

Suggested models for Maori business

Several models for Maori business success have been researched by the Centre for Maori Studies and Research at the University of Waikato. The work was done for the Maori Economic Development Commission, a body that has been entrusted to come up with the goods in the business world through the Mana Enterprise Development Scheme.

The university research unit headed by business consultant Robert Mahuta, was given the brief to find simple business guidelines that have already worked for Maori people in the commercial world.

Success was gauged on Maori terms, not only profitability in the accounts. Economic development and human resource development were seen as essential for cultural survival. All thirty three models researched were seen to be fulfilling the needs of their beneficiaries and what they saw to be worthwhile. Further research on the activities of Maori incorporations and trusts (the predominant Maori business grouping) showed that the ingredients for an interlinked Maori economy exist. All the models displayed Maori values in successful management, from the uniting of land titles for sharecropping to whanau and hapu gathering as a combined labour force. The following models have been selected from the thirty three to give examples of the range of Maori business.

Tai Tokerau —

Rangihamama Development Scheme

The Rangihamama Development Scheme was developed by the Department of Maori Affairs in the 1960's under Part XXIV of the Maori Affairs Act. Until 1980, activities were confined to sheep and cattle, when a small gardening project was started using work skills trainees. In 1981, the project was expanded into a large scale development of 44ha.

The objectives of the scheme are to provide training that will lead to permanent work both outside of and on Rangihamama with the establishment of permanent orchard crops of export



potential.

It is important that Rangihamama build itself into a strong and profitable enterprise which would give the owners a strong economic base to launch into future development expansion providing jobs for the local community. The development options have been kept as broad as possible. The scheme could, for example, cut out 5-10ha blocks to be run by individual trainees on a share crop basis. There is also the possibility of a cooperative developing a packhouse, an irrigation system, and a cool-store complex.

Trainees are taught the 'how' aspect of the work by their supervisors, while MAF experts and the local community college would teach the 'why' part. Trainees have established the shelter belts, grown the seedlings for permanent plantings, laid the irrigation systems, erected the packhouse, built the kiwifruit structures and started landscaping the whole area.

6,000 export trays of kiwifruit were marketed in 1986 making the venture extremely successful. Other crops to be developed with export potential include Asian pears, persimmons, tamarillos and avocados. To date about 70 trainees have been through the scheme; 10 have permanent jobs in horticulture, 12 outside the industry and 10 of the present trainees are to go onto the permanent staff to run the horticulture unit. The WSDP trainees have produced an assistant manager, a packhouse quality controller and 2 foremen.

At the present progress rate, a profit is

expected by 1988/89 and the scheme is on target to consider share cropping units in approximately 3-4 years.

The trainees on the scheme have shown real pride in their achievements. The girls have consistently stood out as the most suitable and best performers while the team work situation has brought out one of the real strengths of Maoridom — the ability to excel in group situations.

The collective ownership of Maori lands suits the type of development undertaken. It still leaves incentives for top performers to enjoy extra benefits from share cropping without having to borrow crippling amounts of capital. Share cropping will also avoid the alienation of Maori land that would occur if freehold units were used. The opportunity to embark on cooperative style ventures is built into this enterprise.

The type of project can be duplicated provided that:

1. Suitable physical resources are available;
2. There is an established enterprise backing the project to support debts and overdevelopment stages;
3. Work skills trainees are available or Labour Department support;
4. Use of experienced people with expertise in both technical and administrative areas;
5. Development is market oriented.

Waikato — Huakina

Huakina is a Development Trust based on Te Puaha ki Maanuka. (Maanuka is the original name given to the harbour about 1350 by Hoturoa, captain of the Tainui canoe, now called Manukau). It is essentially a conference of representatives of all the communities of the south Manukau, the Awhitu Peninsula and the Lower Waikato. Te Puaha ki Maanuka undertook to investigate and be concerned with any issues relating to development at the New Zealand Steel Company whose major steel production plant draws its raw materials from