

"PORTRAITS
OF
COMMUNITY DEVELOPMENT LEADERS
IN
VOSLOORUS"

by

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ABSTRACT

The willingness to learn is the first step for an entrepreneur in realising his or her dream to start his or her own business. The desire for success can be achieved through dedication, tolerance and hard work; along with a positive attitude and the ability to use talents, skills and knowledge.

Success is within the reach of an entrepreneur able both to acknowledge his or her weak points and to do something about them. Confidence in one's own ability; creativity and yet practicality in the search for business ideas contribute to the likelihood of success.

It is vital for an entrepreneur to thoroughly research both the business idea and the market to ensure profitability and relevance to the community. The needs and wants of the community are of great importance in this exercise.

The following issues, which led to the investigation of the similarities and differences in self-help community projects in the Vosloorus area, are the central core around which the research was formulated:

- the involvement and need analysis of the community in project development;
- the training of employees in project development;
- the support given by professionals and his family to an entrepreneur;
- the marketing of products; and
- the motivation of employees by project leaders.

Research has been conducted by means of questionnaires; as well as by observation and interviews, mixing with the community socially and establishing their points of view in these ways. The data thus collected proved extremely valuable in obtaining different views on project development. It also proved extremely difficult to deduce general principles of entrepreneurial behaviour.

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ADDENDA:

A PORTRAITS OF AN ENTREPRENEUR

- Mr Mbatha X
- Ms Zodwa
- Matlakala
- Mr Duma

B INTERVIEW SCHEDULE



CHAPTER 1

BRIEF BACKGROUND AND PROBLEM FORMULATION

1.1. INTRODUCTION

It was reported in the Sowetan of 20 February 2000 that most people in Vosloorus are not working. Since 1994 at least 3 factories in the area have closed sections and retrenched workers who are often unable to find other employment. This has led to an escalation in the incidence of poverty. The problem is not confined to Vosloorus; the latest unemployment figures for the country as a whole, as reported in Business Day of 1 March 2002, reflect that over 40% (expanded definition) of the population is unemployed. Poor people have become poorer.

The situation led some people to start their own community projects in order to create employment. This study, based in Vosloorus, seeks to establish which characteristics of the entrepreneurs resulted in some community projects developing so successfully, while others did not. In the research essay the characteristics, as well as the life history, of the entrepreneurs are examined. Further, the hallmarks of successful community projects are discovered so as to provide a strategy to future entrepreneurs in the development of self-help projects.

Community projects are planned to help people towards self-reliance and empowerment (Greenberg & Baron, 1995). In this research essay comparisons will be drawn between successful and unsuccessful strategies employed by different entrepreneurs. Ways in which entrepreneurs in Vosloorus on the East Rand might enhance the development of community projects will also be proposed.

1.2 RESEARCH PROBLEM

The failure rate of community projects in Vosloorus is very high. Even projects

with a high level of commitment and enthusiasm seldom survive six months. The purpose of this research essay is to discover the reasons for this phenomenon. In the Vosloorus area, many people who have been retrenched work hard to improve their standard of living, and yet it seems that without proper education and skills development, whatever they attempt to do fails.

In this study the focus will be on the viability of projects; that is, why some projects are successful while others fail to attain their planned goals and objectives. Answers to such questions may shed light on the characteristics of entrepreneurs and the successful strategies they use to enhance community project development in Vosloorus on the East Rand in Gauteng.

1.3 RESEARCH TOPIC

There are entrepreneur characteristics, as well as strategies adopted, which appear to be instrumental in the success or failure of the development of community projects in Vosloorus. This essay investigates these differences with a view to offering aspiring entrepreneurs a pattern to adopt in their projects which should contribute to its success.

1.4 MOTIVATION FOR THE STUDY

Observation of the self-help project phenomenon reveals that there are entrepreneur characteristics and project strategies which either help or hinder a venture in the pursuit of its aims and objectives.

When projects are able to attain their goals, they will be effective and the lives of people will be improved. The findings of this research essay may have a far-reaching effect in improving the development of projects in Vosloorus. Entrepreneurs could work together in the future to achieve the goal of developing more effective and efficient community projects. A Zulu proverb says “Inyoni yakhela ngamaqubu enye” – “the bird builds its nest with another bird’s feather”. Translated into the idiom of self-help projects, an entrepreneur will succeed when other entrepreneurs offer assistance in the planning of a new venture. In

practice, the ramifications of this research may assist in alleviating poverty and reducing unemployment in the community of Vosloorus by improving the functioning of community projects. The findings can also function as guidelines to facilitators who wish to effect changes in the development of community projects. Further, they can help project members to be project-centered in decision-making, as well as in addressing problems that affect the sustainability of the project

1.5 AIMS AND OBJECTIVES

The aim of this research essay is to ascertain the characteristics of the successful entrepreneur, as well as the strategies which have proved successful in practice in the attainment of the various goals and objectives of community self-projects. Its objective is to be able to inform young would-be entrepreneurs of the characteristics and strategies which have proven value in the success of self-help ventures, so as to enable them to avoid pitfalls and achieve earlier successes in their own projects. In the process, it is anticipated that the levels of poverty and unemployment in the community would decrease.

1.6 DELIMITATIONS OF THE STUDY

The research undertaken for this mini-dissertation seeks to elucidate the entrepreneurial characteristics which have proved successful in the development of self-help projects, as well as the strategies employed by successful entrepreneurs in their business ventures. While it is recognised that the problem of poverty and unemployment which gives rise, in a large measure, to such projects is very widespread in the South African context, the sample of participants upon which the empirical research is based is only drawn from the vicinity of Vosloorus on the East Rand in Gauteng, and is further narrowed by virtue of the fact that only four such projects from an estimated 1000 in the area were investigated. The size of the sample is sufficient, in the researcher's opinion, to validate the constructs being investigated. In the recommendations for further research, it is recognised that carrying out similar research in other areas could confirm the generalisability of the findings.

1.7 DEFINITION OF KEY TERMS

The following concepts in this research essay have specific meaning for the purpose of this study and will have the following definitions in this study:

COMMUNITY: A group of people who stay in the same geographical area, those people share common values, interest as well as resources.

ENTREPRENEUR: In this research essay "entrepreneur" refers to someone who organizes, manages and assumes the risk of a business enterprise.

ENTREPRENEURSHIP: The definition of entrepreneurship in this research essay is the activities of people acting in entrepreneurial fashion in the broader society. It is an umbrella concept including people working for themselves and employing other people in the entrepreneurial project.

RESPONDENTS/PARTICIPANTS: A person who participates in the research process to give information for the purpose of the study.

SUSTAINABILITY: The state where the community projects will be able to attain its goals and objectives – successful community projects.

1.8 ORGANISATION OF THE DISSERTATION

This mini-dissertation is divided into five chapters.

Chapter 1 investigates the background and states the problem formulation: an overview of the research problem is set out, concepts are explained and the delimitations on the study stated. In chapter 2, a review of the literature available on the research problem, as well as the findings from the empirical research are set out. Motives commonly associated with community projects are itemised and characteristics of such ventures are dealt with.

The purpose of chapter 3 is to provide an explanation of the method of data collection, unification, analysis and interpretation. This data is presented in

chapter 4 and the issues arising from the analysis are set out.

Chapter 5 covers the researcher's conclusions and recommendations concerning the research topic, and also provides a retrospective overview of the dissertation.

1.9 CONCLUSION

This chapter had provided an introduction to the research essay, the motivation for undertaking this research essay and a statement of the problem; as well as the aims and objectives of this research. Key concepts were defined and the delimitations of the study stated. Finally, a brief overview of the dissertation was set out. In chapter two, a literature review will be undertaken.



CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter comprises a review of the literature dealing with entrepreneurial characteristics associated with the success or failure of self-help projects, together with evidence from the empirical research supporting (or refuting) the positions uncovered by the literature review. First of all, the motives connected with community projects are discussed, and then the attributes characteristically found in entrepreneurs associated with such projects are examined.

2.2 MOTIVES IN COMMUNITY PROJECTS

Botha & Ross (1995:158-160) define motives as project goals and objectives that should be attained by the entrepreneur which lead to the sustainability of the project. The achievement of these goals and objectives leads, eventually, to the success of the developmental project (Patton, 1986:152).

The following are proposed by Botha & Ross (1995:158-159) as the motives of which entrepreneurs should take note: the profit motive, the control motive, the transaction motive, the provision motive and the speculation motive.

2.2.1 The profit motive

The sustainability of a developmental project is motivated by the profits obtained. As customer demand grows, so the business grows and the more resources, as well as employees, will be utilised. A competitive edge, which contributes to the viability of the project, is gained in the production of a quality product. Other factors which may contribute to the profitability are receptiveness to the advice of professionals with a proven track record, and the training of employees in job-related skills (Kroon, 1998:423)

2.2.2 The control motive

Hand in hand with the profit motive is the control motive. Entrepreneurs often aim to capture and control as large a portion of the market as possible (Kroon, 1998:67). While this motive is usually a part of long-range planning, and may incorporate short-term goals, care should be taken that in the pursuit of control, entrepreneurs do not lose community goodwill. Entrepreneurs are looking for gains, and are unafraid of risk (Lecompte & Preissle, 1992:321), but they should take the needs of the community into consideration in determining the potential for the success of the developmental project.

2.2.3 The transaction motive

It is the duty of an entrepreneur to ensure that transactions are made according to protocol. This is where help and guidance from professionals is required. In the opinion of Lakeland (n.d.:321), the guidance of accountants [in this instance] is of great value. In order to do transactions businesses require cash flow; for instance, a project will benefit if the project leaders pay the workers' salaries on time. This security will encourage project members to be part of the developmental process of the project. Adequate cash to finance transactions – either from the entrepreneur's own resources or from borrowed funds – is a prerequisite for the entrepreneur.

2.2.4 The provision motive

Unforeseen circumstances dictate that an entrepreneur has access to available cash to counter their effects. There may, for instance, be a downturn in sales; or an opportunity to acquire stock in bulk at a bargain price. Macleod (1999:123) points out that a project will be able to survive if the entrepreneurs are able to keep extra funds for unforeseen circumstances. An entrepreneur should also be able to provide for minor things in the developmental project, for example the cost incurred as a result of something like theft in the project, which cannot be foreseen. The success of a project also depends on the co-operation of project members (Davies, 1997:123). Any changes in the developmental project (such

as strikes and lockouts) should be provided for by the entrepreneur. The existence of such contingency plans in the life of a project will contribute to its success (Maas & Fox 1997:342).

2.2.5 The speculation motive

The ability to take advantage of an unexpected turn of events in order to make a speculative profit can be important to the success of a project. Networking is a way in which entrepreneurs can stay abreast of what is happening in the marketplace, and so be aware of such opportunities that will add to the development of the project (Kroon, 1998:222).

2.3 CHARACTERISTICS OF SELF-HELP PROJECTS

2.3.1 Vision

Project members should have common goals, and a vision that will result in the project attaining its goals and objectives (Macleod, 1999:90). An entrepreneur with vision will elicit co-operation from his/her project workers with the aim of achieving the project's goals. This, together with good organisation, enhances the spirit of "Ubuntu" and togetherness in the project, which is vital for the achievement of its aims and objectives (Mbigi, 1997:221)

2.3.2 Management

The management of a self-help project falls largely on the shoulders of the entrepreneur, and consists of planning, organising, implementing and evaluating the attainment of the aims and objectives of the venture.

2.3.2.1 Planning

According to Tway (1993:87), "planning is the way of thinking out in detail what has to be done and how it has to be done". Planning involves developing long- and short-term goals that determine the direction and destination of the development process (Timmons, 1994:654). It may happen that entrepreneurs

fail to determine short- and long-term goals, which negatively impacts the development of the community project.

Most of the respondents cited the issue of non-involvement on the part of project workers in project planning, as well as implementation and evaluation, as a further factor contributing to the negative functioning of the community project. Rogers (1994:152) views the non-participation of project workers, as well as the community members, as a source of project failure in the community. If the community and the workers are not part of planning of the project (and also the decision making), a project planned by an entrepreneur might not address the needs of the community. Failure by the entrepreneur to involve these players in the sharing of ideas will affect the efficient functioning of the community project in the opinion of most of the participants. Proper planning in project development may be the cornerstone of its success.

In pursuit of success, the project plan should not be only used in the planning stage but should be the route map used throughout the project as a guide and a check that project activities are on track (Timmons, 1994:123). Project planning should not only be used at the initial stage to determine if the project is going to make a profit; but at each stage of planning there must also be monitoring as to whether the project is achieving the required results (Ricketts, 1997:76).

Profitability is a direct function of cost and mark-up. Macleod (1999:372) and Davies (1997:99) argue that budgeting in the short-term is as important as consideration of total project expenditure. This ensures the financially efficient functioning of the project.

Van Aard, van Aard & Bezuidenhout (1997:45-50) offer the following points as being of help to an entrepreneur in the success of his projects:

- Planning helps the entrepreneur to take stock from time to time so as to reflect on the existing state of the project.
- Planning helps the entrepreneur to look to and think of the future, to be aware

of the trends taking place. In evaluation, new possibilities are visualised, changes anticipated, uncertainties and certain eventualities are assessed.

- Planning helps the entrepreneur to reflect on the objectives and aims of the project development.
- Planning promotes goal-orientation, helping both the entrepreneur and the project worker to achieve their objectives and goals.
- Planning leads to most effective use of the available resources, taking into consideration the cost of inventory, equipment, space, manpower, etc. Such planning leads to effectiveness, and the success of the project.

2.3.2.2 Organising

Organising is concerned with arranging of activities and resources for the project through proper allocation of duties, responsibilities and authority to project members, and the determination of a system of relationship in order to promote collaboration and systemic functioning of the project which leads to the attainment of goals and objectives in a proper and efficient way. Proper organisation will enable an entrepreneur to reach his/her objectives. Lack of organisational activities by the entrepreneurs, will have a negative effect on the project in achieving its planned goals and objectives (Swanepoel, 1993:431).

An entrepreneur should be able to delegate special duties and responsibilities to project workers (Macleod, 1999:123). If project workers know that certain project duties are delegated to them, they take responsibility and strive for the success of the project. Organising is central to the success of the project. Individual project members must be accountable for attaining the goals and objectives of the project. The poor organisation of project activities by an entrepreneur will affect the development of the project (Davies, 1997:34)

2.3.2.3 Implementing

People involved in the planning of the project should pursue the implementation

of plans to achieve goals (Tway, 1993:111). According to Macleod, (1999:233), “poor translation of plans into action may have a negative impact in the development of the project”. Failure to implement plans to attain goals will affect the growth of the project, and Tway (1993:99) states that a lack of identified controlling measures on the part of an entrepreneur may have a negative impact in the development of the project.

2.3.2.4 Evaluating

“The working group that is not willing to learn and gain experience will not increase the product of the project” (Davies,1997:67). One respondent stated that if the community project does not proceed in accordance with its plan, that project will fail to meet its goals.

Entrepreneurs who fail to evaluate feedback about the progress of the project and then relay that feedback to employees, will add to its failure in attaining goals and objectives, in the opinion of most of the participants. According to Swanepoel (1993:88), entrepreneurs who do not evaluate their mistakes will affect the functioning of the project. Entrepreneurs should be able to identify mistakes, accept that mistakes do happen and analyse them to the future benefit of the project. Failure to do so will result in the project not attaining its planned goals and objectives (Davies, 1997:96) and according to Swanepoel (1993:78), entrepreneurs who do not evaluate their project’s results will not enhance the effectiveness and sustainability of development of their project. In the view of most of the participants, the active participation of all members in evaluation is necessary for the successful development of the project.

2.3.3 Co-working: leader responsibility and worker participation

In order to attain the goals and objectives of the project, the project itself should be people-centred; in order to achieve success, the project should address the needs of the people. Entrepreneurs have the most important role to play, for they are able to influence project workers towards job satisfaction, loyalty, production, as well as motivate them in their work (Rubin & Rubin 1992:654).

2.3.3.1 Decision-making

Neubeck (1991:146) terms decision-making "a process which is followed to choose the most appropriate action or alternative way to deal with a situation after different possibilities have been considered." Consideration of the alternatives available to an entrepreneur can contribute to the project's success. Since the feelings and opinions of people working in a community project should be recognized by the project leaders (Berger, 1991:100), decisions taken by an entrepreneur may have a positive or negative impact on the project workers: a positive reaction to the decision taken may improve the productivity in the project, while negativity may have an opposite effect."

Participants were asked to provide information on the decision-making process in the projects with which they are involved. From the replies, the level of participation of each respondent in the development project was ascertained. It is apparent that project leaders do not involve co-workers fully in the running of the project and this non-involvement in the decision-making process has a negative impact on the project's development. The impact of decision-making on the employee is elaborated on in paragraph 2.4.3 which addresses worker participation and involvement from an internal relations point of view.

Most of the respondents cited non-participation of project workers in decision-making as a factor that leaves them feeling excluded from the project, and reluctance to contribute cheerfully to the group effort is the natural outcome. It should be noted, however, that participants believe that a great deal of responsibility for the successful development of the community project rests on the shoulders of the entrepreneur. It is vital, therefore, for an entrepreneur to follow-up any decision taken regarding the project development.

2.3.3.2 Motivation

A direct effect of consultative decision-making is the motivation of the employee, which is discussed in paragraph 2.4.4.

2.3.3.3 Objectives

According to Davies, when people are motivated towards the job, the project will attain its objectives (1997:66). "The failure of an entrepreneur to manage and co-ordinate project services will affect the attainment of project aims and objectives" (Davies, 1997:89). Essentially the responsibility to achieve objectives lies with the leader, but it is also true that the involvement of all project members has motivational value, arising from which the project should be able to attain its aimed goals and objectives. It is important that project leaders communicate the objectives to the workers, for Davies (1997:234) points out that when objectives are not met, the community project will be a failure. Many respondents stated that the failure on the part of an entrepreneur to define goals and objectives to his workers negatively affects a community project

2.3.3.4 Control

According to Davies (1997:49), control is the execution of plans to ensure that work is done according to prescribed standards; and that planned objectives and aims of the project are achieved. Proper control of the project is a vital strategy in the success of the project.

Davies (1997:342) stated that the following criteria for control should be met in order to make a community project a success:

- Before an individual (worker) can be held responsible, criteria which are both understandable and measurable should be conveyed to him so that he has clarity on the expected performance and results.
- Criteria should be fair and reasonable so as to motivate project workers to be positive towards their work.
- Entrepreneurs should maintain consistency in the formation of a criterion. Consistency will lead to satisfaction on the part of project members.
- All project members should accept criteria. The involvement of all project

members in the setting of a criterion will make it acceptable to both entrepreneurs and project workers.

Greenberg & Baron (1995:60-65) express the following views concerning the success of a community project:

- The nature and needs of the community should coincide with the activities that have to be controlled.
- Deviations from set standards and criteria should be observed and reported to the project leaders (i.e. the entrepreneurs) as soon as they occur.
- Control needs to be future-orientated and all project members should apply pre-control as far as possible in order to attain project development.
- Control should be objective and should not be influenced by personal priorities.
- Control should be aimed at corrective action; any deviations in the project should be rectified and, for the sake of project development, all project members should know the person who should be responsible.

2.3.3.5 Delegation

Macleod (1999:79) argues that if the facilitator involves him- or herself too much in the process of implementation, there is an implication that the action group is not trusted, and as a result the community project may fail to attain its planned aims and objectives. When people are not given freedom to implement plans the project may be a failure: people should be encouraged in self-reliance to improve the effectiveness of project development (Davies, 1997:23).

2.3.3.6 Ubuntu

Within the vision of the self-help project is an ethic of working together, "Ubuntu". For the sake of project development, decisions should not be imposed by

entrepreneurs on project members (Davies, 1997:95). Decisions taken regarding the project should be binding on all project members. Participants mentioned a lack of trust among the project members. This is the antithesis of the spirit of "Ubuntu" embodied in African culture. Without trust there will be no effective performance relationship among the project members (Macleod, 1999:342). For the success of project development, project members should work together in the spirit of joyful service and harmony as the principles of unification (Hope, 1985:99). Most of the respondents believe that failure of projects is caused by lack of continuous consultation and consensus that is vital in establishing empowerment in project development.

2.3.4 Production

As previously mentioned, appropriate production is a cutting edge upon which the success or failure of the project hinges. Production should take into account the needs of the community: products should be in line with the demands in the community for the sake of project development (Davies, 1997:66). In order to maintain the activity of the project, the entrepreneur should try to meet the needs of the customers (Galbraith, Scisco & Guglieimino, 1997:433), for according to Botha & Ross, a community will support a project if it can tailor its production to community needs: people will be motivated to support a project which is able to satisfy their basic needs (Greenberg and Baron 1995:100).

On the other hand, the people whose effort generates the product, the workers, are equally important in the equation. Swanepoel points out that people, who are motivated in their work, will positively influence the success of the project (1993:164). Responses indicate that the project leaders in Vosloorus often make decisions concerning the project without any consultative process. For example, decisions on how to increase production are imposed on project workers. The involvement of the people in decision-making has two outcomes: it encourages enthusiastic participation by the workers and it helps the entrepreneur select the best alternative that will help to increase production on the project.

2.4 INTERNAL RELATIONS: ENTREPRENEUR AND WORKER

Young entrepreneurs, in particular, often fail to make their expectations clear [to the workers], which puts the project development at risk (Eksteen & Clarke, 1995:243). One of the key areas upon which the success of any enterprise hangs is the employer/employee relationship and the communication within that relationship.

2.4.1 Communication

Communication improves a project member's skills and experience, leading to job satisfaction (Clarke, 1998:54). Decisions on the quality of products to be produced, product marketing, general working conditions of project members, job descriptions and discipline in general should be discussed by all project members (Armstrong & Kotler 1987:175). In short, there needs to be communication between the participants in a self-help project, both for the good of the individual and the group. Responses to the survey cited poor communication, from which negative attitudes resulted, as a factor in unsatisfactory job performance, which negatively affects the success of the project.

Lack of involvement in decision-making hampers communication among all participants in a project (Cypert, 1994:125). Without the involvement of project members, the project will not be people-centred and the entrepreneurs will not be able to attain their planned goals and objectives. When project workers are not involved in decision-making, their needs are not made known, and cannot be met (Davies, 1997:324).

For the sake of project development, entrepreneurs should recognise the feelings and opinions of people. The involvement of people in decision-making will have a positive effect, people will communicate with each other and, as a result, the community project will develop and be able to attain its goals and objectives. Communication skills enable an entrepreneur to discuss alternative routes to the success of the project. Mbigi (1997:76) points out that when a chosen alternative is implemented by all project members, it leads to the success of the project

2.4.2 Respect

Closely allied to the communication aspect is the issue of respect. Rogers (1984:432) believes that people need to be respected and to be part of the process. Reality reveals that respect is an attribute that is earned by both worker and leader in their day-to-day interaction and participation in the project. Macleod states that people should be shown the importance of participation in the project and the individual should be valued for that same participation (1999:511) – clearly a reciprocity of respect. Respect towards workers is shown by involving as many as possible in the planning of the project: all, in fact, who could be of help to the entrepreneur in developing the project. Respondents experienced that, particularly, entrepreneurs did not listen to their ideas, and so showed lack of respect for the uniqueness of the individual.

2.4.3 Worker participation and involvement

Entrepreneurs who fail to allow their workers to participate in decision-making affect the development of the community project. Participants mentioned that they are not consulted by project leaders on, for example, the marketing of their product; general working conditions; job descriptions; and maintaining control in the project. Lack of consensus between leaders and workers in decision-making leaves the workers demotivated. Aloni (1997:135) suggests that this demotivation contributes to the failure of projects to reach their planned goals and objectives.

2.4.4 Motivation

Research (Swanepoel, 1993:432) shows that poor motivation by entrepreneurs has resulted in the failure of many projects in the community. Lack of motivation by entrepreneurs may also result in employee absenteeism and poor job performance that will have a negative impact on the development of the community project. Respondents feel that poor working conditions, lack of tangible rewards, poor or non-existent job descriptions as well as lack of training in job-related skills affect the functioning of the community project.

Some entrepreneurs discourage project workers by not allowing them to participate in the decision-making of the community project (Simmel, 1995:173). Lack of skills and negative attitudes on the part of entrepreneurs towards their project workers are other contributing factors to worker demotivation. Participants believe that lack of rewards demotivate project workers, as a result of which the project fails to attain its planned goals and objectives.

2.4.5 Self-esteem

According to Macleod (1999:321) people with low self-esteem evaluate themselves as unfavourable, believing that they are lacking in an important respect and that their characteristics are considered to be unappealing. Behaviour arising from lack of self-esteem impacts the development of community project negatively, in the opinion of some participants. They pointed out that lack of self-esteem left them feeling unimportant and less competent. Further, entrepreneurs with low self-esteem suffer from an inferiority complex, are unable to control project workers, and as the result the project will fail to attain its stated goals and objectives (Davies, 1997:21). Many participants stated that the entrepreneurs do not have patience with the project workers.

2.4.6 Self-confidence

The failure to build self-confidence is often caused by entrepreneurs who fail to credit their project workers for their ideas and to recognise their achievements (Freire, 1972:321). If community project workers are not given credit for the good work done, they often rely on defence mechanisms to protect themselves when the project fails to achieve its goals and objectives. Respondents noted that low confidence in their abilities has a negative influence on the progress of the community project. Lack of self-confidence results in project workers being unable to solve problems in their job-situation effectively

When entrepreneurs do not have confidence in workers' abilities, this results in project workers who are less empowered to choose between the available options, as they are shy to question some of the aspects of the project

development. Lack of self-confidence causes community project workers to feel defenceless and unsure of what is expected of them; it also hampers the communication between the various members of the project. Project workers who are low in self-confidence feel that they do not belong and what they are doing is not appreciated. As a result, the community project fails to attain its planned goals and objectives. A lack of confidence on the part of the entrepreneur leads Kroon (1998:174) to suggest that some entrepreneurs need a quick fix to satisfy their hidden need. This may have a negative effect on the long-term goals of the project.

2.4.7 Attitude towards work

According to Cypert, negative attitudes towards work result in workers being intolerant and disobedient towards their project leaders (1994:214). A question concerning attitude towards work was asked in the questionnaire. Very many of the responses indicated that the respondents were negative towards their work. One of the reasons offered was the very low income generated by their participation in the project. Project leaders pay salaries too low to support a family. Most of the participants recognised that they have few skills to contribute in community projects

2.4.7.1 Absenteeism

Freire (1972:342) explains that a negative attitude leads project workers to withdraw from their jobs, through absenteeism. Absenteeism is a principal result of their dissatisfaction towards work mentioned by the respondents in this survey. Some participants mentioned that their negative attitudes result in occasional absenteeism which, in turn, affects the progress of the project since part of their quota remains unfinished.

2.4.7.2 Dissatisfaction

People dissatisfied with their job-situation look for greener pastures (Kroon, 1998:243) and this has the potential to result in a community project's failure to

achieve its goals.

2.4.7.3 Trust

Research shows that most empowerment and participation initiatives in South Africa fail because of lack of trust between workers and the entrepreneurs (Kroon, 1998:234). Trust is the cornerstone of effective relationships in project development, according to one of the participants.

2.4.8 Discipline

According to Tway (1993:99), project leaders may use punishment to discourage undesirable behaviour that may have negative effect in the development of the community project. From the responses received, it is apparent that there needs to be some effective way of dealing with problems such as absenteeism, lateness, theft and substance abuse. Neglecting to address such issues would probably result in a negative impact on the well-being of community project.

Greenberg & Baron (1995:345) believe that the neglect of the following points leads to the inefficient functioning of the community project. They also strongly support the belief that entrepreneurs have the power to add to the failure of the community project.

- Failure to exercise punishment immediately. The sooner punishment is administered to an offender, the better: undesirable behaviour should be condemned immediately. An entrepreneur who is biased by favouring some of his workers may negatively affect the development of the community project.
- Entrepreneurs who are inconsistent may be perceived as unfair and inhuman. The manner in which the entrepreneur interacts with an individual worker may negatively impact other project workers. An entrepreneur's action may also negatively influence a project worker towards his job.
- Failure to punish undesirable behaviour may affect the attainment of project

goals and objectives.

- Entrepreneurs who fail to punish consistently will not be able to prevent unruly behaviour in the community project. For the sake of progress, entrepreneurs should at all times try to avoid favouritism in the community project.
- Entrepreneurs who do not clearly communicate the grounds for punishment, as well as the expected change in behaviour to the offender, cannot expect changes in behaviour, and as a result the project will fail to deliver. The offender must be made aware of the reasons for punishment, and should agree that the punishment is appropriate to the offence. Misunderstanding on this particular can lead to rebelliousness from the project worker which, in turn, results in poor performance on the community project.

2.4.9 Training

In the view of Greenberg & Baron (1995:59-65), "training is the process whereby people systemically acquire skills and improve the abilities needed to better or improve their job performance"; and according to Rubin & Rubin (1992:115), "motivation may be enhanced by training employees to do their assigned jobs effectively."

Training programs that are related to job-situations will increase the creativity of project members (Coetzee, 1989:341). People are able to maintain skills that they have acquired through training because they actively participate in the training process.

Training plays an important role for entrepreneurs, as it encourages communication with all project members and leads to the success of the project. Training encourages and motivates project workers to feel secure in their jobs (Ricketts, 1997:132), and it provides broad guidelines for the project workers for continual self-development that leads to the success of the project.

2.4.9.1 Skills training

- Swanepoel (1993:243) says that project workers without the skills and knowledge to improve production in the community project, lead to the failure of the project. Respondents believe that lack of proper training for project workers may result in the production of poor-quality products that, in turn, may affect the development of the project. Lack of training programs to improve the skills and knowledge of project workers may affect the functioning of a project. Project members will be able to improve the quality of their products if training is job-related.
- During training, people will be able to ask questions related to the project development (Tway, 1993:69) and, hopefully, receive satisfactory answers.
- According to Tway (1993:153) training also leads to improved co-operation, and problems are solved together to help improve job; and Pahn (1993:111) points out that training will help to solve project problems since people will be knowledgeable about the job required of them.

2.4.9.2 Ongoing training

Continuous training may sustain project development (Mbigi, 1997:216). Proper training has motivational value: people will be able to competently pursue their allocated jobs leading to the success of the community project. Ongoing training will boost the morale of both entrepreneur and worker; as they acquire the skills and knowledge relevant to the development of their project. Regular training will help to foster a spirit of oneness among project members; and that spirit will help to attain the success of the community project development (Patton, 1986:142).

2.5 EXTERNAL RELATIONS: PROJECT AND COMMUNITY

2.5.1 Community involvement

Lack of mutual understanding between the project leaders and the customers as to the needs and wants of the community affects the success of the development

of the project (Simmel, 1995:671).

2.5.2 Marketing

Questions as to how they market their project and the problems they perceive were posed to the participants. There was a large variety of responses. The following, along with the results of literature research, are examples of these answers

2.5.1.1 Market demand

“Activities of the community projects are aimed at addressing specific issues/problems towards social development” (Davies, 1997:117). Community projects should be able to address specific problems based on the needs of the community. Many respondents believe that there is a lack of understanding of the needs of the customer (or the customer base). For example, a lot of money is invested in raw materials to make far more bricks than the customer requires; or similarly, more bread is baked than can possibly be sold. This is a waste of available capital.

2.5.1.2 The importance of quality

Poor quality does not generate repeat and/or referral sales. Fitzgerald points out that customers from the community who are not satisfied by the products of a community project will not support it (1993:321).

2.5.1.3 Reasons that people buy

Neubeck (1991:521) argues that entrepreneurs fail to recognize that customers' purchases result in an enhancement of status and image which boosts the customers' morale. Respondents emphasised the importance of project leaders paying visits to their customers at home or otherwise staying in touch with customers in order to ascertain whether customers are satisfied with the product or not.

2.5.1.4 Selling skills

Some of the entrepreneurs are not good salesmen: that they fail to convince customers to buy their products is seen by respondents as the main reason for the failure of the community project. Other points that were raised are the lack of constant personal contact, attention, love and tender care to the customers that should be a priority of the entrepreneurs. The participants also believe that entrepreneurs need to be proactive in order to ensure the viability of their project. Poor oral communication with and presentation to customers by the project leaders negatively impacts the development of a community project.

2.5.1.5 Key customers

Project marketing, its profitability and its survival, depends totally on a few key customers whose orders are large (Lecompte & Preissle, 1992:213) and failure to recognise this maxim is a prime cause of failure of self-help projects. To ensure the success of a project, customers need personal attention, motivation, and warmth – in short, they need to be treated as the valued customers that they are. The respondents believe that such personal attention will improve the relationship between the community project and its customers.

2.5.1.6 Use of media

Respondents believe that project leaders should possess personal face-to-face communication skills to improve product marketing in their community project. Communication media such as cell-phones, telephones, newspapers, television sets and radios should be profitably used to advertise project products to potential customers. Ineffective utilisation of the communication media will affect the functioning, profitability and, ultimately, survival of the community project.

2.5.2 Outside agencies

It was the perception of many respondents that the blame for the failure of projects in Vosloorus could be laid at the door of differences in the treatment of

Whites and Blacks. For instance it is believed that banks favour White customers and turn away Black borrowers, particularly those from Vosloorus.

2.5.3 Politics

Respondents believe that it is important for the entrepreneurs to know key players in the local political structures personally, and to understand the organisational structures which might benefit the project. Conversely, it is important to keep key political leaders informed of the entrepreneur's personal and organisational agenda, in order to promote project development in the area (Maas & Fox, 1997:231). Further, responses indicate that party politics is important when locating a self-help project as in the Vosloorus community; a part of its success depends on having the same party-political views as the customers.

2.6 CONCLUSION

This chapter has provided a review of the literature on strategies that may contribute to the success or failure of the development of community projects, as well as appropriate feedback from the empirical research. Entrepreneurial motives were first examined, and after that, characteristics of projects categorised under management functions, internal and external relations were analysed. A discussion on the research design and methodology follows in the next chapter.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Research is a systemic process that aims at providing information to solve problems or formulate theories. It unfolds in stages: formulating the problem; hypothesizing; studying the literature and gathering data through the empirical survey; analysing the data and finally compiling the report about the findings. The final report also provides conclusions and recommendations. According to Berger (1991:176), research design and methodology refer to a plan of how the research study will be conducted.

The purpose of this chapter is to set out how the study was conducted in terms of data gathering, unit of analysis and data interpretation.

3.2 RESEARCH DESIGN

This study is exploratory-descriptive in its nature: it explores and describes strategies and ways which can be followed (or avoided) by entrepreneurs in order to achieve success in community project development. Patton (1986:106) says that "exploratory design is done to provide a beginning familiarity with a specific topic in undertaking a more careful study." The exploratory research addresses the question by exploring the subject. Flick (1998:111) explains that the descriptive study is aimed at describing situations and events: the researcher observes; and then describes what was observed. The descriptive study is also more concerned with providing details about people, social environment, interactions, meanings and everyday happenings. Further, a descriptive study presents a picture of the specific details of a situation, social settings and relationships, and focuses on "how" and "who" questions to find information which stimulates new explorations and provide an accurate profile of the group.

This study is also based on the qualitative research method. Participants were

studied in their natural environment and observations made on how their verbal and non-verbal behaviour affect the success of their community project. According to Patton (1986:99) qualitative research methods emphasise depth and understanding of the deeper meanings of human experience; and are used with the aim of generating richer theoretical observations.

3.3 RESEARCH METHODOLOGY

3.3.1 Aim

This research is aimed at studying characteristic portraits of entrepreneurs in the Vosloorus area in order to identify those qualities that appear to lead to successful undertakings. It is estimated that in Vosloorus there are more than 1000 projects, some of which last only about three months. Community projects are mostly aimed at improving the living conditions of people by providing work and, thus, an income. These projects seek to be income-generating, and most of them manufacture products such as bread, bricks or knitted items, or provide services such as laundering. The Government does not fund these projects and most function without sponsors, making them totally dependent on the income generated by the sale of their products. It is hoped that the findings of this research will provide guidelines for aspiring entrepreneurs and that these will help to alleviate the unemployment and poverty so prevalent in Vosloorus and the surrounding area.

3.3.2 Population

According to Lecompte & Preissle (1993:8), population refers to the total set from which the individuals or unit of analysis are chosen. In this study, population refers to the community projects undertaken by entrepreneurs in Vosloorus in the Eastern Gauteng.

3.3.3 Sample

The sample of the study comprises four entrepreneurs, as well as some of the

people working in their community projects. Certain other community organisations, such as the Vosloorus Civic Organization, were also involved in the study. The four community projects chosen are involved in different businesses: bread-making, brick-making, knitting and sewing, as well as a laundering service. Six members from each project were interviewed, because in this type of research, the crucial factor is not the number of respondents, but rather the potential of each person to contribute to the development of insight and understanding of the phenomenon (Silverman, 2000:9). These were randomly selected (Silverman, 1994:146), not so as to represent a population but rather to serve as examples of the construct being investigated.

Five community members were also interviewed because they are direct beneficiaries of the developmental projects. The entrepreneurs, as well as the people working in those community projects, might best narrate the success or failure of the projects.

3.4 INTERVIEWS

Interviews were used as the primary data collection method. According to Silverman (2000:100), "interviewing amounts to the direct verbal interaction between an interviewer and the respondents with the aim of collecting data." Interviewing is a face-to-face conversation with purpose of understanding the perceptions and attitudes of the interviewee.

For the success of any interview, there has to be tact, flexibility and objectivity; for the success or failure of any entrepreneur is a very thorny and sensitive issue. The flexibility and adaptability of interview schedule also accommodate the views of people other than the entrepreneur and his employees, for instance members of the community. Appointments were made without fail, even if it was difficult to contact the people.

The purpose of the interview was clearly stated to the participants. Interviews were conducted in Zulu as well as in Southern Sotho (since these languages were either mother-tongue, or at any rate easily understood by the participants)

and in English. According to Patton (1986:310), "questions need to be understood in familiar languages, using words that have sense to the interviewee. Words that reflect respondent's world views will improve the quality of data obtained during the interview". People being interviewed should feel free during the interviewing process, and if possible, the interview should be conducted in a quiet place.

During the interview, notes were taken in an abbreviated manner. These were typed up and expanded after the interview. A tape-recorder was used with the participant's permission. The participants were reassured that the information shared would not be used for any purpose other than this particular research. Respondents were guaranteed confidentiality and integrity. This was of great importance in order to ensure a good response from the participants.

The interview was semi-structured, comprising mainly of open-ended questions, which encouraged the respondents to provide more information. Different people were asked different questions. Entrepreneurs were asked more-or-less identical questions in order to establish why some projects are successful while others are not. Project workers' questions were based on the attitude they displayed, both in their manner and towards the community project. Questions to assess need within the community were mainly directed to the community members.

Open-ended questions based on the interviewees' responses lead to other questions, and the progression of the interview (Lecompte & Preissle, 1993:326). Questions requiring a simple "yes" or "no" answer were kept to a minimum. Leading questions were avoided, in order not to limit the amount of information proffered. Probes (detailed-oriented, elaboration and clarification probes) were asked as follow-up questions to gain a deeper understanding of the respondent's experience and perspective. According to Patton (1986:320), "by probing an interviewee's response, one is likely to add to richness of the data collected, and end up with better understanding of problem that is being studied". A probing question typically asked was "Would you describe the process again for me? The purpose is to make sure that I do understand exactly what you mean."

During the interview flexibility had to be maintained. It was always ensured that maximum respect and appreciation is shown to the respondents, both during and after the interviews.

3.5 DATA ANALYSIS

After all the data was collected from interviews, transcripts, field notes and documents; an in-depth analysis was done using the constant comparative method as outlined in Merriam (1998:278).

This method combines inductive category coding with simultaneous comparison of units of meaning obtained. Data was analysed inductively by searching for current themes, which were then grouped into categories allowing one or more patterns to emerge. The following steps were followed :

- Coding data pages to their sources
- Unitising the data
- Discovery process
- Inductive category coding
- Writing rules of inclusion



3.5.1 Coding data pages

Raw data obtained from field notes, audiotapes and documents were transferred into clearly readable form for data analysis. Notes were typed and audiotape interviews were interpreted and transcribed. Each page of data was coded, so as not to mix the information from various sources; in the upper right hand corner of each page the number of the particular data set was written. For example, the first page (1) of transcript (T) from the interview with Mbatha (M) was coded in the right hand corner as T/M/1. The coding of the second page (2) of the document (D) of Tsoetsi (T) was coded D/T/2.

3.5.2 Unitising the data

Careful reading of the transcripts and documents identified units of meaning in the data, a process referred to by Lincoln & Guba (1985) as unitising the data. Once the meaning of data was identified, a red line was drawn across the page to separate this unit of meaning from the next unit. A notation was made in the left margin as to where the unit was allocated in the data set.

The units of meaning identified in the data were cut apart, and each unit was taped onto a separate index card. Additional information that might prove important as the analyses proceed, was noted on the blank side of each data card, as suggested by Lincoln & Guba (1985 :117).

3.5.3 Provisional categories

Index cards were then sorted and those which related to each other were grouped together to form a provisional category. Those cards that did not fit the first provisional category were categorised elsewhere to form new categories. The process was repeated until all cards were sorted.

3.5.4 Discovery process and categorisation

Recurring concepts, topics, phrases, patterns and themes drawn from the interviews and documents were generated and compared with the provisional categories. The inductive method of categorising was also followed: salient categories of meaning were inductively derived.

3.5.5 Writing rules of inclusion

Several cards were grouped together using look/feel-alike criteria; the characteristics noted on each group of cards were carefully listed together under the category. The rationale was to write a rule that will serve as the basis for including subsequent data cards in the category. This is the rule of inclusion, and provides a summary of each category (Lincoln & Guba, 1985:179).

3.6 CONCLUSION

In this chapter, full details of the research design and methodology have been given: the method of data gathering, as well as unit analysis and data interpretation have been discussed. An analysis and presentation of this data follows in chapter four.



CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter the data obtained from the research will be presented and the qualities of successful and unsuccessful entrepreneurs, as identified by the research in community self-help projects will be discussed. This discussion will centre around, and be confined to, the following points:

- The involvement of various participants in the development of the project
- The training of employees in project development.
- Support of entrepreneurs by professionals and community.
- The marketing of product
- The motivating of employees by the project leaders.

4.2 DATA PRESENTATION



In each of the four projects visited in the course of this research, six participants were interviewed. The following tables represent the demographic data taken from the four different projects. The tables represent sex and age of participants, and marital status is also analysed.

4.2.1 Gender of participants

<u>Gender</u>	<u>Frequency</u>	<u>Percentage</u>
Male	23	77
Female	7	23
TOTAL	30	100

It is impossible to draw accurate conclusions by generalising the above data into the whole population from which the sample is drawn. It is possible that the preponderance of males in these projects indicates that more men than women are without a formal job.

4.2.2 Age of participants

The following table represents age of the participants who participated in the survey and it is possible that this age pattern also fairly closely represents the average age distribution in project developments.

<u>Age</u>	<u>Frequency</u>	<u>Percentage</u>
20-29	6	20
30-39	4	13
40-49	5	17
50-59	11	37
60 and above	4	13
TOTAL	30	100

The above table indicates that the majority of participants involved in project developments are in their 50s. Retrenchments may account for this, as well as the fact that many people this age carry the financial responsibility of a family. 20% of the participants are still young enough to be able to find work in the formal industrial sector, and they might possibly change jobs in the future.

4.2.3 Marital status

Of the 30 respondents, 57% were married, 28% were single and the remaining 15% were widow/ers. As with the age analysis, this indicates that the majority of participants have the responsibility of looking after their families. They are willing to work hard even their earnings are low and are dedicated to seeing their aims and objectives realised.

4.2.4 Categories compiled from responses

This table shows items associated with the success or failure of community projects in Vosloorus.

Item. No.	Descriptions	Respondents	Responses	Percentages
CP 1	Projects should have objectives. Objectives should be set.	16	8	50
CP2 *	Co-operation should be stressed where people are working as a team	16	16	100
CP3	Support must be given to young entrepreneurs	16	10	63
CP4	The resources should be utilised effectively there must be equal distribution of wealth.	16	6	38
CP5 *	Decisions should be taken together. Project workers should be involved when decisions are taken.	16	16	100
CP6	It is important to find those people who are positive. They should be incorporated in the project planning.	16	10	63
CP7	No favouritism should be exercised in community project development	16	10	63
CP8	Marketing needs improvement. Clear strategies should be set as to how to market products produced.	16	8	50
CP10	Community should be involved in the need analysis, get ideas from the community.	16	5	31
CP11 *	Training plays a vital role in the success of community project development	16	7	44
CP14	The community should be consulted, right away from the grass-roots level.	16	9	56

CP15	Financial management as an issue whereby project leaders use money for their personal, hidden needs.	16	11	69
CP16	Conflict may have negative effect in the progress of community project.	16	11	69
CP17 *	Motivation of staff plays a vital role. People need money to look after their families.	16	16	100
CP18	Entrepreneurs are afraid to take risks for the development of the project.	16	12	75
CP19 *	People's attitude towards work may be negative or positive depending on the form of support and motivation.	16	16	100
CP20 *	Marketing should be taken into consideration Products should be market related.	16	10	63
CP30	Lack of endurance to people involved by wanting quick-fix results.	16	11	69

* Refers to strategies that may be adopted by entrepreneurs for the success of his/ her community project development.

4.3 DATA ANALYSIS

Each question was formulated in such a way that the respondents could indicate the strategies that they believe can be used for the successful development of a community project. The following are the examples of those strategies:

- People should be involved in decision-making and their needs should be taken into consideration. This arose from answers to a question to ascertain whether people are involved, or their needs are take into consideration before a community project is functional. (See CP5 in the table at 4.2.3).
- Training of participants in project development plays a vital role. This strategy was as a result of asking what people in development projects are able to do at work without being trained. The participants indicated that training plays a

vital role for proper functioning of the project and results in better quality products, in turn leading to project sustainability. (See CP11 in the table at 4.2.3).

- Support should be given. From replies to a question concerning the support given to entrepreneurs by the professionals and friends, the need for support was underlined. For an entrepreneur to be successful, people like his family should support him; and professionals such as lawyers and accountants should be of help to the entrepreneur, giving advice and making suggestions. The support given to an entrepreneur will boost his/her morale and improve his capacity for hard work. (See CP3 in the table at 4.2.3).
- There must be co-operation between workers. This strategy was formulated from answers to questions to establish whether an entrepreneur can work on his/her own without the cooperation of his/her workers. The respondents stated that without their dedication to the success of the project, an entrepreneur could not succeed. The co-operation of workers and clients plays a vital role in the success of the community project development.
- Staff need motivation from the entrepreneur. The replies to questions seeking to establish whether employees can work without being motivated lead to the formulation of this strategy.
- Respondents indicated that even if their salaries are low, they hope that their dedication will prove successful in the long run and that they will be able to earn better salaries through hard work. (See CP17 in the table at 4.2.3).

4.3.1 Involvement of various participants in the development of the project

It appears that there is little communication between members of projects and that there is characteristically a perception of lack of trust and honesty. The consultative process plays a pivotal role redressing this problem in community project development. This strategy may be employed by entrepreneurs to

engage all project workers in the attainment of project goals and objectives. Through the involvement of project members, entrepreneurs will be able to encourage the participation of each member. Eksteen (1995:100) says that without the participation of members concerned with the project, all efforts to overcome poverty will be futile. Consultation enables the entrepreneur to take risks to improve his/her project (Davies, 1997:107).

According to Greenberg & Baron (1995:176) participation is the willingness of people to learn about their potential and their ability to do things together through self-involvement and being part of the aimed objectives. The participants believe that the involvement of the people in-the process of developing their own project will have a positive effect in its success in attaining its planned objectives. Through participation people become independent in their activities and gain power to think and act, both individually and collectively (Hamilton, 1997:147). Respondents also stated that motivation will enable them to realise their full potential in the success of their community project. Eksteen (1995:8), states that participation has a positive effect in the development of an individual through pride, initiative, self-confidence, creativity as well as responsibility. The success of the community project depends on the participation of all project members in the opinion of the participants.

According to Davies (1997:40), participation is the ideal way of solving project problems which stand in the way of the success of the community project. The participants also believe that participation should be voluntary; that project leaders can not force their workers to work if the conditions are not conducive. Participation is an organised effort of community members where leaders are able to influence direction and execution of development that encourages the success of community project development. Davies (1997:147) argued that people should be given freedom to participate in a community project to attain its goals and objectives. People should be able to steer the process towards the achievement of goals and objectives that enhance the success of the community project. Tway (1993:156) states that participation controls the success and the effectiveness of the community project.

The respondents also stated that participation and empowerment play a pivotal role in promoting project sustainability. The manner in which people are engaged in the project leads to its success: people's involvement in the project leads to its success. Hamilton (1993:9) indicated that without the full involvement of people in the project, project members would not be able to overcome poverty. The success of the community project depends totally on both leaders and employees having a single aim: to achieve the project's goals and its objectives (Swanepoel, 1993:178).

Mbigi (1997:126) states that the mutual understanding between leaders and customers is an important weapon in enhancing community development. The participants stated that the well-being of the project depends in part on the positive lead given by project leaders to the workers. Mutual respect, tolerance and honesty may lead to the success of the project.

4.3.2 Adequate training

Greenberg & Baron (1995:98) suggest that training is the process by which people systemically acquire skills and improve their abilities needed to better or improve their job performance to be acceptable to the required standards. Clarke (1998:100) states that adequate training in community project encourages and motivates employees to be part of developmental project. Adequate training enables entrepreneurs to attain their aimed goals and objectives. It provides broad guidelines to the employees for self-development in the success for community project; and plays a pivotal role in allowing the project leaders to concentrate on those weak points that may affect the proper functioning of the community project. Participants also mentioned that training should aim at improving production in the project. Adequate training helps an entrepreneur to attain his/her aimed goals for success.

Most participants stressed the vital importance of workshops to improve their skills towards project development. Skills training has a positive effect in the ability of the project to attain a level of sustainability. Training programs will contribute to the success of community project, according to the participants in

this study. Mbigi (1997:107) says that adequate training leads community projects to attain their sustainability. Participants suggested that through adequate training, employees will be motivated to pursue their allocated jobs. They also stressed the point that job-related training will improve production in the project. Clarke (1998:89) views adequate training as the supplier of new skills and knowledge to project workers that is relevant to their job-situation.

Adequate training will foster the spirit of oneness to workers to attain the set goals and objectives of the project; and it promotes communication between project members (Timmons, 1994:246). In the training process, discussion may be constructive relative to the attainment of goals that contribute to the success of community project. Training helps the entrepreneur work towards the success of his aims and, in turn, the achievement of goals and objectives by project members indicates the success of the community project.

4.3.3 Support of professionals and community

The entrepreneur should be able to model positive strategies which promote community involvement as a means of enabling the project to attain its goals and objectives. An entrepreneur cannot work on his/her own. He or she needs to cultivate relationships with, for example, mentors, friends and/or family members. Such people will act as coaches, protectors and role models, as well as counsellors (Timmons, 1994:294). As an entrepreneur, becoming involved in a peer network is of vital importance, for each one can benefit from the help of others. An entrepreneur needs support from professional people, such as accountants, for the following reasons given by Timmons (1994:275):

- Designing the financial records and reports of the community project.
- Helping with the registration of the project.
- Helping by setting up a partnership or other formal business relationship, if required.

- Keeping the project's books up-to-date.
- Making suggestions in terms of prices, control of costs and handling of taxes.

Without the support of professionals an entrepreneur will find it difficult to attain the planned goals and objectives of his project.

One of the respondents believes that the success of the project depends on the support from the clients. Support will be given to the entrepreneur if he is able to form relationships with the people around him/her. The entrepreneur will be successful if proper channels of communication are followed, for example good manners and acceptable approaches to customers. Through this support the entrepreneur will be able to establish the means of working together with people and be able to concentrate on issues that are relevant to the success of the project. Support given by customers will encourage an entrepreneur to pay even more attention to the development of his/her project.

4.3.4 Marketing



According to Mbigi (1997:77), van Aard et al (1997:8) and Pahn (1993:79) the term market refers to a group of potential customers, who have purchasing power and unsatisfied needs. In order to promote the sale of products in a project, proven strategies should be adopted so as to better the chance of success. To improve marketing, the entrepreneurs should be able to make potential customers aware of the product and convince them of the benefits of their use. The entrepreneur needs to decide early on how widely the products are to be introduced; that is, locally, internationally or regionally (van Aard et al, 1997:463)

Mbigi suggests that considering how to expand the sales/distribution network and infrastructure over time will result in an improved marketing function (1997:99). The entrepreneur should make sure that sales and profits are high enough to generate sufficient funds to ensure the long term success of the business (Mbigi, 1997:87). The entrepreneur needs to cement a strong relationship between the

users and the project, with the project team accepting and respecting the dignity of customers.

According to Mbigi (1997:75), an entrepreneur should exercise patience for their sales to be materialised. For the project to be successful the project members should be able to convince the customers to buy their products. The local people at the personal level should know the entrepreneur. "The local people need constant personal attention, constant love and tender care" (Mbigi 1997:88). For the project to be successful, the entrepreneur should exercise perseverance and tolerance at all times (Macleod, 1999:194). In order to improve marketing, new products should have a relative advantage over existing products in the opinion of all participants. Quality should be the first priority. New products should have unique features in order to make a project a success (van Aard et al, 1997:218)

Products should be easy to use. To promote the project's product, it should not be complex, not should its existence be difficult to communicate to customers (van Aard et al, 1997:286). Samples can play an important role in the acceptance of the new product by the community, for the customers has access to the product without risk of loss (Mbigi, 1997:123). The entrepreneur should be able to use television sets, radios and newspapers to advertise the products.

The entrepreneur should consider receiving training in marketing in order to improve his/her knowledge. Workers in the project can play an important role in a product's success by enthusiastically talking about it to customers. Such enthusiasm will attract more customers. For the project to be successful all participants should be involved in the promotion of project products (Mbigi, 1997:125). For the success of a community project, the entrepreneur needs to train to his/her employees in marketing skills.

4.3.5 Motivation of employees by the entrepreneur

Clarke (1998:118) refers to motivation as energy released by an individual in the form of a drive directed towards achieving goals and objectives. Motivation is also a characteristic of project members in successful projects. Management

style can play a significant role in motivating a labour force. Project members who are highly motivated will produce more, be absent less, take less sick leave, be willing to work overtime and arrive at work early; and a spirit of collaboration will exist (Clarke, 1998:175). Such motivation is vital for the success of the community project. According to one of the respondents “money remains one of the greatest incentives for employees’ motivation.” Co-operation, guidance, an acceptable manner of approach and respect all play an important role in motivation. If project members are motivated, they will “own” the project: they will give of their utmost to see the project reach its aimed goals and objectives.

Motivated project members will be empowered to solve problems constructively. Project members will be creative in using project resources and in finding new ways of improving productivity (Clarke, 1998:153). With motivation, project leaders will be able to encourage open, honest communication; stimulate creative thinking and encourage members to make the most of their ability, energy, experience and imagination. Project members like to be praised for a job well done (Macleod, 1999:231). To inculcate a spirit of co-operation, the project leaders should give encouraging feedback at project meetings, as well as in workshops (Davies, 1997:253).

Entrepreneurs should be able to give support and backing to the project workers. Clear working standards should be set to promote a spirit of oneness among all project members. Workers should know exactly what is expected of them (Davies, 1997:312). Positive comments to an individual are a form of motivation which makes an him or her feel a part of the project development. This kind of motivation is a cornerstone in the success of the development of the community project.

Through positive motivation, a community project can succeed. (Clarke, 1998:163) has the following views on how to motivate project members:

- When recruiting project employees look for positive talents, skills and attitude for the job.

- Training should be given to project members who have minimal knowledge of the job, as this will improve self-image and positive self-identity.
- The project leader should be skilful. He/she should care for his/her project employees.
- Clear roles should be set for conflicts and ambiguity in the job-situation. Clear goals should be set and followed by all project members.
- Cognisance should be taken of group dynamics. Individuality should be recognised in order to improve the success of the community project.

Van Aard, van Aard & Bezuidenhout (2000:263) is of the opinion that community project members will be motivated if the record keeping system of the project is in order. They will be motivated if the project leaders are easily able to assess the stock levels and the value of the current stock. Workers will be highly motivated if the resources of the project are not seen to be wasted on unprofitable products and services. They will be motivated if money is not spent too soon on luxury cars, or the project leader's salary. Project members will be highly motivated they are involved in the setting of project objectives, being able to allocate the required resources to meet the set objectives.

Project members will be motivated if they are involved in the evaluation and implementation of the project plans. The involvement of project members in planning, and being motivated in all aspects, will enable the community project to attain its goals and objectives.

4.4 CONCLUSION

Chapter four consists of the analysis and interpretation of data from the research. This centred on the relationship between the various stakeholders in the self-help project, as well as the importance of the marketing function. Chapter five consists of an overview of the research, with recommendations and conclusions restated in summary form.

CHAPTER 5

SUMMARY OF THE FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

The main aim of this research essay was to discover the qualities of entrepreneurs who have successfully developed community projects in Vosloorus. Because of the fact that most projects fail before achieving sustainability (Timmons, 1994:8), research of this nature was called for in order to reverse the trend. Implementing the results of the study could provide the foundation for entrepreneurs to build lucrative community projects in the future.

This chapter contains a summary of the other chapters. It also lists the important findings and recommendations of the researcher; makes recommendations for future research and ends with a conclusion.

5.2 SUMMARY OF THE CHAPTERS

Chapter 1 addresses the background of the research and the problem formulation for the study. The overview of the research problem is stated, concepts clarified and the delimitations of the study set out. In chapter 2, an in-depth literature review is presented with supporting feedback from the empirical research. Different factors which appear to affect the success of self-help projects are itemised.

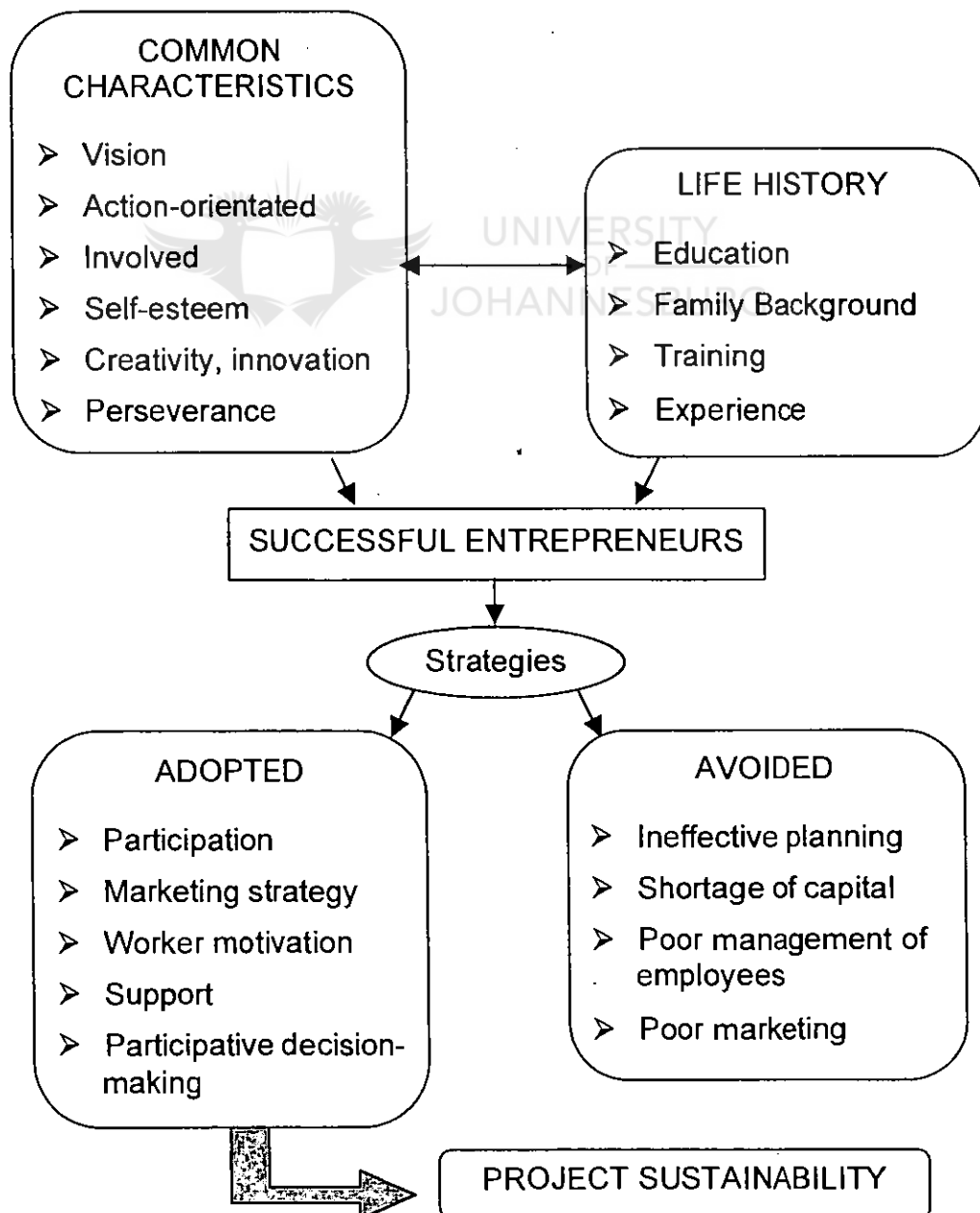
The research design and methodology employed in this study is the subject of the third chapter. The rationale for the design of the questionnaire is given and the methods of data collection and analysis are explained.

Chapter 4 consists of the presentation of the data, and its interpretation. Five strategies for success emerge from the research: recognition of the role of the community in a successful community project; an emphasis on skills training; attention to marketing; the importance of motivation and recognition of the contributions of professionals to the project.

5.3 FINDINGS

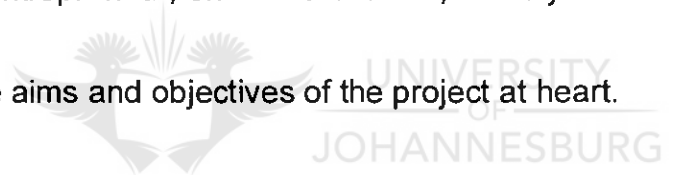
The findings arising out of this research come from the research of relevant literature as well as the input both of certain entrepreneurs in Vosloorus and their employees. The portrait of an entrepreneur who runs a successful project in this community will bear some or all of the characteristics set out below, in the opinions of the respondents. An entrepreneur who does not possess these qualities and who refuses to cultivate them may discover that their absence results in the failure of his project.

The following conceptual framework has been compiled by the researcher to show aspiring entrepreneurs the strategies and characteristics which can be adopted for the success of their projects:



Use of proper channels of communication will ensure that an entrepreneur is able to involve his/her employees in decision-making as well as in community project planning. Those entrepreneurs who are negatively inclined towards their employees see their projects fail to attain their goals and set objectives. Improved communication will improve both production and product quality (Davies,1997:32). Pahn's research (1993:1990) shows that good communication improves self-reliance among project members. If members are fully involved, they will be willing to participate and be motivated to be a functional part of the development of the project. The skills and knowledge of workers should be developed through training and organising workshops. This will improve the quality of the community project development that leads to the attainment of planned goals and objectives. Failure to provide training relevant to the job-situation will result in the project failing to attain its goals (Macleod, 1999:80). Consultation seems to be neglected in less successful community projects.

A successful entrepreneur, on the other hand, is likely:

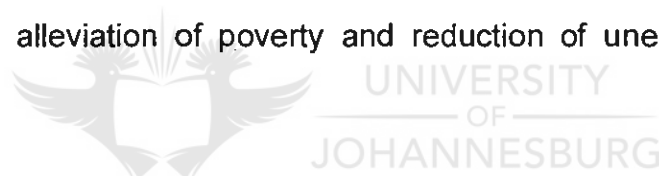
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- to have the aims and objectives of the project at heart.
 - to listen to the ideas of people at the “grass-roots”, both employees and local community members.
 - to devote attention to discovering the needs of the community before finalising the plans for his project.
 - to be open to “bottom-up” planning of his project.
 - to ensure that his workers receive appropriate training and to seek to motivate them.
 - to evaluate the risk attached to his business and take measures to accommodate the said risk.
 - to value the support of paid professionals in the course of the operation of the business.

5.4 RECOMMENDATIONS

The goal of this research was to investigate what makes entrepreneurs successful: to build a profile of the qualities and abilities which characterise successful project leaders. To this end, a literature review was undertaken and empirical research done. The empirical research was carried out among entrepreneurs themselves, their employees, as well as members of the local community. The following recommendations are based on the interviews and questionnaires of the empirical research and reflect, in the opinion of the researcher, the views of the participants.

5.4.1 Central government assistance

Young, developing ventures would benefit tremendously if the Government were to extend them special tax dispensations. Lack of such concessions is a disincentive to entrepreneurs who need to be recognised for the role they are playing in the alleviation of poverty and reduction of unemployment in South Africa.



5.4.2 Local government assistance

In recognition of the contribution of young entrepreneurs to the social upliftment of the community, local government should be seen to be actively assisting them, for example by donating food for workers, particularly in the early phases of the development. This would relieve some of the financial burden of the entrepreneur and enable him to persevere in his pursuit of success.

5.4.3 Networking

Entrepreneurs cannot survive alone. Networking offers the opportunity to mix with other entrepreneurs and, possibly, share the costs of training and marketing. It also offers the opportunity to have a sounding-board that can assist in the decision-making process. All of this enhances the chance of success. Imitating

the way that other successful entrepreneurs go about their business can be helpful in achieving success.

5.4.4 Developing personality traits

Certain characteristics tend to be apparent in the life of a successful entrepreneur: sociability; being prepared to sacrifice in order to succeed; an enquiring mind; and versatility. Further, successful entrepreneurs tend to be innovative and resilient, and to have good people skills. Some entrepreneurs may be born that way, but most develop these qualities as a result of experience. It is recommended that aspiring entrepreneurs should actively seek to develop in themselves those characteristics associated with success, whether by means of formal self-improvement courses or by way of informally observing those who have made a success of projects and then seeking to imitate that which they observe. An investment of this nature will reap untold dividends.

5.4.5 Worker participation

Consultation plays an important role in the implementation of strategies to improve the quality and production in a community project. Good mutual understanding between entrepreneur and employee is essential, for it leads to a greater likelihood of the achievement of goals and objectives. Entrepreneurs need to recognise the advantages of employee participation in their projects and actively to foster such involvement. The people whose welfare is directly impacted by the success (of failure) of a project deserve to be kept up-to-date on developments in the project; they need to be helped to understand that results may not be apparent in the short term; they need to be encouraged to persevere; and they may need to be helped to see the benefit of maintaining healthy relationships in the workplace.

5.4.6 Community involvement

Self-help projects impact the community in two specific ways: they become the providers of goods or services which the community requires; and they provide

employment to certain members of the community. It is enlightened self-interest, therefore, for an entrepreneur to promote good relations with the local society. From the earliest planning stages of a project, an entrepreneur ought to research the likelihood of community support for his venture, taking into account, particularly, such issues as the political mindset of the neighbourhood. Inviting (and then paying attention to) input from people in the area is a sure way to foster community goodwill towards the project.

5.5 FURTHER RESEARCH

The following are suggestions for further research in this area:

- It became apparent in the course of the interviews that workers are reluctant to discuss the project in the presence of their employers; and that the entrepreneurs themselves are somewhat reluctant to participate at all. A study which seeks the underlying cause of this lack of trust might serve a useful purpose in the long term success of self-help projects.
- This study was limited to the Vosloorus vicinity. In order to improve the representativeness of the findings, carrying out similar studies in other regions might be valuable.

5.6 CONCLUSION

This research essay has sought to identify the characteristics of the portrait of a successful entrepreneur, for these qualities are responsible to a great extent for the achievements of his undertaking. They are the foundation of the strategies employed in a thriving project. The entrepreneur's willingness to take risks, combined with the skills of his employees, lead to the attainment of the project's aims and objectives. Self-help projects are one way of addressing the issues of unemployment and poverty; and those who are willing and able to initiate such projects deserve the support of community and employee alike. Would-be entrepreneurs ought to aspire to develop those characteristics which are consistently linked with entrepreneurial success. These, together with the

dedication and support of the various stakeholders, appear to offer the best probability of success in the development of the self-help project.



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PORTRAITS OF AN ENTREPRENEUR

(* the names of the entrepreneurs whose stories are recounted here have been changed to protect their privacy.)

MR MBATHA X

His life story

Mr Mbatha X* was born to a poor family in 1950 in the tiny town of Nqutu in the northern part of what is now KwaZulu-Natal. His father died when he was eight years old and it was very difficult for his mother to look after her ten children. Mr Mbatha is the seventh child and at first there was no money to send him to school. Until he started schooling at the age of eleven he looked after a neighbour's cattle. By the time he was sixteen, he was in standard four and school was no challenge to him.

At nineteen he started working at the local bakery as an ordinary labourer for a very small wage. He worked there for some twenty years and found it very difficult to support his family. By the time he was retrenched in 1990, Mr Mbatha had two wives and eight children. With his wives not working and the children still needing his support, the year he spent without a job was a very difficult one; the money he received as a retrenchment package was simply not enough. Mr Mbatha's brother was living in a hostel in Gauteng and so he left Nqutu and joined his brother in Gauteng to look for a job. But the job in Gauteng did not materialise. Under those hard conditions, with the little money he had, he bought a paraffin stove, as well as a few utensils, and started making fat cakes to sell.

With his small profit from the fat cakes, he bought an electric stove, and the rest is history. The same stove is still used today to bake wedding cakes, bread and other products. Mr Mbatha works with two men and three women who help him in his project. The experience gained while working in the bakery in Nqutu is being put to good use and he also trains other people to run the project.

Characteristics

- Mr Mbatha communicates well. It is apparent that he has a sound grasp of human relations, not only towards his employees but also towards other people, such as customers.
- Mr Mbatha controls his emotions well; whether when dealing with his employees or his clients. He socialises with other people and he shows tact and empathy when working with people. These two attributes enable him to cooperate with his workers as well as his customers.
- Self-confidence is another of Mr Mbatha's traits. He perseveres in spite of setbacks, difficult situations and problems. He sits down and talks to his workers if they encounter work-related problems, such as a shortage of ingredients for baking.
- Hard work is a guiding ethic of Mr Mbatha. A job well done brings him a sense of satisfaction. He shares ideas with other people and trains the people involved in his project on how to promote the products.
- He is a patient person, but he is not afraid to make snap decisions. He can seize an opportunity which coincides with his long-term view of his project.
- Mr Mbatha is very committed to his project, spending more time on its planning and development than sitting and chatting with his family.
- He demonstrates his humble attitude by driving an old car, and ensures that his employees' salaries are paid first from the small income from the project.
- He is very involved in his project, being aware of everything happening at all levels and in all sections of his projects, and he deals personally with his staff, as well as the suppliers and clients: he is personally concerned with the well-being of his project.
- He is willing to take risks. "Failure" sends him back to the drawing board,

looking for new ways to succeed. He learns more from early failures than early success and believes in his own ability. He is realistic and accepts disappointments in a positive way. He is not easily discouraged by negative feedback from either employees or customers. He uses lessons learnt from past mistakes as a foundation for future success.

- He is also thrifty. In order to save on overheads, he has chosen to run his project in the hostel hall. This results in his being able to offer employment to others; and each worker, including himself, is able to survive on the small income he or she receives.
- He has good business sense. For instance, he has an arrangement with some of his suppliers to pay on credit. At present, he is trying hard to get a sponsor for his project.
- He is creative and innovative. He has compartmentalised the floor area of the hall into a sales area, as well as a “kitchen” and changing rooms for his workers. These “compartments” define the areas, indicating clearly to customers where they may go, and satisfactorily controlling the flow of people in the sales area.
- Mr Mbatha has a positive attitude and approach to his clients.
- He has a strong vision for the future of his project. He hopes that one day he will be able to expand, and utilise the entire area available for the development of his project. He has the ability to transform ideas into products. He is an action-orientated person, able to plan and he believes in the value of hard work. He is happy to do whatever it takes to get the job done. Mr Mbatha has a wealth of knowledge that enables him to take quick decisions, visualise and execute drastic changes in his project. He wants to succeed rather than fail.
- He manages his staff very well and sees his project as one that will satisfy the needs of the community. He is certain that one day he will reach his goals

and objectives. He is self-motivated and does not need to be urged to act. He is always receptive to constructive ideas, thoughts, suggestions and observations from other people. He works hard for personal independence, recognising that he is his own boss. He aims for self-sufficiency which is why he is so dedicated to the development of his project, believing in personal autonomy.

Skills

- Mr Mbatha communicates confidently and easily with different people.
- He motivates co-workers.
- He has a positive approach.
- He is able to train his workers
- He has the ability to bake a variety of cakes, including wedding cakes.
- He has marketing skills as well as management skills.

Talents

- Mr Mbatha perseveres and he is a hard worker.
- He has excellent organisational skills.
- He plans realistically, and is thus able to achieve his goals.
- He is sympathetic towards other people.
- He is a fast and positive thinker.
- He has the ability to motivate positively.

MS ZODWA

Her life story

Zodwa Ziqubu* is the oldest of the children born to her father and his first wife, in a middle class family from Mahlabethini in KwaZulu-Natal. Her father had two other wives, and when her mother died when she was ten years old, Zodwa was raised by her father's second wife, who treated her badly and with whom she did not have a good relationship. Her education ended once she had passed standard four (grade six).

At sixteen, Zodwa ran away from home to live with a cousin in Hillbrow, Johannesburg. She managed to find a job in a clothing factory, where she worked for the next twenty years, at which time she was retrenched. Two years later, her husband was killed in a car accident, leaving her with five children to raise.

Facing the difficult situation of bringing up her children alone, Zodwa turned to the trade she knew best and bought herself a sewing machine to make and mend curtains. Using her garage as premises, she and her neighbour make the curtains; while over weekends and during holidays, her children sell them to neighbours and the wider community. Zodwa's share of the profit enables her to pay the children's school fees and meet her other commitments with her head held high.

Characteristics

- Not a reserved person, Zodwa enjoys talking to people; sharing ideas and discussing important issues.
- She is thorough in her manner. Before setting up this project, she undertook extensive research to ascertain its viability in the community. Her success now enables her to sell the curtains on credit.
- Zodwa shows business acumen, recognising, for instance, that problems are

best dealt with by professionals such as lawyers.

- She has proved herself worthy of trust to her suppliers, who are now prepared to supply her on credit.
- While both tolerant and patient, Zodwa is also able to quickly decide to take advantage of an opportunity. Her vision for the future presently includes buying a larger space for her sewing project.
- Her creativity and innovativeness are obvious in the styling of Zodwa's curtains, as well as the way in which she goes about advertising.
- Zodwa's positive nature leads her to strive for success and overcome the obstacle of failure. She is also quick to see opportunities missed by other people.
- As someone who displays all the traits of self-motivation, Zodwa believes in herself as a hard-working and loving person.
- The way in which she always gives to the best of her ability comes from the self-esteem Zodwa enjoys. Combined with her self-motivation, this means that she never needs to be urged to do things. Her confidence allows her to be receptive to new ideas, thoughts and suggestions, and she is not afraid to approach people who can help her attain her objectives.
- Zodwa is an individualist, preferring personal autonomy – which renders her self-sufficient - to affiliation. She puts her enquiring mind to ensuring the success of her project.

Skills

- Zodwa has superior communication skills.
- She enjoys her sewing and knitting skills.

- She has exceptional marketing abilities.
- Zodwa has built a reputation of personal trust.
- She has mastered the art of appreciating other people and their skills.
- She shows excellent managerial skills.

Talents

- Zodwa has a talent for interior decorating and is both innovative and creative.
- She is a hard worker and a good organiser.
- She strives for success
- She is able to motivate others and thinks positively.



MATLAKALA

Her life story

In 1957, Matlakala* was born in the small town of Reitz in the Orange Free State; the last child of a well-to-do family. Unlike her brothers and sisters, who all completed a tertiary education, Matlakala showed no aptitude for schooling, being unable even to pass Grade One – a shocking revelation to her parents.

Eventually the atmosphere at home became untenable and she moved to Vosloorus to stay with her grandfather, and subsequently she married. Recognising a need, Matlakala came up with a business idea. She started advertising her service by writing “Collect, Wash and Iron Clothing” on small pieces of paper and putting them into letterboxes. Her address and telephone number were also on the “flyers” and soon people started contacting her to find out exactly what she was offering. Those were the beginnings of Matlakala’s now well-established “Collect, Wash and Iron” project in the Vosloorus vicinity.

Characteristics




- Matlakala is a talkative person and she enjoys the company of friends and relatives.
- She is a hard-working person who believes in herself and prefers to be in charge – the boss! She does not easily share her problems with other people, believing that she has the ability to find a solution on her own.
- Matlakala is a person who envisions success, and is able to realise products out of her ideas. She sets no store by education, believing that hard work and applying one's God-given talents will achieve success.
- Her action-orientation is the vehicle for transforming ideas into reality, together with the trust and support of her customers.
- Matlakala possesses a brand of dedication which is able to overcome

obstacles, such as finance or the lack of a market. This, coupled with her positive personal self-image and self-confidence, enables her to have realistic expectations for her project and to achieve its objectives and goals.

Skills

- Matlakala knows how to show her appreciation.
- She has built up a reputation for personal trust.
- Her management and organisational skills are well honed.
- She employs her innate creativity in the expansion of her business.
- Matlakala has excellent communication skills.

Talents

- 
- The logo of the University of Johannesburg, featuring two stylized birds facing each other with their wings spread, and the text 'UNIVERSITY JOHANNESBURG' to the right.
- Matlakala has a natural inclination for hard work and she strives for success.
 - She is a positive and creative thinker.
 - She is self- motivated, and believes in her own abilities.

MR DUMA

His life story

Mr Duma* was born in Vosloorus in 1955 to a relatively affluent family. The second of five children, he attended school and matriculated in 1975. Once he had matriculated, he started looking for work.

Brick & Tile in Kempton Park employed him as a supervisor and he worked there for 20 years before being retrenched. With his retrenchment pay, he started his own business venture in the vicinity of Vosloorus. He put his experience of the brick-making industry to good use, buying a small panel van and materials to start brick-making on his own. At present, he has four men and two women helping him in his project.

Characteristics

- Mr Duma has an easy manner when communicating with other people, be they workers, customers or the locals.
- He understands how to motivate his employees, making sure that they are paid for overtime worked, and paying annual bonuses as well. He rewards hard work, for he believes that it brings success.
- He believes that, together with his employees, he can build a profitable venture which will, in time, employ others and so help to address the problem of unemployment in Vosloorus.
- Self-confidence in himself and his product is demonstrated in his successful marketing drive which employs various media such as television, radio and newspapers.
- Quality is particularly important to Mr Duma and he insists that his workers pay attention to the quality of the bricks they are producing. To improve his knowledge and skills, he attends workshops in this line.

Skills

- Mr Duma has good communication skills.
- He shows empathy in his dealings with other people, as well as respect towards everyone with whom he comes into contact.
- He is trusted by other people, particularly his workers, and in turn trusts them to do their best. He also shows trust in himself and his abilities.
- He plays a participative role in his business, organising both the business itself and his workers to the best advantage.

Talents

- Mr Duma is a very hard worker.
- He is able to organise well, and can think quickly and decisively.
- He is self-motivated towards his project.
- He is able to show sympathy towards other people.

INTERVIEW SCHEDULE

INSTRUCTIONS TO PARTICIPANTS

- You are requested to answer the following questions honestly and earnestly.
 - Answer all the questions
 - The information given will be treated confidentially.
 - Thanking you for time spent and your valuable information given.
 - Use an X where applicable.
-

A PERSONAL PARTICULARS

1	Gender	Male	<input type="checkbox"/>
		Female	<input type="checkbox"/>
2	Age	20- 29	<input type="checkbox"/>
		30-39	<input type="checkbox"/>
		40-49	<input type="checkbox"/>
		50 and above	<input type="checkbox"/>
3	Marital Status	single	<input type="checkbox"/>
		married	<input type="checkbox"/>
		separated	<input type="checkbox"/>
		divorced	<input type="checkbox"/>
		widow/er.	<input type="checkbox"/>
4	Highest standard passed		
5	Number in the family		
6	Financial position of the family	Stable source	<input type="checkbox"/>
		Unstable source	<input type="checkbox"/>
		No income	<input type="checkbox"/>
7	Do you belong to the project?	Yes	<input type="checkbox"/>
		No	<input type="checkbox"/>

- 8 Have you ever been involved in the project? Yes
 No
- 9 Length of participation in previous project: Weeks
 Months
 Years

B PROJECT FORMULATION

- 1 Is your project run by the Government? Yes
 No
- 2 Who initiated the project?
 i) co-operation between people and government
 ii) people themselves
 iii) imposition by government
- 3 Who identified the need for the project?
 i) community
 ii) provincial government
- 4 What motivated you to participate? _____

C PROJECT SUSTAINABILITY

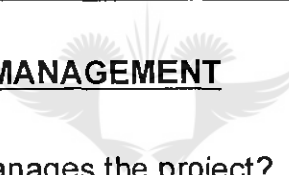
- 1 Would you regard your project as
 i) successful?
 ii) effective?
 iii) sustainable?
- 2 Have you ever consider withdrawing from the project? If so, why

3 What demotivates you to participate? _____

4 In your own view, what can be done to enhance participation in community development projects? _____

5 What motivates you to participate in project activities? _____

D PROJECT MANAGEMENT



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1 Who manages the project?
i) Government
ii) management
iii) project members
iv) others (specify) _____

2 Should participants share profits equally if products are sold by the project management?
Yes
No

3 How are project funds generated? _____

4 Do other members contribute to financial management of the project?

Yes

No

If so, how?

5 How does the project manage the funds?

6 What do managers do to enhance participation in the project?



E INDIVIDUAL PERFORMANCE

1 Does the project address your needs?

Yes

No

Sometimes

Partially

2 Did you receive any training in this project development?

Yes

No

3 How often do you engage in activities for the project?

4 What other activities do you engage in as a member of the developmental project? _____

5 How would you rate the functioning of your project? _____

6 What rewards/incentives do you receive from participating in the project?

F EXPERIENCE DURING YOUR PARTICIPATION

1 While participating in the community project were you involved in a training project? Yes

No

If so, explain _____

2 Do you think that lack of active involvement by some members had a demotivating effect on the involvement of other members?

Yes

No

If so, explain _____

3 How should the product of the project be distributed?

4 Was feedback on your performance in the project provided?

Yes

No

What effect did the feedback or (lack of it) have on you? _____

G EXPERIENCE DURING YOUR PARTICIPATION

1 Is it wise that all participants should make project decisions?

Yes

No

Explain: _____

2 What kind of management style would you prefer? _____

Why? _____

3 Do you think community projects are beneficial to community?

Yes

No

Explain: _____
