



**CRITICAL SUCCESS FACTORS IN IMPLEMENTING
PROJECTS ON RESTITUTED LAND PARCELS IN SOUTH
AFRICA**

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ABSTRACT

Currently there is a perception in South Africa that projects undertaken on parcels of restituted land are experiencing a much higher failure than success rate. There are, however, a few projects that are reaping the rewards and uplifting their communities, as intended by the land redistribution program.

One community in particular, located in Mpumalanga, called community A, is presently undertaking a development project. This development project is one of the most successful restituted land parcel projects ever in South Africa. The purpose of the study is to determine the critical success factors in this community development project that have allowed it to enjoy such high levels of success. Are these critical success factors different from the generic industry critical success factors and, if so, what are they? As informed through literature, the critical success factors focused on in this study are as follows: the influence of management, project communication, knowledge management, the role of senior management, business strategy, project success measurements, and training and development.

For the empirical study, a physical questionnaire was handed to 35 management members currently employed in the community development project. The questionnaire requested the demographics of all participants and asked them to rate, using a five-point Likert scale, their perceptions of the present project activities and of the importance of the project activities mentioned in making the project successful. Participants had to indicate the extent to which they agreed with each statement in the questionnaire. The responses obtained from the survey were presented and analysed.

The study found that the critical success factor “role of senior management” was the largest problem area in the restituted land development project. “Training and development opportunities” came in second, with both factor areas showing large variances. Recommendations have been given on how to address both these problematic areas in the development project and how future restituted land parcel projects can better utilize these factors to ensure successful project implementation and long-term project success.

DEDICATION

To my parents who always believed in me and my abilities and who continue to encourage me to believe in myself.

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1. CHAPTER ONE

PROBLEM STATEMENT AND THE SCOPE OF THE STUDY

1.1. INTRODUCTION

Currently there is a perception in South Africa that projects undertaken on parcels of restituted land are experiencing a much higher failure than success rate. A question that needs to be asked is: Are the incorrect project management practices on these parcels of restituted land coming at a great cost to the country? The debate around land reform and the use of the policy to help rectify the inequalities and injustices of the apartheid era have been a reality since the appointment of the post-apartheid government in 1994. Still today the debate rages on with very different opinions on the actual success of the policy in helping to reduce the inequality gap and uplift those communities who receive parcels of land through the reform process.

According to Tuma (2013, pp. 1-2), *“the concept of land reform has varied over time by the range of functions which land itself has performed: as a factor of production, a store of value and wealth, a status symbol, or a source of social and political influence”*. Land value reflects its relative scarcity, which in a market economy usually depends on the ratio between the area of usable land and the size of that area’s population (Tuma, 2013). This shows why land is being used as a resource to try and reduce the massive inequality gap in South Africa.

A number of reasons have been given as to why the majority of current projects are failing. According to Mabuza (2016, pp. 3-5), *“a large number of land reform beneficiaries have not been able to meaningfully use their land due to the inadequate nature of the post-settlement support structures provided”*. This post-settlement support comes in the form of training and development, skills acquisition, correct project understanding, management and financial support (Mabuza, 2016). Since the start of the land reform process in 1994, the majority of the projects undertaken on these land parcels have been agricultural ones. Of the land that has been redistributed to black farmers since 1994, 90 percent is no longer productive (Qalam and Lumet, 2012). This statistic alone shows that the projects on these land parcels are not reaping the success that communities are hoping for (Qalam and Lumet, 2012). The ineffective and inefficient use of restituted land parcels means that the country and the beneficiary communities are losing out on financial gain, social upliftment, and mass job creation.

According to Keefer, Philip, Knack and Stephen (2014, pp. 127-154), since 1994 the South African government has spent over R6 billion on restituted land projects. Despite this huge investment, the majority of the projects have yet to show any meaningful growth or development in the targeted rural areas (Keefer, Philip, Knack and Stephen, 2014). A recent report published by the South African Government's Financial and Fiscal Commission shows that land reform and restituted land projects are currently failing as a mechanism for agricultural support and job creation (Keefer, Philip, Knack and Stephen, 2014).

A survey conducted in the Limpopo and Eastern Cape provinces found that land parcel projects being used for agriculture in fact showed little or no farming activity on them, with the restituted land beneficiaries earning little or no income from the land itself. The majority of those community beneficiaries were forced to seek employment on commercial farms in the area instead of actively farming their own land (Tuma, 2013). Since the process of restituting land parcels began in 1994, on average, crop production has decreased by 79% on farms converted through the land reform processes and along with this, in three separate provinces surveyed, job losses now averaged 84% on these land parcels (Tuma, 2013).

Taking the above information into consideration, this research paper seeks to examine a successful community land development project and determine what the critical success factors are that led to the successful implementation of this particular land parcel project and what, from a project management perspective, needs to be considered when implementing projects on parcels of restituted land to ensure higher project success in the future. The research undertaken and data gathered in this study are used to develop an understanding of a project's critical success factors to help future project management teams make more informed decisions when implementing projects to ensure a higher success rate on restituted land parcels.

1.2. PROBLEM STATEMENT

There is a dire need to identify the critical success factors that can aid project managers in the successful implementation of projects on parcels of restituted land in South Africa. Developing guidelines to support future project decisions will result in a higher success rate for the projects undertaken by beneficiary communities. Improving the success rate of the projects undertaken on parcels of restituted land will reduce:

- Land used inefficiently
- Lack of project understanding
- Unemployment levels
- Valuable resource wastage.

It will promote:

- Monetary returns for the community
- Community job creation
- Skills and training development
- Micro-economic upliftment (Mbatha, 2017).

If these restituted land parcel projects continue to fail at the current rate, it will result in a waste and exhaustion of valuable land and business resources in South Africa. Some of the resources include, but are not limited to, fertile land – land that can meaningfully be used to grow good and healthy crops - and financial resources: there are significant financial losses for both the government and the communities, as the land is ineffective in generating any form of revenue (Mbatha, 2017).

A review conducted by the Establishing Emerging Farmers (FAO) in 2009 found that implementing and overseeing project agencies lacked the required capacity to execute their work themselves (FAO, 2009). The number one problem that was identified through the review was the need for “*better coordination and cohesion*” among service providers in the land reform process. Improved skills in the use of technology; finance and farm management; and adequate market information are all basic requirements for the productive use of farmlands (Mbatha, 2017).

Restituted land projects, however, cannot solely be judged on their financial returns to the community. Other factors need to be taken into consideration that are just as important. These include areas like job creation, micro-economic upliftment, skills, training and development and general community upliftment (Mbatha, 2017). According to Mbatha (2017, pp. 10), the few successful cases of agricultural, land development and other projects undertaken on parcels of restituted land were characterized by the following:

- Sound business plans that were developed and owned internally by all staff members

- Farmers or developers who possessed most of the required skills and knowledge to execute their own plans effectively and efficiently
- A critical alignment between the plans and physical, as well as natural, resources available to the farmers and project management team
- A good understanding of the communities' long-term goals and objectives
- Access to input and output markets
- Farm managers and land developers who had a voice to shape the project policy effectively (Mbatha, 2017).

These above characteristics are linked to an understanding of critical success factors and how to correctly manipulate and combine them to ensure the successful implementation of an agricultural project or a land development project on a parcel of restituted land. It is thus essential to ensure a proper understanding of the objectives of the said project to be undertaken on the parcel of land (whether agricultural or development) to ensure its long-term success and sustainability (Cerpa and Verner, 2009).

Critical success factors, also known as key result areas, refer to the activities that must be completed to the highest standard of quality in order to achieve the goals of the project (Project Management Guide, 2015). Critical success factors are a way to prioritize certain processes as the project plan is being executed. These critical success factors allow project teams to ensure particular tasks are in place for the smooth running of the overall project, thus facilitating higher levels of team cohesion (Project Management Guide, 2015).

The importance of the critical success factors with regards to community management of these projects is often overlooked and the assumption that farmland given over through the land reform process will continue to produce the same yields as before is the root cause of the current failure of these agricultural projects. The necessary “organizational” changes are not adequately considered when land is shifted from one party to the next (Cerpa and Verner, 2009). It is of paramount importance that the critical success factors are identified and understood well in advance to ensure any project undertaken on restituted parcels of land is successful.

1.3. RESEARCH OBJECTIVES

1.3.1. Primary objectives

The primary research objective of this study is to assess what the critical success factors are that have led to the successful implementation of community A's land development project. The identification and recognition of these success factors will help future communities and project managers achieve higher levels of success in terms of financial returns, job creation and community upliftment, reducing the inequality gap. The guidelines resulting from the current research endeavour should lead to an overall higher project success rate on restituted land parcels in South Africa, which may generate a competitive advantage for these communities.

Ultimately the research intends to investigate whether the already existing critical success factors used in other industries are the same as those applied in community A's restituted land development project. The existing critical success factors - as informed through literature - and their ranking of importance are as follows:

- Influence of the project management
- Project communication
- Knowledge management
- Role of the senior members
- Business strategy
- Success criteria
- Training and development opportunities (Meyer, 2014).

1.3.2. Secondary objectives

The following questions have been drafted to help with achieving the primary objective of this research study. The questions to be investigated are as follows:

- What makes projects succeed or fail?
- What are the already identified critical success factors of projects?
- What role do critical success factors play in the overall success of projects?
- Are the critical success factors identified in other industry projects the same factors needed to make projects undertaken on redistributed land more successful?
- If not, what factors are more important in projects on parcels of redistributed land?

- What then are the leading factors that need to be better applied in projects on redistributed land?
- What recommendations can be given to ensure higher levels of success for projects on redistributed land?

The above-mentioned primary and secondary objectives can be illustrated graphically as follows (see Figure 1.1):

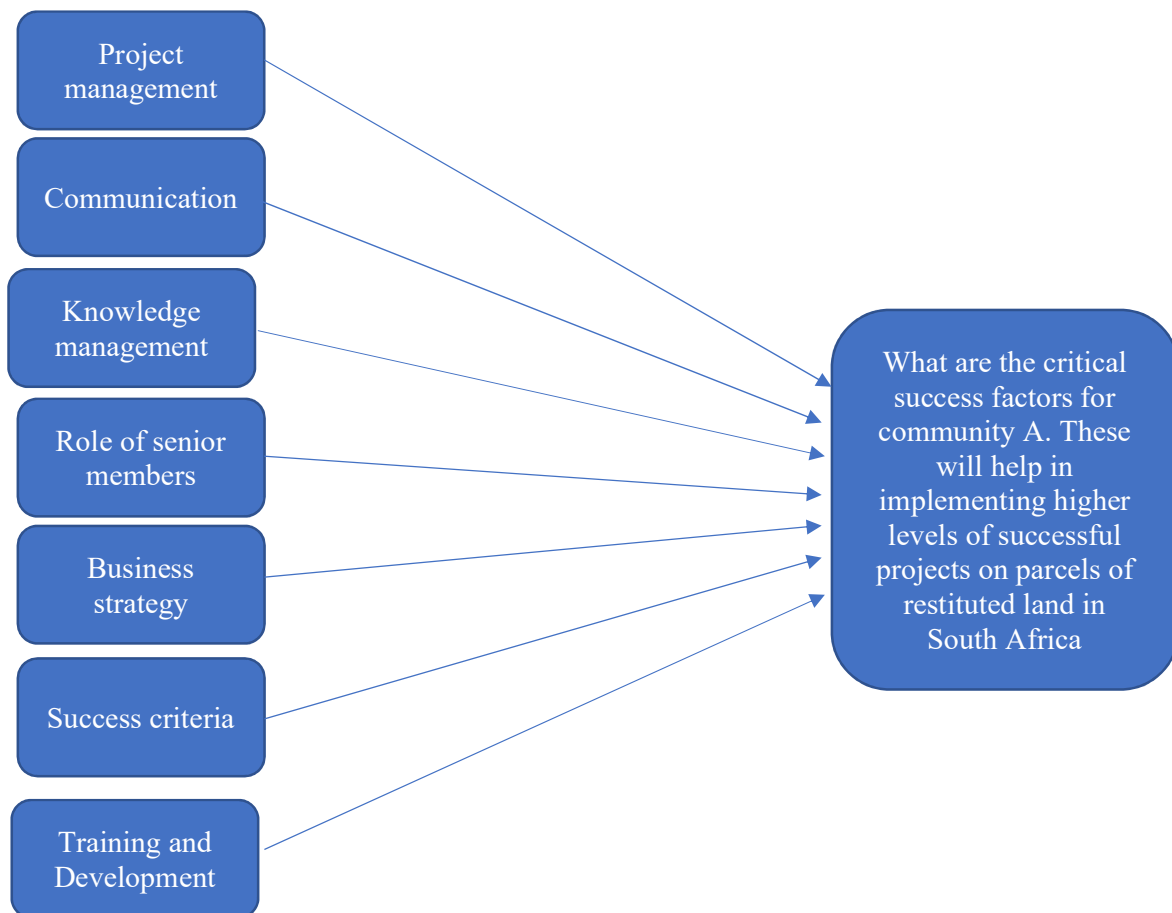


Figure 1.1: Implications for successful project management

Source: Meyer, 2014.

1.4. RESEARCH DESIGN OBJECTIVES

The following design objectives are explored in the study:

- Present a literature review that assesses what the existing body of knowledge and research determines critical success factors to be in South African industries and in projects undertaken on parcels of restituted land.
- Conduct a further literature review from the same body of knowledge and research of related and relevant topics such as project management.
- Construct a questionnaire based on the findings of the literature review to gather the primary data on what factors have been used in the successful implementation of development project A on a parcel of restituted land in South Africa.
- Apply for ethical clearance for the use of the questionnaire from the Rhodes University Ethics department.
- Distribute the questionnaire to the relevant employees on project parcel A (Development) and gather a total of 30 responses.
- Capture and analyse the data using Microsoft Excel computer software.
- Interpret the findings and draw the relevant conclusions based on the findings.
- Determine whether the critical success factors used in other industries (provided through literature) are the same factors relevant to the successful implementation of projects on parcels of restituted land in South Africa.
- Provide recommendations on how to improve the success rate of projects undertaken on parcels of restituted land in South Africa.

1.5. RESEARCH METHODOLOGY

When determining what approach to follow when conducting research, it is important to distinguish between the qualitative and quantitative approaches and note the differences between them. Qualitative and quantitative researchers apply very different methods to reach their final conclusions, thus employing different data collection and analysis techniques (Blanche and Durrheim, 1999).

To answer the questions relating to the relationships between the measured variables with the purpose of explaining, controlling and predicting phenomena, quantitative research is

generally used (Leedy and Ormrod, 2012). This approach is usually referred to as the traditional, experimental or positivist approach (Leedy and Ormrod, 2012).

Qualitative research, on the other hand, suggests that the researcher's ability to interpret and make sense of what is seen is critical to create an understanding of any social phenomena (Leedy and Ormrod, 2012). In order to answer the questions around the complexity of a social phenomenon, this method of research is generally used. This is done to try and understand the set phenomena from the participants' point of view or their understanding of it (Leedy and Ormrod, 2012).

The research to be undertaken in this paper will follow a quantitative approach as it is attempting to understand the relationship between measured variables that contribute to the critical success of projects on parcels of restituted land in South Africa.

The study revolves around all participants rating, on a Likert scale ranging between 1 (strongly disagree) – 5 (strongly agree), whether the particular participant feels that the particular success factor is currently present and utilized in the community development project. This falls under the second part of the questionnaire (Evaluate the following activity). Secondly, the participant is asked to rate how important they feel that that particular success factor is (if present) or would be (if not present) in contributing to the overall success of the community development project (Please rate the level of agreement with the following activity). The research was conducted over one weekend. During this time the researcher distributed and collected the questionnaires from the relevant participants.

1.5.1. The sample

This study is limited to a community located in Mpumalanga, called community A, as it has received large portions of land through the land reform process. The community is currently using this land for development. The population includes the management employees found on project parcel A (Development), as well as the contractors involved in planning and implementing the project on the parcel of restituted land in South Africa. A questionnaire was distributed amongst a number of employees on land parcel A. The responses were analysed to determine if there were different critical success factors driving project success of this restituted land parcel when compared to the generic industry

critical success factors. A convenient sampling method was applied in this research.

Participants were chosen for this study based on their work roles within the community development project. The following questions were asked and taken into consideration during the selection process:

- What level of understanding of the project processes would the individual have?
- What influence would the individual have over the project processes?
- How invested in the project is the individual (is he/she just there to perform a job, or does the success mean more than that to the individual)?

From this it was concluded that management members would be best suited to providing accurate and meaningful information around the project's success factors as they have a prominent involvement in the processes.

1.5.2. The measuring instruments

The questionnaires distributed amongst the employees used a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The questionnaires also captured the participants' gender, age, job tenure and experience. Anonymity and confidentiality were strictly adhered to and guaranteed by the questionnaire, as personal information such as name was not asked of any participant.

The questions in the questionnaire were based on similar research conducted by Meyer in 2014. Meyer identified the critical success factors for implementing an IT project within the automotive industry in South Africa. The nature of that particular study was very similar to what this research is attempting to achieve, thus the questionnaires were based on Meyer but modified to contain relevant questions to suit the current research objective. This was in order to identify the critical success factors used in the successful restituted community development project.

The questionnaire was divided into two sections. Section one asked the demographic details of the participant. Section two asked the responsive questions that needed to be ranked on the Likert scale. The participant's view was related to the factor experienced,

as well as the perceived importance of that particular factor in the working environment that led to the project's success.

1.5.3 Data analysis

All data from the questionnaires, once collected, were analysed by the researcher. Results were then transferred to *Microsoft Excel* for the data analysis process. Once in the Excel document, data were further grouped according to the dimension which they were measuring and relevant to. The dimensional data were lastly analysed per critical process activity as well as the importance of the factor according to the participant. This analysis method is elucidated in chapter four.

1.6.RESOURCE-BASED THEORY

The research was underpinned by the resource-based theory. According to Barney (1991), the resource-based theory describes the creation of a competitive advantage in terms of the firm's or the project's ability to implement a value-creating strategy or process. This is done using internal resources that are easily available to an organization or project. This competitive advantage cannot easily be copied or adopted by current or future competing organizations, thus creating sustained success. This competitive advantage is what is needed for any restituted land parcel project to sustain success in the long term. The resource-based theory and its application will be set out in chapter two.

1.7. OUTLINE OF THE STUDY

The research study is divided into five chapters.

Chapter one outlines the scope of the study, the problem statement, the objective of the study and the methodology to be applied.

Chapter two looks at the nature, importance, benefits and disadvantages of projects undertaken on parcels of restituted land.

Chapter three describes the theoretical model; this indicates the relationship between the measured variables that are investigated in this study.

Chapter four presents the research methodology. This chapter also covers the results of the validity and reliability assessments of the instruments that were used in the study.

Chapter five is the final chapter of this study. The empirical results are interpreted and summarized and managerial implications discussed. There are also recommendations for future research to be conducted based on the findings.

1.8. SUMMARY

In this chapter the main research objective, as well as the secondary questions to aid in achieving the main objective, were discussed and the conceptual framework was presented. How the research methodology was used was reviewed and the overall outline of the study was described.

The next chapter introduces the literature review and presents the literature study of the critical success factors in industries in South Africa, as well as those needed for project development on parcels of restituted land in South Africa.

2. CHAPTER TWO

LITERATURE REVIEW AND CRITICAL SUCCESS FACTORS

2.1. INTRODUCTION

Chapter two of this research paper will be divided into three sections. Section 2.2 will deal with the relevance of the resource-based theory in this research paper. What can be expected in this section is as follows:

- Theoretical rationale behind the resource-based theory
- The resource-based theory, strategy and economics
- Relevance.

Section 2.3 will discuss the restituted community development project. What can be expected under this section is as follows:

- General information on the development project
- Project policies
- Nature of the industry
- Statistics to support the success of the community development project.

Lastly section 2.4 will examine the components identified as the generic critical success factors in most industry projects. These factors will then be explored with regards to their importance, relevance and potential to increase project success on parcels of restituted land in South Africa. This section will be divided up as follows:

- Overall project management
- Reasons for restituted land project failure
- The project manager
- Project communication
- Knowledge management
- The role of senior management
- The business strategy and project plan
- Project success measurements
- Training and development.

2.2. RESOURCE-BASED THEORY

According to Barney (1991, pp. 34-40), a very important aspect of the strategic management of firms is identifying and understanding the different sources and resources that can give the firm a sustained competitive advantage. Historically this focus has been on examining the internal strengths and weaknesses, as well as the external threats and opportunities, which the organization faces. These two approaches form the theoretical basis for the models in formulating a firm's competitive advantage: a resource-based model and an environmental model (Barney, 1991). Barney (1991) constructed the resource-based view and how it may be used to achieve a sustained competitive advantage.

2.2.1 Theoretical rationale behind the resource-based theory

An organization's resources include all assets, capabilities, processes, attributes, knowledge and information. These resources are then controlled by the organization in a value-creating strategy to achieve a sustained competitive advantage (Barney, 199, pp. 34-40). The resources within a firm can be categorized into three groups: *physical capital resources* (physical technology, plant and equipment and access to raw materials), *human capital resources* (training, education, intelligence, experience and judgment) and lastly *organizational capital resources* (formal reporting structures, planning and controlling mechanisms).

Barney (1991) describes a competitive advantage in terms of a firm's ability to implement a value-creating strategy or process that cannot easily be copied or adopted by current or future competing organizations. A sustained competitive advantage is thus a competitive advantage that cannot be easily attained by others.

While other models, such as Porters 5 forces, primarily focus on the understanding of external or environmental factors that can facilitate strategic positioning within an industry, the resource-based theory suggests that an organization needs to focus internally to create a sustained competitive advantage. By firmly repositioning its focus inward, an organization can determine how to optimally use the resources already available to it to create competitive advantage (Barney 1991).

In developing a theoretical model of sustained competitive advantage, Barney (1991) argues

that the model must be based on the assumption that resources are heterogeneously distributed across the industry and that they are immobile. The resource-based theory proposed incorporates four factors that are required to ensure these resources establish a sustained competitive advantage. Resources must be:

- Valuable: Valuable resources enable a firm to implement strategies that improve efficiency and effectiveness.
- Rare: When the valuable resources available to a firm are rare, those resources have the potential to create a sustained competitive advantage.
- Imperfectly imitable: Those resources that are valuable and rare can only create a sustained competitive advantage if they cannot easily be copied by competitors. If they are perfectly imitable all organizations will be using them to create their own competitive advantage.
- Non-substitution: The final requirement to ensure a sustained competitive advantage is that these resources can't easily be substituted for other resources that will achieve the same results. If the resource can be substituted with ease, that resource cannot create a sustained competitive advantage (Barney, 1991).

Currently a number of projects undertaken on restituted parcels of land are struggling to fulfil these criteria, thus failing to create and sustain a meaningful competitive advantage for their respective communities (Barney, Ketchen and Wright, 2011). This research will be attempting to use the principles of the resource-based theory to help projects undertaken on restituted parcels develop their own competitive advantage through the correct identification and application of a project's critical success factors (Dawid, Harting, Van der Hoog and Neugart, 2016). If the beneficiaries of restituted land projects can learn how to successfully implement their projects and sustain them in the long run, this will lend itself to a better understanding of how communities can uphold their competitive advantage (Dawid, et al., 2016).

2.2.2 The resource-based theory, strategy and economics

Lockett and Thompson (2001, pp. 120-135) recognize that there is considerable overlap between strategy theory, in particular resource-based theory, and economic theory. The resource-based theory is concerned with how a firm can achieve a sustained competitive advantage through the efficient and effective utilization of the resources available to it. The resources at a firm's disposal are either tangible or intangible, each of which may in turn be

dynamic or static in nature. One aspect of economic research considers the efficient allocation of resources within an economy (Lockett and Thompson, 2001). This must include a firm's resources and a firm's behaviour.

Economic research has striven to provide a generic framework for understanding firm behaviour, decision making and results-driven performance. Recent developments in new institutional economics aim to "*explain and evaluate the alternative ways in which economic activity is organized*" (Lockett and Thompson, 2001, pp. 120-135). The economic theories complement the resource-based theory of the firm. Lockett and Thompson (2001) argue that there are some cases where it may be necessary to consider the economic and resource-based perspectives in strategic decision making. This links directly to the decisions made on restituted land parcels.

2.2.3 Relevance

The resource-based theory provides a framework for understanding organizational strategy and the important role a firm's resources play in achieving the strategy. It supplies a broad context for the types of decisions (such as those in restituted land projects) that firms can make to achieve their sustained competitive advantage (Barney, 1991). This forms an important aspect of the research to be undertaken.

2.3.RESTITUTED COMMUNITY DEVELOPMENT PROJECT

2.3.1. General information on the development project

When the project was initiated in 2005, this particular community project was one of the most successful community settlement projects to have taken place. The community received 9 parcels of land from the South African government as part of its restituted land settlement. Of the 9 parcels, 8 had active agricultural activities which enabled the community to generate an immediate income. The final parcel of land was virgin bush and so presented no immediate income opportunity for the community (Winchestermarketing, 2009).

However, with this final parcel adjoining the Kruger National Park, the community, along with real estate experts, saw the potential to convert it into an upmarket wildlife, eco estate development. Along with the 9 parcels, it was recognized that the community in fact had a

legitimate claim within Kruger itself. Instead of receiving a once off payment from the park, the community and SANParks agreed to allow the construction of a private bridge extending from the community reserve into the Kruger. This unique feature granted to a private reserve by the Kruger National Park - a first of its kind - created a sustained competitive advantage for the community development project. The levy charged per person/ per vehicle for use of the bridge generates around R2 000 000.00 a year for the community (Winchestermarketing, 2009).

The project thus delivers an alternative revenue stream that falls outside of the 8 agricultural land parcel projects. The annual income received from the bridge and the income from the sale of development concessions within the reserve create a sustained revenue for the community members (Winchestermarketing, 2009).

2.3.2 Project policies

The main project policies laid down for an eco-development such as this were:

1. There would be sustainability in terms of environmentally friendly development, with minimum disruption of natural land.
2. Revenue from the land development would be put back into the project and the community, ensuring long-term success and sustainability.
3. Any new projects undertaken on the land would first and foremost take a community upliftment perspective to ensure anything done on the land would have a positive effect on the community.
4. Where possible, sustainable and green energy initiatives would be used, as the land was a natural habitat and all animals needed to be protected as such.
5. The development would at all times be seen as socially responsible in meeting the requirements laid out by the benefiting community and upholding the protection of the land and animals of the reserve (Ernest Van der Merwe).

2.3.3 Nature of the industry

The industry can be categorized as the private wildlife industry that focuses on sustainability, eco-tourism and nature conservation.

The property itself can be classified as a mixed-use development in the sense that it has full residential, free hold title rights for individuals wanting to retire and live in the bush; it is also a commercial and letting entity in the form of an ongoing commercial hotel; and lastly it can be described in the form of holiday rights where people can come and simply enjoy themselves on the private reserve. All these together constitute a mixed-use development scheme within the wildlife industry (Winchestermarketing, 2009).

This presents a unique opportunity for both local and international investors within a mixed-use development with a private access bridge to one of the biggest wildlife reserves in the world. The property has strict development regulations for wildlife protection and community upliftment (Interview appendix).

2.3.4 Statistics to support project success

The statistics supporting the success of this community development project can be summarized by the following four sections:

1. Revenue returns – A project of this nature now presents the community with a revenue return worth more than three times that of the value of the land had they chosen to settle it with the government back in 2005. They have over the past 14 years enjoyed significant financial returns from the sale of the development portion, as well as secured sustained annual income from the property bed levy, bridge use, land lease arrangements and hotel profits. Collectively all these revenue streams bring in R3 500 000.00 per year, essentially risk free (Ernest Van der Merwe).
2. Employment opportunities – With the opportunity for investors to buy and develop private homes on the reserve, many community members have found employment on the property. This is often in the form of building teams, cleaners, gardening services, maintenance and game rangers. These employment opportunities essentially come from the private homes and community hotel. Back in 2005, 3 individuals were employed on the vacant land to look after cattle and tend to the fencing. In 2020 there are 360 community members fully employed in the development project, as well as a number of part time reserve and road maintenance members (Ernest Van der Merwe).
3. Skills upliftment – The permanent employment opportunities enjoyed by community members have resulted in skills development, as well as high levels of wildlife

education and understanding amongst the community members (Ernest Van der Merwe).

4. Macro-economic upliftment – With the influx of people on the reserve, the macro-economic environment has boomed. An example would be the local Toyota garage which has doubled in size to handle the constant repairs required for the property game vehicles. The local Spar has also grown substantially to cope with the food and beverage orders placed by the reserve to cater for all the guests. From a community perspective, entrepreneurial businesses have also grown. Community members sell wooden carvings to guests or fruit and sandwiches to other community members entering the property for their days work (Ernest Van der Merwe).

2.4 THE GENERIC CRITICAL SUCCESS FACTORS

According to Meyer (2014, pp. 1-110), the generic critical success factors can be broken down into the following nine topics: *“Project Management, Reasons Projects Fail, The Influence of the Project Managers, Project Communication, Knowledge Management, Role of Senior Management, Business Strategy, Project Success Measurements and Employee Training and Development”*. Special attention needs to be given to the outlined critical success factors before the undertaking of any restituted land parcel project.

The purpose of highlighting such factors is to reduce the risk of not adequately measuring and meeting the goals and objectives of any project and its associated critical success factors (Burk, 2010). Conventional project management literature mainly focuses on the techniques used to improve the projects themselves; however, the “front-end” of the project is just as important (Meyer, 2014). To determine the goals and objectives of any project, it is vitally important to accurately assess the critical success factors through the involvement of stakeholders. The main reason for this is that stakeholders and project management often have very different goals or visions for the project; the inclusion of the stakeholders in this process eliminates any risk of ambiguity and confusion (Wellington, 2017).

The project management team for any project undertaken on parcels of restituted land plays a critical role. This team provides the link between what a community is expecting from their project (monetary returns, job creation or community skills development), while meeting the

goals, objectives and needs of all stakeholders involved in the process (Carden and Egan, 2008). The project manager can be seen as the glue that binds the whole project together. This role provides the link between the service and the client expectations. The project manager may need to assume multiple roles to enhance the engagement of the multiplicity of stakeholders and keep them updated on issues and events affecting the project, as well as project progress (Burk, 2010).

To aid the project manager and the project management process, this literature review has explored various components of the process. Developing a better understanding of these components should enable the project management team to influence the critical success factors to improve the future success rate of projects undertaken on parcels of restituted land in South Africa.

2.4.1 Overall project management

Projects are increasingly used in organizations and industries worldwide to effectively and efficiently meet the described goals and objectives (Muzio, Hodgson, Faulconbridge, Beaverstock and Hall, 2011). Owners and management teams are focusing on the sphere of project management to ensure an improvement in the success rates of achieving organizational/project goals through the use of project management techniques (Burk, 2010). Research suggests that the last decade has been marked by a rapid increase in the use of project management as an effective method for projects to reach their goals and objectives (Burk, 2010). This surge in the use of project management comes from internal use, as in the past projects were seen as external to the organization.

According to Burk (2010, pp. 10-12), a project can be defined as *“a temporary undertaking to create a unique product or service. In order to achieve this the project management process is characterized by the application of knowledge, skills, and techniques to manage the activities to meet the respective stakeholders’ needs and expectations”*. The project manager thus needs to be able to clearly define the goals and objectives of the project to eliminate the risk of confusion. In order to effectively do this, the project manager needs to know who the different stakeholders of the project are, so that each stakeholder’s needs and expectations are defined from the outset and correctly understood by the project managers themselves (Burk, 2010).

A recent study suggests that as of 2017 around 85% of the global economy makes use of project-based management (Wellington, 2017). This statistic shows that organizations are utilizing more and more project-based undertakings. The main driving force behind this is the ever changing and moving business environment of the 21st century, the so-called VUCA business world (VUCA stands for Volatility, Uncertainty, Complexity and Ambiguity). Organizations are now forced to find and make use of effective processes, tools and techniques to implement successful changes, often coming from within (Wellington, 2017). The demand for increased flexibility in response to a very dynamic and shifting working world has resulted in many organizations changing from being operations-focused to project-driven organizations (Meyer, 2014). This continuous change in the organization requires a project-oriented management team. The control and monitor model is felt to no longer suffice in providing the flexibility an organization needs to survive (Parker, et al., 2013). Organizations have moved from the idea of creating a stable working environment to emphasizing the need to equip themselves with the necessary tools and procedures to adapt and respond correctly to market volatility (Meyer, 2014). In order to successfully apply change management within a firm or project, project management procedures and practices are called for (Parker, et al., 2013).

Projects have shifted from being an entity that falls outside of the business to a more regular business process in creating and sustaining long-term value (Parker, Charlton, Raghuvar and Ribeiro, 2013). Due to their temporary and unique nature, projects are differentiated from standard organizational processes. According to Parker, et al. (2013, pp. 534-544), these projects are characterized by lack of organizational routine, a cross-disciplinary integration of internal and external experts and irregular personal groups and work content. Carden and Egan (2008) suggest that the expanding appeal of project management today is linked with workplaces focused on sustainable organizational growth and higher levels of performance. In organizations such as these, project management is utilized as an indispensable factor for organizational success (Carden and Egan, 2008).

Project management consists of a number of factors such as knowledge, skills and techniques applied to a wide range of activities to meet specific requirements, objectives and goals of a set out project (Cook and Olson, 2006). Project management includes five distinct processes

that need to be met in order to ensure the successful implementation of any project (Cook and Olson, 2006):

- Introducing
- Designing
- Executing
- Monitoring
- Accomplishing.

According to Meyer (2014, pp. 1-110), project management principles are being utilized throughout a variety of industries, such as the IT industry or retail industry. These principles are used to create and enhance production facilities or to change the structure within an organization (Steyn, et al., 2012). Projects, however, in many cases fail to meet the needs, objectives and expectations of stakeholders and customers. Project success is not limited to achieving the time, scope and budget constraints - there are additional objectives organizations, projects and project management teams need to take into consideration (Steyn, et al., 2012). This has to be achieved through the initial project plan and the organizational strategy. Research has shown that unclear, ambiguous or unrealistic goals and objectives when starting a project constitute the fundamental reason a number of complex industry and community-based projects fail (Steyn, et al., 2012).

Rivinus (2014) believes that project management has in fact evolved to accommodate the emerging management processes and philosophies related to implementing organizational, cultural and structural change in the 21st century market space. Projects are thus emerging as the desired template for strategic operational changes (Rivinus, 2014). Because of this, project management is said to be the fastest growing management science in the world (Rivinus, 2014).

Meyer (2014) states that there is currently, *“a global trend for the world’s top firms to adopt project management not just as a tool or methodology but rather a way to embrace the philosophy as a ‘way of thinking’.”* Organizations looking to improve their efficiency or competitiveness through methodologies such as the Six Sigma or lean manufacturing should adopt project management as a key enabler for this process (Burk, 2010). There are multiple

reasons for the increase in the use of project management in organizations in the 21st century. These firms need to respond to the constant changes in their external environment by adapting their business operations (Rivinus, 2014). Project managers need to be aware of the fact that the correct implementation of their projects and constant monitoring of the project management process allow for potentially higher returns to materialize (Rivinus, 2014). This is only possible because project management utilizes resources in the most optimal manner.

Morris (2010) maintains that projects often have several stakeholders involved at any one time. These different stakeholders may have conflicting goals and objectives for the outcome of the project. It is suggested that because the sponsor is paying the most for the project, its interests will carry the most weight and so will be met first. Generally, a project's cost and schedule are used as accurate measures of its success (Morris, 2010). However, as mentioned before, these are no longer the only measurements applied. It has been credibly argued that other areas such as goals, strategy, choice of technology, approach to risk and contracting policy all need to be worked into the success measurement criteria of any project (Morris, 2010).

Another important aspect of the project management process is the formation of project groups (Meyer, 2014). Project groups are often formed on a temporary basis and normally just for the duration of the project life cycle. These groups, however, require full commitment and co-operation and a very professional level from both the internal and external stakeholders (Nixon, Harrington and Parker, 2012). Project introduction calls for staffing co-ordination according to the operative requirements of the various aspects involved in the project. The staffing process involves the integration of various professional units or branches; these clusters are thus seen as multidisciplinary (Burk, 2010).

According to Nixon., et al (2012, pp. 204-216), the concept of project management refers to the planning, organizing and controlling of project activities through the decision-making process. The role and the responsibility of project managers are to monitor and improve the efficiency and effectiveness of the associated project activities. Leadership is thus guiding team members to achieve the project's objectives in the most successful manner possible (Nixon., et al, 2012). This is done by inspiring people to realise their full potential for reaching

the more challenging organizational goals.

Over the last decade or so, project management has become a vibrant and ever-growing academic sphere. The field has attracted a number of researchers and has gained a lot of traction under management education. The fast growth of the project management field globally can be attributed to the following factors:

- Globalization now forces organizations to become effective and efficient in the way they conduct their everyday business. Because of the increased and more aggressive international competition, businesses need to be able to adapt quickly to the VUCA environment around them. This is causing the more rigid structures of an organization to be replaced with flexible project teams.
- Products and services now have shorter life spans than ever before. New products, models and services are being developed at an ever-increasing rate.
- Again, connecting back to globalization, the amount of information available to organizations is unlimited due to electronic sources. This creates pressure on organizations to make rapid changes at a moment's notice. Project management facilitates these changes (Morris, 2010).

Project management is thus a key component in the implementation of successful projects on parcels of restituted land in South Africa. The correct management of these projects can lead to a sustained competitive advantage. Research has shown that a higher level of successful project delivery for restituted land projects comprises two aspects. The first category deals with the project (organization) itself and identifies the following core or critical factors:

- Employees' knowledge or understanding of the project's processes, roles and responsibilities and vision of the end goal of the project.
- The ability of the project manager to communicate effectively to all levels of the project team. This needs to be done formally and informally, as well as inside and outside the boundaries of the project.

The second category deals with the core or critical capabilities. These have been identified as follows:

- Financial capital to manage and fund the project.
- The project management team's ability to communicate effectively.
- The capacity to firstly understand and then manage the different needs, expectations and priorities of the various stakeholders.
- The ability to align the project with the strategy and business objectives of the community (organization).

2.4.2 Reasons for project failure

A number of factors involved in the failure of projects undertaken on parcels of restituted land have been identified. These range from a lack of general project understanding and skills necessary to implement the project, to not enough post-settlement support by the government, to communities looking to undertake projects on their land and appointing untested project managers with little knowledge of how to implement successful projects on restituted land (Mbuza, 2016). Defining the project requirements is essential to understand the scope, the goals, and the specific project developments. Communities (organizations) are guilty of simply jumping on the trend and at times overselling a potential project without considering what is required to successfully implement the restituted land project or the demands it will place on the community (Meyer, 2014).

The use of projects is generally associated with achieving better results. Issues such as poor selection, poor management and poor use of available resources can all contribute to project failure (Meyer, 2014). In terms of the area of poor selection, often projects are poorly defined, lack clarity as to their final direction or have the wrong focus altogether. This leads to issues of timing and perceived results. In order to eliminate these potential issues, projects need to be clearly defined and effort needs to be put into the selection of mentors and the people who will participate in the project (McLean and Antony, 2014).

McLean and Antony (2014) suggest that projects that are not clearly defined with set goals and objectives can have a chain reaction effect on various aspects of the project. Major difficulties in projects have been directly related to not imposing a thorough work breakdown

structure for project staff to follow. Project failure is often associated with projects that involve high levels of innovation. This characteristic is present in these kinds of projects due to the fact that highly innovative projects are typically associated with uncertainty. However, if this innovation is managed and monitored correctly, the chances of project success increase drastically (Bowers and Khorakian, 2014).

Bowers and Khorakian (2014) seem to suggest that projects tend to have a higher failure rate and thus do not deliver a quality product when it is evident that there is a lack of alignment between the following factors: resources and deliverables, planning, change management and feedback loop to management structures. McLean and Antony (2014) advocate that before any project can be implemented, the motivation for the project and the project objectives, goals and outcomes require serious consideration. Even starting projects for the wrong reasons can result in failure. This is especially true for restituted land parcel projects (McLean and Antony, 2014). Another important area that needs to be considered is the lack of overall management support, buy-in and commitment resulting in project failure. This is because in order for change factors within a project to be successful, high levels of participation and enthusiasm are often required. A lot of time and effort is exerted during the change phase. If management loses interest and fails to provide support in these early phases, often due to other priorities arising in the project, project failure is very high. Managers need to be able to demonstrate leadership during the early phases of a project, as without proper motivational leadership, project progress will be impeded (McLean and Antony, 2014).

A study conducted by Manenzhe, Zwane and Van Niekerk (2016) found the following factors to directly impact the success rates of farming projects on restituted land in Mpumalanga province, South Africa:

- Farming skills: 83% of the individuals who took part in the study said they had no previous farming knowledge. All 83% indicated they had not been offered formal training in agriculture or farm management since the land had been handed over.
- Marketing of produce: The study indicated that only 16.7% of the employees on the farms were involved in any form of marketing. This created a serious concern around the sustainability of the farm.

- Government support: The government is seen as the number one support entity to ensure farming project success on restituted land parcels. The study revealed, however, that 73% of the participants felt the South African government had provided inadequate support after the land handover process to ensure the continued success of the farming project. A very high number of respondents experienced a lack of government support.
- Full vs part-time employment: The study found that too many participants used the farming project as a part-time hobby rather than a full-time job, thus not spending enough time and effort on the land to ensure the long-term success and sustainability of the farming project (Manenzhe, et al., 2016).

Sustainable land reform projects tend to only materialize in the medium to long term. Without continual external assistance, a constantly growing net worth, a steady decline in debt and diminishing reliance on government intervention and assistance, projects will never reach that phase (Manenzhe, et al., 2016). To ensure the sustainability and overall success of farming projects, governments' and participants' mind-sets need to change. According to Manenzhe, et al. (2016, pp. 1-5), governments need to permit easy access to quality government services and participants cannot treat their farming projects as part-time endeavours to supplement their formal employment. The highlighted main causes for the failure of farming projects are: lack of farming skills, lack of government support, participants resorting to farming on a temporary basis and participants' inability to resolve farming challenges on their own (Manenzhe, et al., 2016).

Research on the topic of continued restituted land project success shows that a lack of extensive employee training and development in correct agricultural practices, farm management and development upkeep were some of the main factors contributing to community project failure. The study also pointed out other important areas, such as time of training, approaches (top down), support and accessibility of training, which need to be addressed to ensure the failure rate of projects decreases over time (Manenzhe, et al., 2016).

2.4.3 The project manager

The participation of the project manager in the formation and execution of a project undertaken on parcels of restituted land has a number of benefits. Firstly, the project manager has a very

clear understanding of the strategic goals and objectives and thus can drive their implementation. Secondly, he/she can provide practical input and critical feedback to the strategy formation process. Thirdly, constant involvement from the project manager cultivates a healthy working environment that promotes effective interaction and overall project success (Alsudiri, Al-Karaghoul and Eldabi, 2013).

Alsudiri, et al. (2013, pp. 159-179) state that “*employees need to be viewed as very valuable resources when pursuing long term project success*”. This statement directly links employees to the resource-based theory. Because of this, adopting the appropriate leadership approach can mean the difference between fulfilling the project intentions or failing. Managers must be aware that their role is to govern the process and not the employees; people cannot ultimately be controlled - however, they do need to be managed (Alsudiri, et al., 2013). All the project management techniques, tools and processes will be of no use to project managers if the people under them feel dehumanised and unmotivated to contribute. There is huge benefit in taking time to select employees whose skills match those required for the project and who possess the ability to contribute to a positive team dynamic (Zarndt, 2011). With this said, the required skills set of an employee has changed drastically over the past few decades. In the modern hyper-competitive working world, the project manager needs to possess more skills than ever before. The project manager’s ability to understand the project goals, internalise them and translate them into reality through the project team and with the use of the available resources is a critical skill. It is thus not unrealistic of organizations to expect their employees to be able to demonstrate a mixture of interpersonal skills, project skills, community understanding, management competencies, cognitive aptitudes and leadership abilities, all guided by the project manager’s directions (Nixon, et al., 2012).

The concept of standardization can also be used to manage the project process when interdependencies exist within the group. This requires the project manager to articulate the appropriate employee guidelines that describe, in depth, the project undertakings to be fulfilled. Standardization is often employed as an effective management tool in project management (Morales-Arroyo, Chang, Barragan-Ocana, Jimenez and Sanchez-Guerrero, 2012).

Successful leadership encourages people to be proactive in coming up with new means to resolve problems and fosters a working environment conducive to change. In difficult working environments, successful leaders will be able to motivate those around them to work together

to achieve the project's objectives and goals. Leadership and management strategies continue to be used for denoting different characteristics and responsibilities; it is thus vital that an overlap exists. In order to ensure a successful project, a project manager must always apply efficient guidance (Nixon, et al., 2012).

Today, project managers are held accountable for, and are expected to deliver, a successfully completed project. Any project success can be directly attributed to the project manager's attributes and abilities to realise and achieve the project's full potential. A balance between the so-called "soft" and "hard" skills is required, known as a social behaviour balance between introverted and extroverted personality types (Nixon, et al., 2012).

According to Edmonds (2010, pp. 314-318), the responsibility for effective and efficient communication of the project's needs, as well as all tasks to be completed, falls under the project manager. The project manager must act as the intermediary between the different groups and departments involved in the project. A key objective of the project manager is to ensure the project is running on time, stays within the prescribed budget and meets all the needs and expectations of the different stakeholders (Edmonds, 2010). From the outset, it is vital that the project manager possesses the correct skills and abilities to ensure the long-term success of the project. If the project falls short of meeting the objectives and expectations of the stakeholders and the community, the responsibility lies with the project manager. The project manager thus needs to be inspirational, guiding the project team in the direction of achieving all the objectives and goals of the restituted land project. Again, good and effective communication is essential to ensure this success. All stakeholders should be included in setting the project objectives and kept up to date via the progress report (Edmonds, 2010).

The project manager is required to have a vast range of skills in order to manage the difficult triangle of scope, time and cost of the project to be undertaken. It has also already been highlighted that the project manager must possess "soft" skills, such as an open-door policy. This is required to form meaningful relationships with the project team members, thus creating an effective working environment and getting the best out of the people around them (Edmonds, 2010). A so-called "third skill" required of the project manager allows the individual to tap into the "power lines" of the people around him/her. This skill reaches beyond the management of budgets, schedules, milestones and the senior stakeholders. The ability to tap into the "power lines" within the project group means the project manager is able to

influence the support areas around the project. Project managers who acquire this ability will find it much simpler to achieve difficult tasks in complicated projects (Edmonds, 2010).

Organizations realise the influence and tractability the project manager brings to the process during project implementation. The nature of project management lends itself to conflicts that arise from characteristic budget and schedule constraints associated with a project (Meyer, 2014). Authority and governmental aspects come into play with the project's cross-functional departments. The unique learning curve, complexity and interrelatedness associated with each project further places strain and acts as a critical source. Taking all these different complexities into consideration, it is normal to expect the project manager to bring a broader base and understanding to the project than just that of a manager (Zarndt, 2011).

Projects undertaken on parcels of restituted land have proven to be particularly challenging and thus a large number of these projects fail. The restituted land project manager needs to have done extensive research on what different land uses could be viable on that particular parcel, such as farming or development. This particular project manager needs to be a realistic optimist and possess the correct stress coping skills (Edmonds, 2010).

Parker, et al. (2013) raise an important point, namely that the project manager of such human intensive work could benefit from correctly utilizing change control processes during the implementation of projects on restituted land parcels. The concept of change management effectively looks at a more humanistic approach to dealing with people than just purely a results-driven, task-completion hard approach. When compared to project management delivering change, the social science background of change management and the tendency of human resources to deliver change initiatives have both contributed to the lack of appreciation for the formal process and technical contributions of project management (Parker, et al., 2013).

Clark (2009) maintains that the main role of the project manager is to set realistic challenges, stretching the commercial capability and financial accountability of the project. The project manager also has the ability to influence project participation by altering his or her own behaviour and setting standards via a collective vision and strategic implementation (Clark, 2009). The right project leadership and overall project participation contribute significantly to the probability of project profitability (Clark, 2009). The project manager can boost the significance of the project by relating its goals and objectives to the overall community success.

The project can further be motivated by showing the shortcomings of previous restituted land projects but introducing the learnings taken from those projects (Laszlo, 1999).

The restituted land project manager needs to be mindful of the fundamental project management practices as the ideal approach for dealing with risk, as very few land development/usage risks involve the land itself. Research has shown that project managers do not have a sufficient understanding of what the project is trying to achieve and all the technical issues associated with land reform projects, thus these tend to be overlooked. Ultimately understanding the critical role of the project manager is central to managing the risks associated with the implementation of projects on parcels of restituted land (Manenzhe, et al., 2016).

The people and processes of the area need to undergo serious change, learning, adaptation and growth when beginning a project on a restituted parcel of land. The changes can often be drastic and may cause friction and conflict between different stakeholders and community members. The restituted land project manager is expected to offer solutions that can facilitate an easier transition while the project is underway and once it is complete. Change management is critical to the project manager as it currently constitutes a major challenge on these parcels of restituted land. This calls for careful assessment of the policies and strategies available to the restituted land project manager and the project team to bring about the required changes (Steinhouse, 2011).

Another important responsibility of the restituted land project manager is to perform key boundary spinning activities at the operational level of the project. Boundary spinning refers to the formal and informal communication an individual has with the external third parties the project relies on for relevant information, such as a property development company. This boundary spinning is critical to any successful project as it assists the connecting of focus groups with external sources of information. It requires the more reliable individuals in the project team to take on various roles to construct and manage communication channels for effective knowledge transfer (Steinhouse, 2011).

2.4.4 Project communication

In recent years project management has repositioned itself from a middle management discipline into a concrete business philosophy to support organizational strategy change. To enhance the learning curve, it is vital to establish an effective communication channel. This

will aid in acquiring the benefits associated with a new organizational order (Rivinus, 2014).

The successful implementation of business strategy demands effective communication. The communication channel between the project manager and the project team can facilitate the implementation of the business strategy. To ensure project challenges can be overcome, communication between the three tiers of business, namely corporate, business and functional, should be very efficient (Rivinus, 2014).

Zarndt (2011) postulates that optimal communication amongst all stakeholders (from project manager to senior management to community member) is critical to ensure overall project success. The amount of open and clear communication can be directly related to the likelihood of project success in the long term. In addition to this, a decrease in communication can be directly related to an increase in assumptions and misunderstandings when undertaking restituted land project tasks and deliverables. The problem of under communication is in no way unique to projects undertaken on parcels of restituted land but is common to projects in general (Zarndt, 2011).

Manenzhe, et al., (2016) suggest that many restituted land projects are cross-functional, thus involving different people from different backgrounds. This can create a huge problem in the absence of an effective and efficient communication channel and may imply that a common communication style is ineffective. It is thus the role of the project manager to ensure all messages are clearly communicated to all teams and to manage any misconceptions before project tasks are undertaken (Manenzhe, et al., 2016).

In order to boost the project team morale, the objectives and benefits of the project need to be clearly communicated during the implementation of the project. It is of vital importance that the benefits and the overall community gain are understood by the project team with the implementation of the particular project. By involving the team from the start, the project manager will enjoy the buy-in of the project team as team members have a clear understanding of what they are working towards. To gain full commitment by the project team, the project manager needs to avoid power-based or hero-based leadership styles. These kinds of leadership styles simply weaken the relationship between the project manager and project team (Zarndt, 2011).

Leadership entails the attainment of power. This power absorption can result in the development of extra-large personalities and self-interest becoming the primary driving force, ultimately obstructing the course or progress of the restituted land project (Steinhouse, 2011). Leaders who become disillusioned about the state of the project tend to create unnecessary risk and suppress the need for change, thus inhibiting the project from adapting to changing business environments and markets (Steinhouse, 2011).

It is the responsibility of the project manager and the management team to ensure the project employees learn from failure. To best aid this learning process a framework needs to be developed that fosters areas such as psychological safety, shared goals, shared knowledge and mutual respect. Ensuring such will produce an environment in which project employees feel comfortable sharing about failure and learning from each other (Carmeli and Gittell, 2009).

The culture of the project will determine the kind of leadership style to be adopted by the project manager. If the project prioritizes traits such as fairness, open mindedness, integrity, trust and open communication, project managers tend to involve their subordinates in project decision making and show higher levels of concern for their well-being (Ghosh and Shejwal, 2006). However, if the culture is one of being rule-bound with high levels of red tape, managers tend to become more self-orientated and power hungry. In an environment that fosters openness, development and creativity, the manager will favour leading by guiding, show more friendliness and value subordinates' inputs, in order to help them achieve higher levels of productivity (Ghosh and Shejwal, 2006).

Carden and Egan (2008) state that the project manager is accountable for guiding and combining different activities across different project branches. In order to ensure the success of this integration, the project manager needs to create a very stable and reliable communication network. A number of researchers, such as Meyer (2014, pp. 1-110), assert that *"particular leadership styles and skills are needed to successfully implement projects and drive them to completion"*. Two very important factors to ensure proper project governance and success are the ability of the project team to come together and correctly express and document measurable objectives, and the efficiency of the project status feedback loop to the project stakeholders and project manager. Both are linked to proper communication channels (Meyer, 2014).

The coordination of the different project departments and their ability to communicate effectively with each other are two essential factors to ensure higher levels of success on restituted land parcels. In order to achieve this, the project manager needs to ensure that the horizontal and vertical communication channels are functioning. According to Carden and Egan (2008, pp. 309-338), fundamentally, coordination on this scale requires the alignment of project processes with specific objectives with an end goal in mind. This implies that project resources and services are delivered to the correct departments, so they can perform the required tasks and execute their project objectives, all leading towards restituted land project success (Rivinus, 2014).

Achieving the above calls for an excellent project communication system. This communication system will breathe life into the project itself. Effective communication allows multi-professional, cross-functional, multi-organizational and cross-industrial areas to work together in an open system, achieving a common project goal or objective (Rivinus, 2014).

Koch (2004, pp. 277-300) underlines the notion that, “*relevant information is a critical factor for the development of effective projects*”. With the expansion of electronic sources, the obstacles to the availability and gathering of relevant information have been reduced. An organization’s or project’s competitive advantage is thus derived from its ability to gather and sort relevant information to make informed decisions about a project’s direction.

A competitive advantage ultimately comes from taking correct action, informed by relevant information, that creates long-term success and sustainability (Koch, 2004). Successful projects are able to take knowledge derived from communication and effectively implement it to ensure continued future success. This is generally conducted through the people working on the project, as they have expertise around particular project objectives and thus can offer advice on how to best proceed to meet these objectives. Allowing these project employees to add value through effective communication, actions and decision making increases the likelihood of success for the project (Koch, 2004). The areas of knowledge sharing, coordination and communication are all important in the project design phase and relate to problem solving in specialist areas (Koch, 2004).

The implementation of projects on parcels of restituted land requires effective communication

between the community representatives, stakeholders and project management team to ensure the project is geared to meeting all desired objectives. It may be necessary to change the way people involved in the project do things or alter their views on what they really want to achieve through the implementation of a particular project such as commercial farming or property development (Koch, 2004). These projects often fail because of unrealistic expectations, lack of resources or commitment, ineffective project communication and lack of vital skills and knowledge to drive the project to success. Often stakeholders will view a piece of land as it was operating before reform took place and expect the restituted land project to yield the same results without understanding the restraints of the project. For the project to successfully be implemented and sustained in the long run, the project manager needs a full analysis and understanding of the objectives, business cycles and risks associated with any one project (Koch, 2004).

These large-scale community projects involve the collection, analysis and real time communication of relevant information to understand deviations from the planned performance in terms of project time, scope, cost and quality (Meyer, 2014). This facilitates a timely and appropriate response to the identified problems, disputes and deviations from the project plan. It has been found that the more traditional tools of communication or feedback channels often result in delayed responses and resolutions. It is generally the case if the project team is spread over a large geographical location (as in a restituted land parcel project) or across international boundaries. In these cases, electronic tools, such as the ones used in IT projects, would best suit the project team with fast and effective communication (Ahuja, Yang and Shanker, 2010).

2.4.5 Knowledge management

Knowledge can be defined as *“the collection of experiences, information and capabilities individuals have access to in order to help solve problems”* (Hanish, Linder, Mueller and Wald, 2009, pp. 148-160). Knowledge management is the set of processes a project applies to create, store, use and share useful knowledge (Hanish, Linder, Mueller and Wald, 2009). Through the use of project management initiatives, organizations or project management teams can enhance knowledge production in and across projects. This can promote a much wider knowledge production base than a single project production (Koch, 2004).

Many organizations world-wide are showing an interest in the concept of knowledge management and taking the time to introduce knowledge management initiatives and programs. Knowledge management is currently perceived as a core competency that needs to be integrated into organizations and projects to help them succeed in the ever growing and changing global economy. An organization's or project's competitive advantage depends predominantly on its knowledge use and its knowledge accumulation - more specifically, what an organization can do with its knowledge and how quickly it can acquire new knowledge (Storey and Barnett, 2000).

The notion of knowledge acquisition refers to the new forms of knowledge needed for the project, such as farming or development knowledge in this context. It is of vital importance that while a project is underway, there is easy access to and sharing of basic project knowledge. This will aid the project team in the dynamics of the design process (Koch, 2004). The success of projects can be enhanced through the amalgamation of action and knowledge, as this focuses on communication, integration and human resource management (Carden and Egan, 2008). Knowledge management is thus the encouragement of people to share the knowledge and ideas they have to add value to the project (Leseure and Brookes, 2004). The expansion of human development creates the need to support knowledge management for the sustained creation of a competitive advantage. Organizations or project teams need to foster partnerships or intra-organizational integration in project situations that promote effective communication and knowledge sharing (Rivinus, 2014).

The project leader or the project manager needs to create a safe container for employees to share knowledge. Often employees are scared to do so, as they feel they may fail or be ridiculed for it; the environment needs a culture devoid of uncertainty. The project must encourage cooperation from all parties, through identification of clear cut purpose, the pooling of innovative ideas and the recruitment and retainment of quality, value-adding staff (Storey and Barnett, 2000).

In the case of knowledge management, whether the project is successful or not should not be the only success determining factor. What needs to be focused on is whether the experience provided a learning opportunity for the organization or project team, adding to their

knowledge base to support future projects (Meyer, 2014). Given the high failure rate in innovative projects, this ability to manage knowledge is crucial. Although a number of restituted land parcel projects have failed, these projects have added to the knowledge base and provided valuable insight into projects of this nature. This all helps to develop expertise that can lead to the future success of similar restituted land projects (Storey and Barnett, 2000). Again, it is of vital importance that any failure is recognized. If the project gets a false sense of results achieved through implementation, the necessary improvements to ensure long-term sustainability of the project will not be made (McLean and Antony, 2014). Thus, on a regular basis, truthful feedback must be solicited regarding the progress of a restituted land project and the environment needs to be one where people feel comfortable to report failure (McLean and Antony, 2014).

The current perception about restituted land projects is that the existing knowledge base is sufficient and that other factors must be causing failure. This constitutes a problem, as it results in a lack of impetus to develop new knowledge, which may be seen as an unnecessary cost (Meyer, 2014). This in turn leads to an environment where success is associated with organizational stability and failure is associated with the drive to develop and understand new knowledge. Normally this is the result of two strong motives:

- Firstly: To establish the cause of failure so that it can be fixed and prevented in future situations.
- Secondly: To uncover those who are responsible for the failure occurring in order to hold them accountable.

Failure is more likely to lead to organizational learning than success, because it challenges organizations to change the way they are currently doing things and alters their knowledge (Meyer, 2014).

Leseure and Brookes (2004) argue that there is a very strong correlation between good project management practices and good practices for managing knowledge. The introduction and sustainability of successful project management practices rely on the efficient documentation of learnings from past project experiences. It has been found that projects with sub-standard knowledge retention tend to encounter problems more frequently when implementing project

management practices (Leseure and Brookes, 2004). It is the role of senior management to drive the creation of knowledge within the organization and take responsibility for knowledge management between projects to cultivate an environment of learning within the project (Leseure and Brookes, 2004). Research has shown that in a number of cases, restitution projects do not spend enough time on post-project reviews and formulating lessons learnt from the project or the failure experienced (Leseure and Brookes, 2004). This is depicted in Figure 2.1, which is based on the research undertaken by Leseure and Brooks (2014).

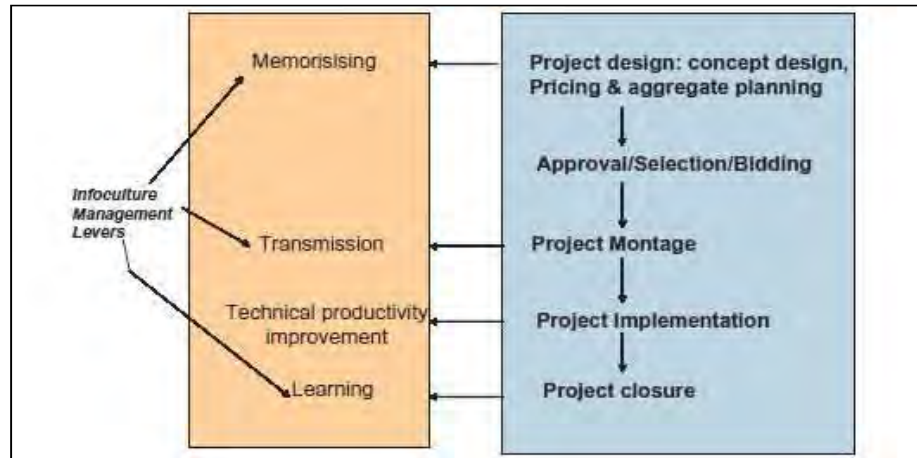


Figure 2.1: Knowledge management cycle

Source: Leseure and Brookes, 2004.

Management methodologies and communication practices in projects are closely linked to knowledge management of projects. They all rely heavily on the project manager and the leadership style that particular manager adopts. The efficiency of the knowledge transfer from one project to the next is crucial to contribute to the restituted land parcel project knowledge base that will allow continued improvement for future success (Hanish, et al., 2009).

The insignificance of project management knowledge comes to the fore, both within the actual project itself and along its supply chain. Vital knowledge tends to be created within one restituted land project, then lost again in another. Impaired project performance and mass activity wastage is the result of an inability to successfully transmit knowledge within a project or along its complex supply chain. This highlights the need for improved knowledge management and knowledge retention in projects undertaken on restituted land parcels (Mitchley, 2018).

2.4.6 The role of senior management

The involvement of executives in the project implemented on a parcel of restituted land is highly recommended. The reason for this is that these executives of the project can influence the implementation of the project's vision and strategy. Executives are often responsible for funding the project and so can demand improvements and higher performance levels from the project manager (Nixon, et al., 2012). Executives also hold the power to break down organizational barriers that might obstruct the execution of any project objectives, strategies or goals. The project manager may not have the power to disrupt these barriers, thus the performance of senior management is a critical success factor in the finalization of restituted land projects (Nixon, et al., 2012).

In many cases, however, projects are performed outside centralized organizational structures and therefore require special leadership skills (Hanish, et al., 2009). The culture within the project will have a large effect on the approach to the project management of a particular project. According to Meyer (2014, pp. 1-110), *"projects can be viewed as organizations within organizations and therefore cannot not be affected by the culture of that organization"*.

Organizational leadership needs to be supportive of the project manager to facilitate project delivery by removing any barriers that may potentially disrupt the smooth running of the project processes. The leadership can also make other staff members aware of the importance of the project success for the community. Absence of effective leadership from senior project members can be seen as a critical barrier to organizational and project performance (Edmonds, 2010). If senior management is willing to accept the critical success factor, it has often been found that project weakness can then easily be overcome. This can be assisted by having a cascading evaluation of the project development process (Edmonds, 2010).

Edmonds (2010) seems to suggest that for any *"successful project implementation"*, a key consideration is the structural support given by organizational/project leadership members. As projects can span across different departments, organizational structures, hierarchical lines and lines of authority, ideally the senior management structures need to enable the project manager to optimise all spheres of the project (Edmonds, 2010).

During the implementation of restituted land parcel projects, the definition of project

objectives can promote improved coordination between different project departments, as well as improve resource allocation and planning. This gives the project departments more time to develop their own action plan for reaching their designated project objectives. Before the commencement of any project, employees are notified of the required commitment and official duties (Morales-Arroyo, et al., 2012).

Effective communication during the project life-cycle requires the adoption of an “Information, Technology and Communication” (ITC) strategy (Meyer, 2014). All project members need to buy into this ITC strategy, starting with the senior project members. The same senior members must agree on the protocol to be used (Edmonds, 2010). This improved communication system needs to be able to address critical project areas such as technical, managerial, social and culture issues. It must be rolled out to all project members and to all the project departments to allow for efficient information flow through feedback loops (Ahuja, et al., 2010). This will facilitate a continuous and accurate flow of project knowledge to all project departments, thus limiting ambiguity and confusion and resulting in more effective and efficient project practices (Ahuja, et al., 2010).

The acquisition of external and internal knowledge, learning from past experiences and mistakes and the free flow of knowledge throughout the project departments are all essential aspects for successful project management. Often, however, the aspect of learning takes a low priority position in most projects or organizations. The project management is often primarily about the individual departments’ goals and objectives. Senior management should insist upon knowledge creation for projects and encourage the distribution of key learning points throughout the project team (Bowers and Khorakian, 2014).

The ability of a project to change and adapt to a perennially uncertain business world will allow for a longer and more sustained competitive advantage. It is thus the role of senior management to recognize its duty in the process of positioning the organization or project correctly in its competitive environment (Edmonds, 2010).

2.4.7 Business strategy and the project plan

There is often a disparity between the community’s plan and long-term goals and the restituted

land parcel project. This could be detrimental to the project meeting its set objectives and goals. Addressing the inconsistencies and acknowledging the community/project partnership can be a critical factor in the successful running of a restituted land project. The project manager should be involved in the initial phase of the strategy development and integrate the community strategy with the project plan (Meyer, 2014). (See Figure 2.2)

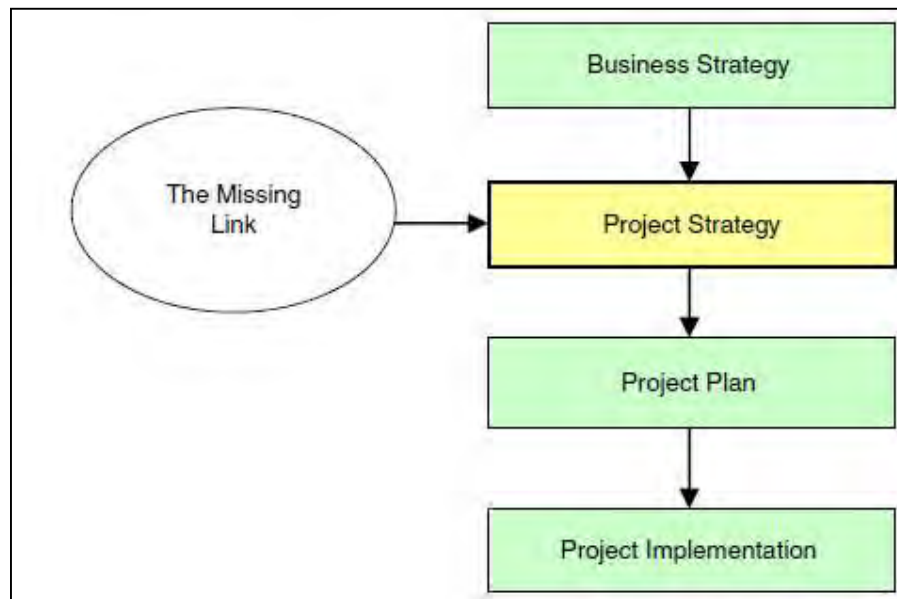


Figure 2.2: The missing link between the business strategy and the project plan

Source: Meyer, 2014.

According to Guan and Rehme (2012, pp. 187-201), “*vertical integration can be defined as the overall scope of different business activities in a supply chain brought under the management of a single company. From senior management, vertical integration can be seen as a normal response for any organization with a vision to grow and develop.*” This will be achieved by using economies of scale or allowing these senior management members to exert a higher level of control over the management of the project (Guan and Rehme, 2012). Senior management needs to learn new skills to move the project beyond its strategic core (Guan and Rehme, 2012).

Traditionally, the value chain has been viewed as a primary determinant of the vertical integration process in projects. To create an effective change in the business strategy, both the project changes and the environment must form part of the process (Meyer, 2014). The

consequences to the performance brought about through vertical integration may be the result of the project environment and competency constraints. Vertical integration may cause unforeseen results with regards to profitability, causing it to fluctuate up or down (McLean and Antony, 2014).

Through the use of the many available project management tools, organizations or project teams can assess their levels of maturity and performance in the project management process itself (Eve, 2007). These maturity tools are designed in such a manner that they are aligned with an organization's or project's environment, structure and needs. The models help the project manager identify the knowledge and competency levels needed to effectively complete the project tasks. This identification also allows the organization or project team to correctly provide the support and resources required to improve each level (Eve, 2007). To ensure the success of the maturity models, ownership and shared responsibility must be assumed by the highest levels within any project (Eve, 2007). The following image represents this concept.

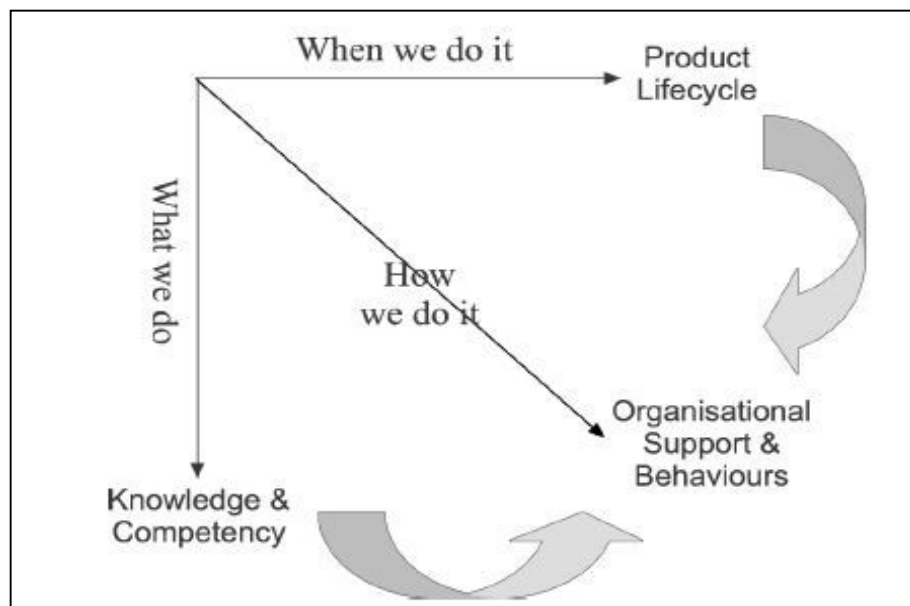


Figure 2.3: Three areas of focus for developing successful project management systems

Source: Eve, 2007.

According to Nixon, et al. (2012, pp. 204-216), future sustained competitive advantages can be realized by project teams by actively taking an interest in the success of the restituted land

project. If time is taken to understand the required project and its potential impact in the competitive market space, ideas and actions can be oriented to fully utilizing the project resources for establishing its competitive advantage (McLean and Antony, 2014).

In order to strengthen employee involvement in the success of a restituted land parcel project, project team members warrant serious consideration by the project management team during the implementation process. Issues such as time allocation, role conflict and participation levels can all negatively impact the involvement of employees in the change effort (McLean and Antony, 2014).

All projects to be undertaken on parcels of restituted land need to take the time to invest in a good project management expert who is willing to exchange strategic aims and objectives with a project team and community on a partnership level, rather than trying to be a sole supplier for success (Guan and Rehme, 2012). This will lead to a more efficient and effective method of managing the project process, as an expert in the field of project management will be overseeing the activities to be undertaken (Meyer, 2014).

2.4.8 Project success measurements

Generally, the success of a project can be measured by four criteria: the ability of the project to meet the desired goals; the budget and scope the of project; the overall customer or stakeholder satisfaction; and the benefits of the project to the organization, or in this case to the community (Muller and Jugdev, 2012).

Project shortcomings can be caused by either external or internal processes. The internal factors can be directly linked to a disconnect between project team members or to not adhering to the project's financial targets or deadlines. Project sponsorship is seen as the main external cause of project failure together with other external pressures which can include social, environmental, political and legal setbacks (Hanish, et al., 2009).

Project management success can be linked to two separate streams of research. Firstly, the

optimization school that primarily focuses on the work breakdown structures for the division of labour and network planning techniques for integral tasks. Secondly, the school that focuses on the critical success factors that prevent projects from being achieved (Hanish, et al., 2009). The critical success factors affecting the outcome of a project can be analysed in terms of the spheres of scope, time and cost (Hanish, et al., 2009).

Project success, however, cannot and should not only be measured in terms of achieving cost, time and project objectives (Meyer, 2014). There are other factors, such as organizational or community goals, that can easily be achieved by aligning the restituted land project objectives with the community's long-term strategy (Manenzhe, et al., 2016). It has been pointed out that restituted land projects often fail because they are initiated on the basis of "the right thing to do" rather than on the basis of alignment with the communities' actual goals and objectives (Manenzhe, et al., 2016).

As a society in general, we have become all too accustomed to measuring success by the criteria of a particular financial model. In order to deem a project successful, management often looks at the overall effect on profit, cost and return on investment (Muller and Jugdev, 2012). There are, however, qualitative measures that are often overlooked but are vital in determining the success of any project. These include the measures on the scorecard of the organization or community (Muller and Jugdev, 2012). According to Meyer (2014, pp. 1-110), *"success should also take into account the triple bottom line reporting in organizations as globally there is a growing interest in corporate social responsibility"*. Another important aspect is business or project ethics. This is becoming more and more relevant as consumers want to know businesses and projects are being conducted ethically. An example of this is that fair-trade practices are becoming widely popular and supported (Muller and Jugdev, 2012). All the afore-mentioned concepts need to be taken into consideration when measuring project success. This will help support the required governance level of the project (Muller and Jugdev, 2012).

The success criteria of a project need to be confirmed with stakeholders before the commencement of the project. The stakeholders should also be kept up to date with the success of the project relative to the criteria throughout the process. To keep the project

running smoothly, a collaborative relationship is required between senior project members and the project management team (Nixon, et al., 2012). That being said, the project manager needs to maintain the ability to deal with unforeseen circumstances and flexibility issues. The senior members of the project should take a direct interest in the performance of the project (Nixon, et al., 2012).

With the current unpredictability of the business world, quick action necessitates innovation, agility and flexibility together with cost and quality. These dimensions belong to a set of strategic objectives that a project will use to review the fulfilment of its project management practices (Nixon, et al., 2012). In order to achieve a sustained competitive advantage, organizations have to ensure they meet these outcomes. Some of the success criteria that restituted land projects need to look at are the areas of job creation, monetary gains, skills development and micro-economic upliftment of the area as a result of the restituted land project (Manenzhe, et al., 2016).

2.4.9 Training and development

Project work has become an essential consideration for organizational success and is becoming increasingly prevalent worldwide. Hand-in-hand with this is the concept of project management, which has proved to be an indispensable and irreplaceable organizational and project competency. The methodology, research and theory of project management have increased, together with organizational and individual investment and interest in project management and employees (Carden and Egan, 2008).

In order to realise the sought-after goals and objectives for the community, human resources need to form part of the restituted land project scheme to ensure the correct knowledge and capabilities are in place. It has been highlighted that increasing the success rates of restituted land projects requires higher levels of resources during the implementation process. Human resources ought to provide a gap analysis to determine what competencies are needed and where resources are distributed within the project process to support the implementation strategy. The management team will then decide if the required skills will be developed in house or the competencies required for project success should be outsourced (Carden and

Egan, 2008).

Due to changes in global competition (downscaling and technological advancements), the human resources profession has been forced to constantly evolve and adapt. These practitioners find themselves in fluctuating working conditions. The changes demand a focus on human capital planning, information management, and development of intellectual capital. Another identified requirement for the continued success and development of organizations moving through the uncertain business environment is the investment in people who can help achieve the organization's long-term goals (Kailash, 2000). The same can be said for future restituted land project development.

The major concern for human resource managers will be developing an understanding of how to build organizational capacity to maximize the organizational potential in their respective marketplaces. After the realization that "people" matter in an organization or project and can positively contribute to the continued success and development of the organization or project, the importance of the human resource management field has grown hugely. Kailash (2000) argues for the correct mix of skills and capabilities such as functional knowledge and skills, strong self-concept, personal influence, tactical planning and result orientation to be enhanced through training and development opportunities. The responsibility for creating a capable and multi-skilled work force will fall onto the human resource department leadership. This work force will need to be dynamic and offer a competitive advantage to the organization (Kailash, 2000).

Koch (2004, pp. 277-300) posits that *"human resource management plays a critical role in the organization's development and understanding of knowledge management"*. The recruitment and training processes within any organization are important areas for knowledge resource development. Efforts need to be made by senior members to encourage staff to remain with a project by building their loyalty to seeing the project grow and thrive. Activities creating higher levels of loyalty are premised on management's understanding that project knowledge lies with the employee (Koch, 2004). Although training is a popular tool for fostering knowledge, many employees feel they benefit more from actually partaking in activities or direct project work within the "organization". The intangible benefits associated

with education and training are considered equally valuable to the project (Alam, Gale, Brown and Khan, 2010).

It has, however, been suggested by Bourne and Walker (2004) that much of the current research and undertakings to improve the practice and profession of project management are geared towards a more effective and efficient method of skills development that includes effective management of time, cost and scheduling in a project. The fields of human resources and project communication are considered relational-focused areas. Because of this, the relationship practices are regarded by many as secondary project concerns or less important areas, thus receiving less attention (Bourne and Walker, 2004). The main reason for this is that the Project Management Book of Knowledge is primarily concerned with management competencies that are regarded as “hard” skills (Bourne and Walker, 2004).

In the 21st century VUCA business world, project management needs to realize (as outlined by the resource-based theory) that it has to invest in people if it wants higher success levels. The requirements of the project management process have to be properly defined, developed, measured and understood in the firm and associated with official acknowledgement, position and remuneration (Eve, 2007). Individuals need to be nominated on the basis of skills and be trained further from there (Eve, 2007).

The one thing recognized as more relevant than obtaining more resources is what a project does with the resources it already has and how they are best utilized to create a sustained competitive advantage (Hadaya, Cassivi and Chalabi, 2012). Possessing a particular resource does not guarantee it will be optimally used. This is because the resource needs to be collected, harnessed and correctly understood in order to reap its potential benefits (Hadaya, et al., 2012).

During the implementation of any new project, some form of training and development among the project employees and management team is a given. Meyer (2014, pp. 1-110) identifies several aspects that could affect the training efforts of the organization. These include the following: *“the training content or delivery method may not be relevant or to the correct*

standard for a restituted land parcel project, the application of the training is very important and should be monitored, and lastly the participants need to be given the opportunity to practically put to use the tools they have learned through their training and development programs". If these three areas are correctly implemented it will reduce the inefficiency of project training (Meyer, 2014).

Through the right training and development, the project team can create new routines and capabilities. Given the rates of change exhibited by competitors in the working environment, the team needs to set its internal processes to match those observed. This will potentially give the project the opportunity to leverage a sustained competitive advantage (Manenzhe, et al., 2016).

Edmonds (2010, pp. 314-318) strongly emphasises that project management training needs to encompass the five valuables inherent in any project, namely cost, time, scale, risk and benefits, all of which need to be correctly managed. Not only do managements gain from project training and development - so do all employees at all levels (Edmonds, 2010). The project manager's increase in ability can also ripple through the project, having a positive effect.

Differentiating factors among projects in terms of a sustained competitive advantage in the marketplace can be directly related to the effective implementation of project management training. The correct training can offer a potential project numerous benefits. Skills that lend themselves to higher levels of resource control and improved risk assessment can be inculcated (Edmonds, 2010). The management skills of individuals can also be honed, providing them with greater work fulfilment. The overall result of this improved work satisfaction is higher employee loyalty to, and skilled staff retainment in, the restituted land project (Edmonds, 2010).

Within organizations monitoring, coaching and interventions are required periodically. This is not limited to a single department or group of individuals but can be done by executives, senior management, consultants or line management to assist project management team

members with carrying out their roles and addressing troubled project areas (Eve, 2007).

Koch (2004, pp. 277-300) points out that training in conflict resolution and crisis management in teams can lead to a better control of the circumstances by individuals and project management. Recognizing the source, type of conflict and the circumstances surrounding the conflict can all lead to an effective intervention method. The project leader is then able to act as a more objective negotiator between conflicting individuals to find a satisfactory resolution to the problem (Alam, et al., 2010).

2.5 SUMMARY

In section 2.2 the resource-based theory was explained, and its use in this research paper justified. Section 2.3 broke down and discussed the various industry generic critical success factors. Some of the project management concepts and models that can be linked to the project management process of projects undertaken on parcels of restituted land were explained.

Chapter three covers the research methodology of this research paper. The questionnaire design, the administration process and the problems encountered are all presented in this chapter.

3. CHAPTER THREE

DESCRIPTION OF THE RESEARCH METHODOLOGY, STRUCTURE OF THE QUESTIONNAIRE AND ADMINISTRATION PROCESS

3.1. INTRODUCTION

In chapter three the research methodology and design are detailed. The research approach that was used to meet the primary objectives of the study is discussed and the answers to the research questions are given. The purpose of this study is to contribute to a larger, more complex project where the same factors are being studied in different industries. These findings will be integrated into a more comprehensive inter-sector paper.

In order to get accurate information, a questionnaire was distributed amongst pre-determined members on community A's development project. The questionnaire covered the generic critical success factors and was used to determine the level of importance of each of the generic critical success factors when relating the current activity to its perceived importance with regards to projects undertaken on restituted land parcels.

The reason for this was to establish if these generic success factors were the same factors that resulted in the high levels of success for community A's restituted land development project and if so, whether they could be replicated on other restituted land parcels to improve future project success or whether they in fact differed from the industry norm.

These critical success factors were informed through the literature review in chapter two of this research paper. The critical success factors are assessed in each section and the importance and relevance of each factor is then determined.

This chapter also covers the sampling method used and the criteria applied to establish if a candidate was suitable to partake in the study or not, as well as the measuring instrument used.

3.2. RESEARCH DESIGN

According to Blanche and Durrheim (1999, pp. 1-5), research design can be defined as a systematic investigative process used to either increase or change the knowledge about a particular topic of interest by discovering new facts. Research design can be separated into two classes. Firstly, basic research inquiry which is used to expand knowledge of the determined topic. Secondly, applied research which is aimed at solving problems or developing better techniques, processes and products through research (Meyer, 2014).

The concept of a paradigm is central to the research process in all areas of study. A paradigm is a general conception of the nature of scientific endeavour within a selective undertaking (Mangan, Lalwani and Gardner, 2004).

Qualitative research gives an accurate description of the meaning of relationships in terms of their influence and actions (Meyer, 2014). The main aim of qualitative research is to show the range of scenarios that could occur under different circumstances. In the case of management scenarios, the aim is to understand the circumstances which account for different outcomes (Meyer, 2014). The depth of information required to make sense of an individual's actions or behaviours is the main concern of a qualitative approach to research (Murphy, 1995).

A vital part of qualitative research is that it allows the researcher to share the context of the research with the management practitioners (Meyer, 2014). The primary researcher can thus use qualitative research and methodologies and study the managerial occurrence without sharing the business context. By gathering the relevant data and running the correct statistical analysis, the researcher will be able to write studies on production activities of the relevant project without having to see or observe a production facility or project land area (Guercini, 2014).

According to Meyer (2014, pp. 1-110), rational knowledge generation is how qualitative data can be classified. This is based on the assumption that the researcher can build models that can explain the real-life behaviour or the real-life context, thus helping managers during the

decision-making process by providing them with more information on their particular topic (Bertrand and Fransoo, 2002).

The notion of a positivist study refers to the collection of primary and secondary data by means of a literature review. This allows the researcher to analyse the data collected and statistically generalize the findings to a population. If it is found that a population is too large, a random sample is chosen to represent an unbiased sample of the population (Collins and Hussy, 2009).

The descriptive research design follows a qualitative approach because the study requires an analysis of the project management practices on the development parcel of restituted land. This is done from the operational management environment and perspective. The project management process on community A's land parcel development project is measured to determine what the critical success factors are to help management secure higher levels of success on future land parcel projects.

The research to be undertaken in this paper will follow a quantitative approach as the research is attempting to understand the relationship between measured variables that contribute to the success of projects on parcels of restituted land in South Africa.

The questionnaire is divided into a number of sections that are linked to the generic critical success factors informed through the literature review. The questionnaire also contains a demographics component; this is used to distinguish between the individuals who do or do not meet the sampling criteria. The primary aim of the questionnaire is to explore the views of the participants under the following headings and thus identify the importance and relevance of the critical success factors.

- The influence of the project manager – How the respective project managers' roles and skills influence the success of the project on the restituted land parcel.
- Project communication – The communication style used in the project and how this style affects the project success.

- Knowledge management – Whether restituted land projects learn from past experiences as well as current ones.
- Role of senior management – Whether senior management influences the success of the project being undertaken. If so, is this done through things like mentorship and developing support structures?
- Business Strategy – Whether the role of the project manager and the vision of the community are taken into consideration when developing the project strategy and objectives.
- Project success criteria – Whether the project simply follows the normal success criteria of scope, time and cost or whether a wider view is taken for the restituted land parcel project and other key areas, such as job creation, when determining overall project success.
- Training and development opportunities – Whether the necessary training is provided to the relevant project members to ensure long-term stability and success for the community's benefit. Along with this, whether a comprehensive skills assessment was done on all members before starting the restituted land project to see where skills development needed to take place.

The participants in the research were asked to rate the questions and their importance based on a five-point Likert scale.

3.3. EMPIRICAL STUDY

The empirical study of the research paper was done through a survey. In this section, the population, the questionnaire, the survey and the research responses are all discussed in detail.

3.3.1 Population and sampling

It would be too time consuming for the researcher to study every individual if the population is found to be too large. The researcher will instead collect data from a particular group within the population. This sample would be considered as a body of people or collection of items

under consideration for statistical purposes. The sample chosen, however, must represent an unbiased subset of the targeted population (Collins and Hussy, 2009).

In this study the population targeted included members on a land parcel development project for community A. The sample included those employees who held any sort of management position in the project or an employment status higher than general employee. The reason for this was that targeting these members who had an understanding of the different project management processes would allow for more relevant and accurate discussions and results.

3.3.2 Sample size

Sample design – As outlined in chapter one, participants for this study were chosen based on their work roles within the community development project. This is a form of purposive sampling, specifically criterion sampling (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2016). The following questions were asked and taken into consideration when selecting participants:

- What level of understanding of the project processes would the individual have?
- What influence would the individual have over the project processes?
- How invested in the project is the individual (is he/she just an income earner or does the individual hold a more invested interest in the success of the development project)?

Sample criteria – The only criterion used to select the participants was the role the individual held within the community development project. The study needed participants with a high level of understanding of the project process to elicit accurate information on the critical factors. It was felt that general workers, such as the hotel cleaners, would not know enough about the broader project dynamics. Their understanding of the development project would be based on what they experience in their day to day jobs rather than on the relationships between the different critical success factors. This approach of relying on expert categories of respondents is consistent with a purposive sampling technique and is a well-established sampling method in studies on project management (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2016).

The response rate to the questionnaire also needs to be taken into consideration (Collins and Hussy, 2009). According to De Vos, Strydom, Fouche and Delport (2002), a sample size of 30 respondents is adequate to adhere to statistical procedures. Thirty-five respondents were given questionnaires to provide their input. Thirty questionnaires were completed, thus a response rate of 85% was achieved.

3.3.3 The questionnaire

Meyer (2014, pp. 1-110) makes the important point that: *“it is very easy to just compile a questionnaire; however, it is difficult to compile an effective questionnaire”*. Planning becomes a vital component when compiling an effective questionnaire. This ensures the data collected can be objectively analysed once gathered. The questionnaire should thus fulfil the following criteria:

- Request all data the researcher requires.
- Be short and to the point. Do not waste a participant’s time.
- Ask questions relevant to the research.
- Make questions clear and easily understandable.
- Have objective questions that do not encourage an answer.
- Start with general questions (Meyer, 2014).

The questions used in this study were taken from a similar study conducted by Meyer in 2014. In his study, Meyer identified the critical success factors for successfully implementing an IT project within the automotive industry in South Africa. As both studies set out to identify critical success factors in a project environment in a particular industry, the design/skeleton of Meyer’s questionnaire was applied to the current study. The questions in this questionnaire have been altered so they are relevant to the research undertaken. A copy of the questionnaire can be found in appendix B.

3.3.4 Administration of the questionnaire

The research was limited to community A’s land parcel development project, which was

identified as the target population for the study to be conducted. Thirty-five management members of the development project were physically handed the questionnaire. The management members then completed the questionnaire in the presence of the researcher; once completed, all questionnaires were placed in a box, inside a room, which was then handed to the head manager and given back to the researcher.

The confidentiality of each individual was guaranteed, as the questionnaire did not ask for any names or surnames. The fact that all questionnaires had to be placed in a box within a room, one at a time, meant no one could identify who had completed which questionnaire and thus all were anonymous. A cover letter (see appendix A) was attached to the front of the questionnaire. This cover letter provided a detailed explanation of the questionnaire and what the research was hoping to achieve.

The cover letter also informed the participants how long the questionnaire would take to complete, and made them aware that they could exit the study at any point should they feel uncomfortable with the research undertaken.

3.4 DATA ANALYSIS METHOD

When using a positivist paradigm, qualitative data that have been collected need to be quantified. This paper used a combination of descriptive and inferential statistics to quantify the data collected. According to Collins and Hussy (2009, pp. 11-13), *“descriptive statistics can be defined as the summarizing of collected data into a more compact form that can be presented in charts, tables and other graphical forms. Inferential statistics can be described as statistical tests that lead to conclusions about the targeted population”*.

According to Laerd Statistics (2018), when studying groups of people the most common method of analysing the data collected is through a combination of both descriptive and inferential statistics. These methods are used to help a researcher accurately draw conclusions from the data collected. The following explanations are provided to give a better understanding of each method and how it has been applied in this research paper.

Descriptive statistics – Descriptive statistics can be defined as the summarizing of collected data into a more compact form that can be presented in charts, tables and other graphical formats. This method of data analysis does not allow the researcher to make conclusions beyond the data presented (Laerd Statistics, 2018). This format of statistics is used to help create a visual representation of the data the researcher is attempting to present. This visual element is very important when studying and making conclusions about any data gathered (Laerd Statistics, 2018). In this research paper, descriptive statistics is evident throughout chapter five.

Inferential statistics – Often it is too difficult or not feasible to study a large group. Instead, a researcher will select a sample to study that will then represent the whole population. Inferential statistics are techniques that allow the researcher to use these samples to make generalizations about the populations from which the samples were drawn. It is therefore important that the sample accurately represents the population. It is understood that when sampling a small percentage of a whole population, there will be mistakes and this sample cannot be expected to perfectly represent the population as a whole. This is why inferential statistics are applied. In this research paper, the estimation of parameters and testing of statistical hypotheses are evident (Laerd Statistics, 2018).

Once the questionnaires had been collected and the data had been reviewed by the researcher, the results were moved to *Microsoft Excel* for data analysis. Once in the Excel document, the data were categorized according to the dimension which they were measuring and relevant to. The dimensional data were then further analysed per critical process activity, as well as the importance of the factor according to the participant. These are all explicated in chapter four which focuses on the findings from the research.

3.5 ETHICAL CONSIDERATIONS

Ethical concerns are always raised when collecting data from people. This includes taking care when conducting research to avoid harming any participants in any way. According to Goddard and Melville (2004), the research should show the highest regard for people's privacy by respecting all participants as individuals and not subjecting them to unnecessary research.

The research must take care to safeguard participants in a research study against physical and mental harm (Goddard and Melville, 2004). The researcher must at all times adhere to strict confidentiality guidelines with regards to all data collected, as all individual participants have the right to their privacy. This implies that the participants' answers cannot be identified by reading the eventual end report (Goddard and Melville, 2004). The researcher must at all times treat each participant with the appropriate respect.

The questionnaire distributed in this research adhered to the strict confidentiality guidelines, as it at no point requested from participants their names or surnames, thus ensuring all individuals remained anonymous.

3.6 PROBLEMS EXPERIENCED

Problems were not noted when distributing the questionnaire amongst the management members. The process ran very smoothly and so made it a very enjoyable exercise for the researcher.

3.7 SUMMARY

In this chapter, the research methodology used in the study was described in detail. The purpose of the research was to determine what the critical success factors were that made the development land parcel project so successful and if the success factors differed from the generic industry project critical success factors. The data collected are presented in chapter four and analysed to identify the most important critical success factors.

4 CHAPTER FOUR

RESULTS AND DISCUSSION OF RESEARCH STUDY

4.1 INTRODUCTION

In the previous chapter, the research methodology for the empirical study was described. The purpose of the study is to determine if the critical success factors that have resulted in the land parcel development project being so successful are the same as, or differ from, the generic industry critical success factors. If they are found to be different, what are they and how have they been utilized? Lastly, how can future restituted land projects learn from this project's critical success factors and create higher success implementation rates for community projects?

In this chapter, the research data are analysed, and the corresponding results are presented to identify what this land parcel development project's critical success factors are and how these critical success factors can be used to implement more successful restituted land projects in the future.

The results are presented in the form of charts, tables and graphs to enhance visual understanding of the participants' responses. Charts, tables and graphs can be described as a visual representation of data and findings. This is done so that any user who views the information displayed can make valid conclusions and take the needed action (Collins and Hussy, 2009).

First the responses to the demographics information are presented; thereafter the results of the research are provided and discussed. The results are given in line with the identified dimensions of the critical success factors. The dimensions are as follows:

- The influence of the project manager
- Communication within the project
- Knowledge management

- The role of the senior management members
- The project's business strategy
- Project success criteria
- Training and development opportunities.

4.2 DEMOGRAPHICS ANALYSIS

Number of questionnaires distributed: 35

Number of questionnaires returned: 35

Number of questionnaires used: 30

Participation rate: 85%

Number of questionnaires rejected: 5

The following table, Table 4.1, describes the gender of the participants. The project team consists of 12 individuals, of whom 7 are male (59%) and 5 are female (41%). The contractors consist of 5 individuals, of whom 3 are male (60%) and 2 are female (40%). Project stakeholders consist of 10 individuals, of whom 8 are male (80%) and 2 are female (20%). Lastly there are 3 project managers, all of whom are male (100%). This makes up the overall management team on the restituted land parcel project. Most of the respondents were project team members or project stakeholders.

Table 4.1: Participants' personal statistics - Gender

GENDER	PROJECT TEAM MEMBERS	CONTRACTORS/ SUPPLIERS	PROJECT STAKEHOLDERS	PROJECT MANAGERS
Total number of participants	12	5	10	3
Male	7	3	8	3

Percentage (%)	59%	60%	80%	100%
Female	5	2	2	0
Percentage (%)	41%	40%	20%	0%

The next table, Table 4.2, depicts the age of the participants in the research. There are 0 (0%) participants between the ages 18-21 in the management group. There are 4 (13.34%) participants between the ages 21-30 in the group. There are 7 (23.34%) participants between the ages 31-40 in the group. There are 3 (10%) participants between the ages 41-50. There are 7 (23.34%) participants between the ages 51-60. Lastly there are 7 (23.34%) participants who are 60 and older in the management group. There is a total number of 30 participants in the sample group.

Table 4.2: Participants' personal statistics - Age

GENDER	PROJECT TEAM MEMBERS	CONTRACTORS/ SUPPLIERS	PROJECT STAKEHOLDERS	PROJECT MANAGERS
Total number of participants	12	5	10	3
18-21	0	0	0	0
Percentage (%)	0%	0%	0%	0%
21-30	3	1	0	0
Percentage (%)	25%	20%	0%	0%
31-40	3	0	4	1
Percentage (%)	25%	0%	40%	33.34%
41-50	2	1	0	1
Percentage (%)	16,67%	20%	0%	33.34%
51-60	3	0	4	0

Percentage (%)	25%	0%	40%	0%
60+	1	3	2	1
Percentage (%)	8.34%	60%	20%	33.34%

Table 4.3 illustrates the participants' experience with restituted land parcel projects. The number of participants that have experience of 0-1 years is 4 (13.34%). The number of participants that have experience of 2-6 years is 13 (43.34%). The number of participants that have experience of 7-12 years is 9 (30%). The number of participants that have experience of 13-17 years is 4 (13.34%). Lastly the number of participants with 17+ years of experience with restituted land parcel projects is 0 (0%).

Table 4.3: Participants' personal statistics – Experience

GENDER	PROJECT TEAM MEMBERS	CONTRACTORS/ SUPPLIERS	PROJECT STAKEHOLDERS	PROJECT MANAGERS
Total number of participants	12	5	10	3
0-1	2	2	0	0
Percentage (%)	16.67%	40%	0%	0%
2-6	6	0	5	2
Percentage (%)	50%	0%	50%	66.67%
7-12	2	3	3	1
Percentage (%)	16.67%	60%	30%	33.34%
13-17	2	0	2	0
Percentage (%)	16.67%	0%	20%	0%
Above 17	0	0	0	0
Percentage (%)	0%	0%	0%	0%

The final table, Table 4.4, shows the roles which the different participants fulfil during the implementation of the restituted land parcel project. Project team members consist of 12 members (40%). Contractors/suppliers consist of 5 members (16.67%). Project stakeholders consist of 10 members (33.34%) and lastly project managers consist of 3 members (10%).

Table 4.4: Participants' personal statistics – Project roles

GENDER	PROJECT TEAM MEMBERS	CONTRACTORS/SUPPLIERS	PROJECT STAKEHOLDERS	PROJECT MANAGERS
Total number of participants	12	5	10	3
Percentage (%)	40%	16.67%	33.34%	10%

4.3 THE INFLUENCE OF THE PROJECT MANAGER

The questions relating to the influence of the project manager are measured in the questionnaire ranging from 5.1 – 5.3 (Evaluate the following activities) and 6.1 – 6.3 (Level of agreement with the following activity).

Table 4.5: Evaluating the current activities – Influence of the project manager

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The project manager is involved in developing the community business strategy	0%	0%	17%	67%	17%	4.04
The project manager uses soft skills, such as an open-door policy,	0%	20%	23%	37%	20%	4.57

to contribute to the success of the restituted land parcel project						
The project manager's behaviour influences the success of the restituted land project	0%	3%	13%	50%	33%	4.10
Average	0%	7%	18%	51%	24%	

Table 4.5 shows that 0% of the participants felt that the project manager was not in some way involved in developing the community business strategy. 84% of the participants felt that the project manager was directly involved in developing the community business plan, while 17% of the participants remained neutral about it.

57% of the participants felt that the project manager used soft skills to contribute to the success of the restituted land parcel project. This shows a very open approach was used to ensure the success of the project. 20% disagreed with the soft skills of the manager, meaning a minority felt it was the harder skills that contributed to the success of the project.

0% of the participants felt that the project manager's behaviour had no influence on the outcome of the project. A majority of 83% of participants felt that the behaviour of the project manager directly related to the success of the project, with 13% of the participants unsure as to how this aspect would affect the project.

Table 4.6: Level of agreement with the following activities – Influence of the project manager

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
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The project manager is involved in the development of the community and project plan	0%	3%	17%	53%	27%	4.04
The project manager's behaviour plays a big role in determining the overall success of the land parcel project	0%	0%	13%	50%	37%	4.04
The project manager is geared towards leadership rather than managing	0%	0%	23%	47%	30%	4.07
Average	0%	1%	18%	50%	31%	

The majority (80%) of the participants deemed it very important that the project manager be actively involved in the development of the community business and project plan.

Again, the majority (87%) of the participants felt the project manager's behaviour played a big role in determining the overall project success, with 37% strongly agreeing to this. Lastly, 77% of the participants felt that it was important that the project manager's role was geared towards leadership rather than simply managing, with 30% strongly agreeing to this.

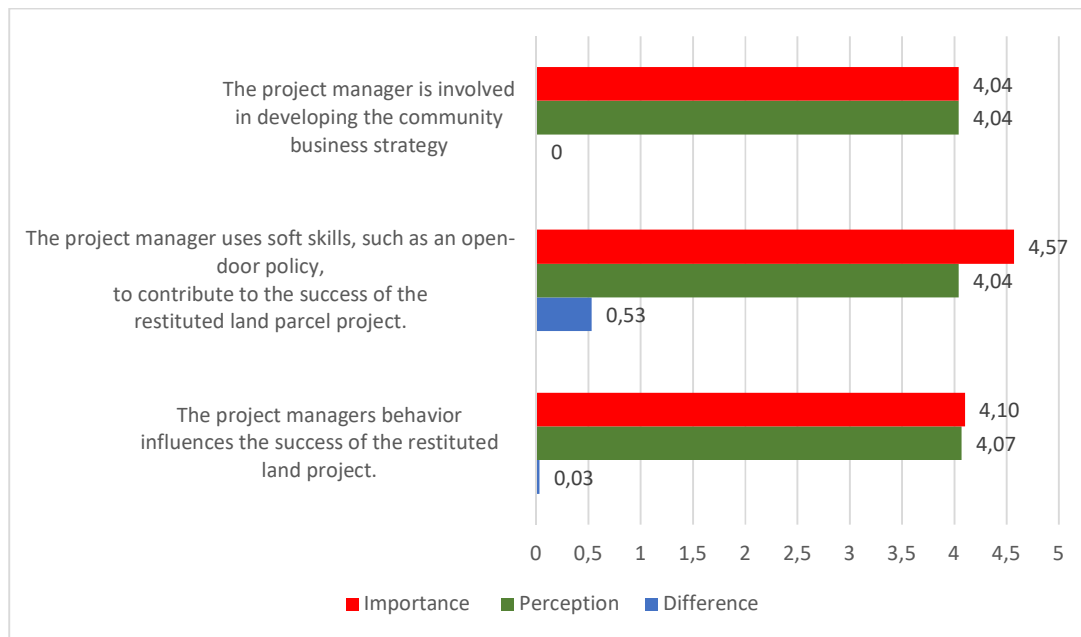


Figure 4.1: Assessment of the variance between the current activities and the perceived importance – Influence of the project manager

Figure 4.1 illustrates that there is a variance of 0 between the activity of the project manager being involved in developing the community business strategy and the perception of the importance of the project manager being involved in developing the community business strategy to promote a successful restituted land parcel project implementation. The use of soft skills, such as an open-door policy, has a variance of 0,53 between the actual activity and the perception of its importance. Lastly, the behaviour of the project manager in influencing the success of the restituted land parcel project has a variance of 0,03. This is between the current activity and the perception of its importance.

4.4 PROJECT COMMUNICATION

The perception of communication within the restituted land parcel project is measured in the questionnaire from questions 5.4 – 5.6 (Evaluate following activities) and 6.4 – 6.6 (Level of agreement with the following activity).

Table 4.7: Evaluating the current activities – Project communication

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
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There is open communication with senior management that can influence the project success (channels of communication are easy to access)	0%	3%	33%	47%	17%	4.11
There is sufficient communication with stakeholders during the project implementation process	0%	10%	30%	40%	20%	3.70
The communication style used is understood by all project members	0%	0%	15%	50%	31%	4.00
Average	0%	4%	23%	45%	28%	

64% of the participants felt there was open communication with the senior management that could influence the success of the project. 10% of the participants felt there was not enough communication with stakeholders during the project implementation process; however, 60% felt there was sufficient communication with stakeholders. A large majority (81%) of the participants felt the communication style was sufficient and was understood.

Table 4.8: Level of agreement with the following activities – Project communication

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
There are open communication channels with senior management	0%	3%	20%	40%	37%	3.78

that influence the success of the project to be implemented						
There is sufficient communication with stakeholders before and throughout the project processes	0%	10%	40%	33%	17%	3.57
The communication style is understood by all members involved in the project implementation	0%	3%	40%	43%	13%	3.63
Average	0%	4%	38%	42%	16%	

The majority of the participants (77%) from table 4.8 deemed it important to have open communication with senior management as this would play a vital role in the success of a restituted land parcel project. Only 50% of the participants thought it very important to openly communicate with stakeholders during the project implementation process; however, 10% deemed this not necessary. 56% of the participants also felt it was very important for the communication style to be understood by all involved in the project to ensure a high level of project success.

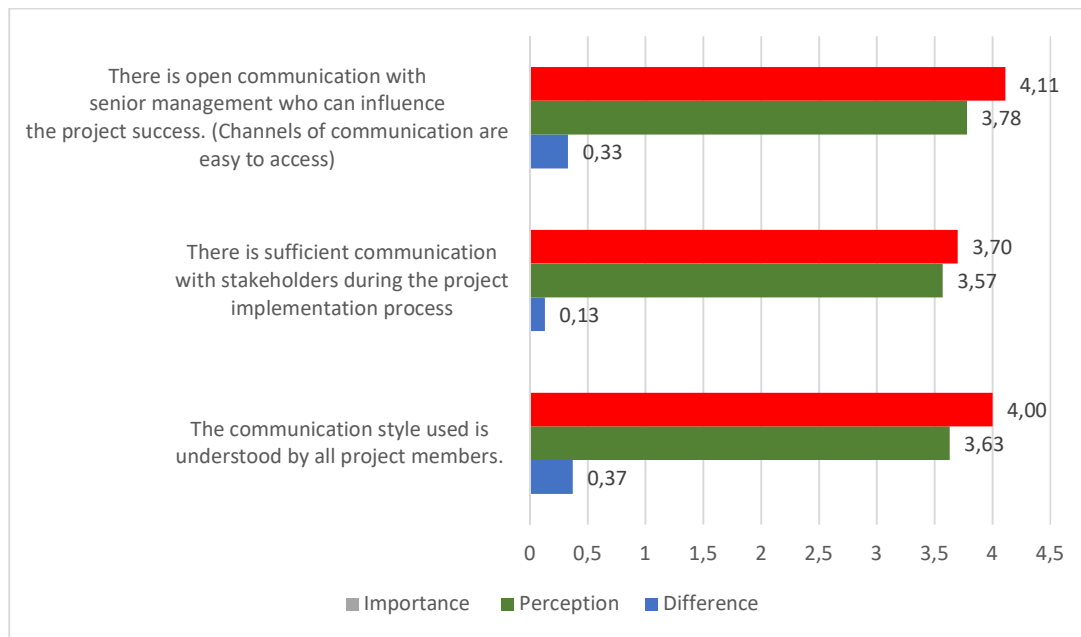


Figure 4.2: Assessment of the variance between the current activities and the perceived importance – Project communication

Figure 4.2 illustrates that there is a variance of 0,33 relating to the level of open communication with senior management members who can positively influence the project's success. A variance of 0,13 is experienced between the activity of sufficient communication with relevant stakeholders during the implementation of the restituted land parcel project, and the actual perception of this activity taking place. There is lastly a 0,37 variance between the perceived communication style being understood by all project members and the actual importance of this activity in the land parcel project.

4.5 KNOWLEDGE MANAGEMENT

The information relating to the perception of knowledge management within the restituted land parcel project comes from questions 5.7 – 5.10 (Evaluation of current activities) and 6.7 - 6.10 (Level of agreement with the following activity).

Table 4.9: Evaluating the current activities – Knowledge management

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The strategic importance of a	0%	0%	7%	43%	50%	4.43

restituted land project is fully explained and understood by all involved						
Clear and measurable project objectives are outlined and documented	0%	6%	17%	47%	30%	4.01
Past project experiences are shared to ensure a more successful project implementation process	0%	3%	17%	57%	23%	4.00
Sufficient time is spent documenting project learning points once the project is complete	0%	6%	17%	27%	50%	4.21
Average	0%	3%	15%	44%	38%	

Table 4.9 shows that a strong majority (93%) of the participants felt that the strategic importance of the restituted land parcel project was explained and understood by all involved in the project. 77% felt that clear and measurable objectives were outlined for the project. 80% of the participants felt that past project experiences were shared to ensure higher project success, with 3% of the participants actually disagreeing with this. The majority (77%) of the participants felt that sufficient time was spent documenting project learning points once a project had been completed, with 50% strongly agreeing to this.

Table 4.10: Level of agreement with the following activities – Knowledge management

PARTICIPANTS'	Strongly	Disagree	Neutral	Agree	Strongly	Mean
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PERCEPTIONS	Disagree				Agree	Rating
The strategic importance of a restituted land project is fully explained and understood by all involved	0%	3%	27%	47%	23%	3.90
Clear and measurable project objectives are outlined and documented	0%	0%	33%	40%	27%	3.94
Past experiences and knowledge are shared with all project members	0%	10%	37%	33%	20%	3.63
Sufficient time is spent documenting project learning points once the project is complete	0%	0%	17%	60%	23%	4.06
Average	0%	3%	29%	45%	23%	

A majority (70%) felt it was very important that the strategic importance of the project was explained to, and understood by, all involved. 67% of the participants deemed it important to have clear and measurable objectives outlined and documented, with 27% strongly agreeing to this.

Only 53% of the participants felt it was very important to share and use past project knowledge and experiences to ensure project success. Lastly, 83% of the participants felt it was important to spend time documenting the learning points once a project had been completed.

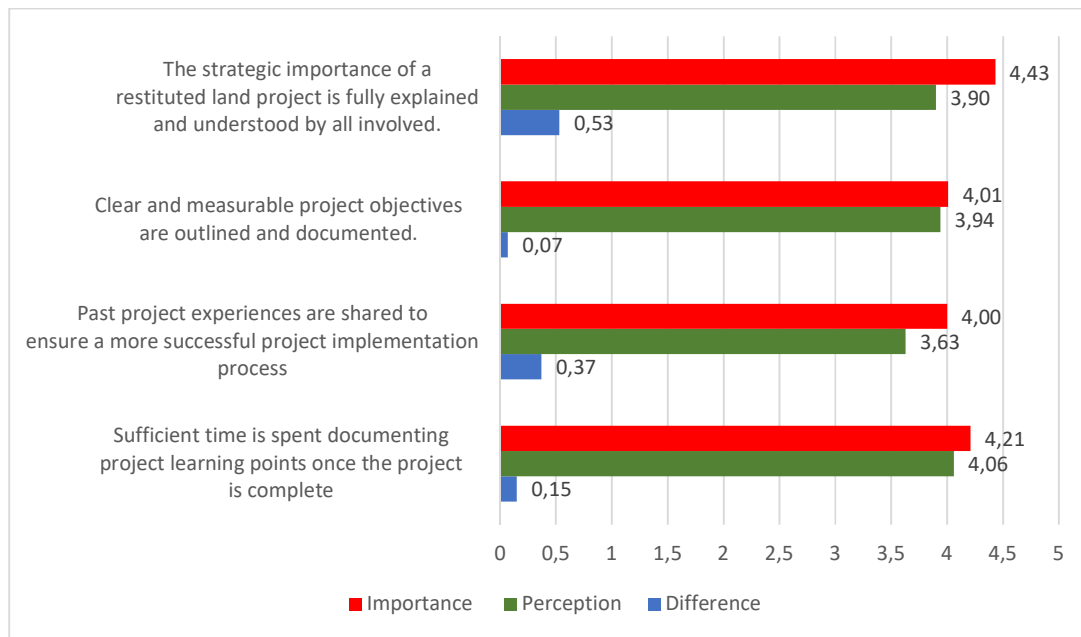


Figure 4.3: Assessment of the variance between the current activities and their perceived importance – Knowledge management

Figure 4.3 shows that there is a variance of 0,53 between the activity of the restituted land parcel project being explained fully to all members involved and its perceived importance. The activity described as “Clear and measurable project objectives are outlined and documented” has a variance of 0,07 between the activity and its perceived importance in the success of the project. A variance of 0,37 can be seen relating to the activity of using past project experiences to ensure a more successful project implementation process and its perceived importance. Lastly, “Sufficient time spent documenting project learning points once a project is complete” experienced a variance of 0,15 between the actual activity and its perceived importance.

4.6 THE ROLE OF SENIOR MANAGEMENT

The information relating to the role of the project management members can be found on the questionnaire from questions 5.11-5.12 (Evaluate the current activity) and 6.11- 6.12 (Level of agreement with the following activity).

Table 4.11: Evaluating the current activity – Role of senior management

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
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Senior management assists in removing barriers affecting the implementation of the project	0%	7%	17%	50%	26%	3.95
Management creates an environment within the project that is supportive of the project management team	0%	0%	10%	53%	40%	4.42
Average	0%	3%	13%	51%	33%	

Most of the participants (76%) felt that senior management assisted in removing barriers affecting the implementation of the project in a successful manner, while 7% disagreed with this. A large majority (93%) of the participants felt that senior management created an environment within the project that was supportive of the project management team. 10% were unsure of this in the project.

Table 4.12: Level of agreement with the following activities – Role of senior management

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
Senior management creates an environment that assists the project management team	0%	3%	33%	53%	10%	3.67
Senior management assists in removing barriers affecting the implementation of the project	0%	10%	30%	53%	7%	3.57
Average	0%	6%	32%	53%	9%	

The majority of the participants (63%) felt it was very important to have a senior management team that created an environment that assisted the project management team to ensure successful project implementation. Only 60% felt it was very important that the senior management assisted in removing barriers that might affect the implementation of a successful restituted land parcel project, with 7% strongly agreeing with this.

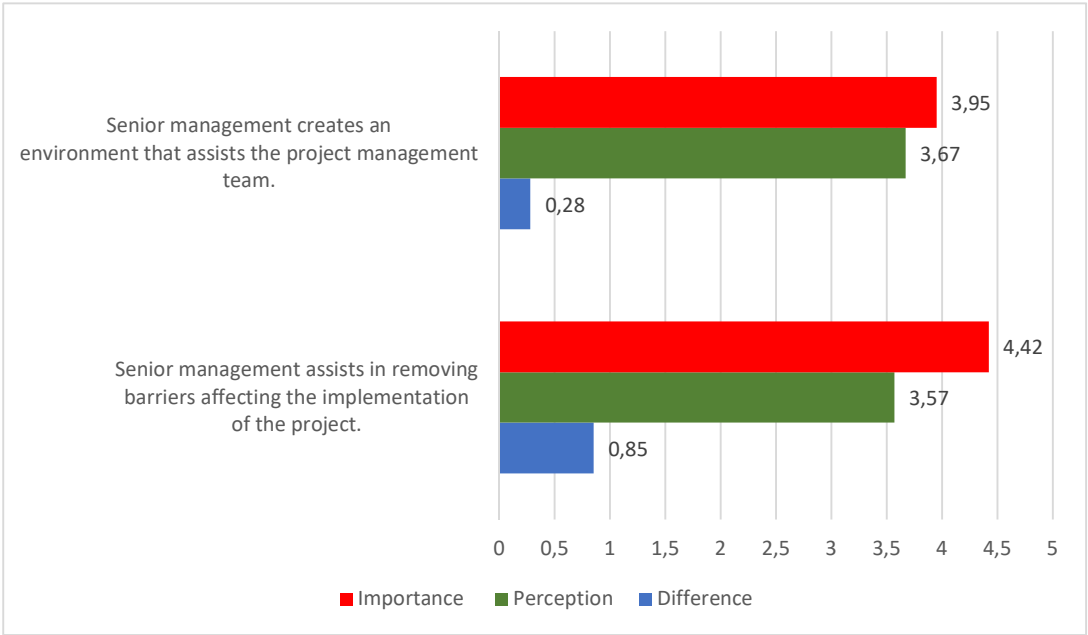


Figure 4.4: Assessment of the variance between the current activities and their perceived importance – Role of senior management

Figure 4.4 depicts a variance of 0,28 between the activity of senior management creating a project environment that assisted the project management team to better implement a successful restituted land parcel project and its perceived importance. Senior management assisting in removing barriers that might affect a successful project implementation experienced a variance of 0,85 between the activity and its perceived importance.

4.7 THE BUSINESS STRATEGY

The information relating to the business strategy of the project can be found on the questionnaire between questions 5.13 (Evaluate the current activity) and 6.13 (Level of agreement with the following activity).

Table 4.13: Evaluating the current activities – Business strategy

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The objectives of the restituted land project support the objectives of the community	0%	3%	14%	43%	40%	4.20
Average	0%	3%	14%	43%	40%	

Table 4.13 shows that a large majority (83%) of the participants felt that the objectives of the restituted land parcel project supported the objectives of the community.

Table 4.14: Level of agreement with the following activities – Business strategy

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The objectives of the restituted land project are in line with the objectives of the community	0%	3%	17%	40%	40%	4.17
Average	0%	3%	17%	40%	40%	

Table 4.14 shows that again a large majority (80%) of the participants perceived that it was important that the objectives of the restituted land parcel project were in line with the objectives of the community.

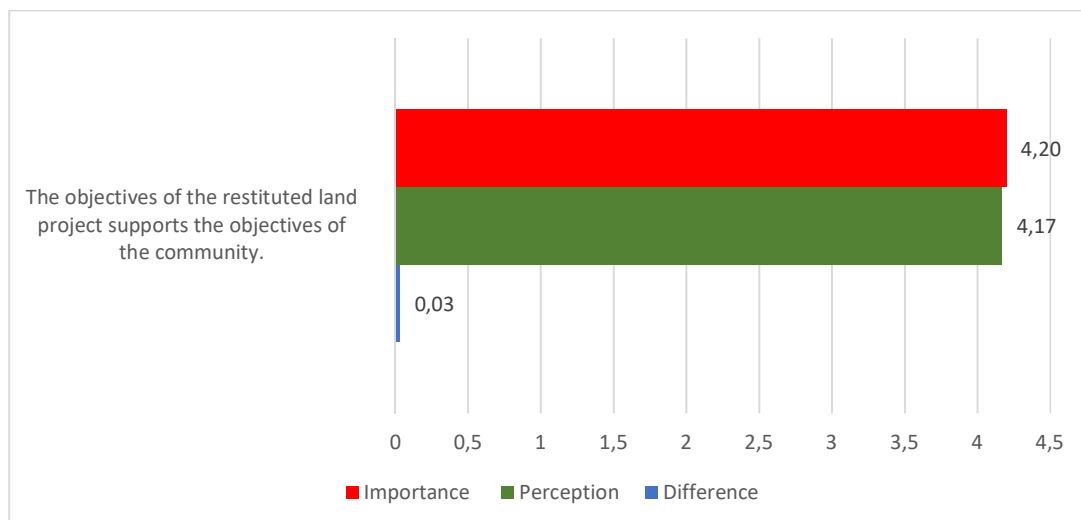


Figure 4.5: Assessment of the variance between the current activities and their perceived importance – Business strategy

Figure 4.5 depicts a variance of 0,03 for the activity of the objectives of the land parcel project supporting the overall objectives of the community, and this activity's perceived importance.

4.8 SUCCESS CRITERIA

The information relating to the project's success criteria can be found in the questionnaire from questions 5.14 – 5.15 b (Evaluate the following activities) and 6.14 – 6.15 (Level of agreement with the following activity).

Table 4.15: Evaluating the current activities – Project success criteria

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The project success criteria are agreed with the stakeholders before and throughout the project	0%	3%	7%	40%	50%	4.37
Multiple success criteria are considered -	0%	0%	20%	47%	33%	4.13

not just time, cost and scope						
Average	0%	2%	14%	43%	41%	

Table 4.15 shows that a large majority (90%) of the participants felt that the project success criteria were agreed with stakeholders before and throughout the implementation of the project. A large majority (80%) of the participants felt that multiple success criteria were considered when determining the overall project success and not just time, cost and scope.

Table 4.16: Level of agreement with the following activities – Project success criteria

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
Multiple success criteria are used to measure the overall success of the restituted land parcel project	3%	0%	23%	34%	40%	4.08
The project success criteria are agreed with all stakeholders before the project commences	0%	3%	17%	57%	23%	4.03
Average	2%	1%	20%	45%	32%	

Table 4.16 shows that 74% of the participants deemed it important to have multiple success criteria when measuring the overall success of the restituted land parcel project; however, 3% strongly disagreed with this. 80% felt it was important that the success criteria of the project were agreed with stakeholders before the commencement of the project and throughout the implementation of the project.

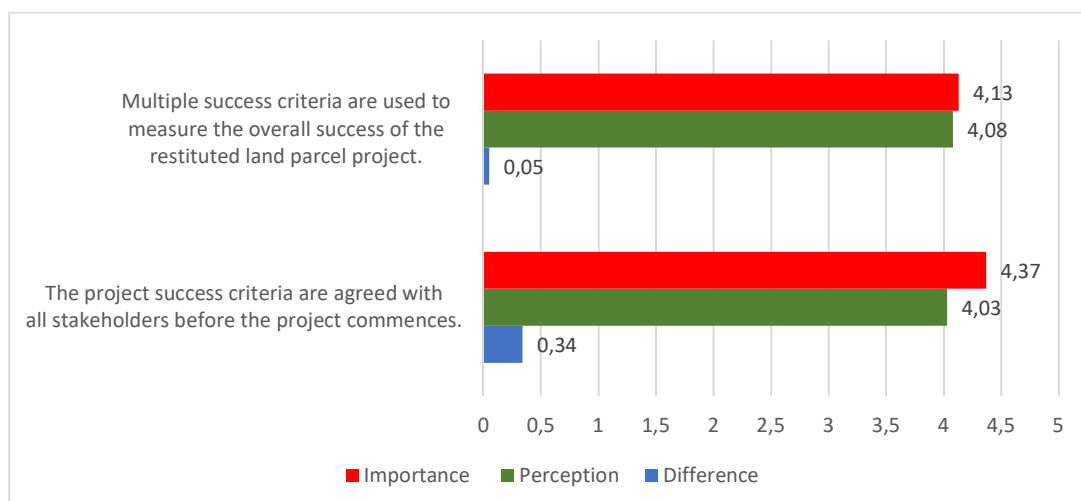


Figure 4.6: Assessment of the variance between the current activities and their perceived importance – Project success criteria

Figure 4.6 shows a variance of 0,05 between the use of multiple success criteria in the restituted land parcel project to measure the overall success of the development project and its perceived importance. The agreement of the project's success criteria with all stakeholders before the commencement of the development project experienced a variance of 0,34.

4.9 TRAINING AND DEVELOPMENT

The information relating to the training and development opportunities can be found in the questionnaire from question 5.16 – 5.20 (Evaluate the following activity) and 6.16 – 6.20 (Level of agreement with the following activities).

Table 4.17: Evaluating the current activities – Training and development opportunities

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The management team conducts a comprehensive skills assessment needed to ensure the successful implementation of	0%	10%	7%	43%	40%	4.13

the restituted land project						
Mentoring and coaching is available to the management team and the project team members	0%	10%	13%	40%	37%	4.04
Soft skills training reduces any crisis emerging	0%	15%	10%	35%	10%	4.00
Project training and development improves the project implementation success rate in this organization	0%	0%	3%	33%	64%	4.61
Training and development opportunities are based on the project size	0%	7%	0%	46%	47%	4.33
Average	0%	8%	7%	40%	45%	

Table 4.17 shows that a large majority (83%) of the participants felt that the management team conducted a comprehensive assessment of the skills required to successfully implement the restituted land parcel project. 10% of the participants felt that there was not enough training and development available to the management team and all members of the project team.

Only 45% felt that soft skills development helped to reduce conflict and thus prevent a crisis from emerging. Almost all (97%) of participants felt that project training and development helped to improve the successful implementation of the restituted land parcel project. Only 7% of the participants felt that training and development was not based on project size, with

93% feeling that it was.

Table 4.18: Level of agreement with the following activities – Training and development opportunities

PARTICIPANTS' PERCEPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Rating
The management team does a comprehensive assessment of the skills required to successfully implement the project	0%	10%	33%	23%	34%	3.81
Training and development opportunities are available to the management team and all project members	0%	10%	37%	37%	16%	3.59
Soft skills training reduces any crisis emerging	0%	6%	20%	60%	14%	3.82
Project skills and training improve the implementation of the restituted land project	0%	3%	13%	67%	17%	3.98
Training and development opportunities are based on the size of the project	0%	10%	10%	50%	30%	4.00
Average	0%	8%	22%	47%	23%	

Table 4.18 shows that 57% of the participants felt it was important that the management team did a comprehensive skills assessment to ensure successful project implementation, with 34% strongly agreeing to this. Only 53% felt it was important that training and development was available to the management team and all project members. It was suggested that soft skills training was important to reduce conflict and crises within the restituted land parcel project; this was confirmed by 74% of the participants.

A large majority (84%) felt that project skills training and development was important to improve the successful implementation of the restituted land parcel project; 17% strongly agreed to this. Lastly, again a large majority (80%) of participants felt that training and development was based on the size of the project; however, 10% disagreed with this.

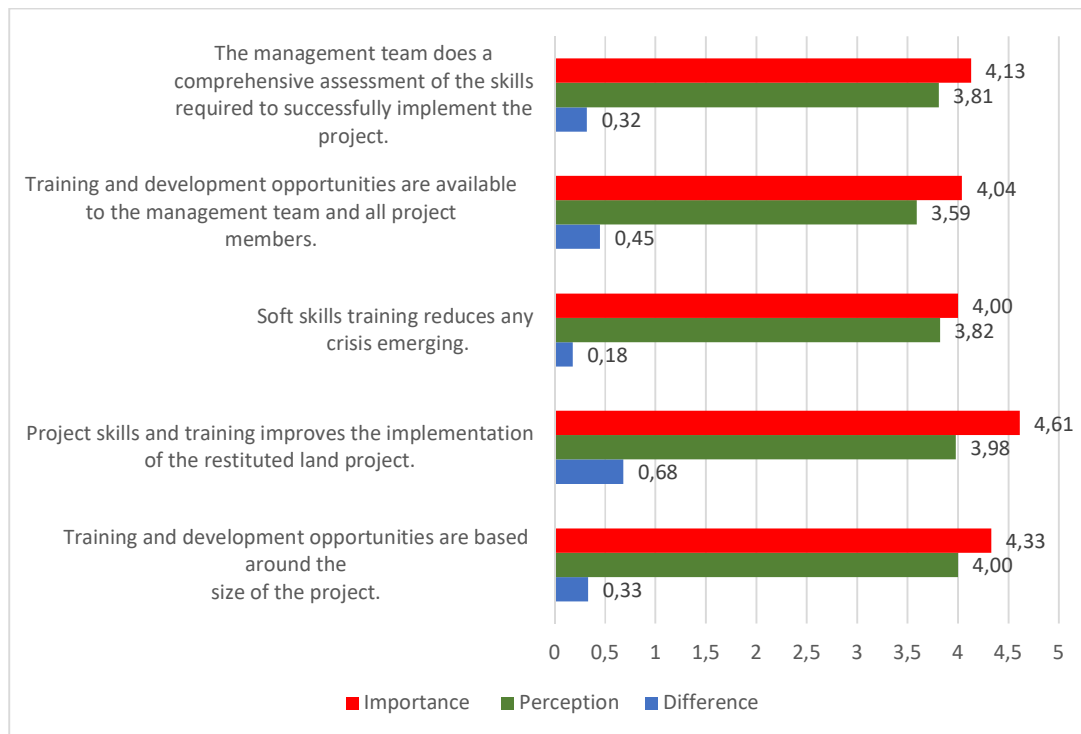


Figure 4.7: Assessment of the variance between the current activities and their perceived importance – Training and development opportunities

Figure 4.7 shows that a variance of 0,32 was experienced between the activity of the management team conducting a comprehensive assessment of the skills required to successfully implement the community development project and its perceived importance. Training and development opportunities available to the management team and all members involved in the project had a variance of 0,45. The viewpoint that soft skills training reduced any crisis emerging experienced a variance of 0,18 between the activity and its perceived importance. A variance of 0,68 was witnessed between the activity of project skills and training improving the implementation of the development project and its perceived importance. Lastly, a variance of 0,33 was witnessed between the activity of the opportunities for training and development being based on the size of the project and its perceived importance.

4.10 SUMMARY

The participants in this study were asked to share their views on the current activities in the restituted land parcel project and their corresponding level of agreement with the perceived importance of that activity in making the project successful. All the data collected from the questionnaire were analysed and presented in this chapter. The data were then divided according to the sections identified in the literature study and questions were asked to participants to gauge the level of activity for the items.

From this, the data were presented in graph and table forms. The variance between the current activities and the level of agreement with regards to their perceived importance will be looked at and discussed in the last chapter, chapter five.

Chapter five will conclude the study by answering the research questions and presenting the recommendations for managements' consideration on how to improve and ensure higher success levels for future restituted land parcel projects.

5. CHAPTER FIVE

DISCUSSION OF RESULTS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

In the previous chapter, chapter four, the data from the questionnaires were analysed, discussed and presented in graph and table forms. The study intended to stimulate participants to think about their project's current activities and rate their level of agreement with regards to the perceived importance of the mentioned activities in making the project more successful.

The main aim of this final chapter is to answer the research question by presenting the conclusions drawn from the study and the results of the questionnaire. This chapter will also provide recommendations as to how future restituted land parcel projects can become more successful based on the conclusions drawn.

The study closes by delineating the limitations of the study whilst proposing areas for future research arising from the study.

5.2 IDENTIFYING CRITICAL SUCCESS FACTORS

The primary aim of the study was to determine whether the critical success factors that have affected land parcel development projects differ from, or are similar to, the industry generic critical success factors. To effectively achieve the primary objective of this study the following questions, provided by Meyer (2014), need to be answered.

- How to define the project's success criteria.
- How to improve communication in and around the project.
- Can the project manager influence the success of the restituted land parcel project?
- What role does senior management play in facilitating a more successful project?
- How to integrate the project's objectives with the overall objectives of community A.
- How to learn from current and past project experiences.
- How to develop higher levels of expertise throughout the project team in implementing more successful restituted land parcel projects.

These questions are answered based on the conclusions drawn from the study and questionnaires handed to participants on the land development project of community A. A total of 30 questionnaires were used in this study.

To determine the critical success factors that have been used on the land parcel development project, a comparison will be made between the current activities undertaken on the project and their perceived importance in making the project successful. The factors looked at are taken from the generic industry critical success factors. By making this comparison, the research will demonstrate which areas in the project need improvement.

A comparison is made by evaluating the Likert variance rating of the current work activity and the level of agreement on the perceived importance of the activity. The activities are thus ranked based on their variance. The critical success factors are identified and discussed in detail. Recommendations are then given for management consideration.

Figure 5.1 shows the escalation of variance between the perception of the current activity and its perceived importance in relation to the development project taking place on community A's restituted land parcel. The variance highlights which critical success factors require management attention.

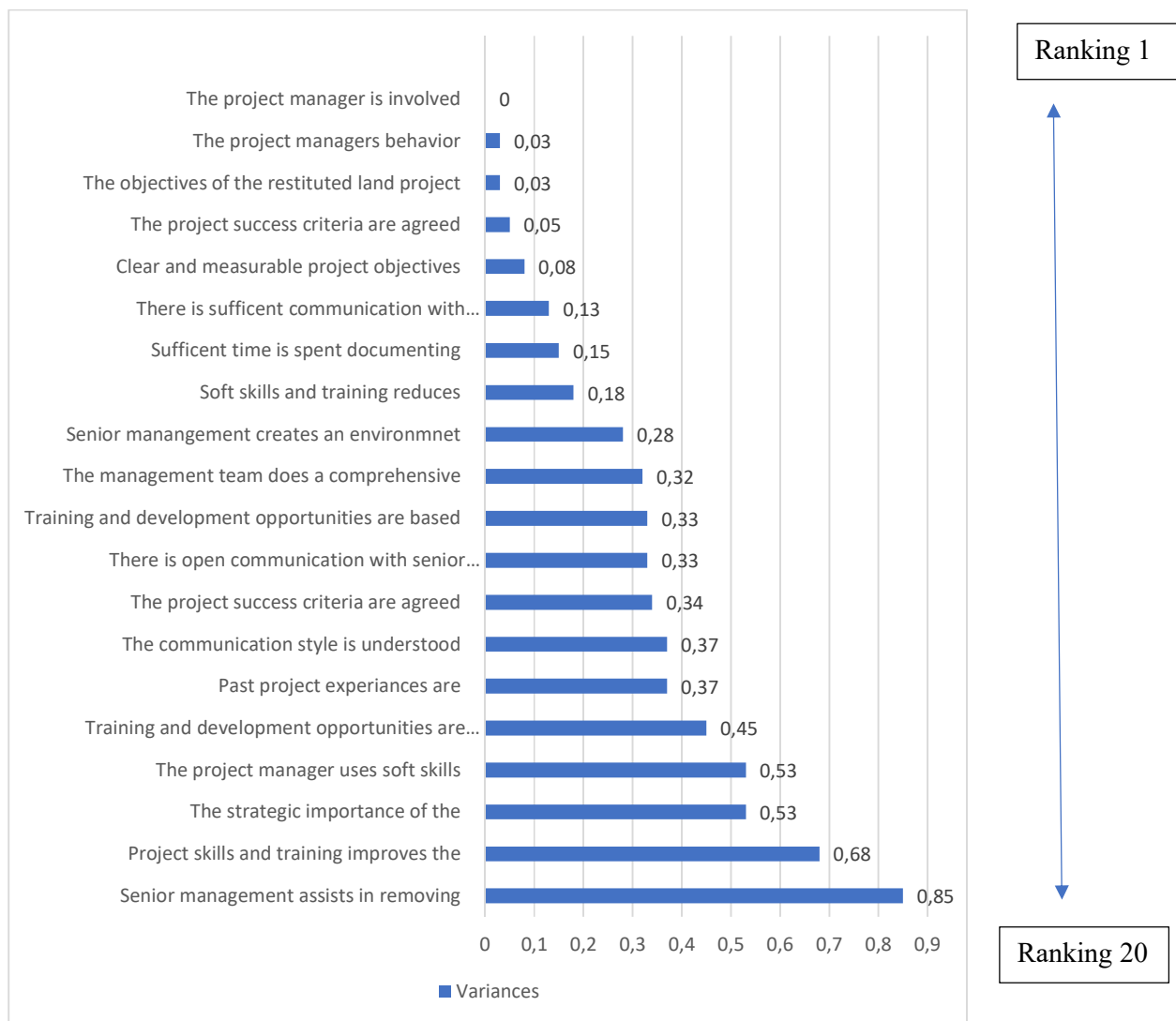


Figure 5.1: Variance rating: Current project activities vs their perceived importance in ensuring higher levels of restituted land project success

5.2.1 The influence of the project manager: As a critical factor for restituted land parcel project success this should show how the project manager can influence the success of such a project through his or her personal characteristics and technical skills. It has been suggested the project manager can be the determining factor between project success or failure.

Table 5.1: The influence of the project manager - Rankings and variances

PROJECT ACTIVITY	RANKING	VARIANCE
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The project manager is involved in developing the community business strategy	1	0
The project manager uses soft skills, such as an open-door policy, to contribute to the success of the restituted land parcel project	17	0.53
The project manager's behaviour influences the success of the restituted land project	2	0.03

The study found that the first activity, “The project manager is involved in developing the community business strategy”, had a variance of 0. This activity ranked 1/20. The largest variance under the critical success factors, namely influence of the project manager, was “the project manager uses soft skills to contribute to the success of the restituted land parcel project”. This had a variance of 0.53 and ranked 17/20. It shows there is room for improvement with regards to the successful use of this activity in the community development project, as there is a gap between the activity and its perceived importance. Lastly, the activity “the project manager’s behaviour influences the success of the restituted land parcel project” experienced a minimal variance of 0.03 whilst ranking 2/20.

5.2.2 Project communication: As a critical success factor, high levels of communication with all stakeholders during the implementation of a restituted land parcel project are advised. This degree of open and clear communication has a direct impact on the likelihood of securing project success.

Table 5.2: Project communication - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
There is open communication with senior management that can influence the project success (channels of communication are easy to access)	12	0.33
There is sufficient communication with stakeholders during the project implementation process	6	0.13
The communication style used is understood by all project members	14	0.37

The results of the study showed that the first activity, “there is open communication with senior management that can positively influence the project success”, had a variance of 0.33 and ranked 12/20. The second activity under communication, namely “there is sufficient

communication with stakeholders during the project implementation process”, had a minimal variance of 0.13 and ranked 6/20. Lastly, and with the largest variance experienced, was the activity “the communication style is understood by all project members”. This activity had a variance of 0.37 and ranked 14/20.

5.2.3 Knowledge management: As a critical success factor, there needs to be a strong correlation between good project management and the ability of the project teams to effectively execute good practices for managing knowledge. Restituted land projects that have poor reuse of similar restituted project knowledge also experience problems implementing good project management practices.

Table 5.3: Knowledge management - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
The strategic importance of a restituted land project is fully explained and understood by all involved	18	0.53
Clear and measurable project objectives are outlined and documented	5	0.07
Past experiences and knowledge are shared with all project members	15	0.37
Sufficient time is spent documenting project learning points once the project is complete	7	0.15

The study found that the activity “the strategic importance of a restituted land project is fully explained and understood by all involved” had a variance of 0.53 and ranked 18/20. This shows there is room for improvement as there is a mismatch between the current activity and its perceived importance in the development project. The activity “clear and measurable project objectives are outlined and documented” had a variance of 0.07 and ranked 5/20. The second largest variance under the critical success factor “knowledge management” was the activity “past experiences and knowledge are shared with all project members”. This had a variance of 0.37 and ranked 15/20 overall. Lastly, the activity “sufficient time is spent documenting project learning points once the project is complete” had a minimal variance of 0.15 and ranked 7/20.

5.2.4 The role of senior management: As a critical success factor, senior management should be supportive of the project manager in removing potential barriers that may inhibit the successful implementation of the restituted land parcel project. It also needs

to assist in ensuring the importance of the community-based project is understood by all project members.

Table 5.4: The role of senior management - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
Senior management creates an environment that assists the project management team	9	0.28
Senior management assists in removing barriers affecting the implementation of the project	20	0.85

The results of the study indicated that the activity “senior management creates an environment that assists the project management team” had a variance of 0.28 and ranked 9/20. The largest variance under the critical success factor “the role of senior management” was the activity “senior management assists in removing barriers affecting the implementation of the project” which had a variance of 0.85 and ranked 20/20. This shows there is room for improvement with regards to the successful use of this activity in the community development project, as there is a large gap between the activity and its perceived importance.

5.2.5 The business strategy: As a critical success factor this should ensure that the project’s goals and objectives are in line with what the community is ultimately trying to achieve by undertaking the project. There needs to be a strong correlation between the two to ensure long-term success.

Table 5.5: The business strategy - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
The objectives of the restituted land project support the objectives of the community	3	0.03

The results of the study indicated that the activity “the objectives of the restituted land project supports the objectives of the community” experienced a minimal variance of 0.03 and ranked 3/20.

5.2.6 Project success criteria: As a critical success factor this should ensure that the project's success is not limited to the areas of time, scope and cost. Instead a number of criteria, such as job creation and micro-economic upliftment, need to be included. This can be aided by ensuring the community and project objects are in alignment.

Table 5.6: Project success criteria - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
Multiple success criteria are used to measure the overall success of the restituted land parcel project	4	0.05
The project success criteria are agreed with all stakeholders before the project commences	13	0.34

The study found that the activity “multiple success criteria are used to measure the overall success of the restituted land parcel project” had a minimal variance of 0.05 and ranked 4/20. Lastly, the activity “the project success criteria are agreed with all stakeholders before the project commences” had a variance of 0.34 and ranked 13/20.

5.2.7 Training and development opportunities: As a critical success factor for restituted land parcel projects this should promote a more efficient use of the already available resources by the project team instead of looking at the resources the project can't access. Possessing a particular resource will not guarantee the successful utilization of the resource; resources should rather be correctly collected, bundled and leveraged to gain the maximum potential benefit.

Table 5.7: Training and development opportunities - Rankings and variances

PROJECT ACTIVITY	RANKINGS	VARIANCE
The management team does a comprehensive assessment of the skills required to successfully implement the project	10	0.32
Training and development is available to the management team and all project members	16	0.45
Soft skills training reduces any crisis emerging	8	0.18
Project skills and training improve the implementation of the restituted land project	19	0.68

Training and development opportunities are based on the size of the project	11	0.33
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The results of the study indicated that the activity “the management team does a comprehensive assessment of the skills required to successfully implement the project” had a variance of 0.32 and ranked 10/20 overall. The second activity, “training and development is available to the management team and all project members”, had a variance of 0.45 and ranked 16/20. The smallest variance experienced under the critical success factor “training and development” was the activity “soft skills training reduces any crisis emerging”. This had a variance of 0.18 and ranked 8/20. Second last was the activity “project skills and training improve the implementation of the restituted land project” with a variance of 0.68 and ranking of 19/20. This shows there is room for improvement with regards to the successful use of this activity in the community development project, as there is a large gap between the activity and its perceived importance. Lastly, the activity “training and development opportunities are based on the project size” had a variance of 0.33 and ranked 11/20 overall.

5.3 RECOMMENDATIONS FOR FUTURE RESTITUTED LAND PARCEL PROJECTS TO ENSURE HIGHER LEVELS OF SUCCESS

Recommendations will now be made by the researcher to future project managers on how to secure higher levels of project success. The recommendations will be based on the critical success factor that needs to be considered.

5.3.1 Influence of the project manager

Based on the research findings, it is evident that the project manager maintains a pivotal role in running the community project. For the project to stay on track and achieve the overall goals and objectives, the project manager needs to ensure that all project departments as well as their inter-departmental processes are aligned. The use of different leadership skills will enable the manager to optimize the efficiency of the project team. An example of this is knowing when to switch between hard and soft interpersonal skills to effectively manage different working individuals.

5.3.2 Project communication

The study showed that with regards to the critical success factor “project communication”, generally there is sufficient communication with stakeholders during the project implementation process. It is thus recommended that future restituted land parcel projects continue with this effective communication with stakeholders.

Better efforts need to be made to open channels of communication with senior management that can positively influence the implementation of the restituted land parcel project. Feedback forums should be established by the management team to allow employees to give honest feedback to senior management. This increased communication can lead to better levels of project implementation.

The most problematic activity identified was the communication style used in the development project. The project manager needs to ensure there is clear and understandable communication between the project departments, as coordination is essential to ensure long-term project success. Fundamentally, communication needs to run openly, both vertically and horizontally, throughout the restituted land parcel project. Successful coordination requires the integration of different activities from different departments to reach the project’s goals and objectives. It is recommended that future restituted land parcel projects ensure these two identified problematic areas are in line to manifest higher success levels.

5.3.3 Knowledge management

Based on research findings, when a restituted land parcel project is initiated the project team must use past projects as precedent. This is to ensure past mistakes are not repeated and processes that enabled project success are capitalized on. Knowledge management is a vital tool that needs to be used more effectively in all restituted land projects. The sharing of this knowledge will also result in the success of future restituted land parcel projects. Documenting all findings, be it successes or failures, when conducting a restituted land parcel project is fundamental. These findings must be made available to other project teams to aid them in their pursuit of project success.

5.3.4 The role of senior management

The study found that the critical success factor “role of senior management” was the largest problem area in the restituted land development project. According to Alsudiri, et al. (2013, pp. 596-615), “*senior management need to process the ability to remove any barriers that may hinder the successful implementation or long-term success of a restituted land parcel project as these are out of any project member’s control*”.

Research findings have shown an evident disconnect between the senior management project members, the project team and the community itself. Project ambitions often differ between these three parties. A common issue identified is that senior members frequently tend to push their own personal agendas forward onto the project to ensure personal gain at the expense of other community members. The way to address this problem is by appointing senior community members whose interests in the restituted project’s success are rooted in the upliftment and development of their community as a whole. All relevant parties need to agree in advance on what the overall outcome is going to be. Once the project commences, there should be no deviations from the previously agreed upon criteria. This would eliminate any personal agendas overshadowing the decision making.

5.3.5 The business strategy

The study found that with regards to the critical success factor “business strategy” the current activities are in line with their perceived importance. There was minimal variance experienced related to the activity. It is thus recommended that future restituted land development projects adopt the same approach to designing their business strategy by ensuring the objectives of the project are in line with the overall long-term objectives of the community.

5.3.6 Project success criteria

Based on research findings, it is of huge significance that the success criteria of any restituted land parcel project cannot simply focus on the three tiers being: cost, time and finances. When it comes to uplifting a community, the restituted land parcel project needs to look at many areas, such as: monetary gains, skills development, job creation

and micro and macro-economic upliftment. Utilizing a number of criteria to measure the success of a community project would ensure that the project is not only moving in one direction but has a holistic view with the ultimate end goal to better the lives of those to whom the land was passed.

5.3.7 Training and development opportunities

The study found that the critical success factor “training and development” had some problematic areas and some areas that were in line with the activity and its perceived importance.

Firstly, it is recommended that future restituted land projects continue with the way the following activity has been conducted on the development project: that the management team does a comprehensive skills assessment before the project commences as this activity is in line with its perceived importance and is being done well. Secondly, it is recommended that future projects should maintain the use of soft skills development as it is felt this helps to reduce any crisis emerging.

The study suggests that the activity of training and development opportunities being available to all members is a problem area on the development project. Mentoring and coaching is essential in projects to ensure that the project is managed successfully and that all members have the required skills to execute their roles effectively (Meyer, 2014). It is thus recommended that future restituted land projects take time to make these training opportunities available.

It is recommended that the development and training opportunities are relevant to each project to be undertaken, so the skills acquired contribute to the success of the restituted land parcel project. Employees also need to be given the opportunity to put their learnings into practice.

The final recommendation for improvement is related to the activity of training and development opportunities being based on the project size. Research needs to be done more effectively by future projects to determine the scope of the training to be undertaken in order to provide opportunities to all members who do need the training and development. This will ensure higher project success levels.

5.4 LIMITATIONS OF THE STUDY

The main limitation experienced in this study was that the results of the study are all based on the perceptions of the participants; the main issue or limitation of this is that if the perception of a particular individual is skewed due to past experiences of restituted land parcel projects, the results may not reflect the actual situation on the researched development parcel.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

As mentioned in the recommendations, senior management and training and development were identified as the most problematic factors within this particular community development project.

Additional considerations for approaching these two factors for future studies on restituted land parcel projects are as follows:

- Spend more time documenting and analysing the way the senior management structures are set up. (An important question that should be asked is: how much power should these senior community members hold?)
- Provide confidential means for project employees to express concerns around senior management and/or their training and development opportunities.
- Present a training and development plan that has worked in past projects to project leaders involved in the research.
- Conduct a more in-depth study into both factors in order to understand the root causes of their failures.
- Create an understanding of where the community gains (monetary, jobs, etc.) are actually going if it is felt there is not enough upliftment taking place in the community.

5.6 CONCLUSION

In this final chapter, conclusions were drawn from the study conducted. The critical success factors were identified, and the current work activities were measured against the perceived importance of the particular activity.

Recommendations have been provided, based on the theoretical findings, to improve the implementation of restituted land parcel projects in the future to help secure higher levels of project success in South Africa.

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7 APPENDIX A



RHODES UNIVERSITY

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DEPARTMENT OF Commerce

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E-mail: E.Knoesen@ru.ac.za (Supervisor)

Chriswhiting43@gmail.com (Researcher)

15/09/19

Mjejane Private Game Reserve
Hectorspruit
Mpumalanga

Dear Study Participant

Re: Invitation to participate in research study

You are invited to participate in a research study entitled Critical Success Factors in Implementing projects on Restituted Land Parcels in South Africa. The aim of this research is to determine Whether the critical success factors, that have made land parcel project A (Mjejane Private Reserve Development Project) such a successful community-based project, the same as or differ from the generic industry success factors. Your participation and cooperation is very important so that the results of the research are accurately portrayed.

The research will be undertaken through a questionnaire, based on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree in which the participant will rate the involvement of different critical success factors and their corresponding importance in project A's success and the data to be collected from this research will be done through a survey questionnaire on critical success factors in project management. Your identity and that of your institution will be treated with complete confidentiality. The collection of this data will require about 5-10 minutes of your time to complete.

We will provide you with all the necessary information to assist you to understand the study and explain what would be expected of you (the participant). These guidelines would include the risks, benefits, and your rights as a study subject. Furthermore, it is important that you are aware that this study has been approved by a Research Ethics Committee of the university.

Participation in this research is completely voluntary and this letter of invitation does not obligate you to take part in this research study. To participate, you will be required to provide written consent that will include your signature, date and initials to verify that you understand and agree to the conditions. Please note that you have the right to withdraw at any given time during the study without penalty.

Thank you for your time and I hope that you will find our request favourable.

Yours sincerely,

Christopher Michael Whiting
Research Student

Evert Knoesen
Supervisor

8 APPENDIX B

Restituted land project – Critical Success Factors Questionnaire

Demographic Information

1)- What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other

2)- What is your age?

- ☐ 18- 21
- ☐ 21- 30
- ☐ 31- 40
- ☐ 41- 50
- ☐ 51- 60
- ☐ Above 60

3)- How many years' experience do you have with restituted land projects?

- ☐ 0-1
- ☐ 2-6
- ☐ 7-12
- ☐ 13-17
- ☐ Above 17

4)- What project role do you have the most experience fulfilling during the implementation process?

- ☐ Project Manager
- ☐ Project Stakeholder
- ☐ Contractor/Supplier
- ☐ Project Team Member

5)- Evaluate the following activities

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The project manager is involved in developing the community business strategy.					
The project manager uses soft skills, such as open-door policy and communication, to contribute to the success of the restituted land parcel project.					
The project managers behavior influences the success of the restituted land project.					
There is open communication with senior management that can influence the project success. (Channels of communication is easy to access)					
There is sufficient communication with stakeholders during the project implementation process.					
The communication style used is understood by all project members.					
The strategic importance of a restituted land project is fully explained and understood by all involved.					
Clear and measurable project objectives are outlined and documented.					
Past project experiences are shared to ensure a more successful project implementation process.					
Sufficient time is spent documenting project learning points once the project is complete					

Senior management assists in removing barriers affecting the implementation of the project.					
Management creates an environment within the project that is supportive of the project management team.					
The objectives of the restituted land project supports the objectives of the community.					
The project success criteria are agreed with the stakeholders before and throughout the project.					
Multiple success criteria are considered not just time, cost and scope.					
The management team conducts a comprehensive skills assessment needed to ensure the successful implementation of the restituted land project.					
Mentoring and coaching is available to the management team and the project team members.					
Soft skills training reduces any crisis emerging.					
Project training and development improves the project implementation success rate in this organization.					
Training and development is based on the project size.					

6)- Please rate the level of agreement of the following activities

	Strongly disagree	Disagree	Natural	Agree	Strongly agree
The project manager is involved in the development of the community and project plan.					
The project managers behaviour plays a big role in determining the overall success of the land parcel project.					
The project manager is geared towards leadership rather than managing.					
There is open communication channels with senior management that influence the success of the project to be implemented.					
There is sufficient communication with stakeholders before and throughout the project processes.					
The communication style is understood by all members involved in the project implementation.					
The strategic importance of the restituted land project is fully explained and understood by all					
Clear and measurable project objectives are outlined and documented					
Past experiences and knowledge are shared with all project members.					
Sufficient time is spent documenting project learning points once the project is complete					

Senior management creates an environment that assists the project management team.					
Management creates an environment within the project that is supportive of the project management team					
The objectives of the restituted land parcel project is in line with the objectives of the community.					
Multiple success criteria are used to measure the overall success of the restituted land parcel project.					
The project success criteria are agreed with all stakeholders before the project commences.					
The management team does a comprehensive assessment of the skills required to successfully implement the project.					
Training and development is available to the management team and all project members.					
Soft skills training reduces any crisis emerging					
Project skills and training improves the implementation of the restituted land project.					
Training and development is based around the size of the project.					

9 APPENDIX C



Human Ethics subcommittee
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NHREC Registration no. REC-241114-045

9 September 2019

Christopher Whiting

Review Reference: 2019-0452-895 Email: g14W3104@campus.ru.ac.za

Dear Christopher Whiting

Re: Critical Success Factors on Restituted Parcels of Land.

Principal Investigator: Mr. Evert Knoesen Collaborators: Mr. Christopher Whiting

This letter confirms that the above research proposal has been reviewed and **APPROVED** by the Rhodes University Ethical Standards Committee (RUESC) – Human Ethics (HE) sub-committee.

Approval has been granted for 1 year. An annual progress report will be required in order to renew approval for an additional period. You will receive an email notifying when the annual report is due.

Please ensure that the ethical standards committee is notified should any substantive change(s) be made, for whatever reason, during the research process. This includes changes in investigators. Please also ensure that a brief report is submitted to the ethics committee on completion of the research. The purpose of this report is to indicate whether the research was conducted successfully, if any aspects could not be completed, or if any problems arose that the ethical standards committee should be aware of. If a thesis or dissertation arising from this research is submitted to the library's electronic theses and dissertations (ETD) repository, please notify the committee of the date of submission and/or any reference or cataloging number allocated.

Sincerely

Prof Joanna Dames

Chair: Human Ethics sub-committee, RUESC- HE

10 Appendix D

Interview conducted by Christopher Michael Whiting (researchers) with Ernest (general manager of the community development project) and Winchestermarketing owner Mike (Primary development company on community development project). Interview was conducted to create a better holistic understanding of the whole community project.

Question 1: Can you please provide a general background to the community development project?

When the project began back in 2005, this particular community project was, at the time, one of the most successful community settlement projects to have taken place. The community received 9 parcels of land as part of their restituted land settlement from the South African government. Of the 9 parcels, 8 had active agricultural activities taking place on them which enabled the community to generate an immediate income. The final parcel of land was virgin bush and so presented no immediate income opportunity for the community.

However, with this final parcel adjoining the Kruger National Park, the community, along with real estate experts, recognized the opportunity to convert this final parcel into an upmarket wildlife, eco estate development. Along with the 9 parcels, it was recognized that the community in fact had a legitimate claim within Kruger itself. Instead of receiving a once off payment from the park, the community and SANParks agreed to allow the construction of a private bridge extending from the community reserve into the Kruger. This extremely unique feature, a first of its kind granted to a private reserve from the Kruger National Park, created a sustained competitive advantage for the community development project. The bridge now continues to create a per person/ per vehicle fee that amounts to around R2 000 000.00 a year for the community.

The project thus now creates an alternative revenue stream that falls outside of their 8 agricultural land parcel projects. The annuity income received from the bridge and the income made from the sale of development concession within the reserve creates a sustained revenue for the community members.

Question 2: Can you please talk about the project policies that have resulted in this development project becoming so successful?

The main project policies were laid down for an eco-development such as this were:

1. Sustainability in terms of environmentally friendly development where as little natural land would be disturbed as possible.
2. Revenue from the land development would be put back into the project and the community ensuring the long-term success and sustainability.
3. Any new projects undertaken on the land would first and foremost take a community upliftment perspective to ensure anything done on the land would have a positive effect on the community.
4. Where possible, sustainable and green energy initiatives would be used as the land is a natural habitat and all animals need to be protected as such.

The development would at all times be seen as socially responsible in meeting the requirements as laid out by the benefiting community and upholding the protection of the land and animals of the reserve

Question 3: What is the nature of the industry this development finds itself in? Secondly what is the nature of the development itself?

The nature of the industry can be described as the private wildlife industry that focuses on sustainable, eco-tourism and nature conservation.

The property itself can be described as one of a mixed-use development in the sense that it has full residential, free hold title rights for individuals wanting to retire and live in the bush, as well commercial and letting entity in the form of an ongoing commercial hotel and lastly in the form of holiday rights where people can come and simply enjoy themselves on the private reserve. This all lands the development to be classified as a mixed-use development scheme within the wildlife industry (Winchestermarketing, 2009).

This presents a unique opportunity for both local and international investors within the policy of a mixed-use development alongside the biggest wild life reserves in the world with its private

access bridge. The property has strict development regulations around wild life protection and community upliftment

Question 4: Can you please provide some statistics that support that fact that is project has indeed been as successful as it claims to be?

The statistics supporting this community development project success, can be summarized by the following four sections:

1. Revenue returns – A project of this nature now presents the community with a revenue return worth more than three times that of the value of the land had they chosen to settle it with the government back in 2005. They have over the past 14 years enjoyed significant financial returns from the sale of the development portion, as well as secured sustained annuity income from the property bed levy, bridge use, land lease arrangements and hotel profits. Collectively all these revenue streams bring in R3 500 000.00 annuity income per year essentially risk free (Ernest Van der Merwe).
2. Employment opportunities – With the opportunity for investors to buy and develop private homes on the reserve, many community members have found employment on the property. This is often in the form of building teams, cleaners, gardening services, maintenance and game rangers. These employment opportunities essentially come from the private homes and community hotel. Back in 2005, 3 individuals were employed on the vacant land to look after cattle and tend to the fencing. In 2020 there are 360 community members fully employed in the development project as well as a number of part time reserve and road maintenance members (Ernest Van der Merwe).
3. Skills upliftment – Hand-in-Hand with the permanent employment opportunities enjoyed by community members, skills development has materialized as a result of these job opportunities, as well as high levels of wildlife education and understanding amongst the community members (Ernest Van der Merwe).
4. Macro-economic upliftment – With the influx of people on the reserve, the macro-economic environment has boomed significantly. An example would be the local Toyota garage which has doubled in size to handle the constant repairs required for the property game vehicles. The local Spar has also grown substantially to cope with the food and beverage orders placed by the reserve to cater for all the guests. From a community perspective, entrepreneurial businesses have also grown. Often community

members will be selling wooden carvings to guests entering the property. Other examples are community members selling fruit and sandwiches to other community members entering the property for their days work