

Profit not for Profit's Sake
History and Business Culture of African
Entrepreneurs in Zimbabwe

translated by Daphne Dorrell

Volker Wild

Contents

Abbreviations	x
Currency	xi
Place names	xi
Acknowledgements	xii
Introduction	xv

PART I OPPORTUNITIES AND CONSTRAINTS: THE COLONIAL SETTING

Chapter 1

Before colonization: Horticulturists, early kingdoms and trades 1

Horticulturists	3
Early kingdoms	5
Trade	6

Chapter 2

Power and profit: Foundations of colonial capitalism 11

From horticulturist to peasant farmer	13
The path to wage labour	16
The power of wants	17
Money	20
Education	21
Population growth	23
The state	23

Chapter 3

Stimuli and models of African entrepreneurship 26

The power of curiosity	27
From teacher to businessman	28
Lifelong learning	31
Government indifference	33
Racial discrimination and commercial symbiosis	37
A baker remembers	40
A lesson in book-keeping	42

Chapter 4	
Colonial barriers: Capital and the market	45
Obstacles to capital formation: The case of African agriculture	45
Capital and capitalists	47
Sleeping partners	50
The banks hesitate	53
Market barriers: African traders in Salisbury	54
Urban segregation and African trade	58
The myth of black competition	61

Chapter 5	
Official harassment or insistence on western standards?	
State regulation of African entrepreneurship	65
The Dual Pyramid Policy	65
Niches	68
Rural bus transport	68
The African building sector	70
African trade in town and country	72
Mr H. Nyatanga and Mr Lajabu	75
Formal and informal traders	77
Vagrancy control and monitoring of hygiene	79
Official harassment or conflicting standards?	81

Chapter 6	
African entrepreneurs and politics	84
African business associations	84
Local and national politics	87
Isaac Samuriwo: The perfect chameleon	90
Victims rather than culprits	93

PART II
TRADITIONS AND ASPIRATIONS:
GOALS AND NORMS IN AFRICAN BUSINESS

Chapter 7	
Wealth in the subsistence society	101
The limits of private acquisition	103

Chapter 8	
The kin group	106
Lenders and borrowers	107
Hands in the till	109
'Self-service' in a vacuum	112
So far and no further	113
Businessmen's wives	114
The man lives it up and the woman struggles	116
Chapter 9	
Children and heirs	120
No good for the children	120
The business dies with the businessman	122
Two wills: Old wine in new bottles	126
Problems of entrepreneurial continuity	130
Chapter 10	
Envy and witchcraft	132
Envy: Social cement or social explosive	133
Magic and witchcraft	135
Good and bad <i>mutis</i>	139
Chapter 11	
'A religion of abundant life'	144
Nelson Jambaya's story as told by himself	145
African hedonism versus instrumental rationality	155
Chapter 12	
Status: The true capital	158
Loss of identity and desire for status	158
Conspicuous consumption	162
A future for one's children	167
Chapter 13	
Independence and security	169
A house in town	170
A farm in the country	172
A woman breaks out: The story of Jane Maruta	175

PART III
SUCCESS AND FAILURES:
COMPETENCE AND CONCEPT IN AFRICAN BUSINESS

Chapter 14

Business performance of African entrepreneurs:	
The transport sector	183
The share of the market	186
Operational period and size	188

Chapter 15

Elements of business management: From hand to mouth	191
Prices: From target pricing to profit pricing	191
'Takings are profits'	194
Time in African Society	196
Credit: Debts without tears	199
Capital: 'Money is like dew'	201
Book-keeping: 'We depend on our luck'	202
Staff: 'Don't trust any worker!'	207
Hand-to-mouth management	209

Chapter 16

Successful entrepreneurs: Four case studies	211
Aiden Mwamuka: The pioneer	212
Denis Makomva: The mistrustful autocrat	215
Philemon Machipisa: The germs of a capitalist ethic	219
Paul Matambanadzo: The strategist	225
The key to success	231

Chapter 17

Private companies: The limits to growth	237
The Bantu Trading Co-operative Society:	
An exercise in 'racial uplift'	238
The Central African Mutual Association:	
'Nobody knows where the money went'	240
The Progress Trading Company: Suicide by instalment	243
'The concept of a company is not understood'	250

PART IV
AFTER INDEPENDENCE:
FROM COLONIAL TO CLIENTELISTIC CAPITALISM

Chapter 18

The first decade: The marginalization of black business	257
Three basic categories of an African proto-bourgeoisie	263

Chapter 19

The Emergence of the new bourgeoisie	266
IBDC and indigenization	266
Profit not for profit's sake	276

SOURCES AND BIBLIOGRAPHY **281**

1. Archival material	281
2. Interviews	288
3. Official and semi-official publications	293
4. Books, articles, papers, theses and unpublished manuscripts	295
5. Papers and magazines	309

INDEX **311**