens to acquire lifelong business skills which are applied in the tourism sector. This approach includes 5 programs that propose potential solutions to be applied in tourism and environmental sectors. One programme helps local residents to become entrepreneurs within the beekeeping industry (Lundall-Magnuson, 2010).

The programme is directed by different organizations such as ARC-Plant Protection Research Institute, Department of Science and Technology, the Department of Social Development and the Department of Agriculture. People from impoverished communities have been trained since 2001 and the honey they produce has been packaged and sold under the brand name INYOSI HONEY. This brand was accredited as 'Proudly South African' which emphasizes the locality of the honey. The foundation's goal is to form INYOSI HONEY centres and beekeeping routes to attract many tourists to the area. Our sponsor, the Honeybee Foundation partners with the aforementioned organizations in order to introduce the local honey to the agritourism sector.

Similar applications for beekeeping tourism are already being applied in other parts of the world. Slovenia, where beekeeping has been practiced for centuries, has fifteen honey routes created to educate tourists about the process of honey production. Different types of honey and healing qualities of the honeybee products are shown to tourists who visit the sites. Moreover, the tourists are given the opportunity to paint the beehives in order to experience the Slovenian tradition at these apiculture sites (Global Travel Industry News, 2008). Both the Museum of Apiculture and the Beekeeping Centre aid in the advertisement of apicultural tourism. All these activities that are applied in Slovenia provide us with possible ideas of agritourism applications that could be applied in Cape Town. Although Slovenia has different economic and agriculture features than South Africa, their approach for beekeeping tourism seems to be applicable on a smaller scale to suit the seven trained local beekeepers in Cape Town.

Appendix F: Cooperative Registration Forms CR1, CR5, and CR8

REPUBLIC OF SOUTH AFRICA CO-OPERATIVES ACT, 2005	CR1 R 215																			
APPLICATION FOR REGISTRATION OF PRIMARY/SECONDARY/TERTIARY CO-OPERATIVE (Section 6)																				
Client Ref./ Customer Code: <input style="width: 100px;" type="text"/>																				
INSTRUCTIONS FOR COMPLETION OF FORM																				
1. Write in block capital letters, typewrite or print in legible characters with deep permanent black ink and lodge one set of the documents referred to at the end of Part 1. 2. An application, which does not comply with the requirements of the Act, these regulations or the notes on this Form, may be rejected. 3. If no identity document has been issued, a written statement to this effect must be attached to the application form and the date of birth must be entered where an identity number is required. 4. Please note that the following documents are required from both Directors and Founder members: (a) Certified Copy: RSA identity document or Passport; (b) Certified copy of birth certificate and Parental/Guardian consent (Applicable to Minor); (c) Power of Attorney (Applicable to 3rd parties)																				
PART 1																				
APPLICATION STATEMENT																				
We, as founder members, apply for the registration of the co-operative, particulars of which are set out below: a meeting of interested persons was held and that the attached constitution was adopted for the co-operative and that the persons whose names appear in Part 3 were elected as first directors of the co-operative.																				
We hereby confirm that a founders meeting was held on: <input style="width: 100px;" type="text"/>																				
1. Name of co-operative	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 10px;">C</td><td style="width: 10px;">O</td><td style="width: 10px;">-</td><td style="width: 10px;">O</td><td style="width: 10px;">P</td><td style="width: 10px;">E</td><td style="width: 10px;">R</td><td style="width: 10px;">A</td><td style="width: 10px;">T</td><td style="width: 10px;">I</td><td style="width: 10px;">V</td><td style="width: 10px;">E</td><td style="width: 10px;">L</td><td style="width: 10px;">I</td><td style="width: 10px;">M</td><td style="width: 10px;">I</td><td style="width: 10px;">T</td><td style="width: 10px;">E</td><td style="width: 10px;">D</td> </tr> </table>	C	O	-	O	P	E	R	A	T	I	V	E	L	I	M	I	T	E	D
C	O	-	O	P	E	R	A	T	I	V	E	L	I	M	I	T	E	D		
2. Shortened form of name																				
3. Literal translation of name																				
4. Type of co-operative																				
5. Kind of co-operative																				
6. Date of end of financial year																				
7. Province where co-operative registered office is located																				
8. Main objective and description of business of co-operative	_____ _____ _____																			

Figure 11: CR1 Form



CR 5

Client Ref:

R50

REPUBLIC OF SOUTH AFRICA
CO-OPERATIVES ACT, 2005

APPLICATION FOR RESERVATION OF NAME
OR TRANSLATED FORM OR SHORTENED FORM OF NAME
(Regulation 11)

A. Proposed Name or Translated Form or Shortened Form

(Indicate with a cross)

In order of preference	For Office Use
1.	approved/not approved
2.	approved/not approved
3.	approved/not approved
4.	approved/not approved
5.	approved/not approved
6.	approved/not approved
Reservation is valid for three months	

B. Is the proposed name associated with a person, co-operative or a company? If so, what is the name and number (if a co-operative or company) and the nature of the association (e.g. member, director etc).

C. Main object/business of the co-operative/proposed co-operative

Name of Applicant (print):

Address to which form must be returned (if not lodged electronically): _____

Signature of applicant _____ Date: _____

Figure 12: CR5 Form

REPUBLIC OF SOUTH AFRICA CO-OPERATIVES ACT, 2005 APPLICATION FOR EXEMPTION FROM FULL COMPLIANCE WITH AUDITING REQUIREMENTS [SECTION 47(2) AND 55]	
Name of Co-operative	CR8
C O - O P E R A T I V E L I M I T E D	
Registration No of Co-operative	
Client Ref:	
INSTRUCTIONS FOR COMPLETION OF FORM	
To be completed by the Chairperson of the board of directors of the co-operative and lodged with the Registrar. Mark the applicable square at number 2. The Auditor's/Accountants details must be identical to the details that is registered with the professional body. The information provided will be verified with the applicable professional body.	
1	I, _____ (complete full name and surname), Chairperson of the board of directors of above-mentioned co-operative declare under oath/solemnly that: (a) the cost of an annual audit would materially affect the financial sustainability of the co-operative; (b) the co-operative has maintained adequate financial records, and is able to prepare annual financial statements; (c) having regard to the size and kind of co-operative, the interest of members will be adequately protected.
2	I, therefore, apply on behalf of the co-operative, that the co-operative: Tick box (a), (b) or (c)
<input type="checkbox"/>	(a) To be allowed to combine the audit for the financial years of _____ to _____ into a single audit (maximum 3 years). <i>(To be completed by the Auditor. The Auditor must also attach a letter on letter head of his/her office in consent to appointment.)</i>
APPOINTMENT OF AUDITOR: (All fields are compulsory)	
I, _____ Full names and surname	
consent to be appointed from (date):	Y Y Y Y M M D D
Signature of auditor	Date Y Y Y Y M M D D
Profession	
Professional Body where registered	
Membership number	Tel. no.
Office Address	
Postal address	
Email	

Figure 13: CR8 Form

Constitution

2012

Cape Flats Honey
& Bee Services

Issued November xx, 2011

CAPE FLATS HONEY & BEE SERVICES PRIMARY CO-OPERATIVE LIMITED

NAME

1. The name of the Co-operative is **CAPE FLATS HONEY PRIMARY CO-OPERATIVE LIMITED**.

FORM OF CO-OPERATIVE

2. This is the constitution of a business undertaking formed as a **Primary Co-operative** with limited liability in terms of the provisions of the Co-operatives Act, 2005 (Act 14 of 2005).

DEFINITIONS

3. In this constitution, unless the context indicates otherwise, a word or expression to which a meaning is attached in the Co-operatives Act, 2005 shall have a similar meaning and –

"the Act" means the Co-operatives Act, 2005 (Act 14 of 2005);

"co-operative" means the **CAPE FLATS HONEY & BEE SERVICES PRIMARY COOPERATIVE LIMITED** that is incorporated in terms of the Act;

"entrance fee" means a once off fee payable to obtain membership of the co-operative, and is paid on application for membership;

"gender" a reference in this constitution to the masculine gender shall also include the feminine gender and vice versa;

"membership fee or subscription fee" means an annual fee payable towards the running of the co-operative, and may be paid off in equal monthly instalments;

"member loan" means a loan made by a member to a Co-operative in terms of clause 62;

"patronage proportion" means the proportion which the value of the transactions conducted by a member with a Co-operative during a specified period bears to the value of the transactions conducted by all the members during the same period with or through the Co-operative.

PLACES OF BUSINESS

4. The main place of business of the Co-operative is situated at **MANENBERG, WESTERN CAPE PROVINCE, SOUTH AFRICA.**

OBJECTIVES

5. The objectives of the Co-operative are –
 - i. To market and supply honey and bee services to the public.
 - ii. To train members in the above mentioned activities.
 - iii. To inform the community about beekeeping and conservation.

DESCRIPTION OF BUSINESS AND ANY RESTRICTIONS ON BUSINESS

6. [a] To market and supply honey and bee serves to the public. This may include honey production, pollination, feral swarm removal and educational programs in conservation and agriculture. Future services may include sales of beeswax, propolis, pollen, bee venom, and royal jelly products.
- [b] Members will be trained to market the services of the co-operative, as well as how to harvest honey and other hive products, perform the related processes, remove feral swarms, carry out pollination services, and present beekeeping knowledge in educational form.
- [c] The business will not have restrictions within the Beekeeping Industry environment.

MEMBERSHIP

Requirements for membership and Restrictions to membership

7. [a] Requirements: Any natural person, who is over the age of 18 years may, on application to the Board, become a member of the Co-operative.
- [b] Restrictions: The board may limit the maximum number of members, as long as the co-operative does not have less than 5 members.

Application for membership

8. [a] Application for membership shall be made on the form provided for that purpose, and shall be accompanied by the entrance fee.
- [b] The Board must consider every application for membership and has the right to accept or reject an application.
- [c] The Board must, within **3** months after receipt of an application for membership, notify the applicant of its decision and, in the event of an application for membership being rejected, any amount paid by the applicant to the Co-operative must be refunded to him/her.

- [d] A person becomes a member of the Co-operative when his/her application for membership has been accepted by the Board and the membership and entrance fees have been paid.

Entrance Fee and Membership Fee / Subscription Fee

9. [a] An Entrance Fee of **R200,00** must be paid on application for membership. Such fee is not refunded on termination of membership.
- [b] A Membership Fee / Subscription fee of **R300,00** must be paid annually: Provided that a member may pay off the subscription fee in equal monthly instalments. Such fee shall not be refunded on termination of membership.
- [c] To become a member of a co-operative, a person **MUST** pay an entrance fee and a membership fee.

Rights and Obligations of Members

10. [a] Members Rights:
- i. Members have the right to appoint an auditor;
 - ii. During ballots at meetings of members, each member has the right to one vote.
 - iii. Members that are not suspended or expelled from the co-operative, have the right to attend meetings of the co-operative.
- [b] Obligations of Members:
- iv. Members have to adhere to this constitution and any amendments thereto, as well as any bylaws made by the Board of Directors.
 - v. Members must participate in the business of the co-operative.
 - vi. Members must notify the co-operative whenever any of their personal details change, example when their home address changes.

CONDITIONS AND PROCESSES FOR TERMINATION OF MEMBERSHIP

Termination on death

11. [a] The membership of a member who has died may in terms of this clause be transferred to a member of that deceased member's family or another person appointed by the executor of the deceased member's estate subject to the approval by the Board of the proposed transferee. In the event of such transfer not taking place, the membership of the deceased member shall be terminated by resolution of the Board.
- [b] Upon such termination, the membership fees concerned are forfeited and the amount paid in respect thereof is credited to the general reserve of the Co-operative.

Termination on Change of Place of Residence

12. [a] The membership of a member who no longer resides in the area served by the Co-operative may on application of the member or by decision of the Board, be terminated by resolution of the Board.
- [b] Upon such termination, the membership fees of the member concerned are forfeited to the Cooperative and the amount thereof is credited to the general reserve of the Co-operative.

Termination when a member is non-active

13. [a] Whenever a member does not actively participate in the activities of the Co-operative for a period of **3 months** or has neglected to notify the Co-operative of any change in his/her address, whereby the Cooperative is prevented from contacting him/her, his/her membership may, be terminated by resolution of the Board.
- [b] Upon such termination, the membership fees of the member concerned are forfeited to the Cooperative and the amount thereof is credited to the general reserve of the Co-operative.

WITHDRAWAL OF MEMBERSHIP

14. [a] The resignation of a member comes into operation at the first meeting of the Board held after the Cooperative has received the written resignation of the member.
- [b] The membership of a member who has resigned, shall be terminated by resolution of the Board. The amount paid in respect of membership fees shall be forfeited to the Co-operatives and credited to the general reserve.
15. Any amount payable by the Co-operative in terms of clauses 11, 12, 13 and 14 shall be set off against any debt for the payment of which the member or his/her estate is liable.

CONDITIONS AND PROCESS FOR SUSPENSION AND EXPULSION

17. [a] A member who repeatedly contravenes a provision of this constitution or who refuses to comply with such provision or to meet an obligation imposed on him/her by the Act or in terms of this constitution or which he/she agreed to meet, may –
- i. by resolution of the Board, be suspended as a member for a period to be determined by the Board but which shall not be longer than the date of the next annual general meeting;
 - ii. by special resolution be suspended as a member for a period not longer than 12 (twelve) months from the date on which he/she is suspended;
 - iii. by special resolution be expelled from the co-operative.
- [b] The suspension of a member may be revoked by resolution of the Board at any time.
18. [a] Before a member can be suspended or expelled in terms of clause 17, he/she has to be given prior written notice of the intention of the Board.
- [b] The notice to such member must contain the following particulars-
- i. the reasons for the proposed suspension or expulsion; and
 - ii. a time when, and place where the member may appear in person, with or without witnesses, before the Board or to which he/she may send a written statement signed by him/herself setting out his/her objections to the proposed suspension or expulsion.
- [c] The Board must notify him/her in writing if it is decided to suspend or expel a member, of –
- iii. the date on which his/her suspension or expulsion comes into effect;
 - iv. period of time during which the suspension will apply; and
 - v. disciplinary measures which will be taken.

Disciplinary measures

19. [a] While under suspension a member forfeits his/her right to attend general meetings or to vote thereat by proxy.
- [b] The members by special resolution or the Board may furthermore stipulate that certain or all transactions with a member must be suspended for the period of his/her suspension.
- [c] The membership of an expelled member must be terminated by resolution of the board and upon such termination the member forfeits his/her membership fees and the amount paid in respect thereof must be credited to the general reserve.

MANAGEMENT OF CO-OPERATIVE

Board of Directors

20. [a] The affairs of the Co-operative must be managed by a Board of Directors consisting of a minimum of **5** and a maximum of **7** Directors. The Directors must exercise the powers and perform the duties of the Co-operative.
- [b] The number of Directors shall be determined by the Board from time to time and are subject to the approval of members at the next general meeting. If, however, the members do not approve the decision of the Board and a vacancy arises as a result thereof, such vacancy shall be regarded as a casual vacancy to be filled in terms of clause 29.
21. Without prejudice to the provisions of clauses 29 of this constitution, Directors shall be elected at the annual general meeting.
22. [a] The Board of Directors shall be made up of but are not limited to the General Manager, Chairperson, Secretary, Treasurer, Accounting Advisor, Marketing Advisor, and Educational Advisor.
- [b] The titled positions of 22[a] , the number of titled positions in 22[a], and the inclusion of these positions on the Board of Directors shall be determined by the Board from time to time and are subject to the approval of members at the next general meeting.

Powers and Restrictions on Directors

23. [a] Powers:
- i. The directors have the power to obtain membership of a secondary co-operative, which seeks to promote any matter in which the co-operative has an interest.
 - ii. The directors have the power to open a bank account in the name of the co-operative.
 - iii. The directors have the power to suspend by resolution a member for a period to be determined by the Board but which shall not be longer than the date of the next annual general meeting.
 - iv. The directors have the power to acquire or hire movable or immovable property on behalf of the co-operative.
- [b] Restrictions:
- v. The directors have the power to overdraw a bank account or to make a loan on behalf of the co-operative, provided that members has agreed to this with a special resolution: Provided further that the directors may borrow or raise money or overdraw a banking account without the said authority up to an amount not exceeding one half of the total of its general reserve.
 - vi. The directors shall not provide loans to directors, members or any other person or organisation.
 - vii. The directors shall not make donations on behalf of the co-operative to any person or organisation.

Persons not competent to be Director

24. No person shall hold the office of Director if –

- i. A person is of unsound mind;
- ii. A person is an unrehabilitated insolvent;
- iii. A person who has at any time been convicted (whether in the Republic or elsewhere) of theft, fraud, forgery, perjury, or any offence involving dishonesty in connection with the formation or management of a Co-operative or other corporate entity.

Term of office

- 25. [a] The term of office of the Directors of the Co-operative shall be one year.
- [b] Retiring Directors are eligible for re-election.
- [c] The Directors to retire each year shall be those who have been longest in office since their last election at the annual general meeting, but as between members who became Directors on the same day, those to retire shall, unless they otherwise agree among themselves, be determined by ballot.

Nomination of Directors and voting for Directors

- 26. [a] Candidates for the position of Director shall be nominated openly at the annual general meeting held for the purpose electing one or more Directors.
 - [b] Without prejudice to the provisions of clauses 29 a member, including a retiring Director, qualifies for election as Director only if he/she is nominated in terms of sub-clause 26[a].
 - [c] If the number of candidates nominated-
 - i. does not exceed the number of vacancies on the Board to be filled such candidate or candidates shall be declared elected at the annual general meeting.
 - ii. exceeds the number of vacancies on the Board, as many Directors as there are vacancies shall be elected from the nominees at the annual general meeting.
 - iii. is sufficient or no candidates are nominated to fill the vacancies on the Board, such vacancies shall be regarded as casual vacancies to be filled in accordance with clause 29.
27. The method to be followed in electing Directors shall be as determined by the Chairperson of the meeting.
28. At the election of Directors a member shall vote for as many candidates as there are vacancies to be filled on the Board and those candidates receiving the highest number of votes shall be declared elected.

Filling of a vacancy on the Board

- 29. Any vacancy occurring on the Board during the year shall be filled until the next annual general meeting by a member appointed, by the remaining Directors, subject to the provisions of clause 24. At the said annual general meeting a member shall, subject to the provisions of this constitution, be elected to fill the vacancy. Any Director elected at such annual general meeting shall not hold office for a period longer than the unexpired portion of the period of office of the Director whose office became vacant.

Conditions for Vacation of office

30. A Director shall vacate his/her office –
- i. If he/she becomes incompetent in terms of clause 34 of this constitution to hold the office of Director; or
 - ii. If he/she absents him/herself from more than three consecutive ordinary meetings of the Board without its leave; or
 - iii. Upon the expiry of 30 (thirty) days, or such shorter period as may be approved by the Board, after he/she has resigned as a Director of the Co-operative.

Duties of the Elected Positions

31. [a] The elected positions shall consist of the General Manager, Chairperson, Secretary, Treasurer, Accounting Advisor, Marketing Advisor and Educational Advisor.
- [b] The elected positions as so named in 31[a] and the number of positions as so listed in 31[a] is subject to change at the board's proposal and subject to a vote by the members at the next annual general meeting.

32. The General Manager shall-
- i. Oversee all elected positions and operations to assure an effective and functioning co-operative.
 - ii. Oversee everything pertaining to the business of the co-operative.
 - iii. Be responsible for actively looking for business opportunities to propose to the steering committee.
 - iv. Be responsible for the establishment of business contacts until the first sale, supply, or other service. Once in business, the secretary will act as the liaison.
 - v. Be responsible for all negotiations in sales, suppliers, or other services at the approval of the steering committee.
 - vi. Be the liaison for customer complaints, concerns, or questions that are outside the control of the secretary.
 - vii. Report to the steering committee all things pertinent to the business of the co-operative.

33. The Chairperson shall-
- i. Act on the steering committee.
 - ii. Run general and special meetings.

- iii. Write an agenda for all meetings with the requested agenda topics of the members and steering committee. The members and steering committee must submit agenda topic requests to the chairperson at least 2 days prior to the next meeting.
- iv. Oversee the bottling, labeling, and boxing operations.
- v. Be responsible for assigning available members and directors to the labor of bottling, labeling, and boxing unless otherwise fulfilled through an outside resource or supplier.
- vi. Act as an assistant to the general manager.

34. The Secretary shall-

- i. Oversee the smooth running of the day to day office operations.
- ii. Answer and make all general phone calls relevant to the day to day function of the co-operative.
- iii. Be provided with a phone to act solely as the phone of the co-operative. If the phone requires airtime purchases, the secretary must record all air-time usage.
- iv. Receive all financial records from the accountant and treasurer.
- v. File records of all finances, sales, banking, delivery, payments, orders, and cliental in an organized and readily available manner.
- vi. Be a co-signer on all cheques.
- vii. Act on the steering committee.
- viii. Inform members of the date, time, and location of the next general meeting with at least 7 days prior notice.
- ix. Record and file minutes for every general and special meeting.

35. The Treasurer shall-

- i. Be responsible for always knowing the financial standings of the co-operative.
- ii. Act as the liaison for all banking or financial related operations.
- iii. Be responsible for depositing cash or cheque deposits to the appropriate co-operative's bank account.
- iv. Report to the secretary all financial, banking, and deposit records.
- v. Be a co-signer of cheques.
- vi. Oversee the calculations and operations of the accountant.
- vii. Be responsible for the co-operative's financial books which shall be audited once a year for tax purposes by an outside party not related to the co-operative, unless otherwise exempt for up to 3 years by the CR8 Form.
- viii. Be responsible for seeing that the audit is completed at the appropriate time.

- ix. Render a report at each meeting concerning the updated financial affairs of the co-operative.

36. The Accountant shall-

- i. Be responsible for every financial calculation including but not limited to payments via cheque, payments via cash, deposits, transfers, purchases, and receipts,
- ii. Collect all fees or other money belonging to the co-operative.
- iii. Keep permanent record of all receipts and disbursements.
- iv. Disburse all funds belonging to the co-operative, pay all claims on the treasury, and keep an accurate account of all money received and expended.
- v. Assist the Treasurer in filing all tax and audit forms.

37. The Marketing Advisor shall-

- i. Be responsible for publicizing all co-operative products, sales, and sale locations and times.
- ii. Be responsible for developing and publicizing the co-operative's story and values.
- iii. Be responsible for the development of the logo and label or message provided on products and advertisement material.
- iv. Act as the liaison for all outside advertisement resources including but not limited to newspaper ads, television, radio, signs, flyers, and business cards.
- v. Be responsible for generating a yearly marketing plan.

38. The Educational Advisor shall-

- i. Be responsible for organizing, developing, and improving all learning material within the educational program.
- ii. Be responsible for planning and implementing a yearly educational program.
- iii. Be the liaison for all outside resources pertaining to the educational program and development.
- iv. Be responsible for arranging all details for educational presentations and assigning available members to the confirmed presentations.
- v. Be responsible for educating all members on the presentation material so that all members can adequately present the educational program.

Conditions and Processes for the appointment of the Chairperson, Vice-Chairperson and Acting Chairperson of the Board

39. [a] At the first meeting of the Board held after the formation meeting and thereafter at the first meeting of the Board held after every annual general meeting of members or when the necessity arises, the Directors shall elect from among themselves a Vice-Chairperson.

- [b] The Vice-Chairperson shall act as Chairperson whenever last-named is absent or unable to act as Chairperson, and if both the Chairperson and Vice-Chairperson are absent or unable to carry out the functions of the Chairperson, the Board must elect another Director to be Acting-Chairperson during such absence or incapacity.

40. The Chairperson of the Board of the Co-operative shall vacate the office of Chairperson if he/she –

- i. Ceases to be a Director of the Co-operative; or
- ii. Resigns as Chairperson; or
- iii. Is relieved of the office of Chairperson by the Board.

41. The provisions of clause 40 shall be applicable mutatis mutandis to the vice-Chairperson of the Board.

Board meetings and Quorum

42. [a] A meeting of the Board must be convened by the Board or the Chairperson of the Board or any two Directors of the Co-operative.

[b] The majority of Directors shall constitute a quorum of a meeting of the Board.

[c] Questions arising at a meeting of the Board shall be determined by a majority of the Directors present at the meeting and in the case of an equality of votes, the Chairperson of the Board or the person acting as Chairperson shall have a casting vote in addition to his/her deliberative vote.

By-laws

43. The Board has power to make by-laws provided they are not repugnant to this constitution.

Delegation of powers to a committee

44. [a] The Board may delegate one or more of its powers to a Director or to a Committee appointed by the Board or Manager of the Co-operative.

[b] Any Director or Committee or Manager so appointed must in the exercise of the powers so delegated, abide by such rules as may be made and follow such instructions as may be issued, in regard thereto, by the Board.

Purpose and Duties of the Steering Committee

45. [a] The Steering Committee will consist of the Chairperson, Secretary, and Treasurer. This committee shall discuss all major decisions of the co-operative to then propose their made decision to be voted upon by the Board at the next board meeting.

[b] If the Steering Committee at any point in time becomes the majority of the co-operative, the steering committee shall be dismissed.

GENERAL MEETINGS

46. [a] A Co-operative must hold:
- i. Its first annual general meeting within **18** months of registration of the Co-operative;
 - ii. Subsequently annual general meetings within **6** months after the end of the preceding financial year.

- [b] The annual general meeting must:
- i. Appoint an auditor;
 - ii. Approve a report of the Board on the affairs of the Co-operative for the previous financial year;
 - iii. Approve the financial statement and auditor's report where applicable for the previous financial year;
 - iv. Elect Directors; and
 - v. Decide on the future business of the Co-operative.

Special General Meetings

47. The Co-operative may from time to time in addition to its annual general meeting hold Special general meetings of its members to dispose of any matter relating to its affairs specifically set out in the notice convening the meeting.

Convention of Meetings

48. [a] An annual general meeting shall be convened on authority of the Board.
- [b] A special general meeting shall be convened –
- i. by at least two Directors of the Co-operative; or
 - ii. by five or more members of the Co-operative constituting in number at least 20% (twenty percent) of all the members of the Co-operative: Provided that such members shall not be entitled to convene a special general meeting unless they have beforehand in writing petitioned the Directors to convene such a meeting and the meeting is not convened within 21 (twenty one) days reckoned from the date the petition was lodged, or unless for any reason there are no Directors to whom such a petition can be addressed.
- [c] Any meeting convened in terms of sub-clause [2][b] by the petitionists shall, as far as possible, be convened and held in the same manner as is prescribed for meetings convened and held by the Board and any reasonable expense incurred by the petitionists in securing the names and addresses of members, in sending notices of the meeting to them and hiring accommodation for the holding of the meeting if so resolved by such meeting, be refunded to the petitionists by the Co-operative.

Notice of general meeting

49. [a] A general meeting shall be convened by at least 7 days notice in writing to each member of the Cooperative.

- [b] The notice convening the meeting shall in addition to the time and place of the meeting state the purpose for which it is convened.
- [c] A notice may be delivered personally, forwarded by post to the member at his/her registered address, emailed to a registered email address of the member or faxed to the registered fax number of the member.
- [d] Non-receipt by a member of a notice of a general meeting of the Co-operative does not render such meeting invalid.
- [e] If a notice of a meeting is returned to the Co-operative because the member to whom it was sent is no longer resident at the registered address, the email address or fax number does not exist or does not function, the Co-operative shall be relieved of its obligation to send further notices of meetings to the member concerned unless the member makes an appearance and requests that such notices be sent to his/her new address.

Quorums

50. A quorum for a general meeting shall be constituted –

- i. by at least five members, if the number of members of the Co-operative is not more than fifty;
- ii. by at least one tenth of the members of the Co-operative, if the number of members of the Co-operative is more than fifty but not more than two hundred;
- iii. by twenty members plus at least one percent of the members of the Co-operative in excess of two hundred, if the number of members of the Co-operative is more than two hundred.

51. No item of business shall be transacted at any general meeting unless a quorum of members is present during the time when the meeting is considering that item.

52. [a] If within one hour from the time appointed for the meeting a quorum is not present, the meeting –

- i. if convened by members or in consequence of a petition of members, must be cancelled;
- ii. if otherwise convened, must be adjourned to the same day in the next week at the same time and place, or if that day is a public holiday, to the next day following which is not a public holiday.

[b] If the same hall or building is not available for an adjourned meeting it may be held at another venue within convenient distance if members are advised of the change of venue either by notice posted at the original venue or by some other means.

[c] If a quorum is not present within one hour after the time fixed for an adjourned meeting, the members present, provided they are not less than five in number, shall be deemed to constitute a quorum: Provided that a special resolution may not be passed by such a meeting.

Chairperson of general meetings

53. [a] The Chairperson of the Board or in his/her absence the Vice-Chairperson or in the absence of both,

- i. another Director elected by the meeting shall act as Chairperson of an annual general meeting or a

- ii. special general meeting convened in terms of clauses 47[a] and 47[b][i].
- [b] A person elected by the meeting shall act as the Chairperson of a special general meeting convened in terms of clause 47[b][ii] of this constitution.

Voting by members

54. At all meetings of the co-operative, each member shall have one vote.
55. [a] Any matter for decision by a general meeting shall be decided by means of a vote on a show of hands or by ballot.
- [b] A vote by ballot shall not be held unless it is demanded by at least five members present at the meeting and entitled to vote in a vote by ballot.
- [c] A vote by ballot must be held in such manner as the Chairperson stipulates. Scrutineers must be nominated to determine the result of the vote that must be declared by the Chairperson of the meeting as the resolution of the meeting.
- [d] A declaration by the Chairperson that a resolution has, on a show of hands or by ballot, been carried, or carried unanimously or by a particular majority, or lost, and an entry to that effect in the minutes of the proceedings of the meeting, shall be conclusive, proof thereof, without evidence as to the number or proportion of votes recorded for or against such resolution.
56. If no objection is raised in terms of the provisions of this constitution against the validity of any vote cast at the meeting, whether on a show of hands or by ballot, every vote cast at the meeting that has not been disallowed shall for all purposes be deemed to be valid.
57. In the case of an equality of votes, whether on a show of hands or in a vote by ballot, the Chairperson of the meeting shall have a casting vote in addition to his/her deliberative vote.
58. Every matter submitted to a general meeting for resolution, except for a matter requiring a special resolution, shall be determined by a majority of votes recorded at the meeting.

Special resolution

59. A resolution by a general meeting of the Co-operative shall, constitute a special resolution if -
- i. the notice by which the general meeting was convened specified particulars of the proposed resolution and stated the intention to propose same as a special resolution; and
 - ii. the resolution has been passed by not less than two thirds of the members present, both in a vote on the show of hands and a vote by ballot.
 - iii. the resolution related to the winding-up of the Co-operative and was passed by at least 75 percent of the votes of all the members of the Co-operative, both in a vote on the show of hands and a vote by ballot.

PROHIBITED AND PERMITTED LOANS AND SECURITY

60. [a] The co-operative may give financial assistance by means of a loan or the provision of security to-

- i. any person in the ordinary course of business if the lending of money is part of the ordinary business of the co-operative;
 - ii. any person on account of expenditures incurred or to be incurred on behalf of the cooperative;
 - iii. employees of the co-operative or of any of its members to enable or assist them to purchase or erect living accommodation for their own occupation; and
 - iv. members, if the financial assistance is available to all members on substantially the same terms.
- [b] The co-operative may not give financial assistance in terms of clause 59[a] whether directly or indirectly if there are reasonable grounds to believe that-
- i. the co-operative, after giving the financial assistance, will be unable to pay its liabilities as they become due; or
 - ii. the realisable value of the assets of the co-operative, after giving the financial assistance, will be less than the aggregate of its liabilities and reserves.
- [c] In determining the realisable value of the assets of the co-operative contemplated in sub-clause 59[b][ii] the amount of any financial assistance in the form of a loan and in the form of assets pledged or encumbered to secure a guarantee must be excluded.

RESTRICTIONS RELATING TO UNSECURED MEMBERS LOANS

61. [a] The co-operative shall not borrow or raise money or overdraw a banking account except on authority of a special resolution: Provided that the co-operative may borrow or raise money or overdraw a banking account without the said authority up to an amount not exceeding one half of the aggregate of its general reserve.
- [b] The board may, if so authorized by members in terms of sub-clause 60[a], in addition to the loans secured by some or all of the assets of the co-operative, the issue of secured debentures and loans obtained from the commercial banks or any other financial institution, further raise loans from members subject to the following conditions:
- i. No loan from any individual member shall amount to less than R1 000 (one thousand rand) and, for the purpose of this paragraph, every successive loan from any particular member shall be regarded as a separate loan;
 - ii. No loan shall be repaid within 12 (twelve) months after receipt;
 - iii. Interest shall be paid on loans at a rate per annum to be determined by the board from time to time;
 - iv. An acknowledgement of debt shall be issued in respect of each loan.
 - v. The acknowledgement of debt shall be freely transferable by means of a cession duly registered by the co-operative.
 - vi. Receipt of each loan shall be acknowledged by the following acknowledgment of debt, which shall incorporate either of the conditions [ii] or [iii] mentioned below -

“ACKNOWLEDGEMENT OF DEBT

We, the undersigned, director and secretary of the Cape Flats Honey and Bee Services hereinafter called the co-operative, hereby acknowledge having received the sum of R..... (.....Rand) from (name) of(address) hereinafter called. the owner, subject to the conditions -

- [i] Interest at the rate of ...% (..... percent) per annum or such rate as the board may determine from time to time, shall be payable to the owner on or at the date of repayment.
- [ii] The owner shall not have the right to demand repayment, but the co-operative, after having had the loan for not less than 12 (twelve) months, may repay such loan at any time after having given not less than 30 (thirty) days notice of its intention to repay such loan.

OR

- [iii] The loan shall be repayable on the day of 20..... (which may not be less than 12 (twelve) months from the date of this acknowledgement of debt): Provided that the board of the co-operative may defer the repayment if the circumstances of the co-operative at the date of repayment of the loan, render such deferment necessary: Provided further that the board of the co-operative shall submit for confirmation to the first succeeding general meeting of members its resolution to defer repayment of a loan and if the resolution of the board is not confirmed by that meeting of the co-operative, the loan shall be repaid within 7 (seven) days of the date of such meeting.

Dated at this day of 20.....

DIRECTOR SECRETARY "

BANKING ACCOUNT

- 62. [a] The Co-operative must open a banking account in the name of the Co-operative in which all moneys received shall be deposited as soon as possible after receipt thereof.
- [b] Cheques drawn on the banking account shall be signed by one of the Secretary and countersigned by the Treasurer and Accountant of the Board, provided that a cheque shall not be signed and countersigned by the same person and that all officers who are authorized to sign or countersign cheques must furnish adequate security.

FINANCIAL YEAR

- 63. The financial year of the Co-operative shall begin on the first day of **March** and end on the last day of **February** of each year.

FINANCIAL RECORDS

64. [a] The Co-operative must keep, such accounting records as are necessary fairly to reflect the state of affairs and business of the Co-operative and to explain the transactions and financial position of the business of the Co-operative.
- [b] The accounting records shall be kept at the registered office of the Co-operative and shall be available at all times for examination by the Directors.

Annual financial statements

65. [a] An audit of the affairs of the co-operative must be conducted annually in respect of each financial year in order to –
- i. ensure that financial statements are drawn up in conformity with generally accepted accounting practices;
 - ii. verify that the co-operative has maintained adequate records in accordance with the requirements of this constitution and the Act;
 - iii. report generally as to whether the assets and facilities of the co-operative are being properly managed and the operations of the co-operative are being conducted in accordance with cooperative principles; and
 - iv. report on any other matter the auditors are required to report on in terms the constitution.
- [b] The provisions of clause 65[a] are applicable to the annual financial statements of the Co-operative and its company subsidiaries.

AUDIT

66. The members must appoint an auditor at each annual general meeting, to hold office until the close of the next annual general meeting. The duties of the auditor is outlined in clause 66.

SURPLUS

67. The surplus resulting from the operations of the Co-operative during any financial year shall be applied by resolution of the annual general meeting for that year: Provided that -
- i. at least **5%** (five percent) is set aside as a reserve in the Undivisible Reserve Fund and is not divisible amongst the members;
 - ii. the amount which is set aside as a General Reserve Fund shall not be less than the amount determined by the Board and subject to the approval of the members at the annual general meeting.
 - iii. the amount which is available out of the surplus for distribution to members shall be applied to pay bonuses to members in accordance with the provisions of clause 69.

PAYMENT OF BONUS

68. [a] The amount mentioned in clause 68[iii] must, be allocated to members according to the patronage proportion and the amount allocated to a member approved by resolution of the members at the annual general meeting, be applied in one or more of the following ways -
- i. by paying it out either wholly or partly in cash;
 - ii. by setting it aside in the Deferred Bonus Payment Fund for future payment to members.
- [b] The method of distribution is subject to the approval of the members at the annual general meeting and may be defined in one of the following ways but is not limited to –
- i. equal distribution among members;
 - ii. distribution by recorded hourly input;
 - iii. distribution by salaries determined by the board and subject to the approval of the members at the annual general meeting.
- [c] Interest on bonus declared payable to members, except amounts transferred to the Deferred Bonus Payment Fund, does not earn interest from the Co-operative.
- [d] Any interest on any bonus remaining unclaimed for a period of 3 (three) years from the date on which such interest or bonus was declared payable may, by resolution of the Board, be declared forfeit and added to the general reserve of the Co-operative.

DEFERRED BONUS PAYMENT FUND

69. [a] All amounts transferred to the "Deferred Bonus Payment Fund" in terms of clause 69[a][ii] shall be credited in the respective names of the members in the books of the Co-operative.
- [b] The Deferred Bonus Payment Fund may be invested separately or may be used by the Co-operative to carry out any of its objects: Provided that the fund must not be utilised to defray any loss resulting from the operations of the Co-operative.
- [c] The interests of members and former members in the Deferred Bonus Payment Fund must be repaid to them in the following circumstances and subject to the conditions mentioned, ie. -
- i. When the fund has been functioning for five years, the interests built up by members and former members during the first year of the fund shall be repaid to those concerned; the following year the interests built up during the second year of the fund shall be refunded, et seq.;
 - ii. on the death of a member or former member the interest of the deceased in the fund shall be paid to his/her estate;
 - iii. when membership in the Co-operative is terminated in any other way, the interest of the member concerned in the fund shall be repaid to him/her as it becomes repayable in terms of paragraphs [i] or [ii] of this sub-clause: Provided that the Board may authorize payment at an earlier date if the Co-operative is in a position financially to do so: Provided further that the interest of a former member in this fund shall not be retained in the fund for more than three years after termination of membership of the former member.
- [d] The amounts payable to a member or former member in terms of this clause shall be applied in payment or part payment of any amount due to the Co-operative by such member or former member.

- [e] A member's or former member's credit in the fund may be transferred to someone else only with the approval of the Board: Provided that no such transfer shall be approved unless the transferee is a member of the Co-operative.
- [f] Any amount to the credit of a member or former member in the Deferred Bonus Payment Fund remaining unclaimed for a period of 3 (three) years from the date it becomes payable to him/her may by resolution of the Board be declared forfeit and transferred to the general reserve of the Co-operative: Provided that such a transfer shall not be made unless the member or former member concerned has first been warned of the proposed transfer by means of a notice sent to his/her last address, as entered in the register of members and he/she has been given an opportunity of at least six months to claim the amount.

AMENDMENT OF CONSTITUTION

- 70. The constitution of the Co-operative may be amended by special resolution only.

LIQUIDATION

- 71. In case of liquidation the patronage proportion must be determined for either five years, which preceded the commencement of the winding-up of the Co-operative, or the period for which the Co-operative has existed, whichever period is the shorter.

Business Plan

2012

Cape Flats Honey
& Bee Services

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Executive Summary

Business Background

We as a group come from different disadvantaged backgrounds, some are single moms, some are high school drop-outs, and others have spent their life going from job to job. The Urban Beekeeping Project and the industry of beekeeping have presented us with the opportunity to start a business while giving back to our communities by providing educational programs to help restore nature conservation and agricultural knowledge. From seven different backgrounds, our Cape Flats Honey group has assembled together to act as pioneers in diversifying the beekeeping industry and hope to grow our co-operative to provide others with the same opportunity to earn a supplementary income.

Business Description

Cape Flats Honey is a new business that will initially focus on the retail of jars of pure honey and feral swarm relocation. Our mission is to continue to grow as a co-operative in products, services, members, and educational programs. We value environmental education and conservation.

Market

Honey's sweet taste and medicinal properties segregates no demographic. Thus, our market is the general public at local markets.

Product and Services

Cape Flats Honey will provide pure honey as its first product. The pure honey is of the Cape Flats wildflowers which provide a particular taste, colour, and story. In addition, we will offer feral swarm relocation services for those wishing to hive feral swarms for pollination or personal honey production uses.

Suppliers

PRODUCT	SUPPLIER
Honey	The Honeybee Foundation
Jars	Hilpak Jars
Labels	Stickermix

Table 4: Product and Supplier Summary

Resources

Overstrand Training Institute will provide additional business skill courses for our members and The Honeybee Foundation will provide mentorship for all bee farming related needs.

Financial Projections (Not Audited)

Having planned out our cash flow, balance sheet, and purchase projections for the next three years, our projected revenue is provided.

	2012	2013	2014
Revenue	R 45,737	R 75,806	R 110,675

Table 5: Three Year Revenue Projection Summary

Trade Hours

The office hours will take place from Monday through Friday from 9am until 5pm. Sales and services hours may be subject to occur outside of office hours determined by appointment or various market schedules.

About Us

The beginning of our Cape Flats Honey Group started with the Urban Beekeeping Project initiative of the City of Cape Town and the Honeybee Foundation. The project was meant to promote agriculture and nature conservation while creating a sustainable livelihood for disadvantaged communities. Our group of seven individuals, all from disadvantaged communities, was selected to participate in the Urban Beekeeping Project as a reward for our volunteer work at the Edith Stephens Wetland Park nature reserve. The Honeybee Foundation trained us for six months in beekeeping skills including everything from flora and bees, to honey production and extraction, to feral swarm removal and pollination services. The Overstand Training Institute of Hermanus have helped trained us in business and marketing skills. We as a group come from different disadvantaged backgrounds, some are single moms, some are high school drop-outs, and others have spent their life going from job to job. Though diverse, we have all observed urbanization's degradation of our indigenous fauna and flora as well as the diminishing knowledge of plants, birds, and insects that has been passed down through generations. The Urban Beekeeping Project and the industry of beekeeping have presented us with the opportunity to start a business while giving back to our communities by providing educational programs to help restore nature conservation and agricultural knowledge. From seven different backgrounds, our Cape Flats Honey group has assembled together and has worked very hard to create a successful beekeeping co-operative. We also act as pioneers in diversifying the beekeeping industry and hope to grow our co-operative to provide others with the same opportunity to earn a supplementary income.

Business Description and Goals

Cape Flats Honey is a new business that will initially focus on the retail of jars of pure honey and feral swarm relocation, defining the primary co-operative as a retail business. The honey to be sold will be pre-jarred wholesale honey purchased from the Honeybee Foundation. After labeling all jars with our own logo and story, the pure honey will be sold to the public at local markets. With the use of a rented bakkie, feral swarm relocation will be a provided service that combines feral swarm removal with pollination services. Feral swarm relocation refers to the capturing of a feral swarm and relocating the swarm to a hive remaining on the customer's

property. The swarm will then provide pollination aid as well as small personal honey production.

As defined in our constitution, our business description and restrictions include:

- i. To market and supply honey and bee services to the public. This may include honey production, pollination, feral swarm removal and educational programs in conservation and agriculture. Future services may include sales of beeswax, propolis, pollen, bee venom, and royal jelly products.
- ii. Members will be trained to market the services of the co-operative, as well as how to harvest honey and other hive products, perform the related processes, remove feral swarms, carry out pollination services, and present beekeeping knowledge in educational form.
- iii. The business will not have restrictions within the Beekeeping Industry environment.

Objectives

The objectives of the Co-operative are –

- i. To market and supply honey and bee services to the public.
- ii. To train members in the above mentioned activities.
- iii. To inform the community about beekeeping and conservation.

Mission and Future Implementations

Our mission is to continue to grow as a co-operative in products, services, members, and educational programs. Our initial steps include being successful with one product for sale: wholesale pure honey. As described in **Table 3**, once enough net income has been generated from the resell of wholesale honey, Cape Flats Honey plans to begin feral swarm relocation. Additionally, our co-operative plans to shift away from buying wholesale honey from a supplier and generating honey from our own hives. Over the next year, we plan to be solely dependent on our own production of honey without the use of a supplier. This will help us generate a larger net profit to continually grow in additional products and services. At this point in time, our co-operative will be defined as a manufacturing and retail business.

PROJECTED DATE	MILESTONE
December 2011	First purchase of whole sale honey First purchase of jars First purchase of labels Implementation of 7 hives on various sites
January 2012	Implementation of Educational Program with Edith Stevens
January-March 2012	First production of Cape Flats Honey product Purchase less whole sale honey Gain Larger Net Profit Offer Feral Swarm Relocation Services at rental of a bakkie
February-April 2012	Purchase more hives Rent, purchase, or borrow land for apiary activities Offer feral swarm removal and pollination services Be officially registered as a co-operative
April 2012	Introduction of new products, i.e. propolis, beeswax, bee venom, colouring page
January 2013	Implementation of 30 hives on various sites Prepared to sell Cape Flats Honey product solely No additional wholesale honey purchases Gain Larger Net profit
January 2014	Implementation of 60 hives on various sites 10-15 Additional members of the co-operative

Table 6: Projected Timeline of Cape Flats Honey Milestones

Market

Target Market

The immediate market for the Cape Flats Honey and Bee-related Services is Manenberg and the surrounding townships such as Athlone, Hanover Park and Wetton where people with various income and age reside. Flea markets of these areas will be targeted for public honey sales and advertisement. Our product is a favorite of all ages, genders, and denominations for its sweet taste, cooking use, and medicinal properties. Our story will target a customer base who wishes to buy locally and support the sustainable livelihood efforts meant to uplift disadvantaged communities.

Competition

Currently, similar companies selling pure honey in supermarkets and commercial stores include Champagne, Q Bee, Hilcrest, and Little Bee. **Table 4** provides these companies' prices for the amount of pure honey they sell alongside Cape Flats Honey's product.

COMPANY	GRADE	AMOUNT	JAR MATERIAL	PRICE
Champagne	Choice grade	500 g	Glass	R48
Q Bee	Choice grade	500 g	Plastic	R45
Hilcrest	Choice grade	230 ml	Glass	R33
Little Bee	Choice grade	500 g, 375 g	Plastic	R42, R33
<i>Cape Flats Honey</i>	<i>Choice grade</i>	<i>250 g</i>	<i>Glass</i>	<i>R25</i>

Table 7: Competition Products and Prices vs. Cape Flats Honey

Similar companies practicing feral swarm removal are extremely limited. Presently, The Honeybee Foundation is the only other company in Cape Town providing this service. The Honeybee Foundation charges R 1200 for feral swarm removal. Cape Flats Honey and Bee Services will initially charge R 800 for feral swarm relocation and a similar R 1200 for feral swarm removal when appropriate land and equipment can be purchased by the co-operative.

Competitive Edge

In order to make sure that the customers prefer Cape Flats Honey products and services, the prices are going to be kept affordable and possibly lower than that of the competitors. The quality of the products and the background of the founding members are believed to place Cape Flats Honey at a favorable position within the industry. Fynbos honey and eucalyptus honey, which are the main products of Cape Flats Honey, are only produced in small amounts around Cape Town, thus separating us from our competition. All the honey produced and sold by Cape Flats Honey is 100% pure and obtained from flowers specific to Western Cape.

Additionally, the story behind Cape Flats Honey and the background of the 7 founding members makes this business entity unique. Cape Flats Honey and Bee-related Services is the first co-operative to be formed by Cape Flats residents who have limited education but great passion for the conservation of nature. As the co-operative grows and the operations prove to be successful, this company is going to become a role model for future generations. Our story will show members of our townships that it is possible to achieve success despite the disadvantaged

conditions of our surroundings and the negative connotation that follows. Our story will also appeal to the customer base who wishes to support the uplifting of disadvantaged communities.

Marketing Strategies

Website and Social Networking Sites

Cape Flats Honey has created a website and Facebook page to allow public access to the business's story, services, and contact information. Additional social networking sites, such as twitter, and online advertising will continually be researched by the Marketing Advisor.

Door-to-Door Distribution

Small pamphlets and flyers with the business description, services, and contact information will be personally delivered to the homes of each co-operative member's community. The personal delivery is meant to establish strong customer relations and business networking that will jump start an initial customer base. Reaching out to our community to promote our co-operative will prove useful in two ways: loyal customer base and community motivation. Personally talking to our community members will build a relationship that is familiar and close. By promoting our co-operative's success through our background story, we hope to motivate others from our community that they, too, have the opportunity to be successful either by becoming a member of our co-operative or starting their own.

Publicity

The same flyers used in the Door-to-Door Distribution strategy will be posted to the public bulletin boards of the Manenberg People's Center, the City of Cape Town offices, public libraries, and similar public buildings. Additionally, chalk written logo, slogan, and contact information will be drawn on roads and pathways in our local townships to actively attract attention. When traveling Door-to-Door, our members will wear a Cape Flats Honey t-shirt to display the business's services and contact information in public areas. The Marketing Advisor will also be actively contacting newspapers and other printing services to receive the best deals for printed advertising.

Business Location

The main place of business of the co-operative is situated at Manenberg of Cape Town in the Western Cape Province of South Africa.

Product and Services

Product and Service Description

The specific product that the co-operative will focus on selling is labeled jars of pure honey. Honey was chosen as the main product to sell since it directly relates to the beekeeping activities and knowledge the co-operative wishes to sustain and share. Honey is naturally sweet, tasty, healthy, and enjoyable, which makes it a product for all audiences regardless of demographic. It can be used for cooking, baking, sweetening, eating and even wound treatment. Honey is a dynamic treat that requires very few materials in order to be sold. A jar of honey consists of three items: pure honey, a jar, and a label. Our product will initially be a resale of supplied wholesale pure honey. Over the next year, the product will solely be produced by Cape Flats Honey's bee hives.

With the use of a rented bakkie, feral swarm relocation will be a provided service that combines feral swarm removal with pollination services. Feral swarm relocation refers to the capturing of a feral swarm and relocating the swarm to a hive remaining on the customer's property. The swarm will then provide pollination aid as well as small personal honey production. Fronted bakkie rental costs will be covered by the profit generated in the General Reserve Fund by honey sales and returned by the profit of the feral relocation service once completed. In addition, Cape Fats Honey will be providing an education program in assistance with Edith Steven's current program. No additional funding or material is needed for this service, only time and commitment by co-operative members.

INITIAL PRODUCT	FUTURE PRODUCTS
<ul style="list-style-type: none"> • Pure Honey 	<ul style="list-style-type: none"> • Pure Honey • Beeswax • Propolis • Bee Venom • Royal Jelly • Educational Colouring Page
INITIAL SERVICE	FUTURE SERVICES
<ul style="list-style-type: none"> • Feral Swarm Relocation • Educational Program 	<ul style="list-style-type: none"> • Feral Swarm Relocation • Educational Program • Feral Swarm Removal • Pollination

Table 8: Initial and Future Products and Services

Once our co-operative has generated enough rand in our General Reserve to regularly purchase hives, the co-operative plans to offer feral swarm removal and pollination services as separate services. Feral swarm removal consists of capturing and removing a feral swarm from a premise entirely and establishing the swarm in a hive on the Cape Flats Honey apiary. Pollination services would consist of finding customers with agricultural land who would like to improve the quality of their produce. A member or two of the co-operative would then deliver the purchased number of hives with swarms to the land. The swarm would then, naturally, provide pollination enhancement to the land to improve the land’s produce. At the time where the co-operative has enough rand in the General Reserve to produce or purchase other beekeeping related products, Cape Flats Honey will purchase the equipment needed to make additional products from beeswax, propolis, pollen, bee venom, and royal jelly. Cape Flats Honey will also be involved in providing an education program as, first, an addition to the Edith Stephen Wetland Nature Reserve’s educational program made available to school children, until the co-operative has the experience and networking to develop an independent educational program. **Table 5** provides a display of all the initial and projected products and services.

Materials and Equipment

In order to produce a jar of honey, there are three items needed: Honey, Jars (Jars refers to both lids and jar container), and Labels.

- Jars are necessary to the operation since they serve as the container for the product. 250g Glass jars with lids are expected to be used for our final product.
- The label will be crucial in providing product identification and information. We have two labels, one 5cm x 5cm with our co-operatives story, and the other 5cm x 10cm with our logo, product description, and co-operative. Both labels are utilized to differential Cape Flats Honey's product from the competitions'.

In the beginning stages of the co-operative, our honey production will not be sufficient to meet the market's demand; therefore, honey will need to be purchased from a wholesale supplier. Once the co-operative reaches a sufficient self-manufacturing of honey, it will require the following equipment:

- Bees: Bees are readily available in the wild and the members of the co-operative are all trained in the skill of obtaining bee swarms. The bees are a vital component of the operation since they are the only natural producers of honey.
- Beehive: The beehive provides a safe haven for the bees, a location for the bees' honey production, and a facility for easy honey extraction.
- Smoker: The smoker is a tool utilized to manage the bees in the beehive during the honey collection process. It allows the person collecting the honey to freely access the hive without running the risk of swarm attacks.
- Protective clothing: Special clothes are required to be worn when dealing with bees. These clothes are used for safety precautions from potential bee stings.
- Hive tools: Hive tools are used to allow the apiculturist to easily open the hive and remove the hive's collection box which contains the bee's produced honey.
- Extractor: The extractor is a machine utilized to extract the honey from the hive's collection box.

Facilities

In order to conduct a successful honey production and beekeeping operation, certain facilities are necessary. **Table 6** describes the needs of the facilities for all of the necessary equipment.

EQUIPMENT	FACILITY DESCRIPTION	CURRENT SITES	POTENTIAL FUTURE SITES
Bees & Beehive	An open space with the flowers for pollen/nectar access and available water.	The Business Place in Philippi Oude Molen Eco Village	Local Farms Local Factories and Businesses
Smoker, Clothes, Hive tools, etc.	A space or container large enough to store and provide security for the aforementioned items and close enough to the hives to facilitate hive maintenance.	The Business Place in Philippi	Edith Stevens Wetland Park Manenberg's People Center
Extractor	A closed up space where bees and other bugs cannot obtain access. It has to be large enough to fit and safe keep the extractor.	The Honey Bee Foundation at Oude Molen Eco Village	
Labels & Jars	A space or container able to fit and safe keep the aforementioned items.	The Honey Bee Foundation at Oude Molen Eco Village	Edith Stevens Wetland Park Manenberg's People Center
Bottling	A clean concealed space away from bees and other bugs for hygienic reasons and to abide by health regulations.	The Honey Bee Foundation	Edith Stevens Wetland Park

Table 9: Facilities for Equipment

Production and Manufacturing Processes

Manufacturing Process Description

In order to produce a finalized labeled jar of honey, there are several steps that need to be taken. As previously mentioned, there are three items that are fundamental to the production of a jar of honey: honey, jar, and label. The honey will be obtained from a wholesale supplier at the start of the operation and will slowly shift into self-produced honey from the co-operative's members. The steps provided in **Table 7** describe the initial process of obtaining these items and the final product.

PURE HONEY	<p>Wholesaler supplied honey:</p> <ol style="list-style-type: none"> 1. Obtain quotes from wholesale suppliers on honey from different amounts and price ranges. 2. Decide which wholesale honey will be most cost effective and beneficial to the operation while minding quality. 3. Purchase the honey from the supplier and await delivery. <p>Self-produced honey:</p> <ol style="list-style-type: none"> 1. Obtain and introduce hives to an open space (apiary) with surrounding suitable elements for bees to produce honey. 2. Supply hives with wild swarms of bees. 3. Allow time (about 3 months) for the bees to produce the pure honey while periodically checking the hive for any diseases or issues. 4. After the allowed time has elapsed, remove the honey collection box from the hive with the help of the hive tools and in the appropriate attire. 5. Once removed, take the collection box from the apiary to the extraction facility where the honey will be separated from the box. 6. The honey collection box is made up of panels which are place inside the extractor. The extractor then centrifuges the panel isolating the pure honey.
JARS	<ol style="list-style-type: none"> 1. Obtain quotes from suppliers on jars of different sizes and materials. 2. Decide which jar will be most cost effective and beneficial to operation while minding quality. 3. Purchase bulk jars from the supplier and await delivery. 4. Once the delivery arrives, bottle honey.
LABEL	<ol style="list-style-type: none"> 1. Obtain a designed label with all necessary information, i.e. logo, slogan, ingredients etc. 2. Send the designed label to suppliers to obtain quotes on labels of different sizes. 3. Decide which label will be most cost effective and beneficial to the operation. 4. Purchase bulk labels from the supplier and await delivery. 5. Once delivered, label jars.
<p>Once the first production has been complete, a regular purchase or production of honey, jars and labels can occur to consistently provide product for sale.</p>	

Table 10: Production Process for Jars, Labels, and Honey

Environmental Impact

The environmental impact from the honey production operation is minimal. One of the co-operative's objectives is to emphasize conservation. As a result, the group will do everything to keep the operation as environmentally conscious as possible. The jars that will be utilized will be made out of recyclable glass instead of chemically altered plastics. In addition, honey production is completely fulfilled by bees which are fundamental for the upkeep of all natural resources. Bees play a crucial role in pollination of plants and trees as they utilize the flower's

pollen and nectar to create honey. The electrical usage will also be minimal since electricity will only be utilized in the extraction phase of the self-produced honey. The co-operative will be using nearby suppliers to ensure a small carbon footprint from the delivery trucks. Overall, Cape Flats Honey & Bee Services honey jar production will have a very low environmental impact while benefiting from the pollination brought upon by bees.

Quality Control

To ensure quality, precise bee farming will be required of all co-operative members. Only pure, clean honey will be sold with no additives or mix of products. All members will from time to time analyze the health of the bees to ensure healthy, disease free bees are producing Cape Flats Honey. Addition steps of checking for appropriate availability of food and water as well as the clean removal of pests. Once utilizing personal machinery, the machines will be cleaned by daily routine to ensure best quality control.

Staffing Requirements

The staff required for the production of labeled jars of honey will be very small. Since the co-operative is within its initial stages, a large staff is not feasible. Our seven individuals have all been trained to practice bee farming under one of South Africa's most renowned beekeepers, Dominique Marchand of The Honeybee Foundation. The seven individuals of our co-operative are all capable of dealing with bees, whether conducting a routine check up on a hive, collecting the honey, or removing and capturing wild swarms. We all meet the qualifications of someone wishing to venture into the production business. In addition, we have also received basic business skills training which will be utilized for keeping records of the production output, numbers of sales and purchases, and overall book-keeping necessary for any business to stay on track. All new members will be required to have the same training of bee farming and business to ensure sustainable quality of business.

Suppliers

To ensure greatest profit and quality of product, numerous suppliers of honey, jars, and labels were researched. **Table 8** lays out the comparative prices of the different companies for comparison. From these prices, Hilpak's 250g glass jars were chosen for the cost analysis and first purchases of the co-operative. Glass jars are desired over plastic jars for durability and

better preservation of product. Sticker Mix provides the best labeling price per unit and as a total. The co-operative can purchase 400 front and back labels for the same price that Asset Print can provide 200 front labels and 250 back labels. Labelpak cannot be considered at this level of the co-operative since their minimum purchase is 5000 labels.

JAR COMPANIES	SIZE	MATERIAL	MINIMUM QUANTITY	MINIMUM ORDER COST	UNIT PRICE
Hilpak	250g	Glass	378	R 1,150.00	R 3.04
	375g	Plastic (Squeeze)	360	R 879.15	R 2.44
	500g	Glass	264	R 810.45	R 3.07
The Plastic Warehouse	250g	Plastic	10	R 39.95	R 4.00
	500g	Plastic	10	R 49.95	R 5.00
Consol	352ml	Glass	24	R 84.72	R 3.53

LABEL COMPANIES	SIZE	MINIMUM QUANTITY	DESIRED QUANTITY	DESIRED ORDER COST	UNIT PRICE
Sticker Mix	100mmx50mm	100	400	R 575.00	R 1.44
	50mmx50mm	100	400	R 288.00	R 0.72
Asset Print	100mmx50mm	200	200	R 458.28	R 2.29
	50mmx50mm	350	350	R 399.00	R 1.14
Labelpak	N/A	5000	0	R 0.00	N/A

Table 11: Potential Jar and Label Suppliers Minimum Order and Pricing

Resources

Through contract with the City of Cape Town, the Honeybee Foundation will provide the co-operative with mentorship to all beekeeping related skills. Additional business skills training will be provided by Overstrand Training Institute of Hermanus.

Financial Administration Plan

Finance Required and Utilization of Funds

The initial capital will need to cover first purchases of honey, jars, and labels to provide approximately 200 jars for sale. As described in **Table 9**, the initial capital for the co-operative's first sales amounts to R 4234. The acquired rand sponsored by the fund sources will be utilized for these initial purchases to start up the co-operative's net revenue for use of future co-operative service and product growths. Once the co-operative generates enough revenue with leeway, additional items listed below will be invested in.

Financial Projections

The co-operative is also prepared with the required costs that future services and products will entail. For security of slow growth in products, a three year projection of strictly honey products and feral swarm removal is provided in **Table 10**. Each year, we expect to produce more honey as well as a larger customer network which describes the increase from year to year. For the first four months in business we expect to sell 400 jars of honey a month, the sole product. In May of 2012, enough revenue should be generated to purchase the required items for feral swarm removal. For the total of 2012, R45,737 is our approximated profit. In 2013, we

Item	Weekly	Monthly	Yearly	1-time	Incidental/Other	Needed for Startup?	Min	Max
100x50 Labels (400)	x					Yes		575
50x50 Labels (400)					x	Yes		288
Additional Beekeeping Equipment				x		No		xxxx
Bakkie Purchase				x		No	9000	12000
Bakkie Rental					x	Maybe		150
Beehive Construction (1)					x	No	250	300
Beehive Purchase (1)					x	No	400	750
Chairs (2, second hand)				x		No	160	180
Computer (use at Business Place)					x	Yes		0
Damaged/Lost Product					x	No		xxxx
Filing Cabinet (second hand)				x		No	120	180
Fuel For Bakkie	x					Maybe		150
Honey (100kg)	x					No		4000
Honey (50 kg)	x					Yes		2000
Honey Extractor (Buy)				x		No		15000
Honey Extractor (Rent)					x	No		0
Jars (378)					x	Yes		1150
Ladder				x		No		500
Packaging	x					Yes	200	220
Phone Airtime		x				No		150
Phone Purchase				x		No		99
Protective Boots					x	No-already owned		150
Protective Clothing					x	No-already owned		220
Protective Gloves					x	No-already owned		150
Rent (The Business Place)		x				Yes		1
Repairs					x	No		xxxx
Safety Belt (1)					x	No		120
Scaffolding (make)				x		No		2000
Scaffolding (rent)					x	No		120
Storage (The Business Place)					x	Yes		0
Storage (The Honeybee Foundation)					x	Yes		0
Taxes			x			No		xxxx
T-shirts (per shirt, printed)				x		No	50	60
Startup Cost								4234
Total								40513

Table 12: Startup and Total Cost Analysis

expect to increase our average monthly sales to 600 jars of honey through larger customer base as well as increased feral swarm removals generating R75,806 for the year. The next year will account for, again, a larger increase in honey purchases and feral swarm removals to establish a third year's profit of R110,675. We project a slow first year due to new experience, unpredictable fall backs, and small customer base. In three years' time, we plan to be in a much stronger position. Additionally, a bi-monthly three year projection of cash flow and profit is provided in **Figure 1** for better visual of the progression.

	Months	Product/Service	Monthly Sales	Unit Price	Total Profit	Stock	Unit Price	Total Expenses	Balance	Monthly Total	Yearly Total
2012	Jan-April	Honey	400	R 25	R 10,000	400	R 16	R 6,589	R 3,411	R 3,411	
	May-Dec	Honey Swarm Removal	400 2	R 25 R 800	R 10,000 R 1,600	400 2	R 16 R 500	R 6,589 R 1,000	R 3,411 R 600	R 4,011	R 45,737
2013	Jan-Dec	Honey Swarm Removal	600 4	R 25 R 800	R 15,000 R 3,200	600 4	R 16 R 500	R 9,883 R 2,000	R 5,117 R 1,200	R 6,317	R 75,806
	Jan-Dec	Honey Swarm Removal	800 8	R 25 R 800	R 20,000 R 6,400	800 8	R 16 R 500	R 13,177 R 4,000	R 6,823 R 2,400	R 9,223	R 110,675

Table 13: Three Year Projected Honey and Swarm Removal Revenue

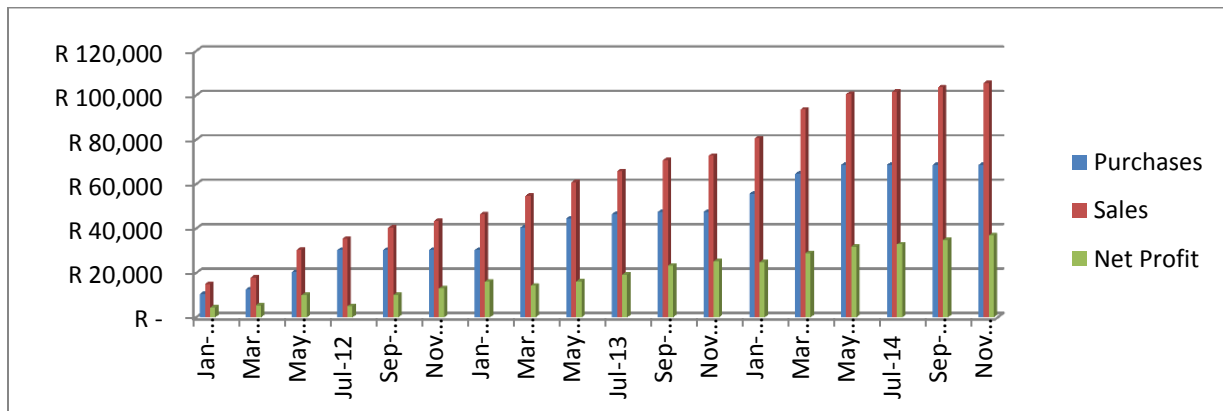


Figure 14: Three Year Projected Profit Margin and Cash Flow

	2012	2013	2014
ASSETS			
Current Assets			
Cash	R42,967	R68,536	R94,405
Inventory	R2,770	R7,270	R16,270
Other Assets	R0	R0	R0
Long Term Assets			
Long Term Assets	R0	R0	R0
Accumulated Depreciation	R0	R0	R0
Total Assets	R45,737	R75,806	R110,675
LIABILITIES AND CAPITAL			
Current Liabilities			
Accounts Payable	R3,850	R0	R0
Current Borrowing	R0	R0	R0
Other Liabilities	R0	R0	R0
Long Term Liabilities			
Long Term Liabilities	R0	R0	R0
Paid-in Capital	R0	R0	R0
Earnings	R,4,297	R13,707	R28,322
Total Liabilities and Capital	R8,147	R13,707	R28,322
NET WORTH	R37,590	R62,099	R82,353

Table 14: Three Year Projected Balance Sheet

For any business, net worth is an important figure to track. **Table 11** provides a three year net worth projection using the estimated yearly profits of **Table 10**. Due to the co-operative's small scale, the balance sheet is fairly straight forward. Initially, very minimal earnings will be distributed to ensure the majority of the cash flow returns to the co-operative. In this projection, we expect our total assets for each of the three years to be accounted for in the total estimated profits. As a liability, the earnings will be 10% of the cash assets for the first year, 20% for the second year, and 30% for year three and likely continued for the next few years. For simpler tracking, no shares will initially be sold. Other liabilities and capital include an initial loan used for funding the startup capital described in **Table 12**. From accumulated assets and deducted liabilities, the first three year's approximated net worth are as follows: R37,590 for year one, R62,099 for year two, and R82,353 for year three.

Funding Sources

Funding sources include annual membership fees of R 200 per member. This initial contribution of R1400 will cover part of the initial capital. The co-operative is looking for loans of R 1500 from Overstrand Training Institute and R 2350 from Worcester Polytechnic Institute's Cape Town Project Centre. If these loans are approved, the sponsored total will amount to R 4250 which will cover the initial capital of R 4234. A clear layout for these funding sources is provided in **Table 12**.

FUNDING SOURCE	Status	AMOUNT	INITIAL CAPITAL
Annual Membership Fees	Approved	R 1400,00	R 4234,00
Overstrand Training Institute	Potential	R 1500,00	
WPI Cape Town Project	Potential	R 2350,00	
Total		R 4250,00	R 4234,00

Table 15: Potential Funding Sources and Amounts

Management and Administration

The management team is made up of seven directors. The current seven directors and their positions are as follows: Mr. Abel Abelse as General Manager, Mr. Richard Erskine as Chairperson, Ms. Yolanda Benjamin as Secretary, Ms. Henriette Gordan as Treasurer, Mr. Neville Van der Bergh as Accounting Advisor, Ms. Sakeenah Davids as Marketing Advisor, and Mr. Clyde Hugo as Educational Advisor.

The duties of the management team are listed below as stated in the Cape Flats Honey constitution.

The General Manager shall-

- i. Oversee all elected positions and operations to assure an effective and functioning co-operative.
- ii. Oversee everything pertaining to the business of the co-operative.
- iii. Be responsible for actively looking for business opportunities to propose to the steering committee.
- iv. Be responsible for the establishment of business contacts until the first sale, supply, or other service. Once in business, the secretary will act as the liaison.
- v. Be responsible for all negotiations in sales, suppliers, or other services at the approval of the steering committee.
- vi. Be the liaison for customer complaints, concerns, or questions that are outside the control of the secretary.
- vii. Report to the steering committee all things pertinent to the business of the co-operative.

The Chairperson shall-

- i. Act on the steering committee.
- ii. Run general and special meetings.
- iii. Write an agenda for all meetings with the requested agenda topics of the members and steering committee. The members and steering committee must submit agenda topic requests to the chairperson at least 2 days prior to the next meeting.
- iv. Oversee the bottling, labeling, and boxing operations.

- v. Be responsible for assigning available members and directors to the labor of bottling, labeling, and boxing unless otherwise fulfilled through an outside resource or supplier.
- vi. Act as an assistant to the general manager.

The Secretary shall-

- i. Oversee the smooth running of the day to day office operations.
- ii. Answer and make all general phone calls relevant to the day to day function of the co-operative.
- iii. Be provided with a phone to act solely as the phone of the co-operative. If the phone requires airtime purchases, the secretary must record all air-time usage.
- iv. Receive all financial records from the accountant and treasurer.
- v. File records of all finances, sales, banking, delivery, payments, orders, and cliental in an organized and readily available manner.
- vi. Be a co-signer on all cheques.
- vii. Act on the steering committee.
- viii. Inform members of the date, time, and location of the next general meeting with at least 7 days prior notice.
- ix. Record and file minutes for every general and special meeting.

The Treasurer shall-

- i. Be responsible for always knowing the financial standings of the co-operative.
- ii. Act as the liaison for all banking or financial related operations.
- iii. Be responsible for depositing cash or cheque deposits to the appropriate co-operative's bank account.
- iv. Report to the secretary all financial, banking, and deposit records.
- v. Be a co-signer of cheques.
- vi. Oversee the calculations and operations of the accountant.
- vii. Be responsible for the co-operative's financial books which shall be audited once a year for tax purposes by an outside party not related to the co-operative, unless otherwise exempt for up to 3 years by the CR8 Form.
- viii. Be responsible for seeing that the audit is completed at the appropriate time.
- ix. Render a report at each meeting concerning the updated financial affairs of the co-operative.

The Accounting Advisor shall-

- i. Be responsible for every financial calculation including but not limited to payments via cheque, payments via cash, deposits, transfers, purchases, and receipts,
- ii. Collect all fees or other money belonging to the co-operative.
- iii. Keep permanent record of all receipts and disbursements.
- iv. Disburse all funds belonging to the co-operative, pay all claims on the treasury, and keep an accurate account of all money received and expended.
- v. Assist the Treasurer in filing all tax and audit forms.

The Marketing Advisor shall-

- i. Be responsible for publicizing all co-operative products, sales, and sale locations and times.
- ii. Be responsible for developing and publicizing the co-operative's story and values.
- iii. Be responsible for the development of the logo and label or message provided on products and advertisement material.
- iv. Act as the liaison for all outside advertisement resources including but not limited to newspaper ads, television, radio, signs, flyers, and business cards.
- v. Be responsible for generating a yearly marketing plan.

The Educational Advisor shall-

- i. Be responsible for organizing, developing, and improving all learning material within the educational program.
- ii. Be responsible for planning and implementing a yearly educational program.
- iii. Be the liaison for all outside resources pertaining to the educational program and development.
- iv. Be responsible for arranging all details for educational presentations and assigning available members to the confirmed presentations.
- v. Be responsible for educating all members on the presentation material so that all members can adequately present the educational program.

Trading Hours

The office hours will take place from Monday through Friday from 9am until 5pm. Sales and services hours may be subject to occur outside of office hours determined by appointment or various market schedules.

Appendix I: Establishing a Cooperative: Important Things to Know

ESTABLISHING A CO-OPERATIVE IMPORTANT THINGS TO KNOW

Note from the authors: *For starting a small scale micro-enterprise, the process can be long and tedious; however, the results are worth it. Having experienced firsthand and learned from our project's previous efforts, this guide of important things to know is meant to provide insight into what works, doesn't work, advice, and how to best prepare.*

ASPIRING BUSINESS MEMBERS

- Save Money

Starting a business is expensive. For the long process of developing a business plan, constitutions, and other paperwork, start saving up money for the initial capital, even if sponsorship is expected. For a cooperative, there is a good chance each member will be using their annual membership fee towards the initial costs and that additional money will be needed as well.

- Find Resources

Knowing your resources makes a large difference in being most effective and timely when starting a co-operative. If the aspiring co-operative does not have a direct sponsor or guiding organization, it may be helpful looking into organizations who may be willing to help sponsor or other connections for guidance. Useful resources in South Africa, Cape Town, and Philippi include:

CIPRO	is associated with the Department of Trade and Industry and is meant to help small scale entrepreneurs start business ventures. They have all paperwork required and will aid in filling out and filing the forms. http://www.cipro.co.za/
OTI	is the Overstrand Training Institute located in Hermanus. OTI provides business training and guidance for all steps necessary to beginning a cooperative.
TBBP	is The Business Place Philippi located in the small township Philippi near Mitchell's Plain. Similar to OTI, business training, resources, and workshops are offered to provide business education and skills.

- Mind Transportation

Transportation can get expensive without the right planning. Thinking long term, do not choose a business, services, storage, or meeting location that is too far or too expensive to reach. Thinking creatively to fill the transportation gap and planning ahead will save money.

- Market Research

Market research may sound difficult; however, all it takes is making the effort to walk around and talk to people. A lot of information can be gathered from approaching similar stands or businesses to the one in development. Shop owners may be open to sharing what suppliers they use for different materials, why the price is what it is, who tends to buy, unexpected

obstacles, or other information asked. Receiving these sorts of details can aid in determining a clear picture for the impending co-operative.

- **Suppliers**
Suppliers are necessary to research intensively to ensure best quality and cost effective product. Additionally, if a supplier is willing to allow payments at net30 or net60 (meaning 30 or 60 days to pay for the purchased product or material) this would allow for some leeway in initial capital; however, it also means that the co-operative must be very frugal in spending and cautious of timing of spending since they may be heavily dependent on their next purchase of materials to proceed.
- **Record Keeping**
Meeting minutes and agendas, financial statements and transactions, customer and supplier contact details, and other milestones or events need to be recorded and kept in one singular place. The record keeping will prove useful for yearly auditing statements and for the co-operative's financial security. Keeping records will also show any previously made mistakes or decisions that need to be taken in account for making future decisions. Additionally, having clear notes and documentation for everything that takes place in the co-operative will allow all members to be on the same page and allow for one singular reference point.
- **Sales**
One thing essential for sales is to always bring smaller change. This may seem like common sense, but when members are rushing to bring the first sale together, details like these are easily forgotten. In addition, a set book needs to be determined to record all sales, cash flow, and balances. The book must be present at all sales. A safe place to store the money from the sales must be previously determined as well.
- **Planning and Organization**
As important as the current state of the co-operative is, having a plan and direction for the co-operative's future is just as important. Each member must be aware of the future goals and continuously be thinking ahead for the growth and improvement of the co-operative. Organization falls alongside planning. Every subsequent step of the co-operative needs to be organized in detail and kept on record. This ensures a clear focus and security for each new endeavour planned.
- **Time**
If there is any pre conceived notion of how long setting up a co-operative may take, be sure to expect even longer. There are so many details to setting up a co-operative that numerous meetings, discussions, agreements, trials, and documents will entail. If time is not available, the co-operative will seemingly take eternity to create resulting in lost momentum and enthusiasm in the co-operative members.

- **Independency and Initiative**
Taking initiative is strongly encouraged. The most that the co-operative can do on their own the better chance they have at sustaining. If a time-line is agreed upon by all members of the co-operative, it should be in everyone's priority to meet the set deadlines. If the co-operative is waiting too long on an outside party to accomplish something for them, the co-operative members must show initiative to accomplish the step themselves or to keep in constant communication with the outside party to persist timely action. Dependency on other entities may lead to wasted time and decelerated progress.
- **Seek Opportunity**
Keeping eyes and ears open for arising opportunities is essential to development of a co-operative. There may be opportunities out there that the co-operative members may never think of on their own but if they had actively pursued could have propelled their co-operative much further. The opportunity may not be clearly laid out and will probably entail some creative thinking, but be aware that the search must always take place.
- **Networking**
Building relationships with outside organizations, sponsors, suppliers, and cliental is essential to the future of the co-operative. Being able to market to a large audience, learning how to phone call and email professionally, and being fair in business transactions and agreements will build a strong base for the co-operative
- **Available by Phone**
To allow constant communication and best opportunity for all co-operative functions, being available by phone is a necessity. This may mean constant airtime use; however, phone and sms are the quickest way to reach anyone and calling in time may make the difference between a successful day and a waste of time and money.
- **Business Skills**
The business skills that seemed to need most work tended to be computer, writing, and organizational skills across the board. Knowing that these skills might be weak, actively searching for resources to develop this knowledge base will be useful in all other aspects of the co-operative's day to day functioning.
- **Commitment Levels**
In expecting a large time requirement, commitment levels must be on point. Members need to be showing up to meetings and discussions or those who show up must be willing to continue working without them. If members are not committed enough to the co-operative, the processes will take even longer and the business venture will start to reach a state of stagnancy.

- **Member Expectations**
The expectations of each member need to be made clear during the process of development. This will allow the members to clearly determine whether they have the time to commit to the co-operative and what sacrifices may be required. An agreement could also be signed providing if a member does not abide by the expectations they agreed to, then their membership in the co-operative will be ceased. Be aware that this subject may be sensitive since the co-operative is only in development and still must have members for its start.
- **Reliability**
A lot can be accomplished if each member is considerate of their co-operative and makes themselves a reliable source. If a meeting is taking place, it is important to be there to provide ideas, discussion, and support for difficult decisions. One person left with making all of the intimidating decisions leaves a large margin for error. If a member cannot show, after committing, it is important to contact and make aware the change of plans with a reasonable explanation. Being part of a co-operative means pooling time, ideas, and resources; however, it only works if each member is accountable. Reliability also allows for trust and relationship strength within the co-operative providing a more enjoyable work experience.
- **Paper and Pen**
It's surprising how often paper and pen are needed; however not readily available. Note taking and accessibility to write down something almost immediately become apparent when making phone calls, at sites, meeting new people, or when a brilliant new idea comes to mind that you do not want to forget.
- **Confidence**
Confidence is important for many reasons. Initially, confidence is needed to overcome fears and obstacles. The co-operative process can be intimidating and discouraging and will require stepping out of comfort zones. Building the confidence and taking the risk will conquer great strides towards success. Additionally, confidence is needed when talking about the co-operative, product, service, or other associated parts. When it comes to show casing a product, if the salesman does not show confidence in the sale, the client will not feel confident in the purchase.
- **Perseverance**
Though the process to establish a co-operative may seem long and drawn out, the best method to get through all of it is perseverance. The more time and effort put in and the constant haul to achieve every miniscule step early on will prove wonders once the process is complete.
- **Reflect**
Every once in a while it is important for each member or the collective group to reflect upon the activities of the co-operative. If things tend to get hectic, a designated reflection time can provide assistance in refocusing and clarification of the co-operatives goals. A time to reflect may also provide opportunity to new ideas or more effective ways of handling things.

PROGRAM ORGANIZER

- Level of Interaction

If sponsoring or organizing a program for others to develop a co-operative, it is important to determine the level of interaction available to commit as well as what is desirable. Some things to consider are the level of dependency the co-operative may have on the organizer and well as what expectations the co-operative may derive. Being available by contact for answering questions and providing resources and guidance is appropriate. Being available to fulfill every step of the way does not help the co-operative develop independency or identity. Having said this, there is still a balance to be made to deter program stagnancy.

- Keeping Interest

One idea to keeping the member's interested in the long processes after seeing slow progression is thinking creatively to switch things up. At this time, it may be helpful to bring in a new resource or organization willing to help or finding something small that can quickly and easily be achieved to prove progress and regain confidence.

- Utilization of Student Groups

Student groups tend to be available for learning opportunities and have the flexible time schedule and energy to dedicate to problem solving. Utilizing student groups may be the best way to set a change of pace to catalyze the program further without having to spend more or use more time.

HOW TO ESTABLISH A CO-OPERATIVE

Requirements:

- Correct forms from CIPRO or The Department of Trade and Industry
 - **Name Reservation**
 - At least 3 different names are needed in case 1 or 2 are not approved.
 - Must be filed first with fee of R 50.
 - After name is approved, the rest of the documents can be submitted.
 - Process takes 2-4 weeks.
 - **Appointment or Exemption of Auditor**
 - In terms of the auditor, one can either be registered with the co-operative or one can be exempt from having an auditor.
 - A co-operative can exempt an auditor no longer than 3 years.
 - Hiring an auditor does cost money.
 - **Application**
 - Must be filed after approval of the name reservation with R 265 and other listed documents of second submittal.
 - The application requires:
 - The approved name on every page.
 - A minimum of five founding members with ID number.
 - The Directors of the co-operative ID number.
 - Whether the co-operative is primary, secondary, or other.
 - Whether the co-operative is non-profit, retail, or other.
 - The exact products and services that will be provided.
 - **Constitution**
 - Using CIPRO's examples, tweak the example constitution to fit the co-operative.
 - Lot of the information will overlap; however, it is more important to understand what is said in the constitution that will act as the legal rules for the co-operative.
 - Seek CIPRO or The Business Place Philippi as resources to help understand the wearisome legal text.
 - The constitution entails (not minimum requirements):
 - Descriptions of directors' duties
 - Annual membership fee and new member fee
 - Distribution of funds
 - The co-operative can choose to have shares or not have shares.
 - If the co-operative does not want shares, another means of distribution must be determined in the constitution.
 - Requirements of the annual general meeting
 - Method of voting
 - Method of settling disputes

- Business Plan
 - CIPRO or other outside resource may be useful in developing a full plan.
 - The plan is not a promise; however, is a projection. Therefore, do not stress over whether the business plan is exact, but focus more on if the plan is plausible.
 - The Business Plan requires:
 - Executive Summary
 - Business History/Background
 - History
 - Mission
 - Objectives
 - Marketing Strategy
 - Target cliental
 - Competition
 - Competitive edge
 - Product and Services
 - Financial Administration
 - Cost analysis
 - Three year projections for balance and cash flow
 - Source of funding
 - Management
 - Examples provided by the internet, CIPRO, OTI, or The Business Place will prove useful in providing guidance for developing such a large, critical document.
- Founder’s Meeting Minutes and Agenda
 - The Founders Meeting entails (not minimum requirements):
 - Vote on the board of directors
 - Vote on the business plan
 - Vote on the constitution
 - Discuss the future of the co-operative

First Submittal (2-4 week approval wait)	Second Submittal (1-2 month approval wait)
<ul style="list-style-type: none"> • Name Reservation (R50 as of 2011) 	<ul style="list-style-type: none"> • Auditor Appointment or Exemption Form • Application (R265 as of 2011) • Constitution • Business Plan • CVs • Certified copies of ID documents • Founders Meeting Agenda and Minutes

Submit to CIPRO or Department of Trade and Industry