

LOCAL ENTERPRISE

FACILITATION

Ernesto Sirolli
Laurea di Dottore
Political Science

This thesis is presented for the degree of Doctor of
Philosophy of Murdoch University
2004

I declare that this thesis is my account of my research and contains as its main content work, which has not previously been submitted for a degree at any tertiary institution.

Abstract

In a rapidly globalizing economy, many communities are stranded in unemployment or work without meaning. This thesis asks the question: can local communities create economic development with fulfilling work?

The experience of the author in African development projects is used to pose questions about modernist approaches to development. The alternative approaches to work and human development by Fritz Schumacher, Abraham Maslow and Carl Rogers are melded with the political insight of Robert Putnam, to suggest that the answer to the above question can be positive. Their theories are distilled into an approach called Local Enterprise Facilitation, which is based on four principles:

1. Only work with individuals or communities that invite you.
2. Do not motivate individuals to do anything they do not wish to do.
3. Trust that they are naturally drawn towards self-improvement.
4. Have faith in community and the higher social needs that bond it together.

The author's experience of twenty years in applying and developing this approach is traced from its origins in rural Western Australia, through other parts of Australia and New Zealand to its extensive application in North America. The experience has

created a methodology for successful Local Enterprise Facilitation based around a community Board that can provide the necessary support for networks for new enterprises. In particular the methodology uses a “Trinity of Management” approach whereby the separate skills of production/enterprise, financial accounting and marketing are facilitated as no individual can do more than one of these skills successfully.

The Local Enterprise Facilitation philosophy has many implications and some of these are suggested in terms of planning, education, bureaucracy, and conservation. Whilst an evaluation of the businesses created can only be done in the long term, Local Enterprise Facilitation has opened up some hope for communities seeking to create good work.

CHAPTER 1	INTRODUCTION	1
CHAPTER 2	THEORY OF LOCAL ENTERPRISE FACILITATION	5
2.5	CIVIC SOCIETY: SOCIAL CAPITAL AND THE CREATION OF WEALTH.....	34
2.6	CONCLUSIONS.....	43
CHAPTER 3	HISTORY OF THE EARLY ATTEMPTS AT ENTERPRISE FACILITATION, HOW THE PRACTICAL MODEL WAS DEVELOPED.....	45
3.1	THE ART OF SHOEMAKING.....	45
3.2	THE ESPERANCE EXPERIENCE.....	50
3.3	CONCLUSIONS.....	72
CHAPTER 4:	THE ESPERANCE MODEL APPLIED	74
4.1	GERALDTON - WESTERN AUSTRALIA AND BEYOND	74
4.2	SPREADING OUR WINGS: FIRST PROJECT IN NEW ZEALAND...77	
4.3	CAN IT WORK IN AMERICA?.....	79
4.4	CANADA.....	104
4.5	CONCLUSIONS.....	108
CHAPTER 5:	THE METHODOLOGY OF LOCAL ENTERPRISE FACILITATION	110
5.1	EDUCATING CIVIC LEADERS	111
5.1.1	COMMUNITY OPERATION MANUAL	111
5.2	TRAINING THE ENTERPRISE FACILITATORS: METHODOLOGY AND PROCESS	112
5.2.1	THE INITIAL TRAINING	112
5.2.2	HOW THE CONCEPT OF THE TRINITY OF MANAGEMENT CAME TO BE	116
5.2.3	ON-THE-JOB TRAINING	125
5.3	CONCLUSION.....	125
CHAPTER 6	THE FUTURE: WHERE IS ENTERPRISE FACILITATION POTENTIALLY GOING?.....	128
6.1	FACILITATION AND PLANNING: HOW DO WE PLAN FOR ECONOMIC DEVELOPMENT?	128
6.2	FACILITATING EDUCATION.....	142
6.3	CONSERVATION ECONOMICS	153
CHAPTER 7	CONCLUSIONS AND FURTHER WORK.....	160
APPENDIX A:	QUESTIONS AND ANSWERS ABOUT ENTERPRISE FACILITATION	166
APPENDIX B:	COMMUNITY OPERATIONS MANUAL.....	190
APPENDIX C:	QUALITY CONTROL & EVALUATION MANUAL.....	253
APPENDIX D:	TESTIMONIALS FROM THOSE INVOLVED IN LOCAL	

ENTERPRISE FACILITATION	275
APPENDIX E: SELECTED NEWS CLIPPINGS ABOUT ENTERPRISE FACILITATION	283
APPENDIX F: THE 1ST TWO CANADIAN PROJECTS - AN EYE WITNESS VIEW	313
APPENDIX G: LIST OF ENTERPRISE FACILITATION PROJECTS	326
BIBLIOGRAPHY	330