



Te Whakaminenga o Kapiti

He Whakaaetanga Hononga
Partnership Agreement

Ngā Hoa ki te Whakaaetanga
Parties to the Agreement



He Whakatakinga Introduction

This Partnership Agreement (Agreement) marks a renewed commitment between *Ngāti Toa Rangatira, Āti Awa ki Whakarongotai, Ngā Hapū o Ōtaki* (Mana Whenua) and the *Kāpiti Coast District Council* (Council) to work in genuine partnership.

It is a living document grounded in Te Tiriti o Waitangi (Te Tiriti), shaped by tikanga and guided by shared values. It reflects our intent to lead together with integrity, to build strong foundations for our mokopuna and to uphold the mana of our respective roles and communities.

While this Agreement is values-based, it is also action-orientated. It gives practical expression to the commitments of Te Tiriti and the Local Government Act 2002 through decision-making, shared leadership and an enduring partnership. It affirms that Mana Whenua are not stakeholders but Te Tiriti partners whose tino rangatiratanga must be recognised and upheld.

This Agreement builds upon the foundations laid by the original Memorandum of Partnership (Memorandum) between Council and Mana Whenua, signed in 1994 and last reviewed in 2017.

While this document reflects a new generation of partnership practice, guided by mātāpono, tikanga and shared governance, it does not replace that original commitment. By affirming this Agreement, both partners continue to uphold the intent and standing of the original Memorandum which remains a cornerstone of this partnership.

“Ehara taku toa i te toa taki tahi, engari he toa taki tini ”
My success is not mine alone but is the from the strength of many

Ihirangi

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Te Tūāpapa

The Foundation

This Agreement stands on a layered foundation, built by historical and contemporary Ture that are both enduring and evolving. At its core is Te Tiriti o Waitangi, the unwavering covenant of Aotearoa that binds tangata whenua and the Crown together in *partnership*. It provides local government with principles that remain active and relevant in their commitment to the mana whenua of their takiwā.

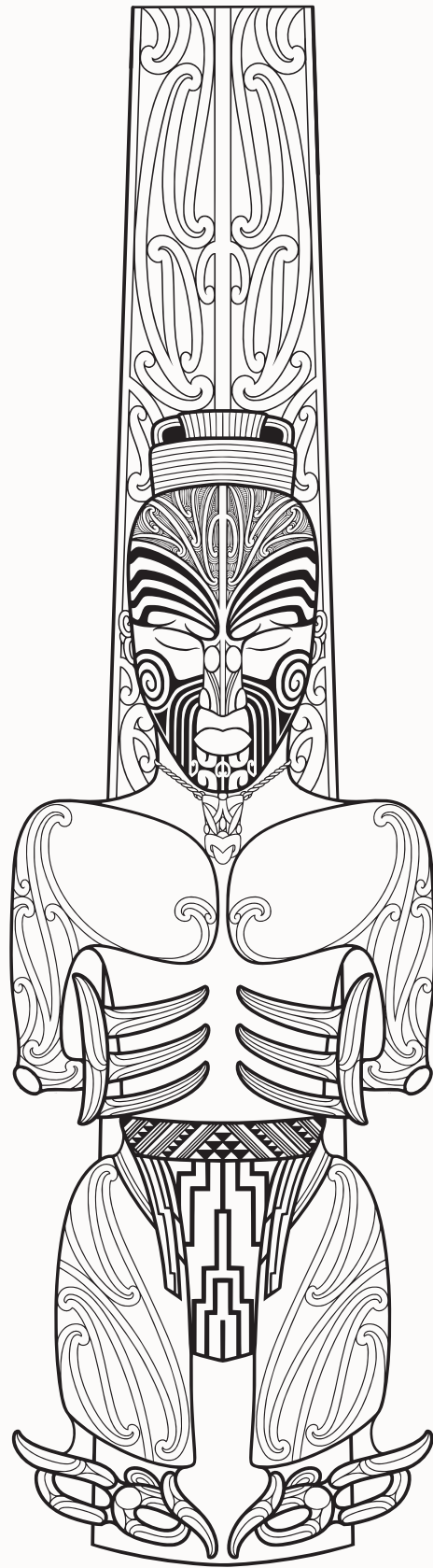
Te Tiriti affirms *tino rangatiratanga* as the right of mana whenua to determine their own futures and protect their whenua, wai, tikanga, reo and taonga. It sets the requirement that *kāwanatanga* will be exercised by Council in ways that honour the role of stewardship and care, alongside mana whenua iwi and hapū who hold the ancestral connection to the whenua. It affirms *ōritetanga* as equity in outcomes, access and influence and requires active expression in the day-to-day mahi of governance, in the structures we build and in the decisions we make.

While this Agreement is grounded in values and tikanga, under statute, the Local Government Act 2002 provides the mechanism through which Council must give effect to Te Tiriti partnerships. It requires Council to foster mana whenua capacity to participate in *decision-making*, to recognise diversity among iwi and hapū and to build strong,

ongoing relationships with tangata whenua. These requirements are central to the role of Council as a public institution.

This Agreement also acknowledges that a partnership between local government and tangata whenua is given further legal expression through evolving Ture such as the Resource Management Act 1991, particularly in its recognition of *kaitiakitanga* and the requirement for Council to actively provide for the relationship of Māori with their ancestral whenua, wai and taonga. Additionally, the Ngāti Toa Rangatira Claims Settlement Act 2014 affirms further obligations of recognition and *redress*, reinforcing the responsibility of the Crown and its agents, including local government, to engage in good faith and uphold agreements made through the settlement process with Ngāti Toa Rangatira.

Together, these form the tūāpapa, establishing the basis of this Agreement where Mana Whenua and Council stand as partners, bound by legislation, by whakapapa, by tikanga and by a shared commitment to serve our communities and future generations with integrity.



Te Pou Tokomanawa The Central Post

Within Te Ao Māori, a wharenui is both a physical structure and a living expression of whakapapa, cosmology and collective responsibility where each element is imbued with meaning. The tūāpapa anchors the wharenui to the whenua, connecting it to Papatūānuku. From here, the pou tokomanawa rises towards Ranginui, supporting the tāhuhu which form the backbone of the whare. The pou tokomanawa carries the weight of the structure and is often described as the heart of the wharenui, the point where strength, purpose and presence converge.

This Agreement represents the first step, the pou tokomanawa, of the Council's structural and strategic commitment to partnership. It rises from the tūāpapa of Te Tiriti and holds the tension and balance at a governance level between Council and Mana Whenua, acknowledging that while we may sit on different sides of the wharenui, we meet at the pou tokomanawa to carry our shared responsibilities.

Standing beneath this pou requires care, balance and commitment. It reminds us that the strength of this partnership rests not only in its foundations but in how we hold the centre, especially during times of change or challenge. It is the pou we return to for alignment and the pou we build around as kaupapa grow.

Ngā Mātāpono Guiding Principles

Ngā mātāpono are the guiding principles that shape how this partnership is lived. They provide a shared understanding of how we lead together, how we relate to one another, how we respond to challenges and how we carry our responsibilities across time, kaupapa and leadership transitions.

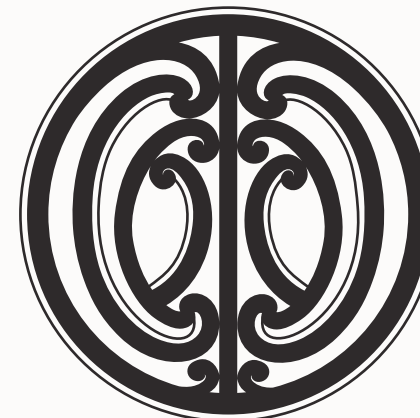
These mātāpono are not generic statements of good intent but reflect the specific commitments made between Mana Whenua and Council under this Agreement. They serve as the ethical and practical framework, directing what we do and how we do it.

Each of the four mātāpono in the following pages - *Kotahitanga*, *Rangatiratanga*, *Whanaungatanga* and *Manaakitanga* - also give meaningful expression to the principles of Te Tiriti o Waitangi. They support the exercising of rangatiratanga, uphold the responsibilities of kāwanatanga and enable both partners to contribute to decision-making in a way that is equitable and respectful.

Kotahitanga
Collective Leadership



Rangatiratanga
Self-Determined Leadership



Whanaungatanga
Sustaining Relationships



Manaakitanga
Upholding Mana



Kotahitanga Collective Leadership

Kotahitanga affirms our shared responsibility to lead together while respecting our distinct roles and the expertise each partner brings. It reflects our commitment to advancing the wellbeing of our people and environment through collective direction, clear governance and mutual accountability.

Within this partnership, kotahitanga is a practical expression of *Kāwanatanga* under Te Tiriti o Waitangi. It includes governance arrangements that support shared responsibility for decisions while ensuring each partner retains their own mandate and integrity.

He Takohanga Key Commitment

Council and Mana Whenua commit to collective leadership by maintaining shared direction and decision-making processes that reflect mutual responsibilities.

We will co-develop priorities, maintain open lines of communication and uphold our commitments through clear, structured governance pathways.

He Huanga Shared Outcome

Council and Mana Whenua lead together in a way that is aligned, transparent and inclusive. The relationship is strengthened through governance arrangements, shared direction and actions grounded in trust.

Ngā Tikanga How We Work Together

Kotahitanga will be upheld through intentional, forward-focused engagement. Strategic decisions will be shaped through early collaboration and open wānanga, with both partners informed and involved from the outset. We will avoid siloed or parallel processes and ensure that leadership is not only shared in principle but enacted in practice.

Ngā Huarahi Whakatinana Implementation Pathways

- Maintain regular Te Whakaminenga o Kapiti hui to assess priorities and review progress.
 - Establish or maintain shared governance and management structures for areas of mutual responsibility.
 - Develop shared planning and reporting tools to support transparency.
 - Facilitate joint development opportunities to build capacity for collaborative leadership.
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Rangatiratanga Self-Determined Leadership

Rangatiratanga affirms the authority of mana whenua to lead in matters that affect their whenua, wai, whānau and future. It is an enduring right under Te Tiriti o Waitangi, grounded in whakapapa, mātauranga and tikanga. Within this partnership, it means that Mana Whenua set their own priorities and lead kaupapa on their own terms.

Council's role is to uphold and support rangatiratanga by creating spaces for Mana Whenua-led leadership within shared kaupapa. **Rangatiratanga** and kāwanatanga exist alongside each other, distinct but complementary. When both are upheld with integrity, decisions are grounded, inclusive and sustainable.

He Takohanga Key Commitment

Council and Mana Whenua commit to building kaupapa in ways that reflect both rangatiratanga and kāwanatanga, recognising the value and limits of each system.

We will uphold mana motuhake in decision-making, support Mana Whenua-led priorities and co-design pathways that reflect the aspirations of both partners.

He Huanga Shared Outcome

Mana Whenua exercise rangatiratanga in all matters that affect their whenua, wai and whānau. Council respects this authority and supports the expression of Māori leadership through aligned strategies, shared kaupapa and responsive systems.

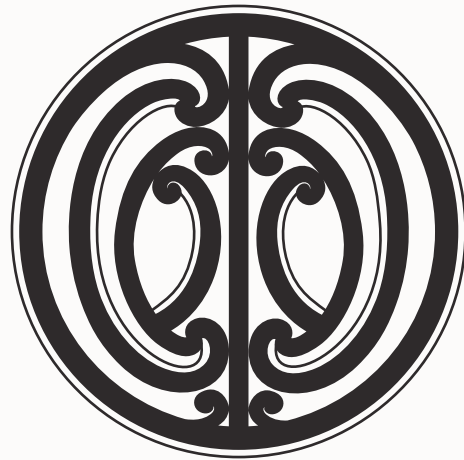
Ngā Tikanga How We Work Together

Rangatiratanga will be upheld by involving Mana Whenua early and meaningfully in all kaupapa that affect them.

Council will support Mana Whenua to define their own priorities and to engage on their own terms. Elected members and staff will act with respect and responsiveness, recognising that shared kaupapa are strongest when Māori leadership is empowered.

Ngā Huarahi Whakatinana Implementation Pathways

- Integrate Mana Whenua planning documents and priorities into Council strategies, policies and work programmes.
 - Support Mana Whenua-led kaupapa through dedicated funding, shared resources and targeted staff capability development.
 - Establish pathways for Mana Whenua to initiate, lead and review initiatives on their own terms.
 - Build Council capability to recognise and engage appropriately with Mana Whenua governance systems.
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Whanaungatanga Sustaining Relationships

Whanaungatanga recognises that enduring relationships are the foundation of this partnership. It is through connection, trust and presence that we are able to carry kaupapa together, especially through change and challenge.

This mātāpono gives effect to the principle of *Partnership* under Te Tiriti o Waitangi. Strong relationships are built through time, respect and consistency, not structure alone. Council and Mana Whenua each hold responsibility to remain connected, maintain trust and ensure that relationships endure beyond individuals, terms or specific kaupapa.

He Takohanga Key Commitment

Council and Mana Whenua commit to building and maintaining strong relationships at every level of the partnership.

We will remain connected through regular contact, open communication and mutual support, prioritising the time, presence and consistency needed to uphold our commitments.

He Huanga Shared Outcome

The partnership between Council and Mana Whenua is grounded in trust and maintained over time through consistent connection, mutual respect and enduring presence.

Ngā Tikanga How We Work Together

Whanaungatanga will be expressed through intentional relationship-building, responsiveness to each other's needs and a willingness to connect beyond formal agendas. We will acknowledge leadership transitions with respect, welcome new representatives appropriately and uphold the integrity of kaupapa through change.

Ngā Huarahi Whakatinana Implementation Pathways

- Maintain a regular schedule of kaupapa-focused and relational hui.
 - Develop induction processes that welcome new representatives into the partnership.
 - Uphold tikanga when acknowledging transitions, farewells and appointments.
 - Ensure consistent contact points across organisations to support continuity.
 - Create space in hui for whakawhanaungatanga and informal connection.
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Manaakitanga Upholding Mana

Manaakitanga affirms that all interactions within this partnership will recognise, uphold and protect the mana, identity and wellbeing of those involved. It reinforces that how we work together is as important as what we achieve.

This mātāpono reflects Te Tiriti o Waitangi obligations to *Protect* identity, wellbeing and tikanga. Both partners are responsible for maintaining respectful conduct, responding with care and creating spaces where people feel valued. The strength of our partnership will be measured not by agreement but by how we engage when we do not agree.

He Takohanga Key Commitment

Council and Mana Whenua commit to expressing manaakitanga in all partnership spaces and relationships.

We will uphold the mātāpono of this Agreement through respectful conduct, inclusive practices and ongoing training and development.

He Huanga Shared Outcome

Council and Mana Whenua engage in ways that uphold the mana, identity and wellbeing of all involved. Shared spaces reflect respect, cultural safety and constructive dialogue, especially in times of difference.

Ngā Tikanga How We Work Together

Manaakitanga will be upheld in how we prepare for engagement, how we respond when concerns are raised and how we conduct ourselves in hui and wānanga. We will take responsibility for ensuring mana is respected, discussions are constructive and participants feel valued.

Ngā Huarahi Whakatinana Implementation Pathways

- Co-develop tikanga for hui, wānanga and shared decision-making spaces.
 - Provide ongoing capability development for Council and Mana Whenua representatives.
 - Embed te reo Māori and tikanga in ways that reflect the mana of each hui and kaupapa.
 - Ensure engagement processes respects people's time, wellbeing and identity.
 - Uphold respectful conduct and tikanga-based resolutions when views differ.
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Ngā Huarahi Arotakenga

Review and Amendments

This agreement is a living document that will evolve as the partnership deepens, priorities shift and new kaupapa emerge. Like any enduring partnership, it must be reviewed regularly, monitored consistently and amended to remain robust and relevant.

A review is not about compliance but a practice of care. Through structured reflection and honest kōrero, Mana Whenua and Council will maintain the integrity of their commitments, assess how the partnership is functioning in practice and ensure that the mātāpono are being upheld in everyday action.

Te Tukanga Arotake The Review Process

A formal Hui Arotakenga will be carried out every three years by Te Whakaminenga o Kapiti. The process will be led by Mana Whenua and Council with both partners responsible for initiating, contributing to and responding to the review.

It provides space to reflect on how the partnership is being lived, including how well each mātāpono is being enacted across governance and shared kaupapa. The review also supports forward planning, ensuring that the Agreement remains aligned with Te Tiriti and the wellbeing of the communities we serve.

To support this process, the partners will use the Te Whakaminenga o Kapiti Review Toolkit which provides a shared framework designed to prompt reflection, gather evidence and agree on next steps.

Alongside the Hui Arotakenga, Council and Mana Whenua will also contribute to ongoing monitoring of the partnership through narrative reporting, kaupapa updates and shared indicators of progress, as agreed between partners. The goal is not to audit each other, but to learn, adapt and maintain momentum.

Panonitanga Amendments

Where amendments to the Agreement are proposed, they must be progressed through mutual agreement and understanding. All changes will be recorded in writing, affirmed by the appropriate representatives and logged within the Agreements document control.

Amendments may arise from legislative change, significant shifts in strategic direction or insights from the review process. Any such changes to the text of the Agreement must maintain the intent and integrity of the partnership.

He Whakakapi

Closing Statement

This Agreement is jointly affirmed and adopted by *Ngāti Toa Rangatira, Āti Awa ki Whakarongotai, Ngā Hapū o Ōtaki* and *Kāpiti Coast District Council* as a clear expression of our commitment to partnership.

It reflects years of shared kaupapa and builds on the foundations established through the original Memorandum of Partnership. By endorsing this Agreement, both partners reaffirm the intent and standing of that original commitment, while setting a renewed course for the future.

The principles and practices outlined here provide a shared platform for collective decision-making, enduring relationships and kaupapa that honour the past while serving the generations to come.

We endorse this Partnership Agreement as the basis upon which we will continue to work together openly, constructively and with integrity.

The formal signed copy of this Agreement is held by Council and each Mana Whenua partner as part of the official record.

Ngā Whakamāramatanga

Definition of Terms

Term	Definition
Council	Kāpiti Coast District Council as the local authority partner to this Agreement.
Governance	The leadership and decision-making roles held by Elected Members, Mana Whenua representatives and other members mandated by the two previous.
Hapū	A tribal grouping that sits within a wider tribal grouping, ie Iwi.
Hui Arotakenga	Review Meeting.
Iwi	The largest Māori tribal grouping that descends from an eponymous ancestor.
Kaitiakitanga	Stewardship or guardianship.
Kaupapa	Has many meanings, but in this document it refers to projects, programmes, plans, themes or topics.
Kāwanatanga	Governance (lower-case 'k'), Government (upper-case 'k').
Mahi	Work, activity.
Mana	Authority, prestige, mandate.
Mana Motuhake	The expression of tino rangatiratanga through self-determined leadership, identity and decision-making according to tikanga and Māori aspirations.
Mana Whenua	Ngāti Toa Rangatira, Āti Awa ki Whakarongotai and Ngā Hapū o Ōtaki who are the signatories to this Agreement and recognised as the mana whenua iwi and hapū from Paekākāriki to Ōtaki.
Mātāpono	Principles.
Mātāwaka	Tangata whenua who reside within the takiwā of an iwi or hapū they do not whakapapa to.
Mātauranga	Māori knowledge systems, including traditional and contemporary understandings rooted in whakapapa and te ao Māori.
Mokopuna	A descendent. While generally translated as grandchild, it has a wider meaning in Māori.

Ōritetanga	Literally meaning sameness but can be equality or equity.
Papatūānuku	The earth mother that mated with Ranginui to create Te Ao Marama.
Pou	A pole.
Pou Tokomanawa	The central pillar of a meeting house.
Ranginui	The sky father that mated with Papatūānuku.
Reo	Language.
Tāhuhu	The ridge pole or the 'backbone' of a meeting house.
Takiwā	An area or a region.
Tangata Whenua	In the context of the Kapiti Coast, refers to both Mana Whenua and Mātāwaka and does not refer or imply any authority or decision-making status.
Taonga	Treasure, something held dearly.
Te Ao Māori	The Māori World.
Tikanga	Practices - what is considered correct or right.
Tino Rangatiratanga	Ultimate chieftainship. A Te Tiriti o Waitangi term and source of debate around the ceding of sovereignty.
Tūāpapa	Foundation - base word is 'papa'.
Ture	Loan word meaning law (lower-case 'l'), or Act (upper-case L).
Wānanga	A place of learning and discussion. Also, to learn or discuss.
Wai	Water.
Whānau	The smallest tribal grouping. While it is generally considered as 'family', it has a wider meaning in Māori.
Whakapapa	Geneology.
Whanaungatanga	Relationship.
Wharehau	Meeting house.
Whenua	Land (is also the Māori word for placenta, where it is returned to land after birth).

