CONTENTS

HE MIHI 1
HE KUPU WHAKATAKI 2
TE WHAKAPAPA O TE TOHU 3
TE KAUMĀTUA O TE POARI 5
PROLOGUE — HE TĪMATANGA ANŌ 8
TE TERENGA 10
He Tīmatanga Hou 11
Asking the People 14
Two Platforms 22
TE RERENGA 28
Te Taumata o Ngāti Kahungunu 29
Te Whakatipu Rawa 32
Ngā Rautaki e Toru 38
An Iwi on the National Stage 44
NGĀ HUIHUINGA 49
TE HERENGA 54
Te Hokinga Mai o Te Matatini 55
Into the Systems 56
Ngā Whakamātautau 63
Kahungunu 2050 70
HE TIROHANGA WHAKAMUA 77
NGĀ MIHI 78
APPENDIX ONE — NGĀ KAIMAHI 79
APPENDIX TWO — TE POARI 82
APPENDIX THREE — THE DECLARATION OF NGĀTI KAHUNGUNU RIGHTS 85
APPENDIX FOUR — THIRTY-YEAR CHRONOLOGY 87
A COLLECTION OF PHOTOS FROM THE 30-YEAR CELEBRATION – 24 SEPTEMBER 2026 97
TOITŪ KAHUNGUNU 121
REFLECTIONS 122

HE MIHI

He kupu ātaahua ēnei, he mea tiki ake i te pukapuka nei o Takitimu, he poroporoaki aumihi nā te kaituhi, nā Mitira i te whakarewanga o ana tuhituhinga. Kua tīkina ake ana kupu i konei hai tuku i ēnei kōrero mō te 30 tau o Ngāti Kahungunu Iwi Inc. Ki te āta pānuitia ngā tuhinga nei, ka whakamīharo te ngākau ki te Māori o te whakaaro, ki te Māori o te whakatakoto o te kupu.

Nau mai, haere rā, e taku pōtiki whakaipoipo, nā ngā ringaringa tohunga maha koe i rautaka. Tēnei ka tukua atu koe i runga i te ngākau matapōpore, me te ngākau tūmanako. Haere, kaungia atu ngā moana, pikitia atu ngā maunga, tāwhaitia atu ngā pārae, ā, waiho koe mā ngā ao kapua, ā, mā te huruhuru o te ao Pākehā e kawe haere ki ngā kōkoru maha o ngā mahara o te ao. E kīia ana hoki te whakatauākī a Tamaterangi: “He ao te rangi ka uhia, ā, mā te huruhuru te manu ka rere.”

Ehara hoki koe i whakaahuatia i runga i te tūhara meamea, engari i te takapau wharanui a tō tipuna, a Uenuku.

Ehara hoki koe i romiromia i roto i te whare tāwharau, engari i te whare maihi i tū ki roto ki te pā tūwatawata o tō tipuna, o Kahukuranui. Ā, ehara hoki koe i te ringa kokoia i rākai, engari nā ngā ringaringa whakanakonako kē o nehe mā, ā, koukou rawa ki te pūtiki wharanui o tō tipuna, o Tamatea i mahue atu rā i runga o Tauranga.

Haere, takahia atu ngā tapuwae o ō tīpuna, o Rongokako, o Tamatea-pōkai-whenua, ā, e uia mai nā wai koe, ā, nō hea koe, kī atu, nā Tamatea-ariki-nui, i whakawhiti mai nei i Te Moana-nui-a-Kiwa, i runga i te waka tapu i a Takitimu, nāna nei i mau mai te mauri o te whare wānanga, me ērā atu taonga tapu a te Māori. Nā, ki te ketua mai koe, puta mai ki waho, waiho atu rātau, nā te mea he tarutaru tipu hou ake hoki rātau nō te ao tauwhitiwhiti o te Pākehā. Otirā, ki te manakotia mai koe, tūturi atu, ā, wetewetengia tāu pūtea, ā, tohatohaina atu ngā whatukura me te mauri o ngā mea katoa i whakapakaritia ai e nehe mā ki te mau mai i runga i ngā ngaru tūātea o Te Moana-nui-a-Kiwa.

He pai tonu rā te pūrua mai i ō moko, ā, te tia mai rānei ki te huia, ā, ki te piki kōtuku rānei, he hē rawa ia te tukitukia e te ngākau pūhaehae.

Kua tata tonu hoki ahau, tōu tino kaitāpuhi te hūnuku i te one rā i Rangaunu, ā, tutuki atu ana te Hono-i-wairua, ā, ko koe ia ka noho tonu.

Ka pū te rūhā, ka hao te rangatahi.

Nā reira, hai konei rā e taku titireia, te whatu o tōku manawa, ka waiho iho koe ki roto ki ngā ringaringa o rau rangatira mā.

Ehara ko ngā hoaketanga a Tāpuhikai.

Nā te kaituhi.

HE KUPU WHAKATAKI

In 2026, Ngāti Kahungunu Iwi Incorporated celebrates 30 years since its establishment under its current name.

The title of this book comes from Takitimu, written by Tiaki Mitira. Tribal histories record Ngā Nenenga o Raurangi as one of the final utterances of the Takitimu ancestor Tāpuhikai. At the end of things, he looked back not with bitterness but by softly recalling the joy and the pleasant memories (ngā nenenga) of former times (raurangi).

That is what this book is. Thirty years of memories, set down while the people who carry them are still here to correct us.

Ngāti Kahungunu Iwi Incorporated is the Mandated Iwi Organisation and Iwi Authority representing Ngāti Kahungunu and provides leadership for iwi development.

Ngāti Kahungunu is the third-largest iwi in Aotearoa and has the second-longest tribal coastline in the country, extending from Paritū in the north to Tūrakirae in the south.

Ngāti Kahungunu Iwi Incorporated maintains an independent position from which to undertake research, provide advice and advocate for the interests, rights, values, beliefs and practices of Ngāti Kahungunu, alongside our whānau and hapū.

This book tells that story in three movements: Te Terenga, setting out; Te Rerenga, gathering momentum; Te Herenga, drawing the strands together.

It is drawn from the complete run of annual reports of Ngāti Kahungunu Iwi Incorporated, 2001–02 to 2024–25, read in full (twenty-four years) together with the thirty-year chronology, the Kahungunu 2026 vision document and the Mā Te Rango Te Waka Ka Rere report of 1999. Every figure and every quoted passage comes from those sources. No annual report survives from before 2001–02, and what is known of the founding years comes from the recollection of people who were there. The book also draws on the constitution of Ngāti Kahungunu Iwi Incorporated as altered in 2006 and filed with the Registrar of Incorporated Societies, and on the receivership record of Te Rūnanganui o Ngāti Kahungunu.

To cover everything this organisation has done in thirty years, in one book, is ambitious to say the least. There will be omissions. Kaupapa that mattered a great deal to the people who carried them will have been reduced to a sentence here, or missed altogether, and some of what is recorded rests on records that were never complete to begin with. That is not offered as an excuse. It is an invitation. What is missing can still be added, and many of the people who remember it are still with us.

What this book sets out to honour is the mauri of Ngāti Kahungunu Iwi Incorporated. That mauri comes first from our tīpuna, and from the long aspiration to govern ourselves on our own terms, an aspiration carried through struggle and through years when it looked unlikely. It also comes from people. Everyone who has served this organisation has left something of their own mauri in it: the staff, the Board members, the Taumata, our kaumātua, and the iwi members who came to the hui, stood for election, walked the coastline, filled in a registration form, or asked the hard question from the back of the wharenui. The organisation is the sum of those contributions, and this book is a tribute to them.

TE WHAKAPAPA O TE TOHU

Ngāti Kahungunu Iwi
INCORPORATED

The Ngāti Kahungunu Iwi Incorporated logo

In 2001 the iwi held a competition. Young Kahungunu designers were invited to submit a design for the organisation's logo, and the entries were judged by iwi leaders. One was chosen, and the kaupapa presented with it was well received by leaders and kaumātua alike.

It was made by a young man named Hayden Priest. He was twelve years old.

Te kaupapa

The logo is two koru.

The koru on the left represents our ancestors and our elderly: maturity, wisdom and respect. It leans over slightly, as time goes on.

The koru on the right represents the firm stance of rangatahi: strength, honour, commitment, dedication, willing to submit to the legacy of the elders, and proud to be of Ngāti Kahungunu descent.

The kaumātua koru overlaps and leans toward the rangatahi koru, giving knowledge, strength, courage, leadership and history to all rangatahi of the iwi.

The colour and shape of the logo are those of the pāua, known throughout Aotearoa as one of Ngāti Kahungunu's richest resources.

A year after it was chosen, the General Manager reported back on the hīkoi to the 86 marae and reached for the same image without needing to explain it: "The iwi is fit and well and as diverse and beautiful as the colours of the pāua depicted in the Ngāti Kahungunu Iwi Inc. logo." The mark had already become the way the iwi described itself.

...And Then A Winner

As promised in June's edition of Te Reo Parikārangaranga o Kahungunu, here is a photograph of the winner for the Design-a-logo competition, Hayden Jon Priest of Gisborne Boys' High School. Here is his explanation:

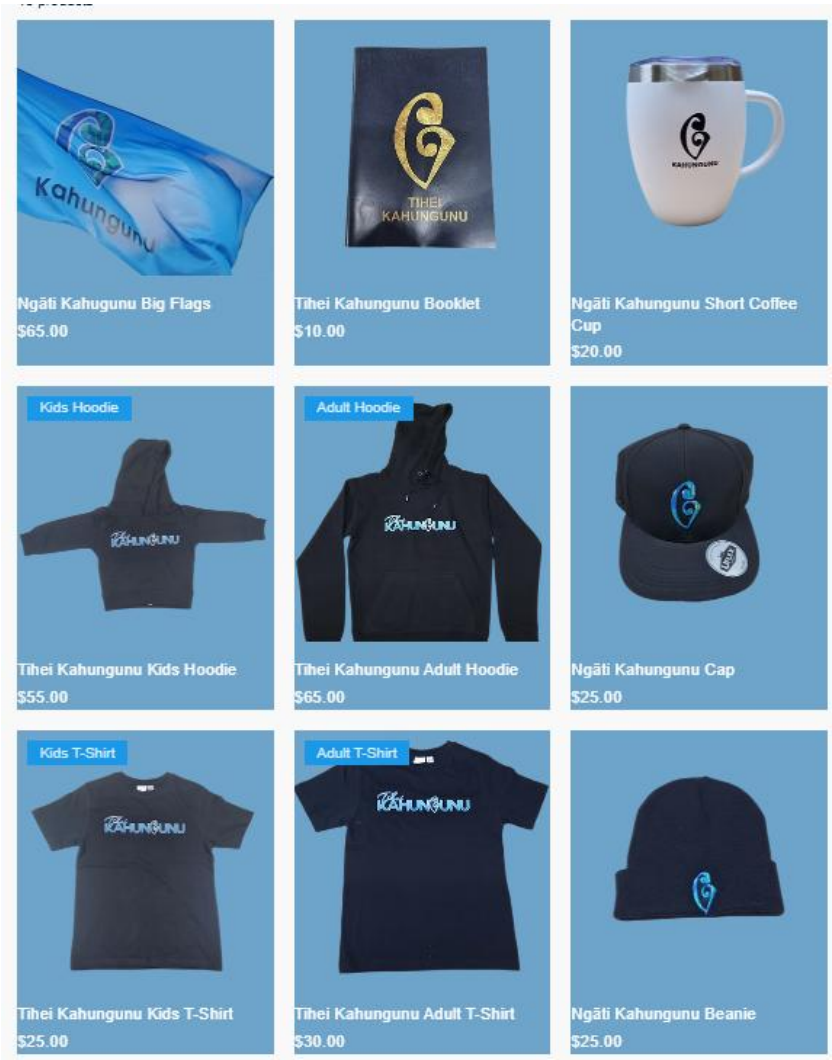
We have two koru that are facing each other. The koru on the left is overlapping and leaning in towards te smaller one, showing the knowledge and history of Ngāti Kahungunu elders being planted, taught and handed down to the rangatahi of our iwi and of today. The slight circular lean of the left koru is also symbolising the older, still, wise, and always respected generation but they are moving on. The koru on the right shows the firm stand of the younger generation as an iwi, proud of being Ngāti Kahungunu. The colour and shape of the logo is similar to the pāua known widely throughout Aotearoa as one of Te Māhia and Ngāti Kahungunu's richest resources.



LOGO WINNER HAYDEN PRIEST

Ngāti Kahungunu Iwi INCORPORATED

Iwi Merchandise



Throughout the past 30 years, Ngāti Kahungunu Iwi Incorporated has proudly carried its logo across iwi merchandise. More than a brand, the logo stands as a symbol of Ngāti Kahungunu identity, values and pride.

TE KAUMĀTUA O TE POARI

The Kaumātua seat on the Board, 1997 to 2026

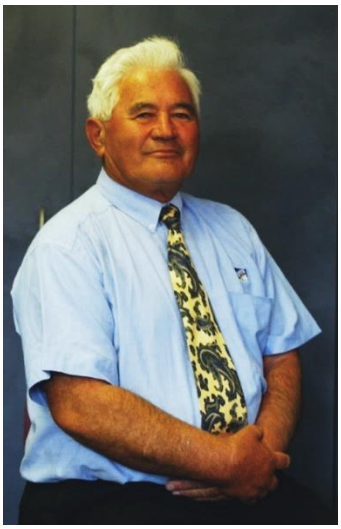
The constitution defines Ngāti Kahungunu Kaumātua as Ngā Uri a Kahungunu aged over 60. Kaumātua who wish to vote for the kaumātua representative must choose to be recorded on the kaumātua Roll.

The kaumātua seat is different from the other representative seats on the Board. Taiwhenua and Taura Here representatives must already be members of their respective boards at the time of the election. The kaumātua representative is instead elected directly by Ngāti Kahungunu kaumātua and must live within the Kahungunu rohe and be proficient in Kahungunu tikanga, kawa and reo. In this sense, the kaumātua seat is not simply another geographical representative position. It is a specialist cultural leadership position, with eligibility based on age, residence and demonstrated proficiency in Kahungunu tikanga, kawa and reo.

Bill Blake was the first. The annual report of 2024–25, recording his passing, names him as “te kaumātua tuatahi o NKII,” the first kaumātua of Ngāti Kahungunu Iwi Incorporated. He later served alongside Sophie Keefe as kaumātua. At the 2005 election both retired and Haami Hilton and Noreen Taylor came in. In 2006 the Board was reduced in size by constitutional change approved at a Hui ā-Iwi in July of that year, and from that point one kaumātua sits on the Board. At the triennial election of 24 April 2025 Haami Hilton stepped down. The 2024–25 report acknowledges him among the outgoing members, and Cordry Huata was elected to the seat.



Ngāti Kahungunu Iwi Incorporated Board 2000-2003 – From back left: Johnny Nepe Apatu (Tamatea), Robert Ropiha (Tamatea), Haami Hilton (Heretaunga), Linette Rautahi (Tāmaki-nui-a-Rua), Owen Purcell (Taura Here – Ngā Parirau o Te Ika), Bevan Taylor (Te Whanganui-a-Ōrotu), Alex Holes (Taura Here - Te Upoko o Te Ika), Front row: Alice Hopa (Heretaunga), Sophie Keefe (Kaumātua), Christine Teariki (Deputy Chair), Ngahiwi Tomoana (Chair), Bill Blake (Kaumātua), Ara Hudson (Taura Here - Tāmaki Makaurau)



Bill (William) Blake QSM
1997-2005



Sophie Keefe QSM
2001-2005



Noreen Taylor
2005-2006



Haami Te Kuru Hilton QSM
2005-2025



Cordry Huata
2025-Current

TE KAUMĀTUA O NGĀTI KAHUNGUNU: MEMBERS OF RECORD

KAUMĀTUA	IN THE RECORD	NOTES
Bill (William) Blake QSM	From 1997; to 2005	Named in 2024–25 as NKII's first kaumātua. Passed away 9 May 2025.
Sophie Keefe QSM	2001–2005	Retired at the 2005 election. Passed away 21 February 2010.
Noreen Te Orea Taylor	2005-2006	Elected 2005. Passed away December 2014.
Haami Te Kuru Hilton QSM	2005–2025	Stepped down at the 2025 election. Passed away 30 August 2026.



Ngāti Kahungunu Iwi Incorporated Board 2022-2025 - From left: Thompson Hokianga (Heretaunga), Haami Hilton (Kaumātua), Brian Ruawai-Hamilton (Southern District, Taura Here), Bayden Barber (Chair), Eruera Beattie (Northern District, Taura Here), Nigel How (Te Wairoa), Hori Reti (Te Whanganui-a-Ōrotu), Melissa Ihaka (Wairarapa), Hayden Hape (Tāmaki-nui-a-Rua), Jenny Nelson-Smith (Tamatea).



Kaumātua, Haami Hilton and his devoted wife, Edina would visit the Ngāti Kahungunu Iwi Incorporated Office on a regular basis during his enduring term on the Board as the Heretaunga Taiwhenua and Kaumātua representative on the board, to check up on the Executive Chair and Operations Team. “We will be forever grateful for their care and commitment to the iwi” – The Staff.

Haami Te Kuru Hilton QSM died on 30 August 2026, aged 84, a few months short of the thirtieth anniversary of the organisation he had served as kaumātua for close to twenty years. The dates given here are of service. The governance roll in Appendix Two records the years in which each person appears in the annual reports, which is not always the same span.

Koinei rā te tangi ake ki ngā kaumātua kua ngaro i te tirohanga konohi. Ko te tangi nui hoki ki a Haami, i riro i te Ākuhata o tēnei tau tonu nei. Kua ngaro koutou te momo o te tāngata ē, moe mai rā.

PROLOGUE — HE TĪMATANGA ANŌ

1988–1996

Te Rūnanganui o Ngāti Kahungunu was established in 1988, with its application for incorporation under the Incorporated Societies Act dated 8 December 1988. Pita Sharples was the inaugural Chairperson. Te Rūnanganui represented the six geographic taiwhenua regions of Wairoa, Te Whanganui-a-Ōrotu, Heretaunga, Tamatea, Tāmaki-nui-a-Rua and Wairarapa.

Six years later, in 1994, the organisation experienced significant political and governance challenges. Receivers were appointed in August 1994, beginning a period of organisational change and renewal. This process ultimately led to the organisation being re-established on 9 December 1996 under the name Ngāti Kahungunu Iwi Incorporated.

What matters for what follows is the inheritance: six Taiwhenua, a tribal coastline from Paritū to Tūrakirae, an aspiration that survived the receivership, and a great deal of trust to rebuild.



Following a biennial election hui at Ōmāhu Marae, attended by around 400 people, Charlie Mohi was returned as Chairman of Te Rūnanganui o Ngāti Kahungunu, ahead of fellow candidates Albie Walker, Eru Smith and Bill Bennett. Tom Gemmell was elected Deputy Chairman, receiving the highest vote ahead of Peter Paku, Albie Walker and Bill Bennett. Pictured, back from left: Peter Paku, Eru Smith, Albie Walker (Snr) and Bill Bennett. Front from left: Tom Gemmell and Charlie Mohi.



Images from a kaumātua hui regarding kawa - 27 March 2011

PART ONE

TE TERENGA

1996–2006

Setting the course

The iwi re-establishes itself, builds its long-term vision with its people, reconnects governance with the marae and Taiwhenua, and puts in place the structures needed to receive the fisheries settlement.

He Tīmatanga Hou

1996–2000

Te Rūnanganui o Ngāti Kahungunu was established in 1988, its application for incorporation dated 8 December that year, with Pita Sharples as inaugural Chairperson. It represented the six geographic Taiwhenua: Wairoa, Te Whanganui-a-Ōrotu, Heretaunga, Tamatea, Tāmaki-nui-a-Rua and Wairarapa and it carried the hopes of an iwi that had spent a generation arguing for the right to organise itself on its own terms. On 27 March 1992 it bought a building at 509 Orchard Road in Camberley, Hastings. It was the iwi's first office.



Picture of the first Ngāti Kahungunu Iwi Incorporated office, 509 Orchard Road, Hastings

Six years later that structure was overhauled. The organisation faced political and governance challenges it could not resolve, and in August 1994 receivers were appointed to Te Rūnanganui o Ngāti Kahungunu.

Where the work was actually done

Coming out of receivership was not simply a matter of the receivers standing down. Two conditions had to be met: a new constitution, and fresh elections. The receivers had asked for this themselves, in their report of September 1994, barely a month after their appointment on 22 August that year, recommending that there be new elections or reconfirmation of appointments for all positions. The whole organisation had to be rebuilt.

Ngāti Kahungunu Iwi Incorporated was established in December 1996 with almost no money of its own. What it had instead was Te Taiwhenua o Heretaunga. Alayna Watene, then Corporate

Manager of the Taiwhenua, was appointed the first secretariat of the new iwi organisation. Aramanu Ropiha, who appears in the annual reports of these years as Aramanu Ropitini and as Aramanu Mitchell, was working for the Taiwhenua and moved under Alayna as Finance Officer to support Ngāti Kahungunu Iwi Incorporated. Taanga Lawrence moved across as Board Secretary.

The Taiwhenua's backing was not only in people. It leased the Orchard Road site, which brought income in at a point when there was very little. Toro Waaka alongside Aramanu was instrumental on the funding side, drawing on COGS funding and the Mana Landing funds that had survived the receivership, money that came through the collapse intact and could now be turned to rebuilding. Parekura Horomia is remembered as a core support to Ngahiwi Tomoana throughout.

The elections were held in May 1997. Ngahiwi Tomoana became the first Chair of Ngāti Kahungunu Iwi Incorporated, winning by a single vote. Toro Waaka became Deputy Chair. Three years after the receivers had written that the iwi needed a fresh mandate, the iwi gave itself one.

In February 1998, Aramanu became the first employee of Ngāti Kahungunu Iwi Incorporated, a position made possible by an external contract rather than by any settled revenue of the organisation's own. Alayna then returned to Te Taiwhenua o Heretaunga. Danielle Keil started not long after Aramanu, and by start date is the longest-serving member of the current staff.

The decision that shaped everything after

One decision from this period reaches further than any other. In 1996 a Hui ā-Iwi was held at which Ngāti Kahungunu determined that all Treaty settlement claims would be settled by hapū, and not by a single entity.

Almost every iwi in the country did the opposite. Kahungunu chose a model of many settled entities over one large post-settlement corporation. Seventeen years later the Chairman would defend the decision in print, “to ensure that there will be economic engines at both iwi and hapū levels, rather than a single claims entity, like all other iwi”.

What else can be established

Ngāti Kahungunu had been a member of Treaty Tribes since 1994 “for the sole purpose of ensuring allocation of the assets to iwi granted to by the fisheries settlement. This has meant defending the iwi position in the High Court, the Court of Appeal and at the Privy Council, in which the iwi has been successful.” Whatever else was happening, the fisheries argument never stopped.

A claims strategy was initiated in July 1999. Fisheries proceeds released in 2003–04 covered the years 1995 to 2003, a continuous entitlement across the receivership and after it. The 2003–04 report records that “over the past three elections, Ngāti Kahungunu Iwi Incorporated has moved from voting at hui, then at polling booths and finally to postal voting”: the three being 1997, 2001 and 2004.

Tū Kahu

Tū Kahu Ltd was the iwi’s building company, and its purpose is stated plainly: it “emerged as Ngāti Kahungunu’s response to the Sealord’s Settlement Act requirement that we address the needs of our people wherever they live in the country. The Board identified housing as a project that was transportable to Ngāti Kahungunu wherever they lived.”

Over its life Tū Kahu produced twenty full-time unsubsidised workers, five apprentices, thirty-five residential houses and four commercial buildings including a school hall and a marae. It transferred its technology to Te Whānau o Waipareira Trust and to Ngāi Tahu developments.

It also failed. The 2001–02 report records that it "eventuated in a huge drain on iwi resources." The audit was qualified because within the subsidiary "there was no effective system of control over charging expenditure to particular projects and billing those costs to customers." The current account was written off at $435,029, and a further $144,773 the following year. The Board concluded that "building is not one of our core activities although assisting whanau into home ownership is."

Twenty years later the iwi established K3 Development to connect housing construction with Māori trades apprenticeships. It is the same idea, attempted again with capability the organisation did not have in 1999, and it worked.

Mā Te Rango Te Waka Ka Rere — 1999

In 1999 a Review Committee reported back to the iwi under the name Mā Te Rango Te Waka Ka Rere.

It had been asked to look at how Ngāti Kahungunu should govern itself, and it went considerably further. The Committee traced calls for an independent review back to the 1994 Hui ā-Iwi at Matahiwi, and recorded that despite the establishment of NKII, many people still believed the underlying causes of discontent had not been resolved. It consulted throughout the rohe and well beyond it: hui with Kahungunu living in Auckland, Hamilton, Wellington, Porirua, Lower Hutt, Christchurch, Dunedin, Invercargill and Winiata, meetings in homes, written submissions, and a door-knocking survey.

The questions it asked were not administrative. What is an iwi authority actually for? Who should it represent? What values should guide it, and how should it be held to account? Its proposals were correspondingly far-reaching: a two-stage constitutional transformation, an iwi-wide body called Te Kotahitanga o Ngā Hapū o Ngāti Kahungunu, regional hapū wānanga, an independent Electoral Commission, and a Kahungunu Kawenata as a tikanga-based constitutional foundation.

Most of that was not adopted in the form proposed. What survived was the set of questions it put on the table: that marae and hapū belong at the centre, that governance and management should be clearly separated, that representation had to widen, that accountability had to be visible, and that healing divisions was itself constitutional work. Read against the thirty years that follow, those questions turn out to have been answered slowly, in different forms, by other means.

The review also produced the Declaration of Ngāti Kahungunu Rights, reproduced in full at Appendix Three.

Asking the People

2001–2005

A new Board was convened on 18 May 2001. Its first meeting was held in June at Waipatu Marae, and it resolved to meet in the Taiwhenua for the rest of the year, Te Rākatō at Māhia, Waiohiki, Rākautātahi, Te Ahu a Tūranga, Papawai, finishing in Wellington with the Taura Here. The Chairman recorded what that was for: "The value gained from doing that was the kanohi ki te kanohi emphasis appreciated by all of our hosts."

It was not a comfortable year. It was, by the Chairman's own account, the hardest of his career.

> *"It was a tough year, the toughest in my experience. In reaching out to loftier ideals we had to be more ruthless in our core organisation. Marae are our board rooms, Taiwhenua, Taura Here and other organisations are our service providers, the Ngāti Kahungunu Iwi Inc. office and staff will remain small, sharp, mobile and multi skilled… The hard decision to terminate Government contracts and let go staff was taken by the Board at the end of this period to set the path for the next phase in iwi development."*
>
> — Ngahiwi Tomoana, Chairman's Report, 2001–02

This is the year the vision was born. Contracts with Child, Youth and Family, the Ministry of Fisheries and the Hawke's Bay Regional Council were discontinued. Staffing was reduced. The Resource Management unit was wound up and its function devolved to the Taiwhenua. Tū Kahu was curtailed. The organisation deliberately withdrew from delivering government services in order to become something else.

The General Manager, Aramanu Ropiha, put the same year under a whakataukī she used for three years running: *"Ruia taitea, kia tū ko taikākā anake — concentrate on the essential. In order to move forward it was essential to deal with historical matters, to settle the dust from past obligations then set the foundation for iwi to build upon."* Her summary of the year is worth keeping: *"a year of challenge, of growth, of celebration but primarily a year of planning and setting right."*

What Kahungunu 2026 actually said

The language of the vision document is nothing like a corporate plan.

The mission was "to enhance the mana and wellbeing of Ngāti Kahungunu", to be achieved "by empowering the iwi to achieve success at the levels of whānau, hapū and Taiwhenua. Iwi will determine what success is from its own goals and aspirations." Six guiding principles were named as boundaries "not to be compromised for financial gain or short-term expediency": Te Tūhonohono o Kahungunu, the tapestry of whakapapa; Te Hononga Māreikura o Takitimu, how we relate to other iwi and waka; Te Kotahitanga; Te Whakaputanga o te Ao; Te Tiriti o Waitangi, described as a joint venture with the Crown; and how we do things: kanohi ki te kanohi, pakihiwi ki te pakihiwi.

Under Making Our Mark, bold goals were set: an internationally recognised pāua brand; poupou marking iwi boundaries; every Kahungunu marae signposted; traditional place names restored; whānau fluent in Kahungunu reo; te reo Māori public announcements; and Paremata Kahungunu, a Kahungunu parliament.

Where the vision came from

> *"The most important outcome of the year was the creation of our 25-year vision borne on the hopes and dreams of our tīpuna and previous iwi leaders such as John Tangiora, Wī Te Tau Huata, Tōhara Mohi, Aunty Lulu, John Scott, Pita Sharples and others. The Board recognised the need to consolidate our whakapapa sovereignty rights and our developmental aspirations and take a controlling hand in our future and our goals rather than be puppets to the goals and outcomes of others."*
>
> — Ngahiwi Tomoana, 2001–02

In September 2001 consultation began in earnest, and Kahungunu 2026 was presented to Hui ā-Iwi, which approved a further year of consultation to test it with whānau, hapū, Taiwhenua and Taura Here. Then the hīkoi: the Chairman and General Manager spent four months visiting marae, Taiwhenua and Taura Here, supported by Board members in each rohe, completing the round of all 86 marae in 2002.

> *"There was resounding support for the vision and challenging questions at every hui. The iwi is fit and well and as diverse and beautiful as the colours of the pāua depicted in the Ngāti Kahungunu Iwi Inc. logo."*
>
> — General Manager's Statement, 2002–03

Kahungunu 2026. A twenty-five-year vision begun in 2001 and built through iwi-wide consultation including a hīkoi to all 86 marae. Its guiding image was Te Ao Mārama and its mission to enhance the mana and wellbeing of Ngāti Kahungunu, with the iwi determining for itself what success meant. Seven long-term areas of development came out of it, and they framed the NKII strategy until Kahungunu 2050 succeeded it in 2025. Subsequently all annual planning focused on these strategic areas and plans began to grow as a result of the great 2026 Strategic Vision.



Pictured is the Staff from 2001 – From top left: Sonia Paul, Ruth Wong, Lisa O'Connor, Sitting from left: Aramanu Ropitini, Ngahiwi Tomoana, Danielle Keil

Ngati Kahungunu 25 Year Vision

LOOKING AHEAD TO 2026

Ngati Kahungunu Iwi
INCORPORATED

The Vision

"TE AO MARAMA"
Ki te whai ao, ki te ao marama

Searching, searching, searching... for the ultimate state of enlightenment

The Mission

"To enhance the mana and well being of Ngati Kahungunu."

This will be achieved by empowering the iwi to achieve success at the levels of whanau, hapuu and Taiwhenua. Iwi will determine what success is from its own goals and aspirations.

Guiding Principles

These guiding principles set the boundaries within which we will work and are not to be compromised for financial gain or short-term expediency.

- Te Tuhonohono o Kahungunu
  Tapestry of whakapapa that makes us who we are today
- Te Hononga Mareikura o Takitimu
  How we relate to other iwi / waka
- Te Kotahitanga
  League of peoples
- Te Whakaputanga o te Ao
  Declaration of independence
- Te Tiriti o Waitangi
  Joint venture with Crown
- How we do things
  Kanohi ki kanohi ~ "Face to face"
  Pokohiwi ki pokohiwi ~ "Shoulder to shoulder"

Economically Strong

The settlement of all Ngati Kahungunu Treaty Claims and return or reclamation of Ngati Kahungunu whenua and taonga (awa, moana, ngahere,) will form the foundation of our economic revival.

Ngati Kahungunu will remain involved in the traditional areas of economic activity of fisheries and farming while embracing technology and business opportunities to have a presence across all areas of economic activity within our rohe.

Fisheries:
- Aquaculture (paua, mussels etc)
- Fresh water fisheries in eels.
- Sustainable fishery with clean, high quality water
- Training for industry through Kahungunu
- World Wide Distribution through enhanced relationships with other nations
- Franchised kaimoana shops

Farming and horticulture:
- Own farms, orchards, vineyards, gardens and forests
- Organic and GE free

Tourism and hospitality:

On the marae:
- Each marae has own economic base
- Each marae has ability to provide own services

Research and Development
- Research unit
- Kahungunu Scientists and laboratory ~ productivity research and other projects

Participating Citizens In The World

We must be equipped to take our place in the world while maintaining our kaitiaki status at home.

- Educated and Informed
- 100% financially independent
- Options
- Contribute to marae / hapu / iwi
- Host to international indigenous events
- Recognized by other nations as a nation
- Establish Ngati Kahungunu embassies wherever Ngati Kahungunu reside in the world

Tinorangatiratanga

It is only through independence that Kahungunu will grow and prosper. Dependence will keep us locked into the destructive cycles and negative statistics prevalent today. Tinorangatiratanga begins with self, continues through the whanau, the hapuu and the iwi.

- Controlling our own resources
- Making our own decisions
- Determining our own outcomes
- Owning the consequences of our decisions
- Tuwhakahihi ~ assertive, confident, standing tall and strong
- Independent and contributing to our society
- Government boundaries align to Iwi boundary

Protecting Our Environment

The health of our environment has a direct influence on the health of our people. We are charged to preserve and protect our air, water and lands and the resources within for the benefit and survival of our mokopuna.

- Protecting cultural landmarks
- Education / training tamariki in the protection of the environment
- Restocking, reseeding, re-vegetation of native flora, fauna & fisheries
- Set regulatory standards and environmental clean up strategies in place for waterways, land management, contaminated land sites
- 200 mile "foreshore" acknowledged
- Complete inventory of Ngati Kahungunu Estate.
- Defence of our shoreline ~ own Coastguard

Culturally Strong

Retention of our cultural identity is paramount for it is the soul of the Iwi, what makes us unique. Through concentrated effort and celebration Ngati Kahungunu traditional and contemporary culture and language will survive and achieve national recognition.

- Triennial Takitimu International Festivals
- Establishment of Whare wananga
- Takitimu history taught in all schools
- Te reo taught at all levels in all schools
- Inventory of Whakairo, kowhaiwhai, tukutuku, in all marae.
- Kahungunu publications; musical, theatrical and film productions.
- Kahungunu Cultural Center with archives and contemporary development in the arts
- Kahungunu Sports Academy with Kahungunu teams in World Cup events

Strong, Vibrant, Healthy Whanau & Hapu

Maori are 17% of the population and this percentage must continue to rise. Through increasing our birth rate, reclaiming our values and improving our health and standard of living we will reclaim prominence in our own land.

- Marae and papakainga flourish and provide an option for extended whanau living.
- Encourage Ngati Kahungunu population growth
- The sanctity of whakapapa ~ childrens' rights to know who their parents are
- Full employment for whanau
- Family safety through the elimination of child and domestic violence
- Significant reduction in alcohol and drug abuse
- Significant reduction in criminal offending
- Re-learn and practice Rongoa

Making Our Mark

New Zealand will know and recognize Ngati Kahungunu Iwi, our values and our iwi rohe.

Kahungunu totally visible and totally audible

- Internationally recognized brand, our cultural icon ~ the Paua
- With identifying colours (pihau paua)
- Poupou at the iwi gateways marking our boundaries
- Ngati Kahungunu marae signposted
- Reinstate Kahungunu place names
- Conversant in Kahungunu reo
- Public service announcements in te reo maori
- Paremata Kahungunu (Parliament)

Closing the Distance

A vision is only as strong as the number of people who know about it, and the 2001–02 report names the problem plainly: communicating with a large and dispersed iwi membership. What is notable is that it does not treat this as a complaint. It records a deliberate strategy to reconnect governance with the people.



Pictured: NKII Staff 2003 from left: Danielle Keil, Roy Pewhairangi, Naumai Ropitini, Aramanu Ropiha, Rohitha Cottingham Kym Hamilton and Ruth Wong.

Building a Communication Network

A communications infrastructure was established, rebuilding connections that had not existed since the Kahungunu newspaper of the early 1990s. The Ngāti Kahungunu website, a bi-monthly newsletter reaching 2,000 registered-member households, weekly Te Reo Irirangi interviews, and an 0800 Kahungunu freephone strengthened communication with whānau. The freephone was soon changed to a memorable word number following “a marked increase in usage from around the country”. By 2002–03, the Pānui ki te Iwi email network had also been established. Throughout the years the Communication Network has grown, and information is readily available in your hand through new technology and social media, that didn’t quite exist in the early days.

In June 2015, Ngāti Kahungunu Iwi Incorporated formed a partnership with Hawke’s Bay Today and launched Tihei Kahungunu, an 8–12 page tabloid providing a dedicated Māori voice within mainstream media, strengthening the iwi strategy of celebrating Kahungunu success with our whānau and the wider public.



Te reo parikarangaranga o Kahungunu

December 2001 ...the echoing cries of Kahungunu

The Board goes to the people... this time in Mahia

Te Rakato Marae, Mahia, on 4th and 5th October 2001 was the place for being well looked after and for gathering information about the activities of Ngati Kahungunu Iwi Incorporated (NKII). From the powhiri on Thursday until the poroporoaki late Friday afternoon, between 40 – 60 people heard the diverse range of interests and activities including the news from each of the six Taiwhenua and the one Taura Here present.

Accountability, customary fisheries report, constitutional amendments, the mooting of a 25 year Iwi development plan, marae development, education, housing, scholarships, a whale wananga report with whalebone taonga as well, local body candidates, Ngati Pahauwera rangatahi mau taiaha skills display and the economic venture of mussel-farming were some of the activities witnessed, heard, discussed and debated.

A paper for debate discussed the ineffectiveness of government service delivery as reflected by the negative statistics for Kahungunu Maori, an option being for NKII to reject government presence in total. Individual Taiwhenua/roopu contracting services, should be enhanced by such a move and should not feel threatened.

This is the second time NKII has taken it's bi-monthly hui to the people and the exercise is proving to have several positive effects. Information is getting to more people, Kahungunu whanau whanui can see the easier access to the forum where any question can be heard and answered or debated, Marae and hapu are part of the process because of shared whakapapa, Taiwhenua are supported by NKII being there and so on.

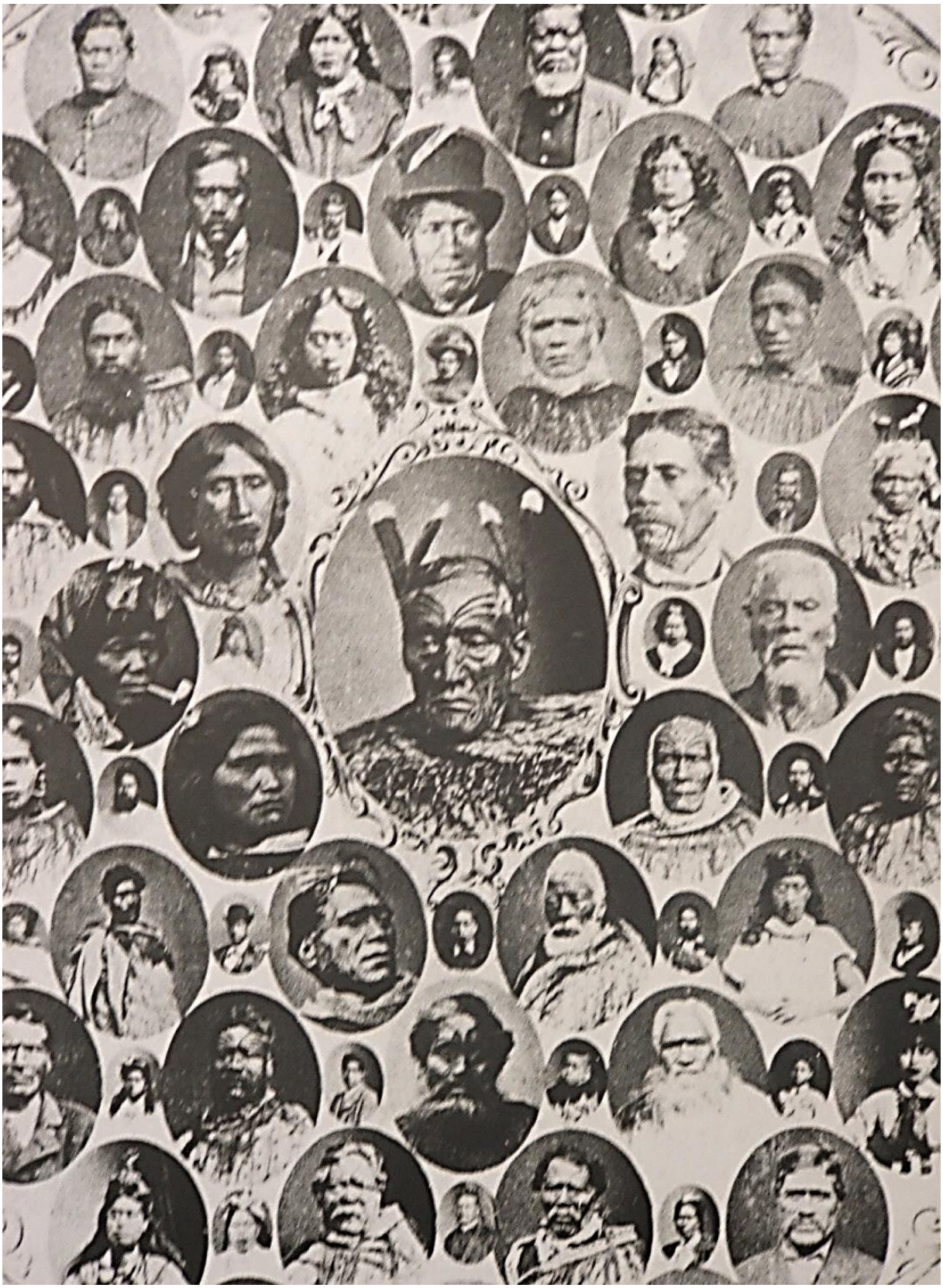
The next hui will be held in Whanganui A Orotu at Waiohiki Marae. The hui-a-rohe for local concerns and input is on Thursday 29th November, the NKII business hui to which anyone can also attend is on Friday 30th and the NKII AGM is on Saturday 1st December.

Board hui moved out of the office and into the marae and Taiwhenua. Taura Here representation on the Board was strengthened so that whānau living outside the rohe contributed directly to governance rather than being consulted about decisions already made.

Culture at scale

Culture did work that paperwork could not. Twenty-four tonnes of tōtara were procured for Kahungunu carvers. Mau rākau instruction, delivered by Pouwaru, reached around 150 tauira across the eight kura kaupapa in the rohe. Waitangi Day at Farndon Park, Matariki, the Kahungunu Sports Awards, kapa haka festivals and economic summits grew into the calendar by which an iwi knows itself. In 2003–04 the inaugural Ngāti Kahungunu Super 12 performing arts competition, organised with the Whaariki Trust, sold out.

The largest single achievement of the period, though, was an exhibition, and it was not one exhibition but a series.



Kahungunu Ka Moe, Ka Puta — Te Hononga Māreikura opened at the National Library in Wellington in 2001 and drew more than 19,100 visitors, becoming the most-trafficked exhibition the National Library had held to that point. It was staffed by Ngatai Huata, Te Koha Tareha, Celia Joe, Henare Kani and Taape O'Reilly. A limited-edition book of its essays and portraits, Ngā Taumata, was produced with the National Library.

The third, Te Hokinga mai o te Whare Wānanga, ran at Aratoi Wairarapa Museum of Art and History in Masterton from 1 May to 3 July 2004, delivered by He Kāhui Wairarapa with the National Library and the Wairarapa Cultural Trust. Attendance was "record breaking… more than 28,000", with free entry. The fourth, Te Pārekereketanga o ngā Rangatira, opened at Wairoa Museum on 6 February 2005 honouring the tīpuna of the Wairoa district, and broke that venue's record too. On loan from the Whanganui Museum, in pride of place, was Te Arawhiti, the heitiki provenanced to Kahungunu himself.



Picture above taken at the Wairoa Exhibition, February 2005

Belonging, made tangible

Scholarships became a valued direct benefit for tauira. From $18,000 distributed in 2001–02, support grew to 60 tertiary scholarships of $1,000 each in 2003–04 and 57 the following year. In July 2004, the Mātauranga Board held its first scholarship ceremony at Te Taiwhenua o Heretaunga, recognising three research scholarship recipients who each received $5,000. Tauira were invited to share their research at the AGM.

The Iwi registration database also grew steadily, from more than 13,000 members in 2003 to 15,700 by 2005. An agreement with Tūhono in 2005 linked the iwi register with government databases including the electoral roll data. We found that our database was more accurate.

This period also saw the introduction of Ngāti Kahungunu-branded merchandise, including flags, clothing, caps, diaries and the *Ka Moe Ka Puta* CD.

Manaakitanga remained at the heart of iwi activity. Some 3.5 tonnes of fish and mussels were distributed to hui and tangi throughout the rohe - an initiative described as the forerunner to establishing pātaka in each Taiwhenua.

Hīkoi for Health



On 3 May 2005, the first anniversary of the foreshore and seabed hīkoi, the iwi launched Hīkoi for Health. Teams walked the 515-kilometre Kahungunu coastline over six weeks. Nine hundred people registered. Two individuals walked the whole distance alone. *Pictured are James Morrison and Vicky Murray, the staff coordinators of that event.*

Two Platforms

2002–2006

Between 2002 and 2006 Kahungunu 2026 stopped being a document and started becoming institutions. This is the least dramatic passage of the decade and one of the most consequential.

Strategic planning expanded across health, education, housing, iwi management, customary fisheries and taiao, and produced an Iwi Management Plan, a Customary Fishing Plan and an Eel Management Plan alongside the sector strategies. In 2003 the Ngāti Kahungunu Mātauranga Plan was completed. Mātauranga governance was strengthened through the Mātauranga Board (convened by Christine Teariki with representatives from every Taiwhenua) which completed a two-day governance training workshop, supported Tūwharetoa in producing a student video for the National Hui Taumata, and in November 2005 ran a Māori achievement seminar for teachers and Boards of Trustees that attracted more than three hundred people.

The Rūnanga Hauora was restructured in 2003 to include Māori Health Provider representation, and agreed priority health issues with the Hawke's Bay District Health Board: diabetes, immunisation, and improved access to quality services. Its members were named year by year: Dr

Rangimārie Turuki Rose Pere and Vera Ormsby-Keefe for Wairoa, Fred Reti and Pāpara Carroll for Te Whanganui-a-Ōrotu, Patrick LeGeyt and Tom Mulligan for Heretaunga, and others. When Vera Ormsby-Keefe died during 2004–05 the annual report carried a full mihi for her.

In May 2006 the Hawke's Bay Māori Relationship Board began operating, giving tangata whenua a formal mechanism inside the health system. A seeding grant from the Health Research Council and the Foundation for Research, Science and Technology funded the development of a Kahungunu health research and development strategy, including, in its final year, a study with Te Rōpū Rangahau Hauora a Eru Pōmare on the effects of unemployment on Māori health, drawing on employees made redundant from the Whakatū and Tomoana works.

A housing working group was established in August 2003 with a named representative from each Taiwhenua: Edward Te Kahika for Wairoa, Tipu Tareha for Te Whanganui-a-Ōrotu, Alice Hopa for Heretaunga, Johnny Nepe Apatu for Tamatea, Linette Rautahi for Tāmaki-nui-a-Rua, Charles Morunga for Wairarapa, alongside Earl Hope-Pearson of Housing New Zealand. Around two hundred homes were insulated. A Flaxmere housing-development feasibility study was commissioned, and in 2004–05 the Board approved a housing development for the Kimiora area of Flaxmere as a joint venture with Te Taiwhenua o Heretaunga.

An Iwi Management Forum was established in 2005–06 to build leadership, management and administrative capability and share resources across Kahungunu organisations, a recognition that the iwi authority was one of many Kahungunu entities and that their strength was collective.

The cultural centre, and a long argument about Parliament

In February 2004 a Memorandum of Understanding was signed between NKII, Napier City Council, Hastings District Council and the Hawke's Bay Cultural Trust on cultural facilities. The 2003–04 report notes that "the concept of a Kahungunu Cultural Centre has been discussed for almost a decade", placing the idea in the mid-1990s. A governance and management study followed, funded by Te Paerangi National Services and Te Puni Kōkiri, with a May 2005 workshop drawing speakers from Te Papa and Massey University.

The same period produced one of the sharpest lines in the whole record. Writing about the Foreshore and Seabed, Aquaculture Reform and Fisheries Settlement Bills together, the Chairman argued:

> *"The manner in which Ngāti Kahungunu interest and rights have been subverted in these Bills requires that a Ngāti Kahungunu voice be inside parliament rather than at the flimsy whim of it."*
>
> — Ngahiwi Tomoana, 2003–04

He connected it to the first sitting of te Paremata Māori at Waipatu in 1892, "this has had a very long gestation period" and it connects forward to Paremata Kahungunu, one of the stated goals of Kahungunu 2026.

The balance sheet

The Treaty claims strategy advanced in parallel, consolidated by 2004–05 into four cluster groups: Wairoa/Waikaremoana, Mōhaka ki Ahuriri, Heretaunga/Tamatea as He Toa Takitini, and

Wairarapa/Tararua, with NKII itself continuing to carry the Flora and Fauna, Oil and Gas, and Corrections claims. The Wai 262 Ngāti Kahungunu hearing was held at Waipatu in March 2001.

And the money turned. In 2003–04 negotiations secured approximately $2.7 million held for the benefit of Ngāti Kahungunu, released fisheries proceeds covering the years 1995 to 2003, and net equity more than doubled, to approximately $3,742,221. It was the first unqualified audit opinion in the series, signed on 11 November 2004. The following year the Board adopted a policy of setting aside ten per cent of annual income as an enduring capital base.

An organisation that had been through receivership was building a buffer on purpose.

The Settlement Generation

The fisheries thread runs through the whole of Te Terenga, and it is the thread that changes the organisation's future.

It begins with practical work. NKII managed deepwater, inshore and rock-lobster Annual Catch Entitlement: deepwater through a joint venture, the East Coast Iwi Consortium; inshore leased to Cook Strait Seafoods; rock lobster to Port Nicholson Fisheries, while deliberately seeking employment and contracting opportunities for Ngāti Kahungunu fishermen and distributing rock-lobster lease proceeds to the Taiwhenua. From 2002–03 the iwi formed commercial alliances with Hawke's Bay Seafoods and Sealord, and the report records the result with obvious satisfaction: "the logo brand is integrated with Sealords and Hawke's Bay Seafoods on every box of fish marketed through national and international networks."

Not everything worked. The iwi held a 40 per cent shareholding in Napier Mussels Ltd, which secured resource consent for what was described as "the largest mussel farm in the country" and won Industry New Zealand support for research and development. In 2004–05 the entire investment was written off: $275,592 provided for non-recovery. Glass eel research undertaken between 2001 and 2003 by Stella August contributed to the Ngāti Kahungunu Eel Management Plan; the report notes that "we await Stella August's thesis with anticipation." Crayfish returns fell in 2002–03 "due mainly to SARS and the strong New Zealand dollar", and Taiwhenua distributions were cut from $425,565 to $217,400 as a result.

And the disputes did not go away. Fisheries boundary and allocation matters involving Rangitāne and Rongomaiwahine affected the settlement process and required funds to be held in trust: $821,010 in 2002, over a million by 2003. The Chairman wrote that these "ultimately will require judicial declaration, free from parliamentary interference", and noted "pressure from some hapu to try to split up the fisheries resource". Settlement is often described as something an iwi receives. It is more accurately something an iwi negotiates, including with its relations.

2004



In 2004 the Foreshore and Seabed proposals produced the largest political mobilisation of the decade. NKII supported the hīkoi organised by Dr. Moana Jackson and Mereana Pitman alongside whānau from Māhia to Te Whanganui-a-Tara, describing the campaign as political, health and education work at once. The Treaty Tribes Coalition went further, seeking and gaining approval from a committee of the United Nations to investigate the government's actions in extinguishing tangata whenua rights to the foreshore and seabed.

> *"There will always be tensions between whanau, hapu and iwi. There must always be tension between iwi and the Crown. These tensions are like the rise and fall of the tide — they are inevitable. Our duty is to ensure that we have the appropriate waka, to meet these challenges. I believe we do for this time..."*
>
> — Ngahiwi Tomoana, 2002–03

In September 2004 the Māori Fisheries Act established the legal framework NKII would have to satisfy before settlement assets could be transferred. From that point the work had a deadline and a specification.

Building the waka

In April 2005 directors were recruited for the iwi Asset Holding Company. Kahungunu Asset Holding Company Ltd was incorporated on 22 June 2005, with Piri Sciascia as Chairman and Harry Mikaere as Deputy, joined by independent directors William Rayner, Chris O'Reilly and Peter Brierley, and by Christine Teariki, Ngatai Huata, Lester White and Aotearoa Karauria from the iwi

Board. A second company, Kahungunu Iwi Holding Co Ltd, was also established to transact the settlement; it never traded.

KAHC spent its first year developing its constitution for alignment with the Māori Fisheries Act, agreeing a statement of intent with its shareholder and building an investment strategy: "supported by a secretarial service provided by Ngāti Kahungunu Iwi Incorporated until decisions are made on a suitable infrastructure." NKII made an interest-free advance of $1.2 million, later converted to share capital.

And in 2005–06 the long dispute with Rongomaiwahine was settled: a negotiated agreement resolving access to fisheries resources, with a deed of settlement signed on 21 July 2006 and $2,083,194 set aside. It would take another nine years, and end badly, but at that moment it was a resolution.

Mandated Iwi Organisation. Under the Māori Fisheries Act 2004, settlement assets could only be transferred to an entity recognised as the Mandated Iwi Organisation for that iwi: demonstrably mandated by its people, with a constitution meeting statutory requirements and a separate asset-holding company for commercial assets. Achieving MIO status was not a formality but a test of whether NKII could show it genuinely represented Ngāti Kahungunu.

The fortnight that turned the decade

The decade turns on a single fortnight in the winter of 2006.

On 22 July, Hui ā-Iwi approved NKII as Mandated Iwi Organisation for the fisheries settlement. On 2 August, Te Ohu Kaimoana approved NKII as Joint Mandated Iwi Organisation for Ngāti Kahungunu and Rongomaiwahine. On 4 August, the Board ratified the constitution of the Kahungunu Asset Holding Company, opening the way for the transfer of assets.

A Special General Meeting at Kahurānaki Marae that July had already approved the constitutional change reducing the size of the Board. Governance and commercial governance were deliberately separated, establishing the principle that KAHC would operate independently while remaining accountable to NKII as shareholder, a principle that has held for twenty years and is tested more than once in the pages that follow.

Later that month He Mahere Rautaki Hai Haumanu i Te Reo o Ngāti Kahungunu was launched: the long-term strategic plan for the revitalisation of the distinctive reo of Ngāti Kahungunu, with a framework for dialect research, cultural standards, resources, whānau language planning and strengthening reo on the paepae, running to 2027. Its origin was a four-year Ministry of Education contract negotiated the previous year under the Community Based Language Initiatives funding pool.

> *"This year signals both an arrival and a departure. We have arrived at a destination that was begun for us by our previous leaders. We have secured the fisheries asset that was such a tantalizing but seemingly unreachable goal. We have also remodeled our waka and relaunched it for the next leg of our journey toward 2026, in our pursuit of excellence."*
>
> — Aramanu Ropiha, General Manager, 2006–07

Neither platform was an achievement in itself. Both were permissions: permission to hold assets, and permission to plan a language across a generation.

> *"I urge that we continue to dream our dreams of a better future for our tamariki, mokopuna me ngā uri whakatipu, the generations yet unborn. One of my enduring passions is that we will over time take back every inch of Kahungunu whenua. I've sat atop Kahurānaki and thought. Why not?"*
>
> — Ngahiwi Tomoana, 2005–06



Pictures taken at the Special General Meeting held at Kahurānaki Marae, Te Hauke, 22 July 2006.



Pictures above from left: Bevan Taylor, Owen Purcell, Hineraumoa Te Apatu, May Manuirirangi, Ripia Waaka Kireka, Linette Rautahi. Picture below, standing from left: Bevan Taylor, Owen Purcell, Enoka Munro, Paora Ammunson, Ngahiwi Tomoana, Sandra Potaka



PART TWO

TE RERENGA

2006–2016

Gathering momentum

The iwi receives and grows its commercial assets, establishes its three great strategies of reo, taiao and wellbeing, and becomes a national presence.

Te Taumata o Ngāti Kahungunu

Every organisation of any age accumulates advisers. Few write them into the structure chart. From 2004 onward, in every annual report Ngāti Kahungunu Iwi Incorporated has published, there is a box sitting beside the Board itself, outside the line of management: Taumata o Ngāti Kahungunu. Esteemed leaders called upon to provide specific advice. It is not a committee, and it has never been an executive body. It is a small group of respected exponents whose standing in te ao Māori is such that when they speak on a matter of tikanga, kawa or reo, the iwi listens.



The Taumata Board meet to discuss their role. Pictured from left, Dr Rangimārie Rose Pere, Tama Huata, Professor Piri Sciascia, Haami Hilton.

The kākano was formed in the 2004 year. Four names: Tama Huata, Dr Rangimārie Rose Pere, Piri Sciascia and Dr Pita Sharples. The first hui was held in April 2005. For the first few years the record is thin, a line noting they met at least once. Then in 2007 the Taumata convened to lead the development of Tihei Kahungunu, the member resource of Ngāti Kahungunu waiata, haka and karakia launched at that year's AGM, and the Chair reported that “we have received great insight and direction from Te Taumata.” From that point the Board's own reports begin to acknowledge them by name each year as having guided the cultural decisions of the iwi.



Pictured is the Taumata from left: Sir Pita Sharples, Tama Huata, Dr Rangimārie Rose Turuki Pere, and Professor Piri Sciascia.

In 2012 the Taumata was formally called. The four were photographed together and photographed again with the staff, the kaumātua and the Chairman. This hui was to reignite the Taumata and update them on the iwi's various kaupapa.



From back left: Hine Hape, Alex-Ann Edwards, Connie Collins, Naomi Wilson, Jeremy Tātere MacLeod, Ngahiwi Tomoana, Mere Tomoana, Dr Adele Whyte, Jenny Nelson, Ngaio Tiuka, Dr. James Graham, Ruth Wong, Sitting from left: Lesley Tawhai, Meka Whaitiri, Sir Pita Sharples, Dr Rangimārie Rose Turuki Pere, Tama Huata, Professor Piri Sciascia, Edina Hilton, Haami Hilton.

Tama Tūranga Huata passed away on 11 February 2015. The Taumata and Ngāti Kahungunu Iwi Inc. discussed the invitation of new members to the Taumata.

In 2016 three more joined: Dr. Moana Jackson, Sir Tīmoti Kāretu and Liz Hunkin. The 2016–17 report announces Tīmoti and Liz as language exponents joining the existing members and names Moana among them for the first time. Of Moana it is remembered that he never considered himself worthy of a seat on the Taumata. Anyone who knew him will recognise that immediately. A man whose thinking shaped a generation of Māori legal and constitutional argument, who was sought out by iwi across the motu and by indigenous peoples well beyond it, could not be persuaded that he belonged in a room with the reo and tikanga exponents of Kahungunu. That reluctance is not a footnote to his contribution. It is a description of the man, and it is the reason the Taumata has always worked the way it does: it is not a position that is sought, it is a call that is answered.



From left: Sir Tīmoti Kāretu, Dr Rangimārie Rose Turuki Pere, Professor Piri Sciascia, Liz Hunkin, Sir Pita Sharples.

TE TAUMATA O NGĀTI KAHUNGUNU: MEMBERS OF RECORD

MEMBER	JOINED	FINISHED	NOTES
Tama Tūranga Huata	2004 (foundation)	2014	Passed away 11 February 2015.
Dr Rangimārie Rose Turuki Pere	2004 (foundation)	2020	Passed away 13 December 2020.
Professor Piri Sciascia	2004	2020	Passed away 18 January 2020.
Dr, later Sir, Pita Sharples	2004	Present	
Dr. Moana Jackson	2016	2022	Passed away 31 March 2022.
Sir Tīmoti Kāretu	2016	Present	
Liz Hunkin	2016	Present	

Te Whakatipu Rawa

2006–2013

The structures existed now. The question became what Kahungunu would do with them.

In August 2006 population-based fisheries settlement assets were transferred to Kahungunu Asset Holding Company, marking the transition from preparing for settlement to actively managing a substantial intergenerational asset base. These were not operating funds. They were assets held on behalf of people not yet born, and every decision made about them from this point carried that weight. KAHC set its objectives accordingly: “to build intergenerational wealth for Ngāti Kahungunu; to maximise the financial return on the assets; to build a sustainable capital base for the future.”

By 2007 the population-based assets included quota and a 6.3 per cent interest in Aotearoa Fisheries Limited held through KAHC. Its first investment of its own followed in 2007–08: five per cent of Fiordland Lobster Company, 100,000 shares at a cost of $720,000, bought for a reason the report states plainly: “this investment ensures we are paid market price for rock lobster ACE.” Inshore assets remained with Te Ohu Kaimoana pending coastline agreements, with the ACE transferred to KAHC each season and tendered for market price.

Ten seats

Governance changed in the same period. Following a review, and the constitutional change approved at Kahurānaki in July 2006, the NKII Board was reduced from twenty-one seats to ten, with a new representative structure and alternate delegates. Elections were held in April 2007: six members retained, four new, and the transition and induction of the new Board occurred in May. The formula was stated precisely: one member from each of six Taiwhenua, one kaumātua, two representing the five Taura Here, and the Chairman.

A reduction from twenty-one to ten is not an administrative change. It is a decision about how an iwi balances representation against the ability to decide, and it is precisely the tension Mā Te Rango Te Waka Ka Rere had identified eight years earlier. In 2007–08 a Kaiwhakawā Rūnanga was engaged for the first time as a standing conflict-resolution body for NKII and the Taiwhenua, and it appears in the organisation chart from then on. This group consisted of Dr. Moana Jackson, Tuahine Northover, Mereana Pitman and Dr Rangimārie Rose Turuki Pere.

The Board did not assume the new structure had solved the problem. In 2008–09 the annual report printed one of the most extraordinary passages in the whole thirty years, an institution publicly assessing its own governance:

Growth

By June 2008 KAHC equity stood at approximately $33.7 million. On 30 July 2009 the coastline-based settlement was concluded following resolution with Rangitāne, transferring quota valued at approximately $16.9 million plus cash, the second and final tranche, and the end of a dispute that had held funds in trust since the beginning of the decade.

That year, the Board committed up to $1 million to the Kahungunu Cultural Centre. Property sales raised $1.14 million, with $1 million invested in KAHC and $94,000 donated to Little Elms. In 2009, the iwi sold its first office at Orchard Road and moved to Lowe House, Hastings, where the tari remains.



These pictures were taken at the opening of the 304 Fitzroy Avenue office in 2009. Building tenants Te Puni Kōkiri, welcomed us into our new space. Picture above from left: Mere Tomoana, Roger Aranui, Kerri Ropiha, Alex-Ann Edwards, Harry Mikaere, Ngahiwi Tomoana, Dave Stone, and Tā Pita Sharples. Picture below: Newly appointed NKII Chief Executive Meka Whaitiri and Minister of Māori Affairs Tā Pita Sharples unveiling our new signage.



And the world turned. The 2007–08 report was written as the global financial crisis arrived:

> *"This has been in a political and economic climate of great portent… economic because of New Zealand finance companies collapsing house of cards caused by global chaos… We have a myriad of challenges ahead as the Takitimu Festival looms and the international financial tsunami heads our way. A timely reminder then to return to the whenua, to our māra kai, our rongoā, our maungārongo, for despite te ao hurihuri, te ao patupatu me te āwhiowhio, the sun will still rise over Kahurānaki ia rā, ia rā."*
>
> — Ngahiwi Tomoana, 2007–08

A year later the Chairman put the balance of the era in a single image: "The twin illuminators for Ngāti Kahungunu Iwi Incorporated's wellbeing are possessing a cultural bank of knowledge that is replete and building an economic reservoir that will never run dry. This has required a fine balancing act over the year."

The Office Grows Up

The organisation that had deliberately made itself small in 2001 had to become something else to carry what it had won.

In 2007–08 the long-serving General Manager, Aramanu Ropitin, left to run the Kahungunu Asset Holding Company. Her acting successor recorded the departure carefully:

> *"This year has seen some staffing changes but none more significant that the movement of our longtime General Manager, Aramanu Ropiha, to take up the management of the Kahungunu Asset Holding Company Ltd. Many of the skilled staff of Ngāti Kahungunu Iwi Incorporated, past and present, have been mentored, trained and developed under her astute leadership. Ngāti Kahungunu Iwi Incorporated has enjoyed many achievements with Aramanu at the helm including the fisheries settlement, the establishment of our reserves fund and the initiation of our education, reo, housing and health strategies and she will be missed."*
>
> — Kym Hamilton, Acting General Manager, 2007–08



Aramanu Ropitini, Former GM



Kym Hamilton, Acting GM

After what the Chairman called “a year of infill and interim leadership”, Meka Whaitiri was appointed in 2009, the first to hold the title Chief Executive rather than General Manager. In October that year the tari was restructured into directorates: Reo, Tikanga and Mātauranga; Fisheries and Taiao; and Support Services. A fourth, Te Ara Toiora, was added in 2011–12.



Her first year brought three simultaneous internal reviews, of the Board, the Office and the Asset Holding Company, with kanohi ki te kanohi hui at every Taiwhenua and an iwi-wide survey. The Board looked at its own performance and explored areas for improvement. Two years later NKII was administering a $220,000 J R McKenzie Trust grant on behalf of the national Constitutional Working Group; constitutional changes of its own were ratified at the AGM in November 2012.

Picture taken at the pōhiri of the Chief Executive Meka Whaitiri – March 2009

It was not a prosperous stretch. The 2009–10 report opens with the recession:

> *“This year has been the hardest hitting on whānau since the 1980’s due to the global financial collapse that has hit business institutions, finance companies and small businesses and eventually whānau. Ngāti Kahungunu Iwi has experienced a growing number of unemployment and a growing number of destitute whānau.”*
>
> — Ngahiwi Tomoana, 2009–10

The counterweight, in the same report, is one of the finest passages in the whole record, and it is about young people, region by region:

> *“So against a backdrop of fiscal meltdowns, deepening poverty and other negative social indicators with whānau opting to move to Australia, our rangatahi have lit a beacon for us all in their own tūrangawaewae. Wairoa heaved to the strains of their young performers, Te Whanganui-a-Ōrotu hip-hopped to their rhythms, Heretaunga sashayed and leapt at every opportunity, Tamatea hosted, Tāmaki-nui-a-Rua braved the storms, Wairarapa toasted their successes while all our scholars excelled as well. Rangatahi have exemplified the spirit of being Kahungunu, fearless and bold, out there and proud ambassadors for whānau and hapū.”*
>
> — Ngahiwi Tomoana, 2009–10

In June 2011 NKII co-hosted New Zealand Māori against England at McLean Park with the Hawke's Bay Rugby Union. Seventeen thousand attended. Before the game, five hundred rangatahi from Wairoa to Wairarapa performed a haka together.

> *"500 inspired, healthy, strong and vibrant kōtiro and tāne made their mark emphatically triggering a national and international resonance. Rugby games will never be the same again and I doubt that any World Cup fixture can match the passion and focus of our rangatahi. We must invest more in them for our mokopuna have got the mojo!"*
>
> — Ngahiwi Tomoana



Picture above, the Kahungunu ki Tāmaki-nui-a-Rua whānau, taken during the Rugby Haka Hāngī Festival to celebrate the Rugby World Cup 2011. Picture below: Some of the Kahungunu Rugby Haka team.

The same report contains a doctrinal statement that explains much of what NKII did and did not do for the next fifteen years: "While there has been a chorus of overtures for the iwi to get directly involved in services, our only input will always be at a political level."





The years that followed carried grief. Tuahine Northover died suddenly; Meagan Joe after a long illness. The Chief Executive recorded that "throughout the loss of our colleague and friend Meagan Joe, the iwi staff continued to work diligently to ensure their friend's wishes were upheld" and, in the same statement, that "laughter (and the occasional waiata) continues to resonate throughout the iwi office". In 2012–13 three former Board members died in the same week: Tipu Tareha, Paora Ropiha and Tom Paku, aged 57, 59 and 61. "Auē te aroha!"

There was a deficit of $92,063 in 2011–12, and the Chief Executive reported it without cushioning: "two major contributing factors led to this result — a drastic drop in our estimated income and an increase in our expenditure. Measures are in place to ensure this performance is not repeated." And in August 2010 NKII was briefly deregistered from the Charities Register for failing to file returns, then re-registered.



In June 2013 Meka Whaitiri was elected Member of Parliament for Ikaroa-Rāwhiti. Dr Adele Whyte, who had been Director of Fisheries and Environment, took the role: "one of four directors groomed by Meka to fulfil the Chief Executive role. She takes to the role in her own right."



Staff Picture taken 2016. Back row from left: Naina Watene, Chrissie Hape, Alex-Ann Edwards, Te Rangi Huata, Ngaio Tiuka, Jonathan Dick, Jeremy MacLeod, Irihapeti Roberts, Ruth Wong, Michelle Ferris, Hine Hape. Front row from left: Kerrin Fair, Mere Tomoana, Ngahiwi Tomoana, Dr Adele Whyte, Haami Hilton, Edina Hilton.

Ngā Rautaki e Toru

2007–2016



Photo taken at the NKII Office, 509 Orchard Road, Hastings – a group of planners to pull together the Kahungunu ki Uta, Kahungunu ki Tai Marine and Freshwater Fisheries Strategic Plan.

Kaitiakitanga in this decade stopped being a value the iwi held and became work the iwi did, with staff, budgets, research programmes and lawyers.

It began at Te Aute College in April 2007 with the inaugural Taiao Hui ā-Iwi, focused on environmental issues and the development of rangatahi environmental leadership. Whānau and hapū consultation through 2008 produced Kahungunu ki Uta, Kahungunu ki Tai, an integrated strategy for marine, freshwater and coastal resources from Paritū to Tūrakirae, formally launched at the AGM in November 2008. Its implementation plan was signed off in June 2009, and in April 2010 an Iwi Fisheries Management Unit was established specifically to deliver it. The steering group drew support from Te Ohu Kaimoana, the Ministry of Fisheries, and Dr Adele Whyte, then at Victoria University of Wellington.

The name carries the argument. Kahungunu of the land and Kahungunu of the sea are not two portfolios. The strategy refused the administrative division between freshwater and coast that Crown resource management assumes and insisted on the catchment as a whole.



Picture taken at the inaugural Fish Hook Summit at the Napier Sailing Club, Napier in 2011

From there the work widened quickly. The inaugural Kahungunu Fish Hook Summit was held on 10 March 2011 and became a recurring iwi forum. Te Whata a Kahungunu used customary-fisheries provisions to store and distribute fish for iwi purposes: more than 120 boxes for tangihanga in a single year. Turned-mesh-net research tested ways to release juvenile and undersized fish, and by 2014–15 Hawke's Bay Seafoods, which caught and processed most of the inshore finfish, had agreed to use them. More than 50,000 juvenile pāua were reseeded, followed by monitoring wānanga and hapū dive-team capability. Of the reseeding day in November 2011, a member of the unit wrote simply: "the wairua that was generated was incredible. Very proud to be Kahungunu and part of something so special."

In July 2009 twenty-four Kahungunu students aged twelve to sixteen attended a four-day Taiohi Taiao Rangahau Wānanga as research assistants, including a field study of Napier Port; twelve wrote opinion pieces published on the iwi website.

Ruataniwha

The defining battle of the period was the Ruataniwha and Tukituki catchment. NKII invested substantial and largely unbudgeted resources in the Board of Inquiry across 2013–14, appealed Plan Change 5 to the Environment Court, and sought stronger protections for water quality, groundwater, mauri and hapū rights.

> *"However, looming large at our windscreen is the Ruataniwha Dam proposal which we have decided to oppose for several reasons, but our stance is mainly about retaining rangatiratanga over our waterways. This has led us into conflict with some hapū."*
>
> — Ngahiwi Tomoana, 2012–13

The Chief Executive was equally direct about the cost: protecting freshwater rights and interests "created additional unbudgeted demands upon our resources", and further work would have to be funded externally or absorbed.

Then, in March 2015, it paid off. The Environment Court found in NKII's favour on its appeal against changes to the Hawke's Bay Regional Policy Statement, describing the Council's argument as "fundamentally flawed" and "illogical" and inconsistent with the Resource Management Act and the National Policy Statement for Freshwater. The decision created case law for the protection of freshwater quality generally, and was cited by the Parliamentary Commissioner for the Environment and in the Resource Management Law Association Journal.

Three years after that, out of the Board of Inquiry, came a Mauri Monitoring Framework led by Heretaunga Taiwhenua: "a long overdue agreement out of the Tukituki Board of Inquiry." And after the Havelock North gastro outbreak, Hastings District Council agreed to honour a ten-year-old agreement to stop using the Brookvale bores.

The cost was named openly, and it changed the strategy. The Chairman's conclusion, in 2014–15, is one of the sharpest strategic observations in the thirty years:

> *"Kaitiaki ki te kaiarataki! We have spent too much time, resource and energy, defending the environment and waterbodies, including aquifers, but have found new allies in the NGO and private sectors, who are willing to support our views. These battles are far from over, but we have decided to move from being defenders and protectors of Te Taiao, to become the leaders in this sector, including research and development."*
>
> — Ngahiwi Tomoana, 2014–15

Alongside it ran a deliberate withdrawal from local matters. From 2008–09 NKII "signalled a gradual movement away from local issues so that hapū can express their rangatiratanga and tikanga interests through statutory processes": devolution as a matter of principle, not capacity.



Picture taken at the Ngāti Kahungunu Fish Hook Summit, Napier Sailing Club 2013

E oho, Kahungunu!



Picture taken at the launch of the te reo Māori revitalisation strategy, Ōmāhu Marae 2006

He Mahere Rautaki Hai Haumanu i Te Reo o Ngāti Kahungunu was launched in August 2006 with a horizon running to 2027.

Implementation accelerated with support from the Ministry of Education's Community Based Language Initiatives programme, and by 2008–09 the work was organised under four named strands: Whakaoho, awareness; Whakamana, research (the kaumātua interview series, the Kahungunu radio interviews, the digitisation of the Te Mātorohanga manuscripts); Whakaako, working with providers; and Whakamahi, whānau language planning and online learning.



In June 2009 the Tihei Kahungunu booklet and CD were launched and distributed to marae, kura kaupapa and kōhanga reo throughout the rohe. Kahungunu-specific digital resources followed: a reo resource website, online learning at LearnMāori.co.nz, and the Tōku Iwi Kahungunu trivia game. NKII paid for forty people to attend Te Taura Whiri's Kura Reo. A magazine, Kahungunu Matangi Rau, was launched. A Wiki o Te Reo trivia contest was run between the rohe, with Heretaunga first and Wairoa a close second.

The urgency was not abstract. The Director of Te Reo, Tikanga and Mātauranga put it in his own reo: "Kua puta te rīpoata a te Taraipiunara o Waitangi me te whakatūpato tonu kai te tāmatemate haere tō tātau reo Māori… kai te haumate haere te kōrerotia o te reo Māori ki roto i a tātau o Ngāti Kahungunu." And a year later: "Kotahi tonu te huarahi e ora ai te reo, me kōrero, me kōrero! … koi pātai mai ā tātau mokopuna: 'E koutou, i ahatia rā taku taonga?', kātahi nā te whakaaro whakawehiwehi!"

Kahungunu, kia eke!



Picture of the advisory group, from back left: Graeme Hunkin, Kotuku Tomoana, Pare Rohe-Belmont, Brian Morris, Leon Blake, Jeremy Tātere MacLeod, Pānia Papa, Paora Ammunson. Front row from left: Hira Huata, Heke Huata, Liz Hunkin, Materoa Haenga, Tā Tīmoti Kāretu, Helena Ferris.

A full review, conducted in 2012–13 by Leon Blake and Pānia Papa with the Te Rōpū Mātārae advisory group touring all six Taiwhenua and five Taura Here, produced the refreshed strategy. It was formally launched on 6 February 2014 as Kahungunu, kia eke! Ngāti Kahungunu Māori Language Strategy 2013–2027.

With it came the institutions that carried the reo into its second decade. Ngā Tohu Reo Māori o Ngāti Kahungunu launched in 2012–13; in July 2013 three hundred attended in Heretaunga. The first Kura Reo o Ngāti Kahungunu ran 6–10 October 2013 at EIT with 160 tauira; the second at Te Wairoa in October 2014 with 180. Whakamana i Te Pae o Huaki-pōuri was established as a four-year research project across the 84 to 86 Kahungunu marae, in three phases (Te Tauparapara, Te

Ngako, Te Tāepaepatanga), focused on rebuilding kaikaranga and kaikōrero; its July 2014 wānanga drew around two hundred people.

In November 2014 Ngāti Kahungunu Iwi received the Supreme Award at the National Māori Language Awards: te tohu hapori me te tohu teitei katoa o te pō. In 2015 Ngā Tohu Reo drew around five hundred people and recognised seventeen language champions. By 2016 Te Reo ki Tua was a two-day symposium with 405 attending; a year later, over seven hundred.

The Chairman commented: "it has been a hard, long slog but the work of our te reo unit is coming into its own with other iwi leaning on it for guidance which moved one of our taumata members to say 'Ngāti Kahungunu is leading the way'."

Te Ara Toiora

Te Ara Toiora o Ngāti Kahungunu was developed in 2007 to underpin Kahungunu 2026 and connect the iwi's strategies around a single vision: Strong, Vibrant, Healthy Whānau, Hapū and Iwi.



Picture taken at Ruahāpia Marae at the launch of the Ngāti Kahungunu Violence Free Strategy: Te Tumu Whakahaere o Te Wero – Whakamoe Patu (Lay your weapons to rest)

Whakamoe Patu, the Kahungunu Violence Free Strategy, was developed with Te Tumu Whakahaere o Te Wero – Whakamoe Patu; by 2007–08 it was an established strategy with dedicated coordinators and rangatira-led campaigns, and a showcase production toured Te Wairoa, Nūhaka, Gisborne, Wairarapa and Wellington "with outstanding stories of changed behaviour in whānau, as a result." Taking a public position on family violence in 2007 was ahead of much of the

sector, and the Chairman did not soften it: “I acknowledge the difficult issues we are addressing including the Violence Free, P Free and Alcohol and Drug abuse campaigns and urge whānau to speak up and out. Kaua e noho wahangū! Matika mai!”

On 6 February 2011 NKII held what it described as the first Tobacco Free event in New Zealand, and every NKII event was tobacco free thereafter. A rangatahi Tobacco Free Summit followed, video-linked between Hastings and Wairarapa; letters went to newspaper editors nationally asking shop owners to stop selling tobacco, with certificates for those who did. Four staff quit smoking during the year and one trained as a cessation facilitator. At the AGM Pā Sports Day, QuitGroup broke its own national record for sign-ups, recruiting more than a hundred people in a day. In 2013 a team competition called WERO ran from Waitangi Day to June, seven waka of ten people each, won jointly by Te Reinga Netball and Rongomaraeroa Marae.

Three Te Kauwae Runga, Te Kauwae Raro wānanga rongoā were held at Papawai, Takitimu and Waipatu, with transcripts and video compiled for whānau. Tū Mai Rā, the Kahungunu and Hawke’s Bay DHB Māori health strategy, launched in 2011.

Toward the justice work

The origins of what later became Te Ara Mātua are earlier than the chronology suggests. In 2008–09 NKII held a Criminal Justice Colloquium, Te Ao Tara Aitū ki te Ara Matua, which “produced riveting insights into reasons for developing a Kahungunu strategy for addressing crime and punishment.” In 2011–12 the Kahungunu Criminal Justice Project began, a three-year research project on the impacts of the criminal justice process on Ngāti Kahungunu, with hui in Wairoa, Heretaunga, Wairarapa and Wellington, intended to inform a Kahungunu Social Harm Prevention Strategy. Work started on a Hawke’s Bay Community Justice Panel to sit at Pukemokimoki Marae in Napier.

A Kahungunu Justice Strategy and Whānau Wellness Indicators were in development. Developing your own indicators means deciding for yourself what counts as wellbeing rather than accepting the categories of the agency funding the contract, and that is the shift the whole decade is making.

Alongside the strategies ran the ordinary business of belonging. Benefits to Members became structured: scholarships, sponsorships, event support, tangihanga assistance. AGM Pā Sports became an institution. Waitangi Day, Matariki, IronMāori, the Waiata Māori Music Awards and the Kahungunu Sports Awards became the recurring expressions of Kahungunutanga. In 2011–12 Pouakani Marae at Mangakino was formally added to the Kahungunu marae listing, having been missing from it for years.

An Iwi on the National Stage

2010–2016

By the middle of the decade the iwi’s reach could be counted. In 2015–16, 32,000 people attended eleven iwi events; 86 tertiary students received scholarships; 78 groups and individuals received sponsorship; and 1,015 new members registered in the year.



Pictured aboard the Te Matau-a-Māui Waka, Mere Tomoana and son Te Ao Marama Tomoana.

Institutions were forming around the kaupapa. The Te Matau-a-Māui waka hourua reconnected Ngāti Kahungunu with ancestral voyaging knowledge; agreed in 2009–10 and repeatedly deferred, the waka was finally purchased and in service by 2012–13, capitalised at $500,000 and financed partly by an interest-free $230,000 loan. Te Matau-a-Māui Voyaging Trust was established as a separate trust to carry it. The Chairman was unsentimental about why: "the double-hulled waka voyages have been fantasized, mythicized and criticized by kaikōrero, historians and sceptics in the past. The opportunity to own one that could re-sail the Takitimu route through the Pacific… was too good to ignore."



Ngāti Kahungunu Iwi Inc. Board, 2013, meet inside Tautāne Station. Back row from left: Jenny Nelson-Smith, Hayden Hape, Karauna Brown, Bill Blake, Te Rangi Huata, Ngahiwi Tomoana, Rill Meihana, PJ Devonshire, Jaamin Pere, Mike Paku, Aramanu Ropiha, Jason Allen and baby Mia, Front row from left: Edina Hilton

KAHC diversified in the same period. In 2012–13 it purchased Tautāne Station at Cape Turnagain, 3,887 hectares, negotiated over eight months with the NKII Board, leased for ten years to the Taratahi Agricultural Training Centre at $620,000 a year and financed by $10 million of borrowing. It later won Tararua Farm of the Year. In 2015–16 KAHC bought a rock lobster processing facility in East Tāmaki, opened on 15 April 2016 by Kīngi Tūheitia and the Deputy Prime Minister and leased to the Fiordland Lobster Company: "now the largest single Crayfish plant in the country leveraged off our quota base."



2013 – Celebrating the purchase of Tautāne Station.



Picture taken in 2016 at the opening of the Rock Lobster Processing Facility, Ron Driver Plan, East Tāmaki, Auckland. Left to right: Te Kurataiaho Kapea, Tuku Morgan, Haami Hilton, Kīngi Tūheitia, Whatumoana Paki.

It was not all upward. In 2013–14 the Chairman opened his report with the bad news rather than burying it:

> *"Discussions with our auditors has meant we have had to revalue our shares and quota holdings in Aotearoa Fisheries Ltd, and have just learnt that our shares in AFL have been devalued by almost $6 million, due to spectacular non-performance of the company and its 50% owned subsidiary, Sealord Group… we have found ourselves back where we were five years ago in terms of Share Value in AFL. It is prudent to report this matter upfront."*
>
> — Ngahiwi Tomoana, 2013–14

A deliberate choice about hapū

The same report explains a decision that shapes the whole thirty years and is easy to miss:

> *"One of the positive tensions is the land claims within our rohe, remembering that Kahungunu and its predecessor Te Rūnanganui o Ngāti Kahungunu, prefaced that hapū would own all of the land claims, to ensure that there will be economic engines at both iwi and hapū levels, rather than a single claims entity, like all other iwi. We stand behind that decision, offering to promote, support, or assist these claims in any capacity, without interfering in each claim itself."*
>
> — Ngahiwi Tomoana, 2013–14

Ngāti Kahungunu chose not to become a single post-settlement entity. Ngāti Pāhauwera signed in December 2010, and the Chairman recorded it as a vindication: economic engines "at both iwi and hapū levels and not be reliant on the trickle down from iwi to hapū."

The cost of being asked

The 2014–15 reports record increasing external policy and regulatory demands placing considerable pressure on a small organisation. The Chief Executive of the day asked the question directly:

> *"It is possible to look at all of this activity and wonder, is it all worth it? Does this activity actually convert to outcomes that meet the needs and aspirations of our whānau, hapū and iwi? With the office now running at full speed and with little room for new activities and initiatives to be added, it is time to reflect on what our key strengths and mahi should be."*
>
> — Dr Adele Whyte, Chief Executive, 2013–14

There were losses too. In 2014–15 NKII cancelled the Rongomaiwahine Deed of Settlement following its repudiation: "disappointing for us, as it must also be for the original Rongomaiwahine negotiators." A five-council Hawke's Bay amalgamation referendum failed; the Chair's response was characteristic: "we will act as though there is amalgamation, and achieve it through successful modelling and innovative thinking."

Ruiruia ngā kākano

And in 2015 came the announcement that shapes the next era: Te Matatini 2017 secured for Ngāti Kahungunu, thirty-two years since the region last hosted it.

> *"Ruiruia ngā kākano! The seeds of Matatini have been sown for 2017. It's been 32 years since we last hosted this event, and we may never host it again in its present form. Activities under the banner of 'Kahungunu, KIA EKE! Kahungunu PLUS!', including economic, educational and employment kaupapa, will be held in the lead up, during, and after the Te Matatini event itself."*
>
> — Ngahiwi Tomoana, 2014–15

The iwi never treated it as an event to be delivered. Around it formed Te Kāhui Ōhanga o Takitimu, a collective of Kahungunu claimant groups, Taiwhenua and iwi, which developed Matariki, the

Hawke's Bay Regional Economic Development Strategy, later adopted as the regional growth strategy and recognised nationally. Te Kotahitanga Tiaki Taiao brought together environmental practitioners from hapū, Taiwhenua and settlement groups. Waitangi Day 2016 hosted the largest kapa haka regional competition the iwi had run, with fourteen teams and a zero-waste programme that diverted eighty per cent of the event's waste from landfill.

In the 2016 local body elections, thirty Māori candidates stood for councils or district health boards across the rohe. Ngāti Kahungunu supported all of them.

> *"Whānau is the key to successful iwi and we as an organisation must find the key to successful whānau."*
>
> — Ngahiwi Tomoana, 2015–16



Picture of the Pamphlet by Ngāti Kahungunu Iwi Incorporated 2016. The goal was to support whānau to stand and be a leader. This was a record year for Māori Candidates and it's improved each year.

NGĀ HUIHUINGA

The iwi calendar, 1997 to 2026

At the foot of the events report, in every annual report, the same line appears: By Kahungunu, For Kahungunu, For Everyone, Forever. Later it is joined by a commitment that reads more like a promise than a target, “to provide benefits to our members one by one, family by family in their thousands.” The events are where an iwi authority stops being an office and becomes something whānau can walk into.

The AGM at Splash Planet



AGM Pā Sports, Splash Planet

Ngāti Kahungunu holds its annual general meeting inside a family sports day at a water park in Hastings, and has done since 2005. The scale is worth setting out, because it shows what the iwi decided an annual general meeting was for. In 2008, thirty-two marae and whānau groups, 1,100 players in 66 teams, and 2,000 supporters. In 2009, 1,200 players in 76 teams and 2,200 supporters. In 2010, 1,550 sports participants across 44 volleyball teams, 32 netball, 16 touch, 20 kiddies' sports, 28 marae tug of war and 12 euchre teams, “all ferociously competing to win.” Discount coupons brought another two thousand whānau through the gates to swim, and the iwi paid for five buses to carry people in from Wairarapa, Tāmaki-nui-a-Rua and Wairoa.



Kahungunu Waitangi Day, Hawke's Bays Sports Park

Waitangi Day and Matariki



Waitangi Day grew the same way. Twelve thousand attended in 2008–09, fifteen thousand the year after, and a record turnout of more than fifteen thousand in 2011–12 at the new Hawke's Bay Sports Park, where the Mayor of Hastings told the organisers, “this is the biggest crowd I've ever seen here.”



Top picture: Waitangi Day at the Hawke’s Bay Sports Park 2012. Bottom picture: Matariki in Tāmaki-nui-a-Rua 2026



Matariki is a time to remember, give thanks, gather with whānau, and celebrate the new year with feasting, fun and festivity.



Matariki spread furthest of all. Six events drew 14,000 participants in 2008–09, with another 2,000 attending thirty-two smaller Matariki events funded by the iwi and Te Puni Kōkiri. The following year, six events and 13,500. By 2011–12 events in Dannevirke, Wairoa, Napier, Hastings and Masterton were all reporting record crowds, and 2,500 people stood in cold Masterton rain rather than miss it. Ria Hall sang. Hundreds of children entered a dance contest judged by the Rezpect Dance Crew. In 2017–18 Matariki left the rohe altogether and was held at Wainuiomata with the blessing of Te Āti Awa, where locals told the organisers it was the best event ever held there. In 2022–23 Tamatea marked it with a pre-dawn hautapu karakia on Pukekaihau hill, a ki-o-rahi tournament, a waka maimai lantern ceremony, a maramataka wānanga and an outdoor concert, and drew more than five thousand people. By 2024–25 the iwi was running eleven Matariki events across the rohe in a single winter.

Takitimu Festival



The largest gathering of the decade was not an iwi event at all but a waka one. In November 2008 Ngāti Kahungunu hosted the inaugural Takitimu Festival, bringing together thousands of descendants of the Takitimu canoe from Kahungunu, Tairāwhiti, Taitokerau, Taitonga, the Cook Islands, Samoa, Tahiti, Fiji and Tonga. Kīngi Tūheitia attended, with Pā Ariki, paramount chief of vaka Takitumu in the Cook Islands, and the King of Maupiti from Tahiti. Over twenty thousand visitors and locals came through five days of "pageantry, kinship, exploration and rediscovery through wānanga, song, dance, comedy, visual arts, food and dialogue." It was run by two hundred volunteers and staff in seven independent teams.

The iwi underwrote it to a maximum of $500,000 and the accounts show what that meant: income of $335,209 against expenditure of $656,102. Kahungunu paid roughly three hundred thousand dollars for five days of Pacific kinship, and reported the figures in the same annual report that celebrated the festival.

An event is also an economy

The commercial argument was made openly. The 2008–09 report notes that Māori businesses benefited from these events "by providing services in event management, security, labour, fireworks, entertainment and sales of food, craft, artwork, merchandise, fashion accessories, clothing and taonga." It then states the long-term goal in one line: for these events to become "the premier seasonal gathering for the region at that time of year." Three years later the iwi reported against its own target with unusual candour. "So far we have achieved that goal in Wairoa, Tamatea, Heretaunga and Tāmaki-nui-a-Rua and are not far off in the other areas."

When lockdown closed the calendar in 2020, the events team did not cancel the year. They broadcast the first Virtual Matariki from the tari, watched by more than twelve thousand people, and ran three drive-in fireworks displays at Dannevirke, Hastings and Napier that drew around fifteen thousand between them. The report records the result in four words: "Our biggest turnout ever." Fifteen years of building a calendar had produced something that could be moved, at a fortnight's notice, into a car park and onto a screen, and still be the largest thing the region had that winter.


www.tematatini.co.nz
Te Kahu o Te Amorangi
TE MATATINI
National Kapa Haka Festival
22-26 February 2017
Hawke's Bay Sports Park, Hastings

PART THREE

TE HERENGA

2016–2026

Drawing the strands together

The iwi turns its cultural, political and economic strength toward whānau outcomes and system change, is tested by pandemic, commercial loss and cyclone, and goes back to its people for the next vision.

Te Hokinga Mai o Te Matatini

2016–2017



Te Matatini Pōhiri – McLean Park, Napier

Between 22 and 26 February 2017, at the Hawke's Bay Sports Park in Hastings, Ngāti Kahungunu hosted Te Matatini for the first time in thirty-two years.

Around 45,000 people attended. Forty-seven kapa competed, with 1,880 performers. Twenty thousand discounted tickets were made available to iwi members so that whānau could be there rather than watch their own region host a celebration they could not afford to attend. That ticket decision is the whole philosophy in miniature.

It was never only a festival. Around it the iwi built the Kahungunu Festival, seventeen allied events running from February to July, drawing tens of thousands more. The roster is worth setting out, because it shows the range an iwi organisation was operating at: Waitangi Day celebrations (9,000); the Kahungunu Taikura Kuru Pounamu exhibition (5,000); the Ahuriri Light Trail (2,500), a 120-metre Māori deco wall of light reflecting in the Ahuriri lagoon; Te Herenga Waka Festival (5,000), the biggest gathering of waka hourua in Aotearoa; the Water Borne Show; the Taniwha Dragon Economic Summit (250 business leaders); the Iwi Toi Kahungunu exhibition; the Takitimu ki Rarotonga pou unveiling, opened by Pā Ariki, the Ariki of Takitumu ki Rarotonga; the Te Matatini pōhiri (7,000); the Whānau Show; the Moments to Remember Ball, at which kaumātua were presented to Kīngi Tūheitia; the Kahungunu Beach Party; Takitimu VYBZ; the Kahungunu Pāvilion (15,000); and the Pāua Club.

Kahungunu flags flew on the main street of every town in the rohe: Wairoa, Napier, Hastings, Waipawa, Waipukurau, Dannevirke and Masterton.

It was not free. NKII contributed $1.6 million to host Te Matatini, including a $350,000 fee for the hosting rights, and Kahungunu Asset Holding Company underwrote the festival. The Chairman called the contribution Kai Hau Kai, a feast for the eyes, ears and puku, and was clear about what it bought:

> *"Of course the financial investment overall was huge but we have left an indelible mark on our own peoples hearts and minds which was our main goal."*
>
> — Ngahiwi Tomoana, 2016–17

The months before it showed the same breadth, carried by the same organisation. A second Whakamana i Te Pae o Huaki-pōuri wānanga in Wairarapa in July 2016 with 130 whānau, Te Kura Reo there in October with 160. And on 24 November 2016 the Board adopted a formal resolution: "Ngāti Kahungunu opposes all oil and gas prospecting, exploration and extraction of oil and gas from all of the coastal waters and land associated with the mana of Ngāti Kahungunu." Three months before hosting the largest kapa haka festival in the country, the same Board was drawing a line on the seabed.



Te Kura Reo o Ngāti Kahungunu – Te Ara o Tāwhaki Marae.

Into the Systems

2016–2025

The years around Te Matatini show an organisation changing what it was for. Delivering programmes gave way to influencing the systems that shape whānau lives. The Chairman described it as entering new water:

> *"Te Ara Paerangi. We have entered a new phase of iwi development in which we are pushing our waka further and further out into new and exciting waters. This is as a result of settlement groups taking up activities once provided by us such as*

> *environmental, health, local government, reo and hapū advocacy which has allowed us to think beyond the horizon."*
>
> — Ngahiwi Tomoana, 2016–17

That is the consequence of the decision made twenty years earlier to let hapū own their own claims. As settlements matured, the iwi authority had to find a different job.

Benefits to Members became infrastructure. The Iwi Members ID Card launched in December 2016, with 2,500 issued by June 2017 and a drive travelling to every Taiwhenua that November. By 2017–18 twelve thousand members held cards, and funeral-support arrangements had generated significant collective savings for whānau. Membership engagement grew with thousands of new registrations each year.

Capability was built deliberately and unusually. It began with a single three-year secondment from the Ministry of Social Development in 2014–15, bringing Chrissie Hape into the tari to develop a repatriation and restorative justice pathway; she would become Chief Executive in July 2017. By 2018–19 secondments were an explicit model, embedding specialists across housing, employment, education, Oranga Tamariki and social-system reform. Rather than bidding for contracts to deliver services, the iwi brought the system's own people inside and put them to work on Kahungunu priorities.



From left: Tracee Te Huia, Taine Randall, Chrissie Hape, Ngahiwi & Mere Tomoana, and Jonathan Dick

Kahutia was established in 2018–19, combining forestry, indigenous planting, carbon sequestration and economic development. In December 2018 a senior analyst strengthened environment and natural-resources capacity. In August 2019 Ngāti Kahungunu hosted the National Iwi Chairs Forum and an economic summit, and Te Reo Ki Tua drew approximately a thousand participants.

The partnerships multiplied. Te Pae Oranga, the iwi community panels run with New Zealand Police and delivered by Te Taiwhenua o Heretaunga, launched in August 2017, diverting low-level offenders from the courts to a community panel. A kawenata with the Department of Corrections brought Errol Kalmancsi into the tari to help whānau leaving prison into work. Te Wero and Oranga Tamariki co-designed an external facilitation process for Family Group Conferences, and a demonstration pilot supported ten pakeke raising their mokopuna, deliberately small, and designed to generate the evidence that would change the system.

The reach was not only domestic. Under the name Kahungunu Pōkaiao, and on behalf of the National Iwi Chairs Forum, NKII led trade and enterprise delegations to China, Japan, Malaysia, Australia and the Middle East, working through a relationship with the United Arab Emirates, and worked with the Ministry of Foreign Affairs to test every Free Trade Agreement against Te Tiriti and the Wai 262 claim. It is the most substantial international dimension of the thirty years, and almost nothing of it is in the chronology.

There were wins that had nothing to do with any of this. In 2017–18 Hastings became the first official GMO-free area in the country, with NKII providing evidence and working alongside the District Council to defeat Federated Farmers' appeals in the Environment Court. The same year, after the Board's 2016 anti-oil resolution, the Government stopped offering blocks for petroleum exploration, "stating that our future is not in fossil fuels". And Jeremy Tātere MacLeod won both the individual award and the Huia Te Reo supreme award at the 2017 National Māori Language Awards, and dedicated them to Ngāti Kahungunu.

Housing appeared for the first time in the Board's stated priorities for 2017–18, ranked third behind Mātauranga and Te Reo and Economic Development, with a commitment to "develop the Ngāti Kahungunu Iwi Housing Strategy that will provide whānau with opportunities for happier healthy living." Within five years it would be the largest thing the organisation did.

Membership grew steeply through these years: 30,045 registered in 2017–18, and 36,883 by 2020–21. In 2018 NKII became the first mandated iwi in Aotearoa to partner with a funeral home, signing with Simplicity Funeral Services so that the benefit reached whānau wherever in the country they lived.

It was not a wealthy period for the tari. The Chief Executive was candid about the year's reported surplus:

> *"Financially we registered a surplus, however, this is due to an unplanned advance from the Kahungunu Asset Holding Company before the end of the financial year. This surplus will be set aside for the coming financial year to help off-set the advance alongside targeted cost savings and raising further revenue."*
>
> — Chrissie Hape, Chief Executive, 2017–18

By 2020 the reports describe NKII as an advocate, strategic partner and commissioning body rather than simply a provider. That sentence is the hinge of Part Three, and in 2020–21 it became concrete, when NKII took on its first commissioning role, for the Kaiarataki Service under Paiheretia Te Muka Tāngata, with Te Puni Kōkiri as service lead.

Our Mokopuna

In the 2018–19 year Oranga Tamariki attempted to uplift a Kahungunu pēpi in Hastings. The Chairman of the following year described it in six words: "a baby from her mother's breast."

What happened next is recorded plainly by the Chairman at the time. "The traumatic events surrounding the attempted child uplift in Hastings was quickly managed by community members, leaders and supported by our internal capacity which was fortuitous in the first instance and revealing in its unfolding." Fortuitous, because the iwi had spent the previous two years placing government secondees inside its own office; revealing, because it showed what that capacity was actually for. The heading he wrote above the paragraph was the argument in four words: He kura te mokopuna, tiakina.

The Chief Executive named the people who stood in the way:

> *"The attempted uplift by Oranga Tamariki was a tearful reminder of the adverse effect of Crown systems on whānau and the fabric of our whakapapa. The need to be diligent and steadfast in our commitment to whānau was demonstrated by our community champions Jean Te Huia, Ripeka Ormsby and Des Ratima. This and the resulting statement by our Chairman 'Not one more baby…' has cast the lens on these systems and policies both within government and by iwi/Māori."*
>
> — Chrissie Hape, Chief Executive, 2018–19

A year later that phrase had hardened from a statement into a position. The Chairman: "We told ourselves that 'Not one more child! Not one more baby will be taken away or uplifted' without consultation with whānau, hapū and iwi." The Chief Executive, more precisely still: "'Not one more baby will be taken away or uplifted' continues to be our approach with Oranga Tamariki."

The groundwork was older than it looks. A Criminal Justice Colloquium in 2008–09, a three-year research project on the impacts of the criminal justice process from 2011–12, a community justice panel at Pukemokimoki. The iwi had been building an argument about justice for a decade before it had the standing to press it. And the specific instrument was already being built: Amuri Te Huia, seconded from Oranga Tamariki, had joined the tari with a brief "to develop a strategic partnership agreement for early prevention and intensive interventions for Kahungunu whānau." The agreement signed in March 2021 began as a job description in 2018–19.

Kōrero Mai Whānau followed, led by Dr Aria Graham. Its method was to carry whānau voice unfiltered; its product was a report taken directly to Ministers and senior officials. The Chief Executive's account of it is the most restrained sentence in the whole record: "The hurt that was felt and the unresolved actions resonated with many when we shared this report with Ministers and Senior Officials."



Picture taken at the NKII office, 2021. From left: Ngahiwi Tomoana (Chair), Chrissie Hape, Minister of Oranga Tamariki – Hon. Kelvin Davis, and Tā Wira Gardiner

Then the formal architecture accumulated: a Strategic Partnership Agreement with Oranga Tamariki in March 2021; Paiheretia Te Muka Tāngata with Te Puni Kōkiri and Ara Poutama from early 2021, supporting tāne Māori and whānau navigating the corrections system; the Māori Pathways partnership in April 2022; and in May 2022 a Strategic Partnership Agreement with New Zealand Police, beginning Te Paerewa. In May 2022 Te Kura hosted the Police Commissioner.

Family harm was addressed with the same seriousness. A Te Kura project team was established between December 2021 and April 2022, and in December 2023 the Te Kura Family Safety System launched, a secure web-based multi-agency database, access limited to Police-vetted users, operating under the Family Violence Act 2018. Papa Pounamu was developed as a physical village providing multi-disciplinary support to whānau.



Launch of Te Ara Mātua at Waipatu Marae, 2023. From left: Bayden Barber (Chair), Ngahiwi Tomoana (former Chair), Jean Te Huia, Minister of Oranga Tamariki – Hon. Kelvin Davis, and Chrissie Hape

Te Ara Mātua Pathway Plan was launched at Waipatu Marae on 26 April 2023, one of nine such prototypes nationally. Wānanga hubs opened in 2023–24, and by 2024–25 Te Ara Mātua hubs were operating in Hastings and Napier.

Alongside it, Te Ao Mārama engaged more than a hundred system-experienced whānau and kaimahi and collected over a thousand stories, producing fifteen key insights, eleven priority opportunities, and a report titled Undiluted Voices of Whānau. A podcast followed, reaching more than forty episodes.

The work was measured, and it worked. A three-part evaluation of Paiheretia Te Muka Tāngata's first three years found a social return on investment of $3.72 for every dollar invested.

And then, in 2024–25, it was discontinued due to government reprioritisation. The report records the ending without bitterness: "its legacy continues to shape how we advocate for justice reform." A book that records only the launches would miss the point of this chapter entirely.

Whai Kāinga

K3 Development Limited Partnership was established in September 2020, connecting housing construction with Māori trades apprenticeships, social procurement and the growth of Māori-owned trade businesses.

The model is the point. Building houses solves one problem; building the workforce that builds them solves several. Apprenticeships expanded from 65 toward 130 opportunities, supporting dozens of Māori-owned trade businesses. Every house was also a qualification and a contract kept inside the rohe.

In June 2022 the iwi signed Heads of Agreement for Whai Kāinga Whai Oranga, becoming one of four iwi housing prototypes nationally, selected to test solutions across rural, urban and metropolitan communities. A Programme Development Partnership Agreement followed in December 2022 providing for 131 houses, with $45.3 million granted to the iwi. The prototype was branded Kahungunu Kāinga.

The programme deliberately covered the whole range: papakāinga on ancestral land, social rental, affordable housing, repairs, and pathways toward ownership. By 2024–25 it was visible on the ground: twenty homes completed at Ōtāne alongside other papakāinga developments. One project "which will house 5 generations languished for 8 years" before the housing team brought it to viability.

K3 itself did not survive. On 17 June 2024 the partnership was formally resolved to be wound up, and NKII decided to manage the housing builds directly, taking over seventeen homes at frame-and-truss stage from K3's offsite manufacturing facility and completing them into the iwi's affordable rental programme. The iwi stated its intention to continue the Māori trades training programme K3 had begun.



Picture taken in June 2022, in Wellington at the signing of the Heads of Agreement for Whai Kāinga, Whai Oranga

Ngā Whakamātautau

2019–2023



Picture taken in the NKII Tukituki Board Room as a COVID-19 Promotion, showing our united effort with the Hastings District Council and Health Hawke's Bay to do the right thing and mask up. From left: Nigel Bickle, Chrissie Hape and Henry Heke.

Lockdown began on 25 March 2020 and ran seven weeks. Normal iwi operations stopped and something else took their place.

In partnership with the Hawke's Bay District Health Board, NKII established the Tihei Mauri Ora Centre, a distribution outlet for resourcing vulnerable elderly and needy families. Special COVID funding came from Te Puni Kōkiri, the Ministry of Social Development and the District Health

Board, and NKII passed it straight through to the Taiwhenua, who ran seven Community Hubs across the rohe. Henry Heke and Patrick Le Geyt of the District Health Board are named for their advocacy and coordination; among those who ran the response were Gail Titi, Wi Ormsby and Brenda Ferguson.

The model was not invented for the pandemic. The Chairman is explicit that it came from the work described in the previous section:

> *"Our Toiora working group have proven a successful model in working with government agencies on behalf of whānau. The Tihei Mauri Ora (COVID-19) centre that was established to support whānau communities and ethnic minorities was built on our Toiora model and was able to reach our whānau during that time. In my view, these models are the only way forward if we are to be truly effective for the betterment of whānau."*
>
> — Ngahiwi Tomoana, 2019–20

The response was never limited to iwi members. The hubs supported "Māori whether tangata whenua or matawaka and non-Māori who live in the rohe of Kahungunu." The Communications Manager put the principle more directly: "in a world pandemic we help all, not just registered members. It's the Māori way."

What the pandemic demonstrated was the value of something the iwi had spent twenty years rebuilding, and the annual report says so in terms no consultant could have written:

> *"Ngāti Kahungunu Iwi Incorporated partnered with the Hawke's Bay District Health Board and established the Tihei Mauri Ora Centre… The partnership was one thing, but the existing structure from iwi to Taiwhenua, marae and communities was wonderful to see in action. Central, regional, and local government authorities recognised that Māori organisations were able to respond with greater rapidity and greater reach into communities, more than they could ever achieve. We should never take for granted our natural ability to manaaki and do what is needed, when it is needed."*
>
> — Our Year at a Glance, Annual Report 2019–20

The Chairman drew the same conclusion about structures he had elsewhere called clunky: "they came into their own during COVID-19 lockdown, proving the wisdom of our past leaders." The Chief Executive was blunter still: "many thought it would expose our weaknesses and our disconnection. However, what it proved is marae, hapū, Taiwhenua and iwi constructs are strong, well connected and have the ability to reach many whānau that others could not."

It was not seamless, and the reports do not pretend it was. The Communications Manager recorded that the shift to digital left the people who most needed help behind: "the most vulnerable and our taonga whom needed us the most don't use computers phones or any kind of electronic device", and that with several networks operating at once "the support was varied with some receiving more help than others." The accounting signature of the whole effort is a single line: hauora expenditure rose tenfold in one year, from $54,279 to $551,709.

What could not be held was cancelled: most Matariki events, the Fish Hook Summit, Te Reo ki Tua. What replaced them was invented. The first Virtual Matariki was broadcast live from the tari and

watched by more than 12,000 people on the night. Three drive-in fireworks displays followed at Dannevirke, Hastings and Napier, drawing around 15,000 between them. “The results were amazing. Our biggest turnout ever.”

Support continued well past the first response. Between November 2021 and January 2022 NKII supported vaccination clinics while Taiwhenua Tihei Mauri Ora hubs provided isolation and whānau-support packages.

The organisation adapted internally too. The first virtual AGM was held in November 2021. Communication increased rather than contracted: from July 2020 Tihei Kahungunu moved to fortnightly publication, and in April 2022 it published its hundredth edition, seven years after launching as an insert with Hawke’s Bay Today. Te Wānanga Whare Tapere o Takitimu opened a campus in the Cook Islands.

In February 2022 Waitangi Day was cancelled for the first time ever under red-zone restrictions, along with every major Waitangi gathering in the country. The following April, post-lockdown kaumātua wellness hui were held in Heretaunga and Wairoa.

The commercial cost of COVID was severe. This part of the story is about what the network proved it could do.

Risk, Loss and Renewal



Picture taken at the opening of Takitimu Seafoods in Napier, 2019.

On 8 April 2019 Kīngi Tūheitia Pōtatau Te Wherowhero VII cut the ribbon on Takitimu Seafoods before six hundred people, following KAHC’s acquisition of the former Hawke’s Bay Seafoods business. The Chairman called it a thirty-year moemoeā: “to hold the total business and activity of fisheries by restoration of our whakapapa with Tangaroa.” The Chief Executive was more measured

on the day: the company, “like any other new business is still working through its ‘storming and forming’ phase”, but no less clear about the ambition: it shifted the iwi “from a passive to an active player in this sector.”

The move had been building. In 2016–17 KAHC entered Pania Reef Fisheries with HBS Tuna as a fifty-fifty partnership, which bought the 34-metre deep-water trawler Glomfjord; it arrived in Nelson from Denmark in March 2017, was refurbished, and began fishing that July.

The logic was sound and had been building for a decade. Leasing quota earns a return; operating a business earns a margin, employs Kahungunu people and builds capability the iwi keeps. Every settled iwi faces the same question, and Kahungunu answered it in the direction of doing the work itself.

The timing was as bad as it is possible to be. The company lost $1,574,212 in its first part-year. In 2019–20 it traded $22.9 million and lost $3,583,729, with negative working capital of $3.2 million and a going-concern note in the accounts. The same report contains a contradiction it never resolves: the Chairman writes that Takitimu Seafoods “flourished as it cut through into new innovative sectors”, while the KAHC Chairman, three pages away, writes that “the success of Takitimu Seafoods continues to elude, and will be a primary focus for the year ahead.”

Then 2020–21, the worst financial year in the entire thirty. Takitimu Seafoods lost $6,178,505; Pania Reef Fisheries was impaired by $5,521,122; the group recorded a deficit of $9,464,497 and group equity fell from $67.27 million to $57.39 million. The Glomfjord was sold to a South African company in April 2022. In 2021–22 KAHC’s position meant the iwi dividend was withheld, and the Chief Executive named the consequence plainly: “the flow on to the Tari can be seen in the end of year financial position which shows a significant deficit which is equivalent to the dividend withheld.”

In May 2022 a Reset and Rebuild restructure of Takitimu Seafoods was endorsed, reducing forty staff and entering a new supply partnership with Moana NZ. Eight months later it was not enough.

> *“On the 4th of April, the difficult decision was made to close Takitimu Seafoods. This was because the company had lost $14.9m over the past 3 years and was forecasting another significant loss for the current financial year, despite restructuring 40 staff only eight months earlier. The closure resulted in the loss of 33 jobs… This has limited the ability of NKII to provide benefits to whānau and Taiwhenua. We have not offered scholarships to students this year along with a range of other service cuts. Again we don’t have the financial ability to do so… I implore our people to be patient and allow our KAHC directors to return our iwi to a stronger financial position.”*
>
> — Bayden Barber, Chairperson’s Report, 2022–23

Thirty-three jobs, and no scholarships for a year: the first break in a benefit the iwi had paid without interruption since 2001.

One detail belongs at the end of it. Takitimu Seafoods closed on 4 April 2023, seven weeks after Cyclone Gabrielle. In its last operating days it gave away eight tonnes of fish and ice to cyclone-affected marae.

He Hurihanga Rangatira



Elected Chairman, Bayden Barber 2022- current

On 26 April 2022 the triennial Board election ended Ngahiwi Tomoana's twenty-six years as Chair. Bayden Barber received 2,273 votes; Ngahiwi Tomoana 1,787. In the kaumātua election held the same day, Haami Hilton took 668 votes and Jerry Hapuku 490. The new Board was welcomed onto Waipatu Marae on 10 June and met that afternoon.



Twenty-six years is almost the entire life of the organisation to that point. Nearly everything in Parts One and Two happened under one chairmanship: the vision, the hīkoi, the settlement, the strategies, the festival.

What the reports capture, unusually, is the day itself, in three voices.

> *"Soon after the results were declared yesterday, staff were encouraged by the outgoing Chairman, Ngahiwi Tomoana, to 'look forward and do your best for our iwi and stay focused on what's most important'. 'We were encouraged to support Bayden to be a great leader for our people.' Tears and anxiety were replaced with courage and strength."*
>
> — Triennial Board Election Report, 2021–22

> *"Firstly I would like to acknowledge the extensive body of work our previous chair, Ngahiwi Tomoana has contributed to the well-being of Ngāti Kahungunu. His tenure as chair for the past twenty-six years is unmatched in Māoridom and thus should rightly be acknowledged for his commitment to the advancement of our people."*
>
> — Bayden Barber, Chairperson's Report, 2021–22

> *"Ko ngā mihi nui, mihi roa ki a koe, Ngahiwi. Kua rangatira tō iwi i a koe. Ka tukua koe kia rere i te ao ki te whai i tāu i pai ai, me tō mātau mōhio e kore koe e tawhiti i ngā kaupapa ā-iwi. Nau mai rā, Bayden, me ngā tūmanako o te iwi whānui kei ō pakihiwi e mau ana. Kotahi anake te ara, ko te ara whakamua."*
>
> — Chrissie Hape, Chief Executive, 2021–22

The Director of Te Reo, Tikanga and Mātauranga added a fourth: "Ngahiwi — nāu au i tangata ai i tēnei ao, i eke ai ngā mahi whakarauora reo, i āhei ai ahau te mahi i ēnei mahi." And Te Rangi Huata closed the Special General Meeting by quoting the late Dr. Moana Jackson, who had died the month before: "Life is a never ending journey of new beginnings."

The same year carried its own affirmations. Te Reo Ki Tua drew a thousand participants in September and Kura Reo was fully subscribed at EIT in October. In November, Wharerangi Marae was formally reopened at dawn. Dr Jeremy Tātere MacLeod was awarded his PhD. In July, twenty-two graduates came out of the first cohort of Te Pōkaitara, Kahungunu's institute of te reo excellence.

And in July 2022 NKII convened something that had never happened before: a retreat bringing together the iwi authority, the Post Settlement Governance Entities and the Taiwhenua. "It was the first time all of these entities had met to have this kōrero." A generation after the decision to let hapū own their claims, the iwi was working out what kotahitanga meant in a post-settlement rohe.

Te Anga Whakamua

A change of chair is usually where an organisation restates itself. What the new Board produced instead, in Te Anga Whakamua, was a statement of continuity. The vision was left exactly where it had been since 2001: Te Ao Mārama, ki te whaiao ki te ao mārama, the continuous pursuit of excellence. The strategic priorities were listed as remaining, not replaced: tino rangatiratanga, participating citizens, strong vibrant and healthy whānau, culturally strong, healthy environment,

economically strong. Twenty-one years and three chief executives after Kahungunu 2026 was carried to eighty-six marae, the new Board took the same words forward without amendment.

What it did change was the horizon. Kahungunu 2026 had looked twenty-five years ahead. Te Anga Whakamua says the iwi must "continue to acknowledge ngā piki me ngā heke and look towards the next 200 years," and then sets out what that looks like: leaders who continue to stand proud and tall; Kahungunutanga visible and heard, "we hear our reo and our mita"; mokopuna who know who they are, with the pūrakau still being shared in homes, on marae and through schools; whānau safe and happy and "leading the lives they desire"; and a Kahungunu that is "politically, legally and physically strong," carrying a collective voice "here, and globally."

The document is also, read carefully, an inventory of everything the previous fifteen years had built. Under collective strengths it names the political voice that produced "not one more child." It names the housing model in the words the housing team had been using, "if the kaupapa is right homes will be built," and commits to more than 150 homes. It names partnering and commissioning as a way of working, with more than $6 million of new opportunities unlocked into the Taiwhenua rohe. It names Taiwhenua leadership as a distributed model that recognises the tino rangatiratanga of each Taiwhenua, and cites the COVID-19 response as the proof of it. Every one of those is a capability described somewhere in the preceding chapters. The strategy did not invent them. It wrote them down.

Under how the iwi would get there, the partnerships are listed by name: Health, Justice, Corrections, Police, the Ministry of Foreign Affairs and Trade, Te Puni Kōkiri, the Ministry for Housing and Oranga Tamariki, together with more than $10 million of new whānau-based support. The opportunities section is equally specific, and in places surprising for a strategy document: marae holding reo resources so whānau can learn and use them; open and joint planning across manawhenua, hapū and Post Settlement Governance Entities; and an instruction to "explore and expand the Wairoa model of collaboration," which sets out social, economic, environmental and cultural pou to inform who does what.

The plainest line in it is about money, and it is a quotation from a whānau member rather than from a manager: "we used to have our own trade and grow our own whānau income, we must strengthen our whānau economy." The document puts the same thought in its own words a paragraph earlier. "The iwi can only be strong if whānau and hapū prosper."

Te Anga Whakamua closes on Pinepine te kura, and on the line that gives the strategy its method: kia whakangungua koe ki te kahikatoa, you are to be ritually strengthened with the kahikatoa. The heading above that section of the plan reads Whakangungua ki te kahikatoa, growing our people. An organisation that had just lost a seafood company and was about to meet a cyclone chose, as its organising image, a child being made ready for the thorns of the world.

Te Waipuke

Cyclone Gabrielle struck on 14 February 2023.

> *"The year started with the biggest cyclone of its kind in recorded history. Gabrielle has been the biggest natural disaster to impact Ngāti Kahungunu in a generation. Seven of our marae communities were devastated, Pōrangahau, Ōmāhu, Waiohiki, Mōteo, Pētane, Tāngōio and Takitimu along with many other communities throughout greater Hawke's Bay, with losses in property, infrastructure, homes*

> *and sadly lives of people. Since the 14th of February when Gabrielle hit there has been a huge outpouring of aroha and manaaki. From whānau bringing their shovels to help dig out silt from homes to the $1.4m of cash donations and in-kind support from ngā iwi o te motu. Kīngi Tūheitia came to Ōmāhu and listened to the concerns of the impacted marae. He then flew to Wairoa and Tāngōio to support the response and recovery work."*
>
> — Bayden Barber, Chairperson's Report, 2022–23

Naming the seven marae communities matters. This was not a regional weather event; it was Pōrangahau, Ōmāhu, Waiohiki, Mōteo, Pētane, Tāngōio and Takitimu.

The iwi's housing and social teams pivoted within days. Recovery delivered approximately $1.2 million in koha to affected marae, ten welfare containers, eighty-six temporary cabins and a Temporary Accommodation Service at Ōmāhu, developed with Te Piringa Hapū and funded by MBIE as Utaina Ōmāhu: eleven houses plus civil works and infrastructure. Fourteen of the hundred cabins were handed back to the Ministry so that Maungaharuru Tangitū could house their own affected whānau at Tāngōio. Thirty-four papakāinga houses across nine projects were approved during the recovery, linking the response to the wider housing programme. By 2024–25 thirty-seven cyclone-affected homes had received critical repairs.

Of the many donations, the communications team recorded one:

> *"In a plea to the wider community for financial donations, we continue to feel overwhelmed by the kindness and love from people all over the world. The smallest financial donation was from a young girl who gave half of her weekly allowance ($1.50) to support other children."*
>
> — Ruth Wong, Smart Services report, 2022–23

Three years after COVID, the same network answered again. And the Chairman ended the cyclone year by refusing to let it be the story:

> *"Although we have been inundated with Cyclone recovery work, the next Cyclone is that of Kahungunu success and Māori success! There are no banks that can stop this success from flowing throughout our rohe! We will excel in all areas such as health, education, business, Te Reo Māori, environmental protection, sports and the list goes on. This is the time for Kahungunu to shine!"*
>
> — Bayden Barber, 2022–23

Kahungunu 2050

2023–2026

The final years of the thirty are years of gathering, and of headwinds.

> *"These have been unprecedented times for our iwi, our hapū and marae. Nowhere in our history have we had to deal with the devastation of Tāwhirimātea directly followed by the political headwinds we are experiencing today."*
>
> — Bayden Barber, 2023–24



Picture taken at Waimārama 2023 at the Hui ā-Iwi, Raina Ferris, Daphne Moeke, and Bayden Barber.

Hui ā-Iwi at Waimārama Marae in December 2023 began an intensified period of political mobilisation. On 31 May 2024 the Hui Taumata at Ōmāhu Marae drew more than 3,500 people, thirty thought papers and more than twenty-five speakers, focused on kotahitanga. Te Amorangi ki Mua was established as a working group and Kotahitanga Hui ā-Motu was hosted at Ōmāhu. The National Iwi Chairs Forum came to Heretaunga.

The iwi opposed and submitted against the repeal of section 7AA of the Oranga Tamariki Act, the Fast Track Approvals Bill, and the abolition of Māori wards, the last of these led personally by the Chair, and it signalled it would submit against the Treaty Principles Bill. It sponsored the Toitū Te Tiriti hīkoi to Parliament. The reports are plain that a changing policy environment affected programmes and funding, requiring the iwi to defend its interests while reviewing or repositioning some initiatives, and one forum, on education and STEM, was discontinued outright.

Taiao advocacy intensified across freshwater, groundwater, resource-management reform, fast-track legislation and fisheries. There were wins: recognition of Hawke's Bay outstanding waterbodies through a successful Environment Court ruling, and in February 2025 a High Court victory on the Maraekakaho quarry consent, led by Te Taiwhenua o Heretaunga. There were losses too: the TANK plan hearings decision, which the report records as favouring economic sustainability over Te Mana o Te Wai. The Taiao team carrying all of this was 1.8 full-time equivalents.

Culture and education expanded throughout. In August 2024 Toitū Te Reo was held in Heretaunga with Kauwaka and Hastings District Council, modelled on the Welsh Eisteddfod, drawing several thousand people. The first Kahungunu Takiwātanga Wānanga extended the iwi's wellbeing and

mātauranga work to neurodivergent whānau, supported by the Taonga Takiwātanga Charitable Trust. In January 2025 the inaugural Kahungunu Mātauranga Symposium brought educators, whānau and officials together, with an awards night at which Hayden Hape was named overall champion.

Two developments point forward. Tihei Takitimu, the local Iwi Māori Partnership Board, was developed by NKII to commission health services, the iwi having advocated for a single board across the rohe, while the Taiwhenua and settlement entities preferred three. And in 2024–25 the iwi announced Te Toka Tū Moana o Ngāti Kahungunu, a Kahungunu Health Authority, "a waka to drive health and well-being for our people. Kua takoto te mānuka, ā, mā mātou anō te mānuka e hiki!"

In December 2022 Ngāti Kahungunu ki Wairarapa Tāmaki-nui-a-Rua signed its settlement with a Crown apology, leaving only the Ngāti Ruapani settlement outstanding. The rohe was becoming, as the Chairman put it, post-settlement, and the iwi authority was working out what it was for in that world.

In 2024–25 the 200th anniversary of Te Pakanga o Pakake was commemorated, and Tihei Kahungunu marked ten years.

Going back to the people

The next vision began earlier than the record suggests. In his very first Chairperson's Report, in 2021–22, Bayden Barber was already asking where the iwi wanted to be by 2050, and the four Chair's reports that follow trace the consultation year by year.

In June and July 2025 the iwi went back out to its people, kanohi ki te kanohi, across every Taiwhenua and to the Northern and Southern Taura Here and asked the same question it had asked in 2001: what future do we want, and for whom? A triennial Board election that year established the Board for the 2025–28 term. Kahungunu 2050 was scheduled for presentation at the AGM on 22 November 2025, alongside constitutional amendments required by the Māori Fisheries Amendment Act 2024 and the new Incorporated Societies regime.

Kahungunu 2050 carries the vision forward unchanged for a third time: ki te whaiao, ki te ao mārama, the continuous pursuit of excellence. What changes is the shape beneath it. Where Kahungunu 2026 produced seven long-term areas of development, Kahungunu 2050 sets five pou.

Whānau wellbeing, expressed as whānau who are strong, thriving and living long lives, carried by Te Ara Toiora. Culturally strong, meaning whānau connected to Ngāti Kahungunu pā and marae and growing te reo me ōna tikanga. Economic independence: our people are prosperous, our assets are growing. Te Taiao and climate resilience, which asks for active kaitiakitanga, reconnected with and restoring whenua, awa and moana, and for the iwi to lead climate resilience "by caring for our Taiao as our tupuna did." And mātauranga, framed as education and succession: bold, brilliant Kahungunu leaders in all areas, and mokopuna equipped to be prosperous and self-determining.

Two things are worth noticing. Climate resilience is new. It appears in no earlier iwi strategy in this record, and it arrives in the vision two years after Cyclone Gabrielle. And mātauranga is now paired with succession, which is a quiet admission that the generation who built this organisation will not be the generation that carries it to 2050.

Twenty-four years separate the two consultations. The organisation that went out in 2001 was small by choice, freshly out of receivership, had just terminated its government contracts and let staff go, and was asking its people for a mandate as much as for a vision. The organisation that went out in 2025 held an intergenerational asset base, ran housing and justice partnerships with the Crown, had hosted Te Matatini, answered two disasters, and had just closed a company at a loss of $14.9 million. It was asking a question it had earned the right to ask, and asking it with fewer illusions.

That is the shape of the thirty years, and it is not a circle. It is a spiral: the same question asked from a different height.



Whānau from Tamatea Taiwhenua contribute to the Ngāti Kahungunu Iwi Inc. 2050 Vision.



Whānau from the Southern Taura Here contribute to the Ngāti Kahungunu Iwi Inc. 2050 Vision.

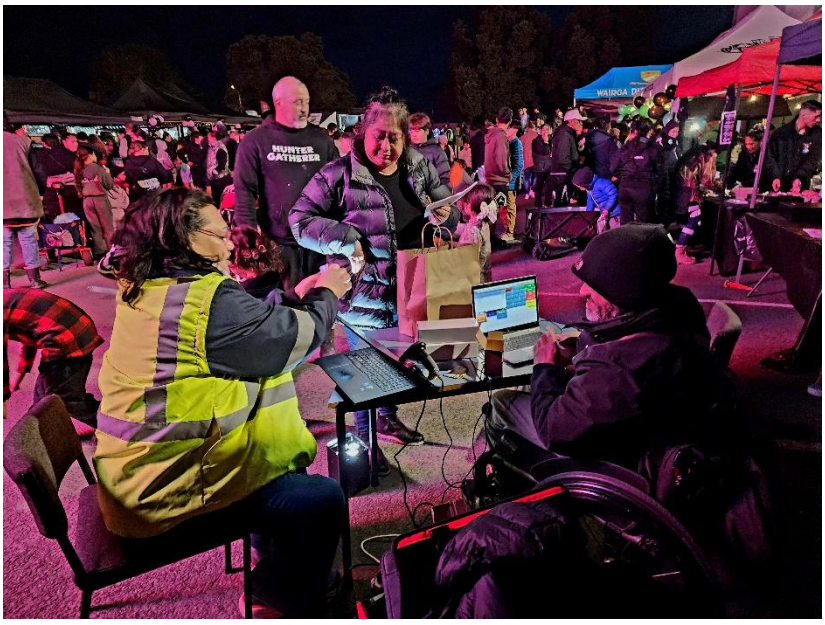

OUR VISION
'Ki te whaiao, ki te ao mārama'
'The continuous pursuit of excellence'
Whānau Wellbeing and Hauora
Te Taiao (Environment) & Climate Readiness
KAHUNGUNU 2050
Mātauranga (Education and Succession)
Kāinga (Housing) and Economic Independence
Rangatiratanga and Political Representation

Te Rēhita: the register in the thirtieth year

At 30 June 2026 the Ngāti Kahungunu Iwi Incorporated register held 42,661 members, an increase of 1,641 over the year. Set against the figures earlier in this book, that is the clearest measure of what thirty years of asking people to come forward has produced: a little over 13,000 registered in 2003, 15,700 in 2005, 30,045 in 2017–18, 36,883 by 2020–21, and 42,661 in the thirtieth year. The register has more than tripled in twenty-three years.

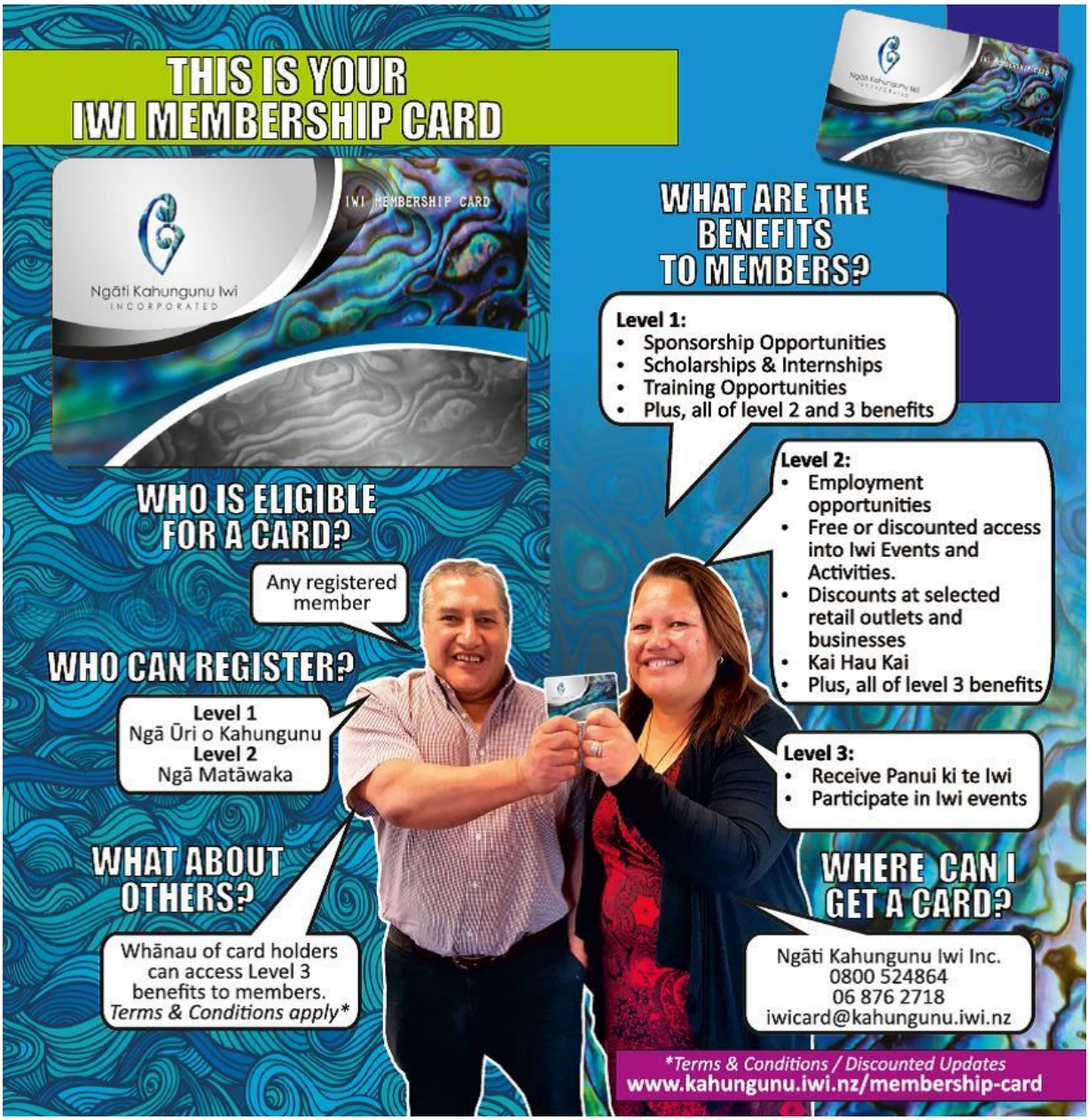
Of the new registrations in the year, 65 per cent came from Heretaunga and Wairoa. The full distribution is set out below.

Rohe	New members	Share
Wairoa	562	34%
Te Whanganui-a-Ōrotu	126	8%
Heretaunga	514	31%
Tamatea	112	7%
Tāmaki-nui-a-Rua	32	2%
Wairarapa	292	18%
Northern Taura Here	2	
Southern Taura Here	1	
Total	1,641	



NKII Staff members Ruth Wong and Kerrin Fair giving out Free Food Vouchers to Iwi Members at the Wairoa Matariki Event 2026

The same figures carry two problems the iwi has named rather than hidden. Nineteen per cent of the register, 8,234 members, has an incorrect address, because whānau move and the register is not told; the office has set itself the goal of bringing that below 15 per cent. And 3 per cent, 1,668 members, have no date of birth recorded, which means they could not take part in iwi elections. Those are not administrative details. An iwi authority that cannot reach one member in five by post, and cannot enrol one in thirty to vote, is carrying a democratic problem as much as a database one. On the other side of the ledger, 27 per cent of the register, 11,668 members, have asked for an iwi membership card, which is the benefit that began as 2,500 cards in June 2017.





Some benefits include:

- Scholarships
- Sponsorships
- Free Entry into events
- Free Food Vouchers
- Customer Discounts
- Free Training Opportunities

HE TIROHANGA WHAKAMUA

Looking forward

Thirty years of Ngāti Kahungunu Iwi Incorporated show an organisation repeatedly holding things in balance that are not naturally in balance: tikanga and law, whānau aspirations and government systems, cultural leadership and commercial responsibility, the crisis in front of it and the generation it will never meet. The Chairman of 2007 called them the twin illuminators: "possessing a cultural bank of knowledge that is replete and building an economic reservoir that will never run dry."

So much has been built. A vision drawn from 86 marae. A settlement received and grown into an intergenerational asset base. A reo strategy with a twenty-one-year horizon that won the Supreme Award at the National Māori Language Awards and was still fully subscribed in its seventeenth year. An environmental strategy that refused the Crown's categories and won in the Environment Court. A wellbeing framework with the iwi's own indicators. Partnerships that put whānau voice inside the systems that had excluded it. Houses, and the apprentices who built them. And twice, at short notice, a network that reached its own people faster than the state could.

The end of Te Herenga therefore brings the story back to where Te Terenga began: an iwi once again going out to its people, asking what future they want for their tamariki and mokopuna, and building the next long-term vision together.

NGĀ MIHI

Acknowledgements

This book was drawn from the archives of Ngāti Kahungunu Iwi Incorporated, and it could not have been written without the team at the tari. They found the records, filled the gaps in the run of annual reports, chased names and dates that appear nowhere in the files, and gave their time to a project that sat on top of everyone's ordinary work.

Particular thanks are owed to Aramanu Ropiha and to Ngahiwi Tomoana. Between them they carry more of this story than any document holds, and much of what is recorded here of the founding years exists only because they were willing to sit down and recall it.

Thanks are owed also to the whānau of those named in these pages who are no longer with us, and to everyone who has served this organisation across thirty years, whether their name appears here or not.

Any errors that remain are the writer's own. Corrections and additions are warmly welcomed, and this record should stay open to them.

APPENDIX ONE — NGĀ KAIMAHI



Staff of 2002 – Top from left: Stella August, Ruth Wong, Danielle Keil, Lisa O'Connor. Bottom row from left: Helen Barlow, Aramanu Ropitini, Carol Waikari

Staff Roll of Service, 1996–2026

Purpose. This roll records the names of people employed by Ngāti Kahungunu Iwi Incorporated during the thirty-year period, as evidenced in the annual-report record. The years shown are annual-report years in which each person is recorded, rather than verified appointment dates. "Present" means serving in the thirtieth year, 2026. Surviving records for 1996–2000 are scarce, and the absence of a name is not evidence that a person did not serve. Every effort has been made to compile this roll accurately.

This roll will not be complete. Those most likely to have been missed are secondees and long-term contractors.

Te Tari, 2026

The staff of Ngāti Kahungunu Iwi Incorporated in the thirtieth year.

Ana Carroll	Kerrin Fair	Rowena Batt-Woods
Andrea Blackler	Krystal Ederveen	Ruth Wong
Angel Eru	Krystal Haimona	Shade Smith
Annie Sutton	Leah Young	Sheena Clearwater
Chris Karaitiana	Leila-May Davis	Stacey Tua
Chrissie Hape	Melissa White	Steve Gordon
Danielle Keil	Michelle Ferris	Talya Raukawa

Daveen Kupa	Neerod Hapi	Tawehi Munro
Georgina Te Amo	Ngaio Tiuka	Te Rangi Huata
Hine Hape	Nicosia Webster	Te Uira Meihana
Jane Cunningham	Okeroa Kupa-Elliott	Tori Paewai
Janice Stevens	Patrick Hape	Trinity Brown
Kelly Allan	Rawinia Lewis	

Ngā Kaimahi Tuatahi, 1996–2000

No annual report survives from the first four years, so none of the people below appear in the evidenced roll for the years they served. These names have been gathered from the oral record, from those who were there and they cover the period from the establishment of Ngāti Kahungunu Iwi Incorporated in December 1996 to the end of 2000.

Alayna Watene, first secretariat of NKII	Matiu Bennett (Resource Management)
Alyson Bullock (Iwi Social Services)	Matt Mulholland
Aramanu Ropiha (then Mitchell), first employee of NKII, hired February 1998	Robert Ngamanu (Receptionist)
Carol Waikari (Tū Kahu)	Syd Kingi (Registration and Change Management)
Danielle Keil	Taanga Lawrence, board secretary
George Tawhai (Tū Kahu)	Toro Waaka
George Waikari (Tū Kahu)	Vicky Murray (Iwi Social Services)
Kara Edwards (Community Work Broker WINZ)	Wero Karena (Taiao)

> **A caution. Records from before 2000 are scarce, and this list is certainly incomplete. It should be read as the names recovered so far rather than as a full account of who served, and it should stay open for addition. Four of those named (Aramanu Ropiha, Taanga Lawrence, Danielle Keil and Carol Waikari) appear again in the roll below from 2001–02, where the annual reports begin. Their service started earlier than that roll can show.**

The roll, 1996–2026

Staff member	Years recorded	Staff member	Years recorded
Dr. Adele Whyte	2009–10 – 2016–17	Meagan Joe	2008–09 – 2010–11 (died July 2010)
Alex-Ann Edwards	2008–09 – 2016–17	Meka Whaitiri	2008–09 – 2012–13
Amuri Te Huia	2018–19 – 2019–20	Mel Humphries	2021–22
Ana Carroll	2019–20 – Present	Melissa White	2020–21 – Present
Andrea Blackler	2025–26 – Present	Mere Whaanga	2005–06
Angel Eru	2024–25 – Present	Mereana Pitman	2007–08
Angelique Mason	2022–23	Michelle Ferris	2012–13 – Present
Annie Sutton	2023–24 – Present	Naina Wātene	2012–13 – 2016–17
Aramanu Ropiha (also Ropitini, Mitchell)	2001–02 – 2007–08	Naomi Wilson	2010–11 – 2012–13
Brooke Greville	2019–20 – 2020–21	Naumai Ropitini	2003–04 – 2009–10
Carol Waikari	2001–02	Marina Sciascia	2007–08 – 2009–10

Staff member	Years recorded	Staff member	Years recorded
Chris Karaitiana	2021–22 – Present	Neerod Hapi	2025–26 – Present
Chrissie Hape	2014–15 – Present	Ngaio Tiuka	2009–10 – Present
Connie Collins	2009–10 – 2014–15	Ngaire Aben	2007–08 – 2009–10
Danielle Keil	2001–02 – 2012–13; 2015–16 – Present	Nicosia Webster	2022–23 – Present
Daveen Kupa	2024–25 – Present	Nikki Harrison	2005–06 – 2007–08
Errol Kalmancsi	2017–18 – 2020–21	Okeroa Kupa-Elliott	2024–25 – Present
Eru Tahuri	2007–08 – 2009–10	Paul Roberts	2011-12
Georgina Te Amo	2023–24 – Present	Rawinia Lewis	2018–19 – Present
Hamahona Ambler	2013–14 – 2015–16	Rohitha Ruwanmalie / Cottingham	2003–04 – 2004–05
Hannah Kupa-Elliott	2022–23 – 2025–26	Rongo Bean	2008–09
Helen Barlow	2001–02	Rowena Batt-Woods	2024–25 – Present
Hine Hape	2009–10 – Present	Roy Pewhairangi	2004–05 – 2009–10
Ihaia Hutana	2005–06 – 2008–09	Ruth Wong	2000–02 – Present
Irihāpeti Roberts	2015–16 – 2016–17	Sally Rye-Dunn	2007–08
Dr. James Graham	2011–12 – 2015–16	Shade Smith	2018–19 – Present
James Morrison	2005–05	Sharyn Huirama	2000-2002
Jane Cunningham	2022–23 – Present	Sheena Clearwater	2025–26
Janice Stevens	2023–24 – Present	Shiana Rongo	2009–10
Jenny Mauger	2002–2003	Sonia Paul	2002–03
Jenny Smith	2009–10 – 2015–16	Steve Gordon	2022–23 – Present
Dr. Jeremy Tātere MacLeod	2009–10 – 2023–24	Taanga Lawrence	2003–04
Jonathan Dick	2013–14 – 2016–17	Taasha Romana	2018–19 – 2019–20
Kara Edwards	2000-2001	Talya Raukawa	2025–26 – Present
Kate Karaka	2016–17 – 2018–19	Tangi-Jean Mihaere	2018–19 – 2019–20
Kathy Mihaere	2014–15	Tawehi Munro	2017–18 – Present
Kelly Allan	2025–26 – Present	Te Paea Whakatope	2014–15
Keri Ropiha	2007–08 – 2009–10	Te Rangi Huata	2007–08 – Present
Kerrin Fair	2005–06 – Present	Te Uira Meihana	2024–25 – Present
Kim Cook	2022–23	Tori Paewai	2024–25 – Present
Kim Smith	2006–07 – 2007–08	Tracee Te Huia	2018–19 – 2019–20
Krystal Ederveen	2024–25 – Present	Trinity Brown	2025–26 – Present
Krystal Haimona	2019–20 – Present	Tuakana August	2005–06 – 2007–08
Kym Hamilton	2003–04 – 2009–10	Vicky Murray	2002–05
Lesley Tawhai	2011–12 – 2014–15	Waikāretu Kunaiti	2012–13
Lisa O'Connor	2001–02 – 2002–03	Waiora Kireka	2022–23 – 2025–26
		Winston Solomon	2002–03

APPENDIX TWO — TE POARI

Leadership and governance, 1996–2026

Ngā Kaiwhakahaere Matua — the executive succession

Years	Role	Name
3 August 2001 to March 2008	General Manager	Aramanu Ropiha (who moved to KAHC as General Manager until November 2012)
April 2008 to February 2009	Acting General Manager	Kym Hamilton
March 2009 to June 2013	Chief Executive	Meka Whaitiri; elected MP for Ikaroa-Rāwhiti, June 2013
June 2013 to June 2017	Chief Executive	Dr Adele Whyte
From July 2017	Chief Executive	Chrissie Hape



The current Board (2025-2028) from left: Te Aihurangi Tangiora (Northern Taura Here), Brian Ruawai-Hamilton (Southern Taura Here), Crystal Edwards (Heretaunga), Esta Wainohu (Wairoa), Cordry Huata (Kaumātua), Bayden Barber (Chair), Hayden Hape (Tāmaki-nui-a-Rua), Melissa Ihaka (Wairarapa), Hori Reti (Te Whanganui-a-Ōrotu), Anthony Tipene-Matua (Tamatea).

Te Poari – the governance roll

Scope. This roll records governance service evidenced in the annual reports, which begin with 2001–02. The first Board of Ngāti Kahungunu Iwi Incorporated was elected in May 1997, and records of its membership from then to the end of 2000 are scarce, so the absence of a name from those years is not evidence that a person did not serve. Alternate delegates are included and marked, because standing as an alternate is service too.

The first NKII board, 1997. No annual report survives from the first Board, and no election record has been found. From the oral history, the Board elected in May 1997 is recorded as:

Wairoa: Alby Walker and Murray Hemopo
Te Whanganui-a-Ōrotu: Toro Waaka and Bevan Taylor
Heretaunga: Ngahiwi Tomoana and Christine Teariki
Tamatea: Johnny Nepe Apatu and Ihaia Hutana

Tāmaki-nui-a-Rua: Kahu Pene and Linette Rautahi
Wairarapa: Tom Paku and Billy Gemmell
Kaumātua: Bill Blake
Rangatahi: Corrina Marunui and Huriana Lawrence
Wāhine: Noreen Taylor and Pāpara Carroll

This list rests on memory alone and has not been confirmed against any document. It should be treated as the best account presently available.

Board member	Years recorded	Board member	Years recorded
Alby Walker	2003–04 – 2005–06	Johnny Nepe Apatu	2002–03 – 2005–06
Alby Walker Jr	2002–03	Kahu Pene	2004–05 – 2005–06
Alex Holes	2002–03	Karauna Brown	2012–13 – 2014–15; alternate 2015–16 – 2018–19
Alice Hopa	2002–03	Lester White	2003–04 – 2005–06
Alice Wairau	alternate 2012–13 – 2016–17; 2017–18	Linette Rautahi	2002–03 – 2005–06; 2007–08 – 2010–11 (died in office 29 January 2011)
Amokura Gaffey	alternate 2012–13 – 2015–16	Marama Tuuta	2015–16 – 2017–18
Anthony Tīpene-Matua	2024–25	Matai Broughton	2003–04 – 2004–05
Aotearoa Karauria	2002–03 – 2008–09	Melissa Ihaka	2018–19 – 2024–25
Ara Hudson	2002–03	Mihi Namana	2002–03 – 2004–05
Aramanu Ropiha	alternate 2012–13 – 2015–16	Mike Paku	2009–10 – 2017–18
Bayden Barber	alternate 2007–08 – 2009–10; 2021–22 – 2024–25	Naomi Wilson	alternate 2021–22 – 2024–25
Bernie Kane	alternate 2015–16 – 2018–19	Nelson Rangi	2008–09 – 2014–15; alternate 2015–16 – 2018–19
Bevan Taylor	2002–03 – 2005–06; 2007–08 – 2009–10	Ngahiwi Tomoana	2001–02 – 2021–22
Bill Hamilton	2007–08 – 2012–13	Ngatai Huata	2003–04 – 2005–06
Bill Rayner	alternate 2010–11; 2012–13 – 2015–16	Nigel How	2018–19 – 2023–24
Brian Ruawai-Hamilton	2018–19 – 2024–25	Noelene Smiler	2012–13 – 2017–18
Cheryl Broughton-Kurei	2003–04 – 2004–05	Noreen Te Orea Taylor	2004–05 – 2005–06
Christine Teariki	2002–03 – 2005–06; 2007–08 – 2009–10	Owen Purcell	2002–03 – 2005–06; 2008–09 – 2021–22
Cordry Huata	2024–25	Paora Ammunson	2005–06; 2007–08 – 2008–09
Crystal Edwards	2024–25	Paora Ropiha	2002–03 – 2005–06; alternate 2010–11
Doreen Christie	2007–08 – 2008–09	Pita Sharples	2003–04 – 2004–05
Edwin Perry	2002–03	Rill Meihana	2008–09 – 2016–17

Board member	Years recorded	Board member	Years recorded
Eruera Beattie	alternate 2018–19 – 2020–21; 2021–22 – 2023–24	Robert Ropiha	2002–03; 2007–08 – 2012–13
Esta Wainohu	2024–25	Roy Pewhairangi	2009–10 – 2012–13; alternate 2012–13 – 2015–16
Gaylene Mason	2002–03	Sophie Keefe	2002–03 – 2004–05
Haami Hilton	2002–03; 2004–05 – 2005–06; 2007–08 – 2023–24	Te Aihurangi Tangiora	2024–25
Hawira Hape	2003–04 – 2004–05	Te Horipo Karaitiana	alternate 2012–13 – 2015–16
Hayden Hape	2010–11 – 2024–25	Te Riria (Lydia) Christine Proctor	alternate 2015–16 – 2018–19
Hopaea Walker	alternate 2015–16 – 2018–19	Tom Paku	2004–05
Hori Reti	2015–16 – 2024–25	Thompson Hokianga	2021–22 – 2023–24
Huria Robens	2005–06	Tiopira Rauna	2005–06
Jaamin Pere	alternate 2012–13 – 2015–16	Tipu Tareha	2002–03 – 2005–06
Jenishavorne Waipuka	alternate 2021–22 – 2024–25	Toni Huata	alternate 2012–13 – 2015–16
Jenny Nelson-Smith	alternate 2015–16, 2022–23 – 2023–24	Urania Peita	2004–05 – 2005–06
Jill Munro	2003–04 – 2005–06	Waiora Rogers	2018–19 – 2020–21
John Barry (JB) Heperi-Smith	2012–13 – 2021–22	Bill (William) Blake	2002–03 – 2004–05; recorded again 2015–16
Miriama Hammond	alternate 2010		

APPENDIX THREE — THE DECLARATION OF NGĀTI KAHUNGUNU RIGHTS

Te Whakapuakitanga i Ngā Mana Tika a Ngāti Kahungunu

Source. Developed as part of the Mā Te Rango Te Waka Ka Rere constitutional review of 1999, and reproduced here in full and verbatim. Spelling and punctuation follow the original.

THE DECLARATION OF NGĀTI KAHUNGUNU RIGHTS

History and tradition teaches us that the Hapū and Iwi of Ngāti Kahungunu have always possessed the mana to exercise the authority of sovereign peoples,

History and tradition also teaches us that the Hapū and Iwi of Ngāti Kahungunu have always accepted that the mana imposed both rights and responsibilities as kaitiaki in relation to the care and protection of ourselves as unique peoples,

History and tradition also teaches us that the rights and responsibilities of kaitiakitanga have always included the care and protection of Papatūānuku who nurtures all life,

History and tradition further teaches us that in the discharge of the rights and responsibilities of kaitiakitanga the Hapū always acknowledged and respected the whakapapa they shared one with another by acting together in congress as the Iwi of Ngāti Kahungunu,

History and tradition confirms that the rights and responsibilities of Kaitiakitanga are discharged as part of the constitutional right of tino rangatiratanga,

History and tradition also confirms that tino rangatiratanga was the right and solemn duty which the Hapū and Iwi had to exercise governance according to the tikanga which joined together all those who were descendants of Ngāti Kahungunu,

History and tradition further confirms that the mana and the right to be sovereign peoples and to exercise the constitutional authority of tino rangatiratanga could never be abdicated nor given away because they were held in trust by the tipuna for the care and protection of the mokopuna,

History and tradition emphasises that the changing times of human affairs the Hapū and Iwi of Ngāti Kahungunu reserved the right to develop and devise new ways or institutions within which tino rangatiratanga could be exercised as the constitutional authority while preserving the values and tikanga upon which it was based.

Accepting the wisdom of our history and tradition, and accepting their prevailing truths today, the following Declaration of Ngāti Kahungunu Rights solemnly proclaims —

1. That all peoples of the collective Hapū and Iwi of Ngāti Kahungunu have the right of self-determination. By the virtue of that right they freely determine their political status and freely preserve their economic, social and cultural development.

2. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga in order to ensure the welfare, protection, and mana of all peoples who are the descendants of the Hapū and Iwi of Ngāti Kahungunu.

3. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga according to the values of our tipuna which ensured the power and authority should always be exercised in balance with the obligations all peoples have to the atua, the tipuna, and each other

4. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga in order to determine the nature, extent, and obligations inherent in their political, social, cultural, and economic relations with institutions or peoples who are not descendants of the Hapū and Iwi of Ngāti Kahungunu.

5. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga in order to protect, nurture, and sustain all their values, waters lands, and other taonga (tangible and intangible)

6. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga in relation to the use, application, and benefits of existing and future commercial or technological advances as they my effect their lives, waters and lands.

7. That the Hapū and Iwi of Ngāti Kahungunu have the right to exercise their individual or collective tino rangatiratanga in relation to the protection, enhancement, and control of all knowledge which has been, and will be, part of the intellectual and cultural property of the Hapū and Iwi of Ngāti Kahungunu

APPENDIX FOUR — THIRTY-YEAR CHRONOLOGY

1996–2026

Te Terenga — 1996–2006

December 1996 **Ngāti Kahungunu Iwi Incorporated established following the receivership of Te Rūnanganui o Ngāti Kahungunu. Te Taiwhenua o Heretaunga acted as secretariat for the new organisation.**

May 1997 **First elections held. Ngahiwi Tomoana elected Chair and Toro Waaka Deputy Chair, meeting the receivers' requirement for a fresh mandate.**

February 1998 **Aramanu Ropiha becomes the first employee of Ngāti Kahungunu Iwi Incorporated, in a position funded by an external contract.**

1999 **Mā Te Rango Te Waka Ka Rere review reports back to the iwi and produces the Declaration of Ngāti Kahungunu Rights.**

July 1999 **Claims strategy initiated.**

September 2001 Kahungunu 2026 vision consultation begins. Whānau throughout the rohe shared their aspirations for the future, shaping the 25-year iwi vision and its seven strategic objectives.

2001 **Kahungunu 2026 presented to Hui ā-Iwi. A year-long consultation process was approved to test and develop the vision with whānau, hapū, Taiwhenua and Taura Here.**

2001–02 Taura Here representation strengthened on the NKII Board, widening participation by Kahungunu whānau living outside the traditional rohe.

2001–02 New iwi communications system developed in response to the recognised challenge of communicating with a large and geographically dispersed membership: website, Hoea Rā/newsletter, weekly radio interviews, marae and Taiwhenua hui, and 0800 Kahungunu.

2001–02 Board hui move into the rohe, allowing iwi members to engage directly with governance at marae and Taiwhenua rather than meetings being confined to the iwi office.

2001–02 Kahungunu Ka Moe, Ka Puta — Te Hononga Mareikura exhibition staged with the National Library and Hawke's Bay Cultural Trust. More than 19,100 people attended, making it the National Library's most-trafficked exhibition at that time.

2001–02 Cultural investment expands: 24 tonnes of tōtara were procured for Kahungunu carvers, mau rākau instruction reached approximately 150 tauira, and support grew for kapa haka, Matariki, Waitangi, sport and cultural excellence.

2001–02 Commercial fisheries platform strengthened. NKII managed deepwater, inshore and rock-lobster ACE while seeking employment and contracting opportunities for Kahungunu fishers.

2001–02 Napier Mussels development advances. NKII, as a 40% shareholder, secured resource consent for the proposed Hawke's Bay mussel farm.

2001–03 Glass eel research undertaken to inform the Ngāti Kahungunu Eel Management Plan and investigate future eel-aquaculture opportunities.

2001–03 Fisheries allocation disputes remain a major challenge, particularly unresolved matters involving Rangitāne and Rongomaiwahine. Funds were held in trust pending resolution.

2002 Hīkoi to the 86 marae of Ngāti Kahungunu completed as part of the Kahungunu 2026 consultation process.

2002–03 Strategic planning expands into health, education, housing, iwi management, customary fisheries and eel management, turning Kahungunu 2026 from vision into programme areas.

2003 Ngāti Kahungunu Mātauranga Plan completed, creating a basis for subsequent education strategy, achievement monitoring and Ministry of Education relationships.

2003–04 Crown partnerships strengthen across education, hauora and housing, with several long- and medium-term strategies moving into implementation.

2003–04 Significant growth in scholarships and grants supports both individual and collective Kahungunu achievement. Sixty tertiary scholarships of $1,000 each were awarded in 2003–04.

2003–04 Inaugural Ngāti Kahungunu Super 12 performing arts competition becomes a sell-out cultural event.

2003–04 $2.7 million secured through negotiations for the benefit of Ngāti Kahungunu, helping iwi net equity more than double to approximately $3.74 million.

April 2004 Ngahiwi Tomoana returned as Chair and Christine Teariki as Deputy Chair through the evolving representative and postal-election system.

2004 Foreshore and Seabed Hīkoi becomes a major political mobilisation. NKII supported the campaign alongside whānau from Māhia to Te Whanganui-a-Tara, describing it as a major political, health and education campaign.

September 2004 Māori Fisheries Act 2004 passed, establishing the legal framework NKII needed to satisfy before fisheries settlement assets could be transferred.

2004–05 Challenge: fisheries coastline and allocation issues remain unresolved, including the need for agreements with neighbouring iwi and provision for Rongomaiwahine's potential withdrawal.

April 2005 Directors recruited for the iwi Asset Holding Company, bringing commercial capability together in preparation for fisheries settlement assets.

2005 Kahungunu Asset Holding Company established as the intended vehicle to receive and manage fisheries settlement assets and, subsequently, the broader commercial interests of NKII.

2005–06 Iwi Management Forum established to build leadership, management and administrative capability and strengthen collaboration and resource-sharing across Kahungunu organisations.

November 2005 Māori achievement seminar held for teachers and Boards of Trustees, attracting more than 300 participants.

2005–06 Development of He Mahere Rautaki Hai Haumanu i Te Reo o Ngāti Kahungunu begins, supported by Ministry of Education funding alongside work on Kahungunu tikanga for schools.

May 2006 Hawke's Bay Māori Relationship Board begins operating, giving tangata whenua a formal mechanism to advise the Hawke's Bay District Health Board and monitor Māori health improvement.

2005–06 Housing strategy produces practical outcomes, including insulation retrofits to approximately 200 homes, a Flaxmere housing-development feasibility study and the development of an iwi housing-needs assessment.

22 July 2006 Hui ā-Iwi approves NKII as Mandated Iwi Organisation for the fisheries settlement.

2 August 2006 Te Ohu Kaimoana approves NKII as Joint Mandated Iwi Organisation for Ngāti Kahungunu and Rongomaiwahine.

4 August 2006 NKII Board ratifies the constitution of Kahungunu Asset Holding Company, opening the way for transfer of fisheries settlement assets.

August 2006 He Mahere Rautaki Hai Haumanu i Te Reo o Ngāti Kahungunu launched. The iwi now had a dedicated long-term framework for regeneration of its reo, dialect, cultural knowledge and intergenerational language transmission.

Te Rerenga — 2006–2016

August 2006 Population-based fisheries settlement assets transferred to Kahungunu Asset Holding Company, marking the beginning of active post-settlement asset management.

2006–07 KAHC assumes responsibility for both fisheries settlement assets and wider NKII commercial interests, formally separating iwi governance from commercial governance.

April–May 2007 NKII governance structure reduced from 21 Board seats to 10. Elections were held in April and transition/induction of the new Board occurred in May.

April 2007 Inaugural Taiao Hui ā-Iwi held at Te Aute College, focusing on environmental issues and the development of rangatahi environmental leadership.

2007 Te Ara Toiora o Ngāti Kahungunu Wellbeing Strategy developed. It was designed to underpin Kahungunu 2026 and connect the iwi strategies around the vision of Strong, Vibrant, Healthy Whānau, Hapū and Iwi.

2007 or earlier Whakamoe Patu, the Kahungunu Violence Free Strategy, was developed with Te Tumu Whakahaere o Te Wero; by 2007–08 it was an established iwi strategy with dedicated coordinators and rangatahi-led campaigns promoting violence-free whānau.

2007–08 KAHC commercial asset base grows, including Aotearoa Fisheries shares and investment in Fiordland Lobster Company. KAHC equity stood at approximately $33.7 million by June 2008.

2008 Whānau and hapū consultation undertaken for Kahungunu ki Uta, Kahungunu ki Tai, designed as an integrated strategy for marine, freshwater and coastal resources from Paritū to Tūrakirae.

2008 Takitimu Festival held.

November 2008 Kahungunu ki Uta, Kahungunu ki Tai Marine and Freshwater Fisheries Strategic Plan formally launched at the NKII AGM.

2008–09 Te Reo Strategy implementation expands, including whānau language planning, kaumātua interviews, radio interviews, manuscript digitisation, learning resources and online reo opportunities.

2008–09 Te Reo Strategy undergoes formative evaluation, assessing progress against the 2006–2027 strategy and helping refine future implementation.

June 2009 Kahungunu ki Uta, Kahungunu ki Tai Implementation Plan signed off by the strategy steering group.

June 2009 Tihei Kahungunu booklet and CD launched, with waiata, mōteatea and karakia resources subsequently distributed to marae, kura kaupapa and kōhanga reo across the rohe.

30 July 2009 Coastline-based fisheries settlement quota and cash transferred, following resolution with Rangitāne; the transaction included quota valued at approximately $16.9 million plus cash.

2009 NKII commits up to $1 million cash and in-kind support toward the Kahungunu Cultural Centre, demonstrating the scale of aspirations for a permanent cultural institution.

2009–10 Aunty's Garden concept developed as KAHC began actively exploring diversification beyond fisheries.

April 2010 Iwi Fisheries Management Unit established specifically to implement Kahungunu ki Uta, Kahungunu ki Tai.

30 June 2010 KAHC equity reaches approximately $52.2 million, after payment of a $1.4 million dividend to NKII.

23 August–7 September 2010 Challenge: NKII briefly deregistered from the Charities Register for failure to file annual returns, then successfully re-registered.

10 March 2011 Inaugural Kahungunu Fish Hook Summit held. It brought hapū together to share environmental and fisheries mahi and followed a year of work developing hapū rohe-moana plans.

2010–11 Te Whata a Kahungunu developed, using customary-fisheries provisions to enable fish to be stored and accessed for tangihanga.

2010–11 Turned-mesh-net fisheries research advanced, testing ways to release juvenile and undersized fish and improve commercial-fisheries sustainability.

2011–12 Te Ara Toiora expands into a broader wellbeing programme, including rongoā, tobacco-free initiatives, Whakamoe Patu, justice-strategy development and Kahungunu whānau wellness indicators.

2011–13 Kahungunu ki Uta, Kahungunu ki Tai drives hapū rohe-moana plans, fisheries training, commercial opportunities and annual Fish Hook Summits.

September 2012 KAHC receives approximately $1.5 million in aquaculture pre-commencement space settlement cash, adding another component to the fisheries settlement portfolio.

2013–14 Te Reo Strategy review completed, followed by the development of the refreshed Kahungunu, Kia Eke! approach and stronger emphasis on distinctive Kahungunu reo.

2013–14 Inaugural Kahungunu Kura Reo and Kahungunu Te Reo Awards established, marking an important shift toward large-scale reo excellence and celebration.

2013–14 Whakamana i Te Pae o Huaki-pōuri develops as a major paepae revitalisation kaupapa, focused particularly on whaikōrero, karanga, kawa and tikanga.

2013–14 KAHC diversifies into Tautāne Station. At the same time, the reports record commercial headwinds, including the absence of an Aotearoa Fisheries dividend and financial pressure on the iwi.

2013–14 Innovation Hub partnership with Hastings District Council progresses, intended to connect economic development, education, traditional knowledge and innovation.

2013–14 Te Matau-a-Māui Voyaging Trust established as a separate Trust, giving the waka-hourua kaupapa its own structure and long-term pathway.

2013–14 Tukituki/Ruataniwha Board of Inquiry becomes a major environmental challenge. NKII committed substantial time and resources and subsequently developed stronger approaches to mauri monitoring and water-quality protection.

March 2014 environmental research relationship strengthened through a GNS Science wānanga at Kohupātiki Marae.

13–17 July 2014 Whakamana i Te Pae o Huaki-pōuri wānanga held, attracting approximately 200 participants and focusing on whaikōrero, karanga, tikanga and kawa.

2014–15 formal review of Kahungunu ki Uta, Kahungunu ki Tai commences, recognising that the 2008 strategy remained relevant but needed updating to reflect changing hapū priorities and environmental pressures.

2014–15 Challenge: increasing external policy and regulatory demands place considerable pressure on the small Environment and Natural Resources team.

2014–15 KAHC equity grows from approximately $57.1 million to $61.6 million.

2015 Ngā Tohu Reo o Ngāti Kahungunu attracts around 500 people, with 17 language champions formally recognised.

15 April 2016 Fiordland Lobster Company/KAHC factory opening, reflecting continued participation and investment across the seafood sector.

2015–16 direct iwi reach reaches substantial scale: 32,000 people attended 11 iwi events, 86 tertiary students received scholarships, 78 individuals/groups received sponsorships and 1,015 new members registered.

30 June 2016 KAHC equity reaches approximately $69.5 million, up from $61.6 million the year before.

2015–16 Te Matatini 2017 preparations intensify, with NKII developing a broader programme of allied cultural, economic, educational and employment activities around the national festival.

Te Herenga — 2016–2026

July 2016 second Whakamana i Te Pae o Huaki-pōuri wānanga held in Wairarapa, with around 130 whānau participating.

October 2016 Te Kura Reo o Ngāti Kahungunu held in Wairarapa, attracting around 160 participants.

24 November 2016 NKII Board adopts a formal position opposing oil and gas prospecting, exploration and extraction within areas associated with the mana of Ngāti Kahungunu.

22–26 February 2017 Ngāti Kahungunu hosts Te Matatini. The reports record tens of thousands attending, 47 kapa and 1,880 performers, with major national and international exposure.

February–July 2017 Kahungunu Festival delivers 17 allied events around Te Matatini, extending the kaupapa into art, culture, business, waka and iwi celebration.

February 2017 inaugural Taniwha Dragon Economic Summit held, bringing Māori and Chinese business interests together. The report states that investment pledges exceeded the initial $100 million target, reaching more than $142 million.

2016–17 Benefits to Members ID Card introduced, creating easier access to discounts, scholarships, sponsorships and other iwi benefits.

August 2017 Te Reo Symposium and Ngā Tohu Reo attract approximately 600 participants, while reo and paepae revitalisation programmes continue to expand.

2017–18 Benefits to Members programme expands substantially, with 12,000 iwi members holding cards and funeral-support arrangements creating significant savings for whānau.

2018–19 government secondments become a deliberate iwi capability model, embedding specialist personnel in housing, employment, education, Oranga Tamariki and wider social-system work.

2018–19 Kahutia established, linking forestry, indigenous planting, carbon sequestration and economic development.

December 2018 Environment and Natural Resources analytical capacity strengthened with the appointment of a senior analyst to support environmental policy and research.

8 April 2019 Takitimu Seafoods formally launched by Kīngi Tūheitia, following KAHC's acquisition of the former Hawke's Bay Seafoods business and fulfilling a long-held aspiration for more direct iwi participation in the fishing industry.

May 2019 attempted uplift of a Kahungunu mokopuna becomes a catalyst for stronger iwi intervention in the Oranga Tamariki system, leading to Kōrero Mai Whānau and subsequent system-change initiatives.

2019 Challenge: Takitimu Seafoods and Pania Reef Fisheries begin reporting significant commercial pressures and losses. The 2019 financial statements identify material uncertainty around both investments.

August 2019 National Iwi Chairs Forum and economic summit hosted by Ngāti Kahungunu, reflecting the iwi's increasing national leadership role.

August 2019 Te Reo Ki Tua attracts approximately 1,000 participants, showing the growing scale of the reo movement.

March–June 2020 COVID-19 response transforms iwi operations. NKII partners with Hawke's Bay DHB to establish the Tihei Mauri Ora Centre, distributing food, equipment and health resources to vulnerable whānau.

2020 iwi, Taiwhenua and marae networks demonstrate their emergency-response capability, with the reports noting that Māori organisations were able to reach communities rapidly during COVID.

2020 NKII increasingly positions itself as an advocate, strategic partner and commissioning body rather than solely a direct service provider. The later reports explicitly describe this shift as occurring from 2020.

September 2020 K3 Development Limited Partnership established, connecting housing construction with Māori trades apprenticeships, social procurement and development of Māori-owned trade businesses.

December 2020 Ngāti Kahungunu leadership participates in the Te Ahu a Turanga Manawatū–Tararua Highway partnership, reflecting growing iwi involvement in major infrastructure and procurement opportunities.

Early 2021 Paiheretia Te Muka Tāngata commissioning relationship begins with Te Puni Kōkiri and Ara Poutama, supporting tāne Māori and whānau navigating the corrections system.

March 2021 NKII signs a Strategic Partnership Agreement with Oranga Tamariki, formalising an iwi role in influencing policy, systems and decision-making affecting Kahungunu tamariki and whānau.

2020–21 Challenge: COVID-related disruption causes major losses within Takitimu Seafoods and Pania Reef Fisheries, including supply-chain disruption, rising freight costs and weakened markets.

5 July 2021 decision made to sell the Glomfjord factory freezer trawler, after COVID impacts, increasing fuel and freight costs and declining hoki ACE undermined the viability of the operation.

July 2021 Te Ahu o Te Reo Māori programme begins, adding another major strand to the iwi's reo revitalisation work.

July 2021 Tihei Kahungunu moves to fortnightly publication, increasing the frequency of communication with iwi members.

November 2021 first virtual NKII AGM held, a direct response to the operating constraints created by COVID-19.

November 2021–January 2022 NKII supports COVID vaccination clinics, while Taiwhenua Tihei Mauri Ora hubs provide isolation and whānau-support packages.

December 2021–April 2022 Te Kura family-harm project team established, expanding iwi-led family-harm prevention and coordinated whānau support.

April 2022 NKII triennial Board elections produce a historic leadership transition, ending Ngahiwi Tomoana's 26-year tenure as Chair and bringing Bayden Barber into the role.

April 2022 Government launches Māori Pathways partnership with NKII, deepening iwi engagement with justice-system transformation.

Early May 2022 Strategic Partnership Agreement signed with New Zealand Police, beginning the Te Paerewa programme of work focused on prevention, care and whānau voice.

June 2022 NKII signs Heads of Agreement for Whai Kāinga Whai Oranga, becoming one of four iwi housing prototypes nationally and establishing a pathway for papakāinga, social and affordable rentals.

2021–22 Challenge: KAHC financial pressure results in the iwi dividend being withheld, creating a significant operational deficit for the tari and driving commercial restructuring.

May 2022 Takitimu Seafoods “Reset and Rebuild” restructure endorsed, reducing staffing and entering a new supply partnership with Moana NZ in an effort to address continuing losses.

September 2022 Te Reo Ki Tua attracts approximately 1,000 participants.

October 2022 Ngāti Kahungunu Kura Reo held at EIT and fully subscribed.

November 2022 Wharerangi Marae formally reopened, recorded in the report as an historic milestone.

December 2022 Whai Kāinga Whai Oranga Programme Development Partnership Agreement signed, providing for 131 houses, including papakāinga and affordable rentals.

February 2023 Cyclone Gabrielle strikes the Kahungunu rohe, causing widespread flooding, housing damage and displacement and triggering a major iwi emergency and recovery response.

February–June 2023 NKII housing and social teams pivot into cyclone response, supporting displaced whānau, marae recovery, temporary accommodation and longer-term housing solutions.

April 2023 Te Ara Mātua Pathway Plan launched at Waipatu Marae, advancing iwi-led reform of whānau experiences within justice and social systems.

2023–24 Cyclone recovery delivers approximately $1.2 million in koha to affected marae, 10 welfare containers, 86 cabins and temporary accommodation at Ōmāhu.

2023–24 34 papakāinga houses approved across nine projects, linking cyclone recovery with the wider Whai Kāinga Whai Oranga housing programme.

December 2023 Hui ā-Iwi held at Waimārama Marae, beginning an intensified period of political mobilisation and iwi engagement.

December 2023 Te Kura Family Safety System launched, creating a secure multi-agency information system to strengthen family-harm collaboration.

2023–24 Te Ao Mārama expands, including podcasting and collection of 1,000 whānau stories to help drive reform of justice-system experiences.

2023–24 Te Ara Mātua Wānanga Hubs open, taking the pathway model into a more community-based delivery phase.

31 May 2024 Hui Taumata held at Ōmāhu Marae, attracting more than 3,500 people, 30 thought papers and more than 25 speakers focused on Kotahitanga.

2024 Challenge: changing national policy environment substantially increases NKII advocacy, including opposition to the repeal of section 7AA, Fast-track legislation, changes to Māori wards, Te Tiriti policy and freshwater reforms.

August 2024 Toitū Te Reo held, continuing large-scale mobilisation around te reo and cultural revitalisation.

2024–25 inaugural Kahungunu Takiwātanga Wānanga held, broadening the iwi wellbeing kaupapa into new areas of whānau support.

2024–25 Te Amorangi ki Mua working group launched and Kotahitanga Hui ā-Motu held at Ōmāhu, developing proposals for a stronger collective Māori model.

2024–25 National Iwi Chairs Forum hosted in Heretaunga, reinforcing Ngāti Kahungunu's national political and iwi-leadership role.

January 2025 inaugural Kahungunu Mātauranga Symposium held, bringing educators, whānau and officials together to examine Māori educational engagement and achievement.

2024–25 Te Ara Mātua hubs opened in Hastings and Napier, extending whānau-centred social and justice-system mahi.

2024–25 Whai Kāinga Whai Oranga moves visibly into delivery, including completion of 20 homes at Ōtāne and other papakāinga developments.

2024–25 37 Cyclone Gabrielle-affected homes receive critical repairs.

2024–25 taiao advocacy intensifies around freshwater, groundwater, RMA reform, Fast-track legislation, fisheries amendments and local-water reforms.

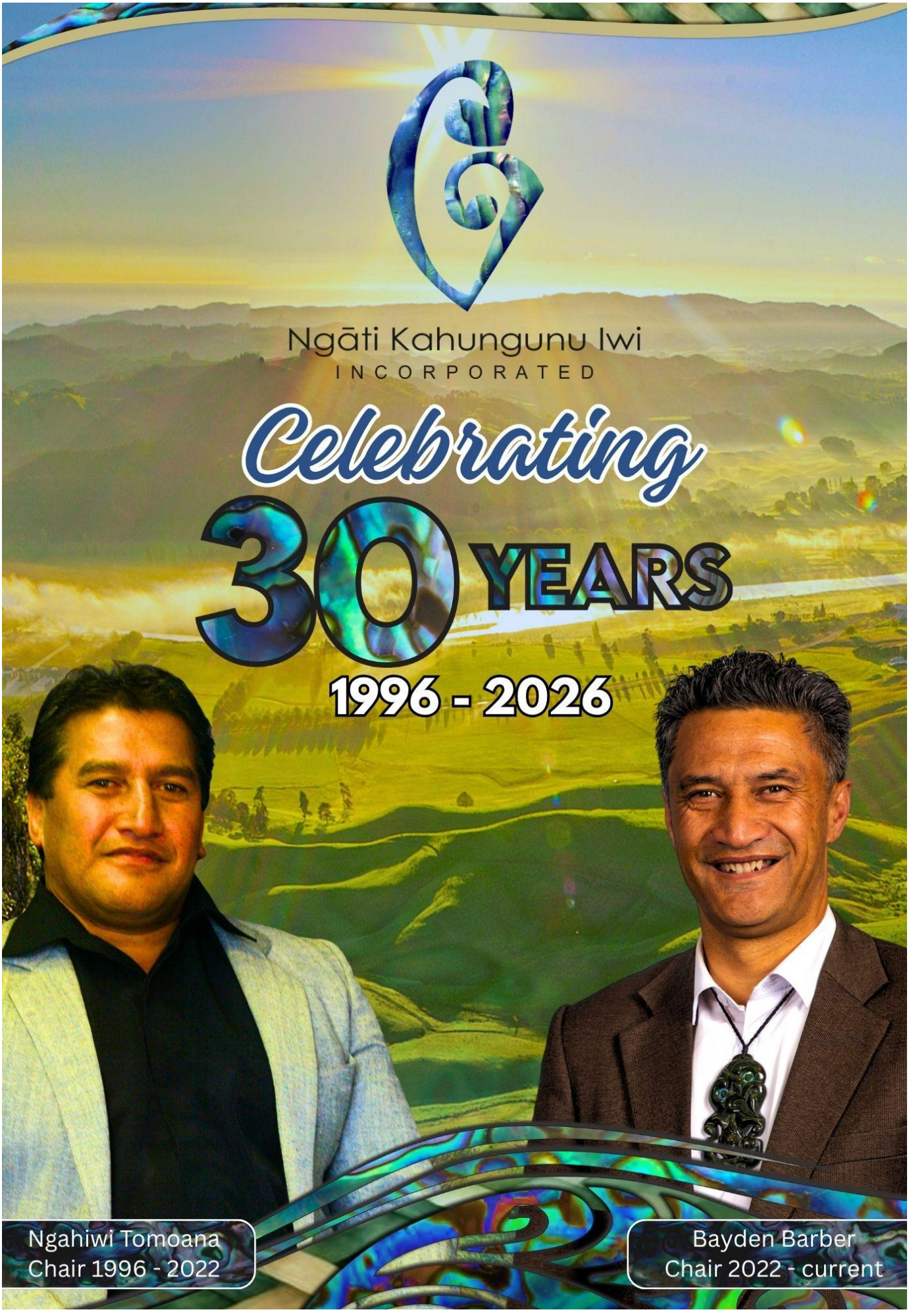
2024–25 direct member support remains significant, with 101 tertiary grants and sponsorships to 77 individuals and 19 groups.

2024–25 NKII protests the proposed sale of Kahurānaki Station, continuing its role in whenua advocacy.

2025 triennial NKII Board election held, establishing the Board for the 2025–28 term.

June–July 2025 Kahungunu 2050 consultation undertaken kanohi ki te kanohi across every Taiwhenua and the Northern and Southern Taura Here, gathering aspirations for the next 25 years.

22 November 2025 Kahungunu 2050 scheduled for presentation at the NKII AGM, formally carrying the strategic story beyond the original Kahungunu 2026 horizon.


Ngāti Kahungunu Iwi
INCORPORATED
Celebrating
30 YEARS
1996 - 2026
Ngahiwi Tomoana
Chair 1996 - 2022
Bayden Barber
Chair 2022 - current



NKII Staff 2026



Pōrangahau Staff Retreat 2008



NKII Staff 2024

A COLLECTION OF PHOTOS FROM THE 30-YEAR CELEBRATION – 24 SEPTEMBER 2026












Ngāti Kahungunu Iwi
INCORPORATED




































Ngāti Kahungunu Iwi
INCORPORATED


Ngāti Kahungunu Iwi
INCORPORATED


Ngāti Kahungunu Iwi
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INCORPORATED
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Ngāti Kahungunu Iwi
INCORPORATED









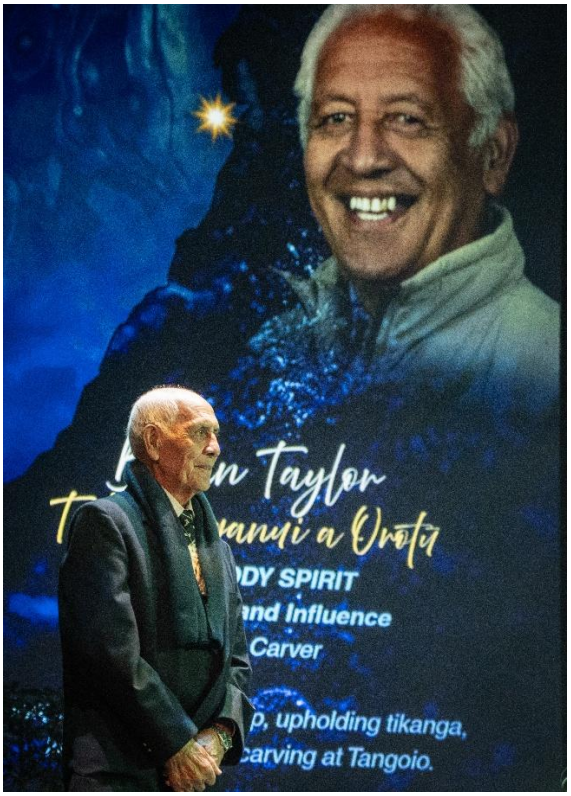

Erena Beattie
Waiora
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Advocate for Kaupapa wellbeing
Dedicated leadership, advocating for kaumātua
and strengthening kaupapa Māori across
Kahungunu




Hana & Ted Whaanga
Wairoa
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Community leadership


nga and Kawa
leadership
community




DY SPIRIT
nd Influence
Carver
p, upholding tikanga,
carving at Tangoio.


30




Ngatai Hurata
Heretaunga
SPECIAL CATEGORY
Upholding Tikanga and Kawa
(Pā Tauhokere (Pukerokoro Area)


Bessie Manaena
Te Whanganui a Orotū
MIND BODY SPIRIT
Leadership and Influence


Heke-Hurata
Heretaunga
MIND BODY SPIRIT


Jill Moses
Heretaunga
MIND BODY SPIRIT


Ngāti Kahungùnu Iwi
INCORPORATED
Celebrating
30 YEARS
1996 - 2026


Ngāti Kahungùnu Iwi
INCORPORATED
PERERI KING


Ngāti Kahungùnu Iwi
INCORPORATED
PERERI KING


Kara Kire
Heretaunga
BODY MIND SPIRIT
Leadership and Influence
Whānau Advocacy
Uplifting whānau, rangatahi and kaumātua
through decades of governance and service.












MIND BODY SPIRIT
Leadership and Influence
Data Sovereignty


Hoeare Kani
Tamatea
MIND-BODY SPIRIT
Leadership and Influence
Data Sovereignty




Johnny Nepe Apatu
Tamatea
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Mau Rakau (Tu Taua)
Empowering whānau through mau rākau,
wellbeing advocacy and courageous
leadership.


Ngāti Kahungunu Iwi
INCORPORATED
TAMATEA
ARIKINUI


Unwavering dedic
and strengthening


Kathy Mihaere
Tamaki nui a Rua
MIND BODY SPIRIT
Service to the People (Manaakitanga)
Whānau Advocacy
Unwavering dedication uplifting, encouraging and strengthening Kahungunu kaupapa and people.


Dr Jean Te Huia
Tamatea
MIND BODY SPIRIT
Leadership and Influence
Māori Midwifery (Not one more baby)
Inspirational leadership in Māori midwifery,
strengthening whānau and hapū wellbeing.


Service to
akitanga)
g Treaty
over four






akitanga)




Frances Reiri-Smith
Wairarapa
MIND BODY SPIRIT
Service to the People (Manaakitanga)
Historian
Dedicated service and leadership, preserving and sharing Ngāti Kahungunu history.






Kōtuku Tomoana
Heretaunga
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Matariki Pioneer
Inspiring generations through education, hauora, te reo and iwi knowledge.






HiraHuata
Heretaunga
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Environment (Waiaroha)
Devoted leadership championing te reo,
mātauranga, performing arts and taiao.






Maku Roptini & Tuhoe Huata
Heretaunga
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Kapa Haka
Upholding Kahungunu legacy, inspiring rangatahi and championing kaupapa across generations.


Mike Paku
Heretaunga
MIND BODY SPIRIT
Leadership and Influence
Governance Leadership


Mike Paku
Heretaunga
MIND BODY SPIRIT


Marei Apatu
Heretaunga
MIND BODY SPIRIT
Upholding Tikanga and Kawa
Environment
Over four decades championing culture, taiao, natural resources and whānau wellbeing.


Mike Paku
Herēfaunga
MIND BODY SPIRIT


Ngā kupu whakaari, Te reo o Takitimu ki ngā
ope tūārangi, Haere mai rā, haere ma
Ngāti Kahungūnu Iwi
INCORPORATED
Celebrating
30 YEARS
1996 - 2026


aere mai rā, haere mai




















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TOITŪ KAHUNGUNU

30 Years of Strength, Service and Mana Motuhake

Honouring Our Past, Celebrating Our People, Inspiring Our Future

On 24 September 2026, Ngāti Kahungunu came together at Toitoi – Hawke's Bay Arts & Events Centre for an unforgettable evening of celebration, remembrance and recognition. *Toitū Kahungunu – 30 Years of Strength, Service and Mana Motuhake* was more than a celebration of an organisational milestone. It was a celebration of our people, our whakapapa, our resilience and the collective spirit that continues to carry Ngāti Kahungunu forward.

As Ngāti Kahungunu Iwi Incorporated marks 30 years since its establishment in its current form on 9 December 1996, we reflect with pride and gratitude on an extraordinary journey.

Three decades have brought change, challenges, achievements and valuable lessons. Through changing governments, evolving communities and the growing aspirations of our whānau, one purpose has remained constant "to enhance the mana and wellbeing of Ngāti Kahungunu".

Our story has never belonged to one Board, one Chief Executive, one leader or one generation. It belongs to the many hands, hearts and voices that have shaped our iwi over the years. From our kaumātua and leaders to our staff, volunteers, advocates, cultural practitioners and community champions, each has contributed to the foundation upon which we stand today.

A particularly meaningful moment of our 30-year celebration was the acknowledgement of 30 remarkable recipients, whose years of dedication, leadership and service have enriched the lives of our whānau, hapū, marae and iwi.

In honouring these 30 individuals, we also honoured the hundreds of others whose contributions, whether seen or unseen, have helped shape Ngāti Kahungunu Iwi. Their legacy reminds us that the true strength of our iwi lies not simply in what we achieve, but in the people who make those achievements possible.

The photographs captured throughout these pages tell a story of their own. They reflect the pride in our faces, the warmth of our embraces, the joy of being together and the deep respect we hold for those who have served our people. They capture precious moments of connection across generations, moments of laughter, gratitude, remembrance and celebration.

These images are a lasting tribute to our collective journey and a reminder that our greatest taonga will always be our people.

As we close this chapter of our history, we do so not with a sense of completion, but with renewed purpose and determination.

Through KAHUNGUNU2050, we turn our attention to the generations yet to come. Guided by the aspirations of our whānau across our rohe, we look towards a future where our identity remains strong, our voices are heard, our culture flourishes and our mokopuna inherit an iwi that is united, resilient and thriving.

Thirty years have laid a foundation. The generations before us have shown what is possible through courage, commitment, unity and service. It is now our responsibility to build upon their legacy.

Our past gives us strength.
Our people give us purpose.
Our mokopuna give us our future.

Toitū te whakapapa. Toitū te mana. Toitū Kahungunu.
Thirty years of strength, service and mana Motuhake, and our journey continues.

REFLECTIONS