

HE MAIMAI AROHA

Ngāa Marae o Tahinga & Northwestern Mussels Ltd

As we look toward the future of the Northwest Mussel Spat Farm, we pause to express our deepest gratitude and respect for two key figures who have shaped the foundation of this journey.

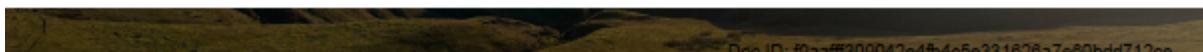
IN MEMORY OF ERUERA WHARE

We honour and remember Eruera Whare, whose loss is deeply felt by us all. Eruera was a vital pillar in the realisation of the Northwest Mussel Spat Farm. His tireless work to explore, secure, and champion economic and cultural opportunities for the people of Ngāati Tahinga will leave a lasting legacy. His vision for his people laid the groundwork for what we are building today, and his contribution will not be forgotten.

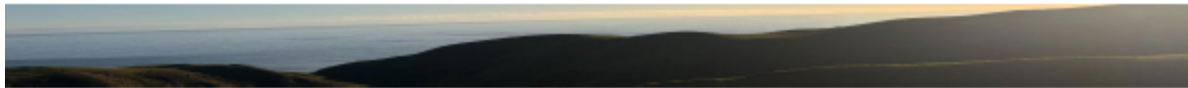
We also extend our sincere gratitude and recognition to his brother, Jason Whare. Jason's steadfast leadership to date has been instrumental in unifying the people of Tahinga. Through his guidance during the comprehensive consultation and engagement process, he has successfully brought the iwi together. This collective unity paved the way for the development of our Oati—the commitment to relationship agreement between Ngāa Marae o Tahinga and Northwestern Mussels Ltd.

Through Eruera's enduring legacy and Jason's ongoing leadership, the bond between our people and this environment remains strong, guided by a shared commitment to prosperity and mutual respect.

  
Michelle Maara Russell



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OATI

This Oati is a pledge of commitment and assurance between Ngāa mārae O Tahinga (Ngāati Tahinga) and North Western Mussels Ltd (North Western Mussels) to advance the relationship and to jointly progress the negotiations to establish a 540ha Mussel spat collection and nursery operation on the Waikato West Coast, to create a sustainable, long-term supply of mussel spat for the aquaculture industry while providing shared benefits for te taiao, Ngāa mārae O Tahinga and North Western Mussels.

NGAA TIKANGA O TE KIINGITANGA - VALUES

The values that underpin this Oati and that will guide the relationship between ngāa mārae O Tahinga and North Western Mussels are represented as follows:

- a) Manaakitanga - Ka tautoko i eetehi atu maa ngāa whanonga maoro hirohi, ngaakau pai hoki, aa, maa te whakawhiwhi koorero teetehi ki teetehi i runga i te ngaakau pai kia aawhina ai taatou i taatou ki te eke panuku, me te aha, ka eke anoo ngāa whakatutukitanga o te iwi.
 - b) Whakapono - He hononga riraa ki te Kiingitanga ka kitea i oona maatauranga, i oona puukenga me te aahua o ana whanonga ki oona hua mahi, ki oona kiritaki me te marea i runga i te atawhaitanga, te tuutohutanga me te ngaakau pono me kore noa e whakapono teetehi ki teetahi.
 - c) Rangimaarie - E tau ana, e tuwhera ana anoo hoki te ngaakau ki ngāa koorero whakahoki, aarahi, tautoko hoki a eetehi atu. Ka mauritau, ka hinengaro tuwhera, ka aata whakaaro hoki i te waa e whakatau ana i ngāa tono me ngāa wero ka paa mai.
 - d) Whakaaiti - Ka manaaki i ngāa whakaaro o eetehi atu, tae atu ki oo te iwi whaanui maa te paatai me te whakarongo ki a raatou me te whiriwhiri anoo i ngāa whakaaro o eeraa e pahekoheko ana raatou kia whai akoranga ai taatou i ngāa mahi o mua hei whakaahua ake i ngāa raa kei te tuu mai.
 - e) Aroha - Ka whakarite hononga, ka whai kauanuanu hoki puta noa i te rohe o Waikato maa te whakaatu i te ngaakau pono me te haapai i te mana o aa taatou taahuu koorero. Ka whakatau i eetehi atu maa te maarama ki oo raatou hiahia me te whiriwhiri tika i ngāa whakaaro 'kia uu tonu ai ki te ara tika.
 - f) Mahi Tahi - E hiahia ana ki te mahi ngaatahi, ki te whakakaha anoo i eetehi atu ki te mahi ngaatahi me te tuwhera tonu o te hinengaro ki ngāa whakaaro hoo. Ka aawhina ki whakarite i teetehi panonitanga manahau, i eetehi hua whaaiti me teetahi ahurea kounga.
 - g) Kotahitanga - E mihi ana, e kauanuanu ana hoki ki too taatou kanorautanga me oona hua maa te whakaatu i oona moohiotanga me toona tuutohutanga ki eetehi atu. Ka whai waahi hoki ki te whakarite rongoaa maa te whakarite i te taiao tika e tapatahi ai aa taatou mahi.
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- a) Manaakitanga (Care and Hospitality) - We support others through respectful, compassionate and generous ways. By communicating openly and positively with one another, we help each other to succeed, and in doing so, contribute to the achievements and aspirations of the people.
 - b) Whakapono (Trust, Integrity and Faith) - A genuine connection to the Kiingitanga is reflected through one's knowledge, skills and the way they conduct themselves with colleagues, clients and the wider community. This is demonstrated through kindness, guidance, honesty and integrity, fostering trust and confidence between people.
 - c) Rangimaarie (Peacefulness and Balance) - We remain calm and open to feedback, guidance and support from others. We approach requests and challenges with composure, an open mind and thoughtful consideration when making decisions.
 - d) Whakaaiti (Humility) - We value the perspectives of others, including those of the wider community, by asking questions, listening carefully and considering different viewpoints. We learn from past experiences so that they can help shape and improve our future.
 - e) Aroha (Compassion and Respect) - We build relationships and show respect throughout the Waikato region by acting with sincerity and upholding the mana of our shared histories and traditions. We engage with others by understanding their needs and carefully considering their views so that we remain steadfast on the right path.
 - f) Mahi Tahi (Working Together) - We are committed to working collaboratively, empowering others to work together, and remaining open to new ideas. We support positive change, deliver meaningful outcomes and foster a culture of excellence.
 - g) Kotahitanga (Unity) - We acknowledge and celebrate our diversity and the strengths it brings by sharing our knowledge and supporting one another. We also contribute to finding solutions by creating an environment where we work together with unity and common purpose.



NGAA WHAKAAETANGA - AGREEMENTS

We agree:

1. That parties understand the mutuality of the relationship and will work collaboratively to secure the best outcomes for the advancement of the relationship in the spirit of kotahitanga and Mahi Tahū;
2. That the interests of the Ngāa Marae O Tahinga and North Western Mussels are represented in a transparent, prudent and accountable manner;
3. That any plans, activities, or developments that may affect the taiao within te rohe o Ngaati Tahinga will be undertaken in a manner that:
 - recognises and protects the mauri of Taonga Māori including Maatauranga Māori affirmed as an intrinsic value in its own right;
 - gives due regard to the Ngaati Tahinga Environmental Management Plan and Te Oro o Te Wai, the cultural indicators framework that supports the enduring kaitiakitanga responsibilities of Ngaati Tahinga and its aroha for Tangaroa and the taiao; and
 - recognises the interconnected cultural, environmental and customary responsibilities of Ngaati Tahinga, including the implementation of raahui, where appropriate.
4. That plans impacting the taiao within te rohe o Ngaati Tahinga would be developed in a manner that considers the mauri of Taonga Māori including Maatauranga Māori affirmed as an intrinsic value in its own right, taking into account the Ngaati Tahinga Environmental Management Plan and Te Oro O Te Wai, the cultural indicators framework that ensures an enduring Ngaati Tahinga kaitiakitanga responsibility and aroha to Te Tapokopoko a Taawhaki, as well as the inter-related roles of Ngaati Tahinga that might be considered in any development.
5. That opportunity for shared economic benefit, including the development of mussel lines and the production, sale and distribution of spat and juvenile mussels, will be jointly pursued in the spirit of Whakapono, Rangimārie, and Whakaiti, drawing upon the collective knowledge systems, expertise and capabilities of Parties.
6. That the development of a 540ha Mussel spat collection and Nursery operation across three identified sites impacting the rohe of Ngaati Tahinga will be conducted under an agreed collaborative approach between parties that considers the obligation of manakitanga upheld for the benefit of all, considering the wider aspirations of growing the capability of Ngaati Tahinga into industry opportunities for education and employment, aquacultural infrastructure, research, critical freight corridor activity through existing whakapapa ties, commercial activity; and
7. That Parties will jointly negotiate and develop an appropriate legal framework, which may include a Terms of Engagement, Joint Venture Agreement, Licence Agreement, or other arrangement in support of this Oati.


Michelle Anna Russell





WHAKARAAPOOTO - SUMMARY

This Oati is intended to be a living and enduring document, a commitment between the Ngaa Marae O Tahinga and North Western Mussels to provide an open and transparent means for both the advancement of the relationship and negotiation and resolution of our relationship. The Oati represents a binding accord and as such, either party may bring matters to the other for discussion and resolution in accordance with ngaa tikanga under the authority of this Oati.

The Oati is SIGNED on this day the ____ day of _____ in the year 2026 by the
Marae representatives of Ngaa Marae o Tahinga and North Western Mussels representatives;

SIGNED for and on behalf of
Ngaa Marae O Tahinga by:

Maungarongo Tito
Ooraeroa Marae

SIGNED for and on behalf of
North Western Mussels by:

Geoff Burgess
North Western Mussels Ltd

Michelle Moana Flavell

Michelle Flavell
Pukerewa Marae

Jake Bartrom
North Western Mussels Ltd

Matekino Marshall
Weraroa Marae

