

Watties has approximately a third of Goodmans, which is the largest shareholder in the Australian giant Elders. Elders owns Hodder and Tolley plus Jordan Export. So you see that 4% in N.Z.F.P. can be very influential.

The Westpac Banking Corporation is another company with restrictive voting rights, but one must always understand that although this 4% can outvote the other 96% and have extensive influence in many other companies, the financial benefits are not great, for one will still only receive 4% of the profit of N.Z.F.P. The benefits would be in the influence over a large number of jobs, increased economic clout, control of 0.8% of Aotearoa, that N.Z.F.P. owns, plus all the land which it leases.

**Q. Tell me, is it possible for a tribe to get all its ancestral land back?**

**A.** There are three ways I can think of that you could use. First conquest; second, political means; and lastly, financial means. Many Maoris have wanted the land returned, but none have known how to go about it. One reason why they have failed in the past is because they have not understood how to utilise capital assets. People in charge of Trusts and Incorporations can only see cow milking, which provides a low return on investment and makes it hard to build up a deposit. Secondly, even if they had a deposit, they still can only see cow milking, so how do they pay off their loan? One could probably begin to believe that one could solve all the problems that face the Maori people if only they knew how to utilise their land. If they know how, the only barriers that could stop them are legal barriers and the competence of the trustees. Both are serious problems.

Before we discuss these two problems, I must warn you that one must never make the mistake of looking at land completely in terms of dollars and cents. It means so much more to the Maori people. But was it not Ngata that said to use the tools of the new world for your survival while still retaining your *taha maori*?

The Maori gave up the idea of conquest to regain the land a long time ago because of the pakeha numbers. There may be political methods to regain the land, but I will stick to economics.

Many of the old prophets made prophecies that the land would be returned. As I said at the beginning, the reason why Maori land has never been fully utilised is because when people look at land all they can see is soil. They immediately think one cow per acre. If they wanted to increase their returns they would try to graze two cows per acre, or try new fertilisers to boost that one cow's production. If they have imagination they may contemplate goats or horticulture. But when one sees land as collateral, if one could see an acre as enabling one to borrow one thousand dollar, then one could invest in any enterprise they

wished. But what is important if you have top grade management, you can put together a ten thousand or even one hundred thousand dollar enterprise.

This is very important, the secret of success in business is to be able to set up enterprises well beyond one's small resources.

The followers of Te Whiti O Rongomai and Tohu Kakahi at Parihaka often chanted the following from Ihaia:

*"And the days of thy mourning shall be ended... thy people shall inherit the land for ever... A little one shall become a thousand and a small one a strong nation."*

**Q. Tell me, what do you think of Mondragon co-operative?**

**A.** Many people are going around saying the answers to the Maori economic plight are to be found in Basque, Spain, also called the Mondragon Experiment. But the difference between the Basque and the Maori is that the Maori has been colonised. The Maori today is a physical and mental wreck compared to his ancestors. That is not a criticism of the Maori today, but to remark on the physical prowess and mental agility of his predecessors. Back in the 1850's, the Maori of New Zealand was just as successful as the Basque of today. Even so, when you get down to the nitty gritty, the co-operative idea is much the same as the company idea. Ten shareholders put in ten thousand dollars each to form a company that provides one hundred thousand dollars of jobs. Ten co-operative members put in ten thousand dollars each to form a co-operative that provides one hundred thousand dollars worth of jobs. I hope one can realise the difference between these and what I am talking about. They say get \$100,000 and create \$100,000 worth of jobs, while I have been saying get \$100,000 and control \$1 million worth of jobs.

One should disregard the figures given in this interview, for it is the principles that are important. These are:

1. Land can be used for any commercial enterprise that the mind can perceive.
2. All that a man achieves and all that he fails to achieve is the direct result of his own thoughts.
3. The greatest sin in business is to wholly own your business.
- 4A. Many of the most profitable business transactions are those where the other party do not understand your motives.
- 4B. In business one should not give away your motives.
- 4C. Many people understand how to run a business to make a profit, but few know how to run a business to solve social problems.
- 4D. If a Maori went into business to provide jobs for his people he would have a field day because of the pakeha's fixation on making money.

## Tokoroa marae

— by Liz Lysaght

**W**HEN former champion axeman Sam Papa of Tokoroa was filling in his census form earlier this year he was surprised to discover that he was devoting almost as many hours a week to his voluntary work as he was to his full-time job as a logging supervisor for N.Z. Forest Products. Small wonder he's not had much time for chopping lately.

So just what is taking up all of his weekends and most of his nights?

For the past two years Sam has been helping to turn a dream into reality... to build a brand new marae for Tokoroa.

The marae, to be called *Papa O Te Aroha* (land of love), is being built by the Tokoroa Catholic Maori Society of which Sam Papa is president.

Already the meeting house, *Matapihi O Te Rangi* (window of Heaven) and the dining hall, *Mataora O Te Whenua* (fruits of the earth) are nearing completion.

It had originally been hoped that the Pope would officially open the marae during his brief visit to New Zealand later this year.

Unfortunately this is not possible, but it's still hoped to have the buildings finished by November.

The marae has been built on three acres of land next door to the Catholic Church.

When the idea was first mooted, back in 1980, there was no other marae in Tokoroa. Since then two smaller ones have been built... one of them at the local high school.

The new marae will be multi-tribal and multi-cultural, and Mr Papa says he hopes Tokoroa's large Polynesian population will join the Maori community in using it for tangi and other gatherings.

The whare kai will cater for up to 180 guests initially, but it's hoped later to build a cultural hall come dining room that will hold 700 people.

So far the project has cost more than 350,000 dollars, most of which has been raised by raffles, donations and a subsidy from the Department of Maori Affairs.

Sam Papa says it's been hard work raising the necessary finance, but he's hoping the marae will be debt-free by the time it's officially opened.

A builder and 12 PEP workers have been employed full-time on the marae, and two carvers from Rotorua have spent the last 15 months working on the interior of the meeting house.

A group of local women have been working night and day on the tukutuku panels, and large working bees have provided voluntary labour at weekends. Some weekends have seen up to thirty men on the site.

Sam Papa himself puts in an average of twenty hours every weekend, besides working nearly every night on the pro-