

# Strategic Plan

## New Horizons for Women Trust: Hine Kahukura

### 2018 – 2022

#### He Waiata:

Ma te kahukura ka rere te manu  
Ka rere koe  
Ka tae atu koe ki te taumata  
Whakatau mai rā e

By the korowai of feathers  
The bird can fly high  
Reaching the pinnacle you yearn for  
Coming to rest there

Mau ana i taku aroha  
Whai ake i ngā whetu  
Rere tōtika, rere pai  
Rere runga rawa rā e!

Take my love with you  
Even to the stars  
Fly straight, Fly true  
Fly to the ultimate heights!

nā Hohepa Tamehana, Ngāi Tūhoe

Our name *New Horizons for Women Trust: Hine Kahukura* reflects the support offered by us to women across Aotearoa New Zealand. The translation of our name has wairua (spirit) and mana (prestige) and portrays our presence in wider communities. Dr Valance Smith gifted the name Hine Kahukura to encapsulate our organisation and our efforts to support other women in their journeys towards new horizons. The translation of kahukura is used to mean the feathers that enable a bird to fly. The more feathers the stronger the flight and the higher the heights achieved. Thus, Kahukura is seen as a metaphor in describing the financial support that enhances and supports our wāhine (women) and their ability to follow their dreams, their journeys and to seek their new horizons.

Hine Kahukura describes great prestige in being female, and in Māoridom our ancestors or goddesses are likewise described as Hine;

Hine-Ahu-One, who was the first woman created by Tane-nui-a-rangi, Hine Titama the daughter of Tane, and Hine-Ahu-One who became Hine-nui-te-pō the goddess of darkness and death, are all named Hine rather than Wāhine. Common language of today tends to imply that Hine means young girl, and Wāhine older women, but there is great mana in the use of Hine which portrays strength and prestige of woman, or women and females, overall.

# New Horizons for Women Trust: Hine Kahukura

New Horizons for  
Women Trust |  
Hine Kahukura

## Strategic Documents

Strategic Plan  
Version 8  
7 April 2018

### Revision Status:

Version No & Date	Revisions	Chair
Version 8 7 April 2018	Reviewed and updated – incorporating a bi-cultural model and accepted at Board meeting	
2020		
2022		

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## Strategic Documents

Strategic Plan  
Version 8  
7 April 2018

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## Introduction

New Horizons for Women Trust: Hine Kahukura (NHWT:HK) is a charitable trust, founded in 1993 and is based in Wellington but operates nationally across Aotearoa New Zealand. This plan aims to guide the board to deliver our objectives and goals over the medium to long term and will be regularly reviewed by the board.

The strategic direction of the Trust for the next 5 years is to continue to work collaboratively with sponsors, donors, friends, alumnae, communities, and like-minded organisations, to promote awards, and support women in study and research, in ways that are relevant, effective and accessible.

The Strategic Plan:

- details the organisations goals and objectives;
- acknowledges the numerous stakeholders who assist the organisation to move in its strategic direction especially our sponsors, donors, staff/contractors, trustees, community groups and other award providers;
- has been composed according to the paramount needs and support of women across Aotearoa New Zealand;

The Purpose of New Horizons for Women Trust: Hine Kahukura is to fund and provide a range of awards to women in Aotearoa New Zealand for education and research, with a particular emphasis on meeting the specific needs of all women, children and/or whānau (family).

Strategic Planning is the business term for goal setting and is the cornerstone of any organisation as it documents the long-term direction of the core business of the trust. It can be likened to a road trip with the vision of the organisation being the destination and the remaining tools – the mission, goals, objectives and performance indicators, being the road signs, weather reports and hazard checks that help the organisation to arrive safely at its destination.

Strategic Thinking is about thinking into the future, anticipating market changes and identifying and assessing risk. Strategic thinking is the domain of all trustees of the NHWT:HK Board.

The Board of New Horizons for Women Trust: Hine Kahukura is committed to thinking strategically about how the Trust's current operational environment and its future direction aligns. This 2018 – 2022 Strategic Plan is a reflection of that commitment.

# Trust Philosophy

## Vision, Mission, Strategic Goals and Objectives

### New Horizons for Women Trust : Hine Kahukura

#### Our Vision

To inspire women to create new horizons through education and research

#### Our Mission

Accessible awards supporting women in education and research in Aotearoa New Zealand

#### Our Purpose

To fund and provide a wide range of scholarship awards to women across Aotearoa New Zealand

### Goals and Objectives

<b>Goal 1</b>	<b>Goal 2</b>	<b>Goal 3</b>	<b>Goal 4</b>	<b>Goal 5</b>
Deliver quality professional awards and expand through managed growth	Improve the sustainability and accessibility of awards through advocacy and collaboration	Undertake robust analysis that will inform actions to support current and future growth	Contribute to reducing social inequalities	Enhance and strengthen the capabilities and quality of education and research for women in Aotearoa NZ
<i>Objective</i> Continue to promote and advocate Hine Kahukura in media and local, regional and national forums	<i>Objective</i> Continue to advocate improved service accessibility targeting but not limited to priority groups	<i>Objective</i> Continue to maintain and develop an information source to identify needs, gaps and trends in shaping future services	<i>Objective</i> Undertake activities that frame Hine Kahukura into an integrated approach to meet its goals	<i>Objective</i> Improve organisational capability that contributes to improving outcomes for women, girls and/or whānau in Aotearoa NZ
<i>Objective</i> Maintain and aspire to the highest standards of service delivery	<i>Objective</i> Maintain existing and develop new alliances with key partners who share similar visions and missions	<i>Objective</i> Seek out new opportunities for funding to deliver further services that target identified gaps	<i>Objective</i> Improve organisational capability that contributes to improving access to education and research	<i>Objective</i> Take a collaborative lead role in the development of supporting educational journeys of women, girls and/or whānau in Aotearoa NZ
<i>Objective</i> Advocate and identify partnerships with funders that support services for women, girls and/or whānau	<i>Objective</i> Improve accessibility of services through credible and reputable marketing initiatives	<i>Objective</i> Deliver services that are congruent with Hine Kahukura's strategic priorities	<i>Objective</i> Encourage and support diversity and equity in the board governance and membership of Hine Kahukura	<i>Objective</i> Investigate, develop and implement a best practice, evidence based framework

## Vision

The vision of New Horizons for Women Trust : Hine Kahukura is to inspire women to create new horizons through education and research.

## Mission

The mission of New Horizons for Women Trust: Hine Kahukura is to have accessible awards available to support women in education and research that benefit women, girls, children and/or whānau.

The mission entails the incorporation of spiritual and environmental elements to achieve the holistic approach necessary to nurture and support women across Aotearoa New Zealand to further their education, informed communities and viable research outputs that support women, girls, children and/or whānau.

New Horizons for Women Trust: Hine Kahukura aims to provide respectful empathetic assistance to women across Aotearoa New Zealand to reach their educational and research goals and their new horizons.

New Horizons for Women Trust: Hine Kahukura aims to achieve a high level of service to all stakeholders in the delivery of scholarship awards nationally. It is aimed that this will be reached through adherence to our strategic goals and objectives underpinned by our commitments.

## Purpose

To fund and provide a wide range of scholarship awards to women across Aotearoa New Zealand to inspire, create and support their educational or research journeys.

The Mission requires that New Horizons for Women Trust: Hine Kahukura will:

- Provide applicable and accessible scholarship awards to support education and research utilising kaupapa Māori practices and beliefs as their foundation;
- Encourage wellness from a holistic perspective incorporating physical, emotional, spiritual, cultural and mental wellbeing of all NHWT:HK stakeholders or whānau;
- Operate in a collaborative manner that benefits all stakeholders, developing and maintain strategic alliances with funders and sponsors and strong relationships with donors and friends.
- Recognise and contribute to reducing social inequalities, in particular reducing the disparities for all indigenous peoples;
- Promote a balance of Māori knowledge and expertise alongside western knowledge and expertise in the delivery of all services;
- Increase the level of accessible scholarship awards for education and research across Aotearoa New Zealand with an emphasis on rural locations in both the North and the South Islands;
- Ensure whānau participation is an accepted part of all relationships with all stakeholders of NHWT: HK;

- Achieve and demonstrate continued advancement of scholarship awards that benefit women, girls, children and whānau across Aotearoa New Zealand that contribute to the wellbeing and social improvements of whānau;
- Strategically plan for and implement strategies that promote the role of the Trust as a provider or administrator of quality accessible scholarship awards for women in Aotearoa New Zealand;
- Promote the services offered by the Trust across Aotearoa New Zealand with an emphasis on rural communities in order to increase access to services by those whānau who need them the most.

## Commitments

The Strategic Plan requires the provision of equitable, effective and accessible education and research scholarship awards that promote positive outcomes for women in Aotearoa New Zealand. New Horizons for Women Trust: Hine Kahukura is therefore committed to the values and principles prescribed by:

- Kaupapa Māori Models such as Te Whare Tapa Wha and Te Wheke;
- Te Tiriti o Waitangi;
- Tikanga of New Horizons for Women Trust: Hine Kahukura
- The discipline of providing appropriate services to all people in Aotearoa New Zealand.

### Te Whare Tapa Wha (The four cornerstones of Māori wellbeing)

New Horizons for Women Trust: Hine Kahukura comprehends and values the implication that the Wharenui holds for individuals. For the Whare to be tall and strong, the sides and foundations must be solid. New Horizons for Women Trust: Hine Kahukura applies these implications to their work with communities and stakeholders by using the components that make up each of the cornerstones to identify strategies for promoting the wellbeing of women in Aotearoa New Zealand.

### Te Wheke (The Octopus)

New Horizons for Women Trust: Hine Kahukura embraces the concept of Te Wheke in its definition of whānau and family health. The head of the octopus represents the whānau, the eyes of the octopus as waiora (total wellbeing for the individual and family) and each of the eight tentacles depict a specific dimension of health and wellbeing. New Horizons for Women Trust: Hine Kahukura considers each component of Te Wheke as integral for promoting sustainable, productive relationships between individuals and communities.

## Te Tiriti o Waitangi

### Article One: Kawanatanga

Article One obligated the Crown to consult and collaborate with Māori whānau and hapū as tangata whenua, to determine and reflect their aspirations and expectations within the parameters of good government.

### Article Two: Tino Rangatiratanga

Article Two established the principle of Tino Rangatiratanga, self-determination, so that Māori may manage their own properties, assets and resources. It requires agents of the Crown to negotiate directly with hapū and whānau in the development of public policies that impact on their social and environmental health and wellbeing.

### Article Three: Te Oritetanga

Article Three guaranteed Māori the same rights and privileges as British subjects, including the right of access to appropriate services that contribute to equally to the health and educational wellbeing of Māori.

The following principles reflect the commitment of New Horizons for Women Trust: Hine Kahukura to the Treaty relationship in social responsibilities to Aotearoa New Zealand:

- There is a special relationship between Māori and the Crown per Te Tiriti o Waitangi. This special relationship is based on the premise that Māori should be able to continue to live in Aotearoa New Zealand as Māori, the indigenous people of this land.
- Central to the Treaty relationship is a common understanding that Māori will have an important role in implementing social and health strategies for Māori, and that the Crown and Māori will relate to each other in good faith, with mutual respect, co-operation and trust.
- Māori should be able to define and provide for their own priorities for health and education and be encouraged to develop the capacity for delivery of services to their communities.
- To date, the relationship between Māori and the Crown in health and education sectors has been based on three principles:
  - ◆ Participation at all levels
  - ◆ Partnership in service delivery
  - ◆ Protection and improvement of Māori health and educational statuses.

Not only is it important to improve Māori wellbeing but other goals based on concepts of equity, partnership, economic and cultural security must also be achieved.

This Strategic Plan requires that New Horizons for Women Trust: Hine Kahukura continues to consolidate and expand:

- its position as a key provider in the delivery of support in awards for women in education and research;
- its capacity and capability to secure and maintain new and existing funds and access to funding
- its ability to provide equitable quality services to all people and communities in Aotearoa New Zealand.

## Tikanga

*New Horizons for Women Trust: Hine Kahukura tikanga includes but is not limited to the following:*

- an acknowledgement of Te Tiriti o Waitangi;
- a comprehension of healthy and wellbeing of Māori with regards to the following three concepts:
  - ◆ Mana Atua: Refers to the sacred power of the gods, which is given to those persons who conform to sacred ritual and principles.
  - ◆ Mana Whenua: Refers to the mana that the gods seeded to Papa-tūa-nuku (Mother Earth) to give her the power to produce the bounties of nature.
  - ◆ Mana Tangata: Refers to the power acquired by an individual according to their ability and effort to develop skills and to gain knowledge in particular areas.
- the principle of Māori development within the context of whānau, hapū and iwi;
- the concept of Tino Rangatiratanga within the organisation and the delivery of services across Aotearoa New Zealand;
- the four cornerstones of health – Te Taha Hinengaro (psychological health), Te Taha Wairua (spiritual health), Te Taha Tinana (physical health) and Te Taha Whānau (family health);
- an acknowledgment of whānau participation as integral to the healing and wellbeing process;
- the promotion of services that are culturally safe, effective and appropriate for Māori and other ethnic groups;
- the provision of a wide range of accessible, applicable and effective scholarship awards for women in Aotearoa New Zealand;
- a strong incentive to develop new and enhance existing scholarship awards and funding sources.

The implications of New Horizons for Women Trust: Hine Kahukura's tikanga are that:

- the wellbeing of women are made a priority;
- Māori concepts and culture are recognised and supported;
- New Horizons for Women Trust: Hine Kahukura is able to flourish under a bi-cultural model in the delivery of all services.

## Statements of Intent

### Professionalism

New Horizons for Women Trust: Hine Kahukura perceives professionalism as the courage to care about and act for the benefit of women, whānau, peers, stakeholders and communities in Aotearoa New Zealand. NHWT: HK will therefore continue to deliver the administration of gifted funds in scholarship awards for the benefit of women, girls, whānau and communities in Aotearoa New Zealand by conducting its business in ways that:

- ensure access to appropriate available awards for all women, girls, whānau and communities in Aotearoa New Zealand;
- avoid all forms of unlawful or unethical discrimination;
- protect and improves the image of the organisation to Aotearoa New Zealand in all forms of media;
- promote respect for whānau - all peoples;
- support the educational journeys of all wāhine in Aotearoa New Zealand;
- provide financial support to applicants that help achieve whānau goals;
- are consistent, transparent and accountable to communities in our work;
- will not delay, harass or drain the resources of any other parties;
- are courteous and respectful to all whānau – all peoples;
- ensure the exploration of all legitimate methods and opportunities to achieve the best outcomes for all whānau – all peoples.

### Integrity

Integrity is indispensable to the Vision and Mission of New Horizons for Women Trust: Hine Kahukura. New Horizons for Women Trust: Hine Kahukura will:

- act with honesty and adhere to the highest standards of moral and ethical values and principles through its personal and professional behaviour;
- demonstrate the understanding of these values and principles and will uphold them in every action and decision;
- understand that trust and trustworthiness go hand in hand with how the organisation conducts itself and sustains a culture that is based upon ethical conduct;
- expect its actions to be consistent with its words, and its words are consistent with the organisation's intentions;
- accepts responsibilities and shares leadership in a democratic spirit and subjects itself to the highest standards of public trust;
- hold itself accountable for what it says and what it does;
- champions freedom of expression;
- safeguard academic freedom, open inquiry and debate in the best interests of the enrichment of education and research and the organisation's professional development;
- embrace human and intellectual diversity and inclusiveness;
- uphold the highest standards of fairness, act as a responsible organisation, respect equity and the rights of others and treat all whānau –all peoples with dignity.

## Respect

New Horizons for Women Trust: Hine Kahukura:

- welcomes all peoples of the world;
- will not tolerate unwelcoming words, actions or behaviours such as harassment or discrimination of any kind;
- accords respect to all peoples including Māori as the indigenous peoples of Aotearoa New Zealand, regardless of political affiliation, including people of colour, gender, ethnicity, sexuality and all persons whose first language is not English; and
- will, through diversity, continue to build a safe and supportive Aotearoa New Zealand.

## Cultural Diversity

New Horizons for Women Trust: Hine Kahukura recognises that service delivery to culturally diverse communities takes place in the context of migration, both historical and more recently. Migration places numerous barriers and stresses on individuals, whānau and communities requiring culturally appropriate responses from our organisation. In delivering culturally appropriate services, New Horizons for Women Trust: Hine Kahukura is challenged to acknowledge and respond to different cultural values and norms and will therefore:

- continue to adopt flexible and responsive approaches in engaging with individuals, whānau and communities, based on respect for diversity and difference;
- continue to support celebrations and events that celebrate success and recognise the significant contributions of culturally diverse communities;
- ensure that individuals, whānau and communities from culturally and linguistically diverse backgrounds are engaged within the processes of the organisations work;
- recognise that individuals, whānau and indigenous communities have specific needs, requiring the development of additional strategies and actions;
- value and respect the diversity of Aotearoa New Zealand;
- acknowledge and respect the contribution made by all peoples to the social, cultural and economic life of Aotearoa New Zealand;
- respect the individual and whānau – all peoples;
- commit to creating and perpetuating an environment in which diversity of whānau and thought is respected;
- embrace the belief that differences should be celebrated;
- seek to understand and accept the practices, beliefs and customs of the greater global community; and
- aspire to create an organisation that fully appreciates the culture and the history of Aotearoa New Zealand, including but not limited to language, musical creations and artwork of Māori and all other ethnic communities.