2005
2008

Statement of Intent

Te Pūrongo Matapaetanga

MINISTRY OF WOMEN'S AFFAIRS
MINITATANGA MŌ NGĀ WĀHINE

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Statement of Intent

OF THE MINISTRY OF WOMEN'S AFFAIRS

Te Pūrongo Matapaetanga

A TE MINITATANGA MŌ NGĀ WĀHINE

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Message from the Minister and the Chief Executive

The Ministry of Women's Affairs exists to provide government with well-researched, practical policy advice that will improve the lives of New Zealand women. Its work is guided by the priorities laid out in the *Action Plan for New Zealand Women*, the five-year, whole-of-government programme launched in March 2004.

This *Statement of Intent* has been prepared in accordance with section 38 of the Public Finance Act 1989. The information contained within it is consistent with the policies and performance expectations of the government.

It sets out plans for the next three years, so covers much of the implementation of the Action Plan. The Ministry leads work on a few areas of the Plan, but more commonly its role is to provide specialist advice and support to other government agencies and to help monitor progress. This means that it must influence more than it directs, and it must develop tools to help measure the success of the programmes aimed at improving the economic sustainability, well-being and work-life balance of women.

Measurement will always be an issue, because the factors that cause barriers to women achieving their full potential are often complex and require time and many different interventions, only some of which are by government. Nevertheless positive change does come and it starts with good policy. The Ministry can point to work that it has initiated or progressed that has made a real difference to New Zealand women over the past two decades. The work programme set out in this *Statement of Intent* continues that work and will benefit women, and New Zealand as a whole, in the coming years.

RUTH DYSON
Minister of Women's Affairs
19 May 2005

SHENAGH GLEISNER
Chief Executive
19 May 2005

PART 1

TE WĀHANGA 1

The context in which we work

What is the role and purpose of the Ministry of Women's Affairs?

This section describes what we do, why it needs to be done, and how we go about it.

The Ministry of Women's Affairs is the government's source of advice on ways to improve the lives of women. Our role and purpose remain constant.

What we do

The mandate of the Ministry is to:

- provide advice on policy solutions on improving the status of women
- recommend suitable women nominees for state sector boards
- manage New Zealand's international obligations in relation to the status of women, in particular under the United Nations Convention on the Elimination of All forms of Discrimination against Women.

The Ministry advises the government and supports it to achieve its desired outcomes for women specified in the *Action Plan for New Zealand Women.*[1] The government also seeks advice on other policies relevant to the well-being of women.

It brings specialist expertise and knowledge to assist the government to address inequalities where women are disadvantaged, and also to realise the potential of women. The outcomes for Māori women consistently fail to reach their potential; the Ministry develops and uses its specific understanding of the needs of Māori women to meet government's objectives.

Why do we do this?

As a government agency, the Ministry supports the government to ensure that the rights of women are addressed and that the potential of women to contribute to the social and economic goals of New Zealand is realised.

The underlying assumptions are that the outcomes for women are critical to enable the government to achieve its overall goals, and that configuring a Ministry to contain this specialist advice and support to the public sector is the most efficient and effective means of achieving the overall ends.

How we do it

The Ministry provides independent, high-quality policy analysis and, by collaboration with public service colleagues, with Māori women, iwi, hapū and whānau and with NGOs, supports interventions that achieve the goals the government has specified. It ensures access to expertise and information about the status of women throughout the policy processes of government.

Working alongside others can involve joint policy work, external critique, committing resources, connecting colleagues to knowledge or promoting gender analysis to enrich the quality of policy advice. The Ministry operates primarily by targeted influence and as a catalyst, through:

- **monitoring** progress, and stepping in when it is timely to do so to refocus effort upon outcomes for women
- **leading** policy processes when mainstream agencies are not active in a critical area or where additional complementary leadership is needed
- **influencing**, through assisting with policy processes led by mainstream agencies
- **direct intervention,** by providing suitable nominees for state sector governance boards.

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[1] *Action Plan for New Zealand Women,* Ministry of Women's Affairs, 2004.

How does the environment affect the Ministry's work?

This section identifies the major forces acting upon us that impact both upon the achievement of improved outcomes for women and upon how the Ministry undertakes its work.

The Ministry of Women's Affairs continually assesses the environmental factors acting upon it as an institution and upon the outcomes to which it contributes. It assesses these in order to leverage opportunities and to minimise negative impacts.

Opportunities the environment presents: For example, the current buoyancy of the labour market provides opportunities for women to improve work-life balance, relative earnings, and other conditions of employment that will support those women who wish to participate in the labour market.

Barriers which slow progress: For example, the incidence and impact of violence against women do not appear to be reducing. As well as directly undermining every citizen's right to be safe, domestic violence inhibits women's achievement in other spheres of their life, such as employment, contribution to the community, and home ownership.

The table below highlights:

A. trends that have particular relevance in relation to progress for outcomes for women

B. how these trends may impact on those outcomes

C. how these trends affect the operations of the Ministry.

	A: WHAT IS HAPPENING THAT IMPACTS WOMEN?	B: THE IMPACT ON OUTCOMES FOR WOMEN	C: THE IMPACT ON THE MINISTRY
Global trends and drivers	Increased skills and labour market contribution of women in many countries opening opportunities for women. But pressure to retrench women's rights in some countries e.g. reproductive rights. The environment is complex, thrives on connection, speed and knowledge sharing.	Many of the trends are gender neutral and in developed countries women are acquiring the skills to participate fully. However the status of women who are poor is in danger of deteriorating as they compete less well in global markets.	The Ministry puts more effort into international work as UN agreements on women are under threat.
Demographic changes	Demographic change and immigration are altering the racial mix and age profile of the population. The population is ageing, women have children later, the family unit is shrinking, women are more often living in single person/parents households, and the proportion of young Māori or Pacific peoples is increasing.	There are a greater number of older women with safety, health, social and financial needs. It is increasingly evident that some groups of women do well, whilst others fall further behind.	The Ministry must establish networks/ knowledge amongst Māori women, iwi, hapū and whānau and establish relationships with immigrant groups and Pacific peoples. Policy must target to specific groups of women e.g. immigrants, low-earning women.

	A: WHAT IS HAPPENING THAT IMPACTS WOMEN?	B: THE IMPACT ON OUTCOMES FOR WOMEN	C: THE IMPACT ON THE MINISTRY
New Zealand economic and social forces	Our economy appears likely to remain robust in the short/medium term. Women are more in demand in the workforce and creating opportunities for advancement. However tensions between home and paid work are created. Work patterns are changing, and non-standard employment appears to be increasing.	Strong economy opens up employment for women - opportunities to change work patterns and workplaces. But women may increase paid work without reduction in unpaid work. Saving is harder for women. Concern about inequities growing.	The Ministry must differentiate between the needs of groups of women - targeted policies needed. The Ministry must work with agencies on policies that connect participation, productivity and work-life balance.
New Zealand political environment	The political debates are on welfare, the value of parenting, and needs-based policies.	The overall thrust is on inclusiveness in the economy and this secures a place for women.	The Ministry must demonstrate value in its gender analysis. The Ministry must work with men as well as women.
New Zealand public sector	The public sector is more genuinely collaborative to achieve outcomes. Other agencies are leading substantive implementation work (e.g. the Pay and Employment Equity Unit at the Department of Labour). Growing role of regional and local authorities.	With a whole-of-government approach to outcomes, the needs and contribution of women is more likely to be be addressed by all departments.	The Ministry is well placed to be at the forefront of a whole-of-government approach. Must make relationships and value-add work well.

The challenges for the Ministry are therefore to:

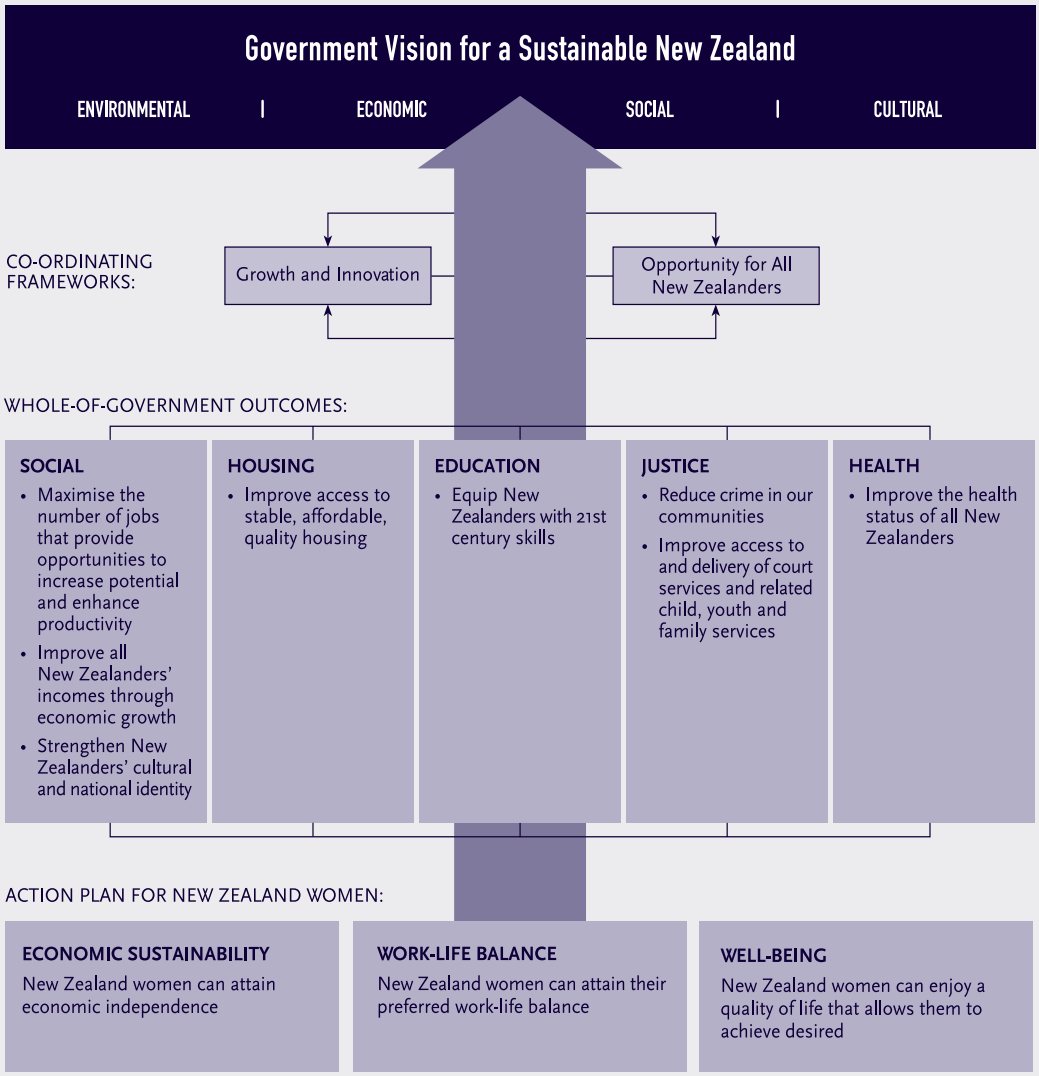
- make the achievement of improved outcomes for women more embedded in relevant public sector interventions: economic as well as social, involving men as well as women, and ensuring we focus as necessary to meet the needs of Māori women
- develop stronger evidence, skilfully articulated, to ensure the achievement of outcomes for women is not lost amongst false assumptions about their status
- target policy efforts on areas where outcomes for groups of women cannot improve, or will fall back, without government intervention.

During the forthcoming year the Ministry is investing in more effective scanning of future trends and scenarios to ensure we are undertaking early foundation work on emerging issues for women.

What outcomes for women does the government aim to achieve?

This section illustrates the three major outcome areas in the Action Plan for New Zealand Women, and describes why they are important to achieve. It then shows how the Action Plan contributes to overall government goals and the intermediate outcomes which must be achieved.

The *Action Plan for New Zealand Women* addresses areas of inequality between women and men and between particular groups of women. The plan also capitalises on opportunities for women which are of benefit to New Zealand's wider economic and social prospects. This is constant from year to year and is illustrated below.



The government has a series of co-ordinating frameworks and outcomes to fulfil its vision for a sustainable New Zealand. The *Action Plan for New Zealand Women* is a whole-of-government plan that fits within two of those co-ordinating frameworks - the *Growth and Innovation Framework* and *Opportunities for All New Zealanders*. Three high-level outcomes have been identified within the Plan. These are:

- the economic independence of women in New Zealand will be improved
- greater work-life balance will be achieved in New Zealand
- the quality of life for all New Zealand women will be improved.

Rather than being separate areas of focus, the three outcomes are inter-related, with a number of opportunities to achieve inter-related gains.

Improved economic independence of women

Why does the government need to consider action?
Lifetime earnings are seen as the most critical factor impacting upon women's economic choices and ongoing economic sustainability. Although women's participation in the paid workforce has increased, it is still characterised by part-time work, low pay and occupational segregation. These factors contribute to the gender pay gap.

> The average hourly earnings for those receiving income from wages and salaries in the June 2004 quarter was $18.24, an increase of $0.37 (2.1%) from the previous year with males up $0.49 (to $19.58) and females up $0.22 (to $16.80).[2]
>
> Māori women's average hourly earnings in 2004 were $15.22 compared with European/Pākehā women's average earnings in 2004 of $17.34, and Pacific women's average hourly earnings of $13.34.[3]
>
> The median annual income was $14,500 for women and $25,000 for men.[4]

What are the intermediate outcomes?
For each of the outcome areas, the Ministry has created a hierarchy of intermediate outcomes. These have been prepared with other public sector agencies that are delivering the policy programmes that contribute to the outcomes in the Action Plan.

It is these intermediate outcomes that the Ministry will be monitoring. The key intermediate outcomes that must exist for the overall economic independence outcome to be achieved include:

- women have access to opportunities for paid work and employment
- women are equitably rewarded for their work
- women have access to an adequate minimum level of income
- women have optimal access to, and use of, their financial resources.

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[2] Household Labour Force Survey, Dec 2004 quarter Commentary.
[3] Household Labour Force Survey, Dec 2004 quarter Table 10.
[4] Household Labour Force Survey, June 2003 quarter.

Greater work-life balance in New Zealand

Why does the government need to consider action?
There is a need to ensure as many people as possible can participate in the paid workforce while enhancing the quality of care for children and other dependants and supporting community cohesion. For women the issues have become increasingly important, with growing numbers of women entering the paid workforce while maintaining their role as primary caregiver.

> Almost 70% of women's work is unpaid, compared with 40% of men's work time.[5]
>
> Women still work shorter hours in paid work than men. But the longer total hours worked in households are primarily due to women's increased employment rates, particularly amongst mothers of young children.[6]
>
> Over one in five mothers said lack of access to childcare was a barrier to employment and almost half of mothers said cost was a reason.[7]

What are the intermediate outcomes?
For each of the outcome areas, the Ministry has created a hierarchy of intermediate outcomes. These have been prepared with a range of other public sector agencies that are delivering the policy programmes that contribute to the outcomes in the Action Plan.

It is these intermediate outcomes that the Ministry will be monitoring. The key intermediate outcomes necessary for the overall work-life balance outcome to be achieved include:

- women can successfully integrate work into their personal and family lives
- women can easily make the contribution they desire to their community
- women can access support and services to allow them to meet their responsibilities to others.

Improved well-being for all New Zealand women

Why does the government need to consider action?
New Zealand women compare poorly against international benchmarks in domestic violence statistics and when considering outcomes in relation to sexual and reproductive health. Well-being is essential to active participation in the economy and society, to the benefit of all.

> In 2000, women were more likely than men to be repeat victims of violent victimisations, and to be repeat victims of threats.[8]
>
> Within each ethnic group, the lifetime prevalence of violence by heterosexual partners was higher for women than for men, and was very much higher for Māori women than for New Zealand European women.[9]

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[5] *Around the Clock: Findings from the New Zealand Time Use Survey 1998-1999*, Statistics NZ, 2001.
[6] *The Future of Work within Households: Understanding Household-level Changes in the Distribution of Hours of Paid Work,* Paul Callister, 2004.
[7] *Childcare, Families and Work. The New Zealand Childcare Survey 1998: A Survey of Early Childhood Education and Care Arrangements. for Children,* Department of Labour and National Advisory Council on the Employment of Women,1999.
[8] New Zealand National Survey of Crime Victims 2001, Ministry of Justice, 82, 83, 94.
[9] New Zealand National Survey of Crime Victims 2001, Ministry of Justice, 82.

Violence against women was one of the types of victimisation less likely to come to Police notice.[10]

The above trends and statistics are supported by more recent research, such as an Auckland University study (Janet Fanslow and Elizabeth Robinson) published in 2004 that showed that 33% of women in Auckland and 39% of women in the Waikato had experienced at least one act of physical and/or sexual violence by an intimate partner in their lifetime.[11]

Māori women have the highest smoking prevalence (52%), followed by Māori men (39%). Among Pacific peoples, smoking is more prevalent among men (35%) than among women (29%). Since the early 1990s, smoking prevalence has declined by about three percentage points for European/other ethnic groups but has remained relatively unchanged for Māori and Pacific peoples.[12]

New Zealand has a relatively high rate of childbearing at young ages compared with other developed countries, but the trend has been downward in recent years. The birth rate for young adolescents under 18 years was 18.0 per 1,000 females aged 15-17 years in 1996 and 14.8 per 1,000 in 2003.[13]

What are the intermediate outcomes?
For each of the outcome areas, the Ministry has created a hierarchy of intermediate outcomes. These have been prepared with a range of other public sector agencies who are delivering the policy programmes that contribute to the outcomes in the Action Plan.

It is these intermediate outcomes that we will be monitoring. The key intermediate outcomes which must exist for the overall well-being outcome to be achieved include:

- women are physically, mentally, emotionally healthy
- women are safe at home and in their communities
- women can meet their social and cultural needs.

[10] New Zealand National Survey of Crime Victims 2001, Ministry of Justice, 122.
[11] Fanslow, Janet and Robinson, Elizabeth 'Violence against women in New Zealand: prevalence and health consequences' (26 November 2004), *The New Zealand Medical Journal*, vol 117 no 1206.
[12] *The Social Report 2004*, Ministry of Social Development.
[13] *The Social Report 2004*, Ministry of Social Development.

PART 2

TE WĀHANGA **2**

The Contribution of the Ministry

How does the Ministry contribute to these outcomes?

This section describes what our work involves, and the Ministry's contribution to the outcomes in the Action Plan. It lays out our policy work programme.

The Ministry monitors, leads and influences the development and implementation of policy necessary to achieve the outcomes in the *Action Plan for New Zealand Women*. It also provides nominations and ministerial services.

We monitor progress on the Action Plan

The *Action Plan for New Zealand Women* defines clear outcomes for the status of women within New Zealand and sets out the initial tasks and actions across government that are necessary to achieve those outcomes. As a whole-of-government strategy it recognises that the development and implementation of the policy necessary to achieve the outcomes is largely the responsibility of agencies in the public sector other than the Ministry of Women's Affairs. It also provides a framework for identifying future tasks and actions required to achieve its outcomes.

Monitoring function

It is important to monitor the implementation of the Action Plan to know what impact the actions of government departments have had in relation to achieving the identified outcomes. The diversity and aspirations of women, and the range of circumstances in which women live their lives, require monitoring that reflects this lack of homogeneity; distinguishing, for example, progress for Māori compared with non-Māori women.

The way in which those outcomes will be achieved, and the state of affairs that will exist for each when achieved, is not universal to all women and will reflect the diversity of circumstances of women within New Zealand. This means that monitoring progress towards achieving those outcomes is a complex task. The process must:

- take account of the diversity of women
- ensure that monitoring can accurately reflect the reality of specific groups of women
- provide a meaningful picture of the impact of the Action Plan for all categories of women.

Monitoring role of the Ministry

The purpose of monitoring implementation of the Action Plan is to ensure that it is possible to know the impact the tasks undertaken have had in relation to achieving the outcomes set out in the Action Plan.

Accordingly, the focus of the monitoring undertaken by the Ministry will not be on checking implementation of actions and projects relevant to the Action Plan. Rather it will be on reporting on the contribution that actions and projects undertaken by departments have made towards achieving the outcomes and objectives of the Action Plan.

Neither will the monitoring focus be on providing an overall picture of the well-being of women but it will provide an overall picture of the combined impact that actions of all relevant departments have made towards achieving the outcomes of the Action Plan.

Monitoring framework

During the 2004/05 year the Ministry has worked with those agencies with responsibility for projects within the Action Plan to develop the framework it will use to monitor the implementation of the Action Plan and that will provide the basis for its future interaction with agencies in relation to the Action Plan.

In consultation with those agencies the Ministry has developed the components of the monitoring framework. Central to the framework is an Outcome Hierarchy diagram for each of the three themes of the Action Plan. Each Outcome Hierarchy defines a clear outcome for each of the themes and identifies the intermediate outcomes necessary to achieve the ultimate outcome.

Working with officials from other agencies the Ministry also developed project profiles for each of the projects identified as relevant to the Action Plan and identified the links between that project and each of the Outcome Hierarchies. This allowed the Ministry to identify those areas of work to focus monitoring activity and also those areas for which limited work was currently being undertaken.

The Ministry has also worked with other agencies to develop clear reference points for the application of the monitoring framework. This required a clear description of the state of affairs that existed at the time the Action Plan was adopted and a clear description of the state of affairs the Action Plan seeks to achieve.

In the year 2005/06 the Ministry will continue to work with agencies to identify specific indicators for those areas that have been identified as the most important to monitor and to identify what monitoring and evaluation may already be undertaken in relation to projects relevant to the Action Plan.

Application of the monitoring framework

The monitoring framework has both a retrospective focus and a prospective focus. Retrospectively its focus is to ensure that it is possible to know what impact the actions of government departments have had in relation to achieving the identified outcomes. Prospectively its focus is as a tool in planning future actions and determining the relative priority of the next actions to take in order to make the most progress towards achieving the outcomes of the Action Plan.

During the 2005/06 year the Ministry will work with agencies to apply the monitoring framework in both ways. In particular, it will work with agencies to monitor those areas identified as making the most significant contribution to achieving the outcomes of the Action Plan and to identify those relevant to achieving those outcomes for which limited work is being undertaken.

The Ministry proposes that the monitoring framework will also provide the basis for it to work collectively with agencies to identify for the 2006/07 year, on a whole-of-government basis, the approach most conducive to making further progress on achieving the outcomes of the Action Plan. This will involve identifying areas for which more work is required, areas in which work may not have had the impact anticipated and identifying priority areas.

We provide policy advice to achieve improved outcomes for women

The work programme of the Ministry focuses on contributing to the achievement of the outcomes under the Action Plan. It is determined by identifying those areas in which:

- effort needs to be expended
- opportunities arise for increasing impetus
- monitoring raises concerns about the impact of such activity on achieving the goals of the Action Plan.

The work programme for the forthcoming year, contributing to each outcome, is presented below. This builds on that set out in last year's *Statement of Intent* but has been refined to provide greater clarity about the Ministry's role and a link to the intermediate outcomes.

MAIN INTERMEDIATE OUTCOME	REFERENCE IN ACTION PLAN	CURRENT MWA ROLE	WORKING WITH
1. To improve the economic independence of women in New Zealand			
1.1 Women have access to opportunities for paid work and employment	• Participation in employment including Modern Apprenticeships and industry training	Support/influence	Department of Labour Tertiary Education Commission
	• Employment quality	Support/influence	Department of Labour
	• Women in enterprise	Leadership	Ministry of Economic Development
	• Māori women and collectively owned assets	Support/influence	Te Puni Kōkiri
1.2 Women are equitably rewarded for their work	• Pay and employment equity	Support/influence	Department of Labour
1.3 Women have access to an adequate minimum level of income	• Retirement savings	Support/influence	Retirement Commission
	• Support for tertiary students	Support/influence	Ministry of Education
	• Family Income Assistance Review	Support/influence	Ministry of Social Development
1.4 Women have optimal access to, and use of, their financial resources	• Women in enterprise	Leadership	Ministry of Economic Development
	• Pacific women's economic well-being	Leadership	Ministry of Pacific Island Affairs
	• Māori women and collectively owned assets	Support/influence	Te Puni Kōkiri

MAIN INTERMEDIATE OUTCOME	REFERENCE IN ACTION PLAN	CURRENT MWA ROLE	WORKING WITH
2. To improve work-life balance			
2.1 Women can successfully integrate work into their personal and family lives	• Work-life balance project	Support/influence	Department of Labour
2.2 Women can easily make the contribution they desire to their community	• Time-use survey/ satellite accounts	Monitoring	Statistics New Zealand
2.3 Women can access support and services to allow them to meet their responsibilities to others	• Childcare including out-of-school care	Support/influence	Ministry of Social Development Ministry of Education
	• Paid parental leave	Support/influence	Department of Labour
3. To improve the well-being of women			
3.1 Women can meet their social and cultural needs	• Heartland services	Monitoring	Ministry of Social Development
	• New Zealand disability strategy	Monitoring	Office for Disability Issues
	• Telephone interpreting services	Monitoring	Department of Internal Affairs
3.2 Women are physically, mentally, emotionally healthy	• Health services: smoking, mental health, obesity, access to health services	Monitoring	Ministry of Health
	• Sexual and reproductive health	Support/influence	Ministry of Health
3.3 Women are safe at home and in their communities	• *Te Rito*: Violence prevention strategy	Support/influence	Ministry of Social Development
	• Crime reduction strategy	Support/influence	Ministry of Justice

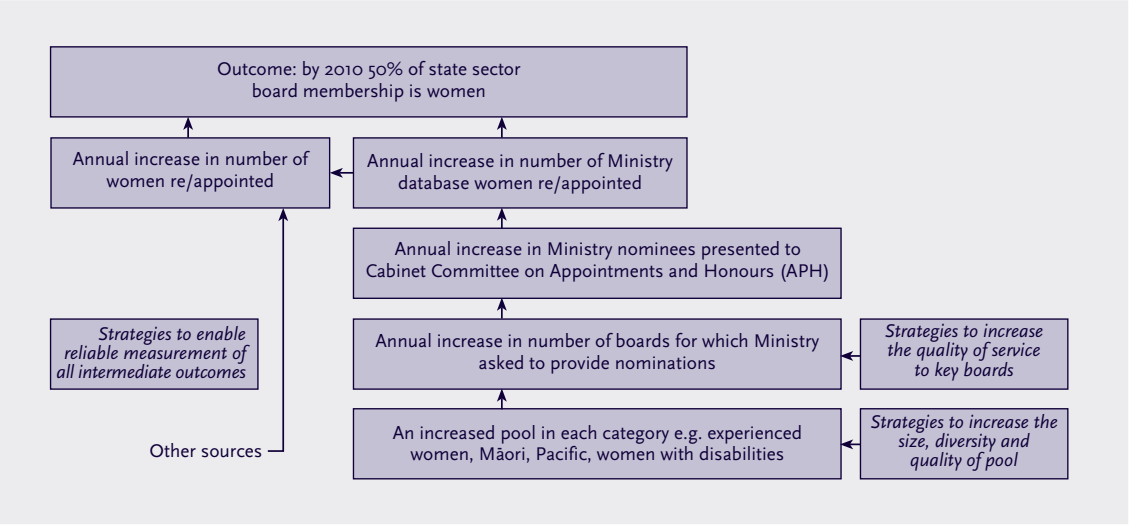
As noted above, the Ministry also responds to requests for advice from the Minister, to a changing environment, and to opportunities to influence processes that will support outcomes for women. For example, in this forthcoming year, advice will be provided on housing, not because it is specified in the Action Plan, but because the evidence is that policy advice on housing for women will contribute to their economic independence and well-being.

We provide nominations for the appointment of women to governance bodies

The Ministry of Women's Affairs is accountable for the provision of suitable women nominees for appointment to state sector governance bodies. The Ministry's role has not changed from the last *Statement of Intent*, but nominations strategies have been developed to be more effective.

Government has asked that membership of statutory decision-making bodies reflect the diverse perspectives of the New Zealand community. The objective is that by the year 2010, women will represent around 50% of the membership of government boards and committees. The Ministry of Women's Affairs is not solely accountable for successfully attaining this goal but contributes strongly to its achievement. The Ministry is accountable for excellent advice to the Minister on women to be appointed or reappointed from its database.

The desired outcome, the performance drivers, and the strategies to achieve them are illustrated below:



In order to achieve the outcome there are three key strategies that the Ministry is focusing on to drive success:

1. *Improved data collection and analysis*

   The Ministry is the lead agency on the government best practice sub-group identifying a process to provide information on the current gender and ethnic composition of boards across the whole of government. It works with the Department of the Prime Minister and Cabinet, Te Puni Kōkiri, the Ministry of Pacific Island Affairs, and the Ministry of Health.

2. *Closer working relationships with the agencies that administer the appointments processes*

   A more targeted service is required to ensure that nominations are provided to the highest possible number of boards, and that the most suitable candidates are nominated.

3. *Improving the quality, range of professions and experience, and extending the diversity of the women registered on the database*

   The pool of women available for nomination is being extended in specific areas and women who are very experienced are being sought. This includes a specific focus upon Māori women, Pacific women, and women with disabilities.

We manage the government's international obligations in relation to the status of women

The Ministry is the lead agency for managing New Zealand's international obligations on the status of women. It has a dual focus:

- externally on the role New Zealand plays as a good international citizen in international forums, in particular managing the process by which New Zealand reports on its obligations under the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- internally on promoting development of domestic policy that is consistent with the international obligations assumed by the government.

The principal focus of the work in 2005/06 is managing the process to develop and present the next report to the CEDAW Committee. Every four years New Zealand is required to report on New Zealand's performance on issues governed by the articles of CEDAW and the reporting period for the sixth report concludes in February 2006.

The Ministry will develop the report in collaboration with relevant government agencies and in consultation with key stakeholders and will present it to Cabinet for final approval in March 2006. It will be filed with the CEDAW Committee following Cabinet approval but the meeting schedule of the Committee means it is likely that New Zealand will not formally present the report to the Committee until January 2007 at the earliest. The Ministry will support the Minister of Women's Affairs in presenting the report and in responding to any issues raised by the Committee in response to the report.

In 2005/06 the Ministry will also develop a medium-term work plan for its international responsibilities. It will identify key areas of work likely to arise in that time and the resources and capacity that the Ministry will require to undertake such work. The Ministry will continue to facilitate the meetings of the Caucus on International Women's Issues as a forum to allow exchange of information and experience between those working in international forums to address issues relevant to the well-being of women.

How does the Ministry select the most influential interventions?

The diagram and the notes that follow describe the process used by the Ministry to ensure that it selects the most effective contribution to the achievement of the government's outcomes for women.

In this last year the Ministry has put into practice a more rigorous process for selecting priority action. This has included a clearer understanding of the relationships between capability, outputs, impacts and outcomes, and the government's co-ordinating frameworks for outcomes.

To be effective, resources must be invested in the work that will have the greatest impact on the outcomes sought. Duplication must also be avoided, and work undertaken that is not being done by any other agency. The process of selecting what work to do is therefore very important. It involves an understanding of the following elements:

- the outcome hierarchy, from the co-ordinating frameworks of *Growth and Innovation*, and *Opportunities for All New Zealanders*, and the inter-agency *Action Plan for New Zealand Women*
- the direct intervention choices, such as nominations services, that the Ministry can make, and how effective they are in achieving the outcome sought
- what role the Ministry might adopt in advising, monitoring, or influencing others in the policy development processes, and how effective they are in achieving an impact
- capability, both of the Ministry and of others, that can be harnessed to deliver the nominations or policy services.

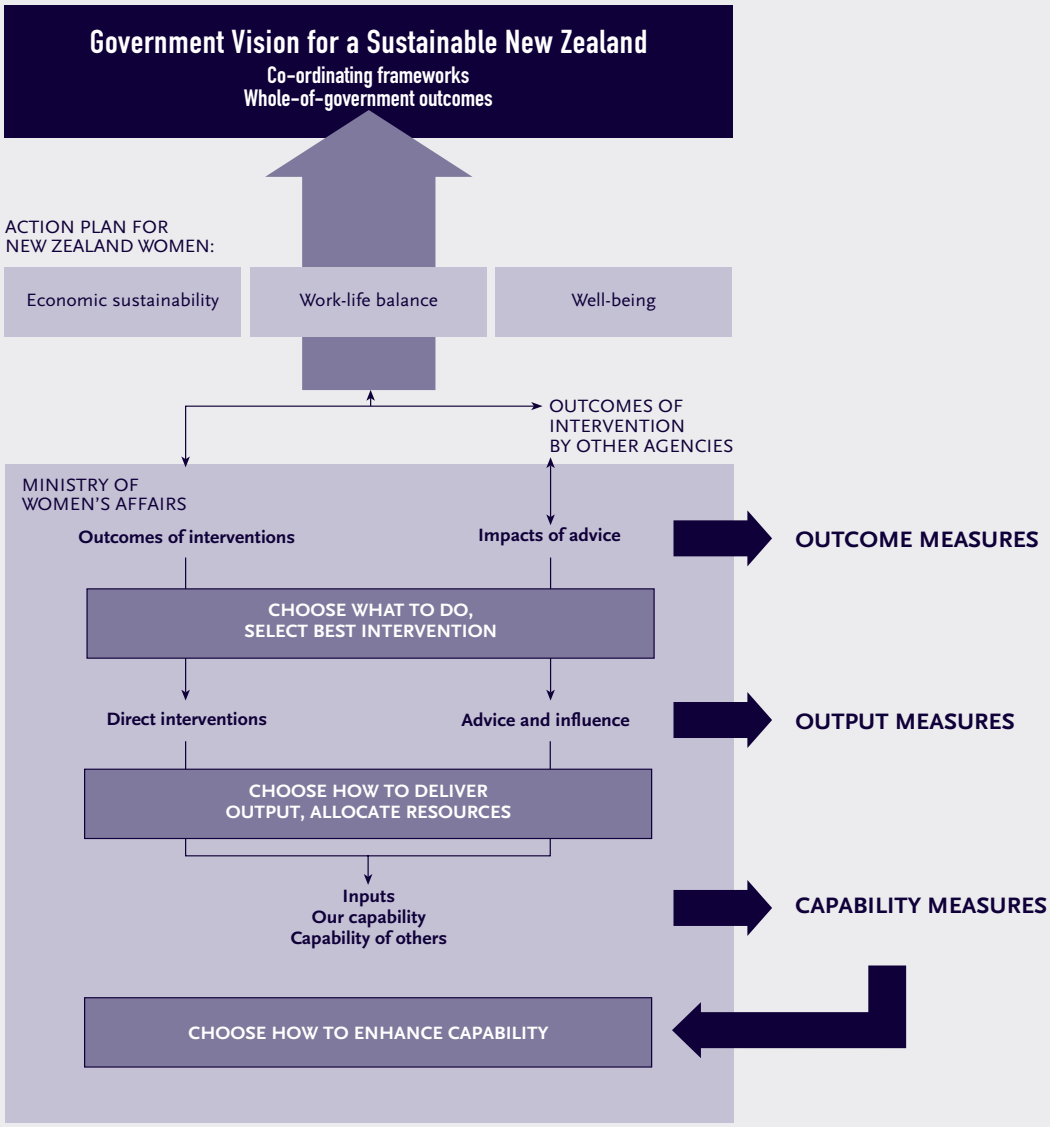
The decision-making and intervention framework is illustrated below. It is then followed by a set of examples which show how it is working in practice in key policy areas.

The Ministry:

- directly intervenes when requested by the Minister, including provision of nominations and ministerial services
- leads policy development when there is evidence that a change in one area is critical for the overall outcomes but no other agency is doing the work
- influences when there is evidence that a change in one area is critical for the overall outcomes for which another agency is doing the work, but needs support
- monitors the Action Plan and progress against its objectives.

The Ministry is ***accountable for the delivery of the advice*** to influence the outcomes for women, and must be able to show the impact of the advice on other agencies and its effectiveness upon the ultimate outcome. The Ministry is also accountable for the management of its resources and capability, and the choices made as to how to deliver services.

The Ministry is ***not accountable for the implementation*** of the policy adopted by other agencies, but assists by creating conditions where successful implementation is more likely (e.g. through steering groups, relationships with public sector agencies and NGOs).


Government Vision for a Sustainable New Zealand
Co-ordinating frameworks
Whole-of-government outcomes
ACTION PLAN FOR
NEW ZEALAND WOMEN:
Economic sustainability
Work-life balance
Well-being
OUTCOMES OF
INTERVENTION
BY OTHER AGENCIES
MINISTRY OF
WOMEN'S AFFAIRS
Outcomes of interventions
Impacts of advice
OUTCOME MEASURES
CHOOSE WHAT TO DO,
SELECT BEST INTERVENTION
Direct interventions
Advice and influence
OUTPUT MEASURES
CHOOSE HOW TO DELIVER
OUTPUT, ALLOCATE RESOURCES
Inputs
Our capability
Capability of others
CAPABILITY MEASURES
CHOOSE HOW TO ENHANCE CAPABILITY

The Ministry must leverage all the resources it can, beyond its own, to undertake this work. It works alongside other agencies supporting, leading, or co-leading a policy project; being on a steering group; bringing in information or insights; or being a catalyst for action.

The selection of priorities for work is informed by the monitoring of the Action Plan, insights of women, specialist data, information and knowledge about women, assessment of risk and appraisal of current and future opportunities.

Below are some examples of key policy areas on which the Ministry will focus attention in 2005/06 and the process followed to determine the Ministry's contribution.

These examples have been chosen as the most significant policy areas at the current time, but they do not cover all the policy work. The Ministry will necessarily change emphasis as opportunities arise and in light of evidence from monitoring.

To improve the economic independence of women in New Zealand

Women's employment
Our role is one of supporting and influencing
It contributes to a number of intermediate outcomes under the Action Plan
A range of work is at varying stages

Women's employment is characterised by lower participation rates and lower average earnings, relative to those of men. This is especially so for Māori women. Some of these differences can be attributed to women's unpaid responsibilities primarily for their children, and to occupational segregation. Balancing paid and unpaid work continues to be an ongoing challenge for many women.

The quality and remunerative value of work have a significant impact on women's achievement of economic independence. Ensuring that women can enter and re-enter employment, balance the different spheres of their lives and receive fair rewards for their efforts will assist women to gain such independence, for themselves and their families.

There are a number of projects being led by other government agencies that have the potential to improve the employment outcomes of women. The Ministry's role in relation to these is one of influence, ensuring that a gendered perspective and analysis, alongside ethnic considerations, are a core part of the policy development process.

Most of the policy processes relevant to this strand of work are likely to continue over at least the next two to three years. Examples of relevant work include:

- women's labour market participation
- pay and employment equity
- precarious work
- work-life balance
- Modern Apprenticeships
- labour market assistance programmes.

Women in enterprise

Our role has been one of leading this work and will become one of monitoring and influencing

It contributes to the intermediate outcome that women have access to opportunities for paid work and employment

We are at the stage of presenting policy solutions

The purpose of this project is to identify how women in business may be better supported. Improving the growth of women-owned businesses will result in greater economic and other benefits for the women themselves, their families and communities, and the economy as a whole.

Women are setting up businesses at a faster rate than men, and this is particularly true of Māori women. Women-owned businesses, however, tend to be smaller and remain small, and tend to be in less profitable sectors of the economy, than businesses set up by men. There is also evidence suggesting that some women enter business to achieve greater flexibility and balance between their paid and unpaid responsibilities. The reality for many business women is, however, that some improvements in flexibility are achieved, but at the expense of longer working hours and lower incomes.

The Ministry is jointly leading this project with the Ministry of Economic Development. The work has involved interviews and focus groups with a range of women in business, as well as an extensive literature review of New Zealand and international material. In addition, the project has had input from relevant academics, the National Advisory Council on the Employment of Women, the Small Business Advisory Group, a cross-agency steering group set up to provide overview of the project, and the Ministry's Māori Women's Economic Reference Group.

The project team is working through potential policy options, with a final report to be provided to Ministers. Following that, the Ministry will monitor the implementation of the policy decisions, and may be involved in further research and policy development.

To improve work-life balance

Childcare

Our role is one of supporting and influencing this work

It contributes to the intermediate outcome that women can access support and services to allow them to meet their responsibilities to others

We are at the stage of contributing to ongoing inter-agency work

By international standards, the availability of affordable, high-quality childcare in New Zealand is limited. While improvements are being achieved in the early childhood sector, out-of-school care is still relatively under-developed.

The impact on women is that they:

- do not participate in the labour market to the extent they would prefer
- encounter pressures in juggling paid work with their caring responsibilities.

Thus, improvements to childcare are likely to have positive impacts on women's degree of choice regarding employment decisions, income levels and work-life balance.

Responsibility for childcare policies is shared between the Ministry of Social Development and the Ministry of Education. At this stage, the Ministry remains in an influencing role. However, over the next 12 months the Ministry will give greater priority and resourcing to this policy area and seek opportunities to take more of a leadership role.

To improve well-being

Domestic violence

Our role is one of leading this work and supporting and influencing the overall strategy

It contributes to the intermediate outcome that women are safe at home and in their communities

We are at the stage of analysing research to determine what our focus should be

A 2004 study found that approximately one-third of New Zealand women experience intimate partner violence at some stage of their lives. Domestic violence has profoundly negative impacts on the women and children who experience it. These include detrimental effects on:

- physical and psychological well-being
- employment, career development and economic independence
- housing
- connections to wider family and community life.

The prevalence of domestic violence does not appear to be reducing. In addition, the expected improvements resulting from the Domestic Violence Act 1995 do not appear to have been fully realised.

For these reasons, the Ministry has now become much more focused on this policy area. The Ministry's role is both in an influencing capacity and as a lead agency. Work the Ministry seeks to influence includes:

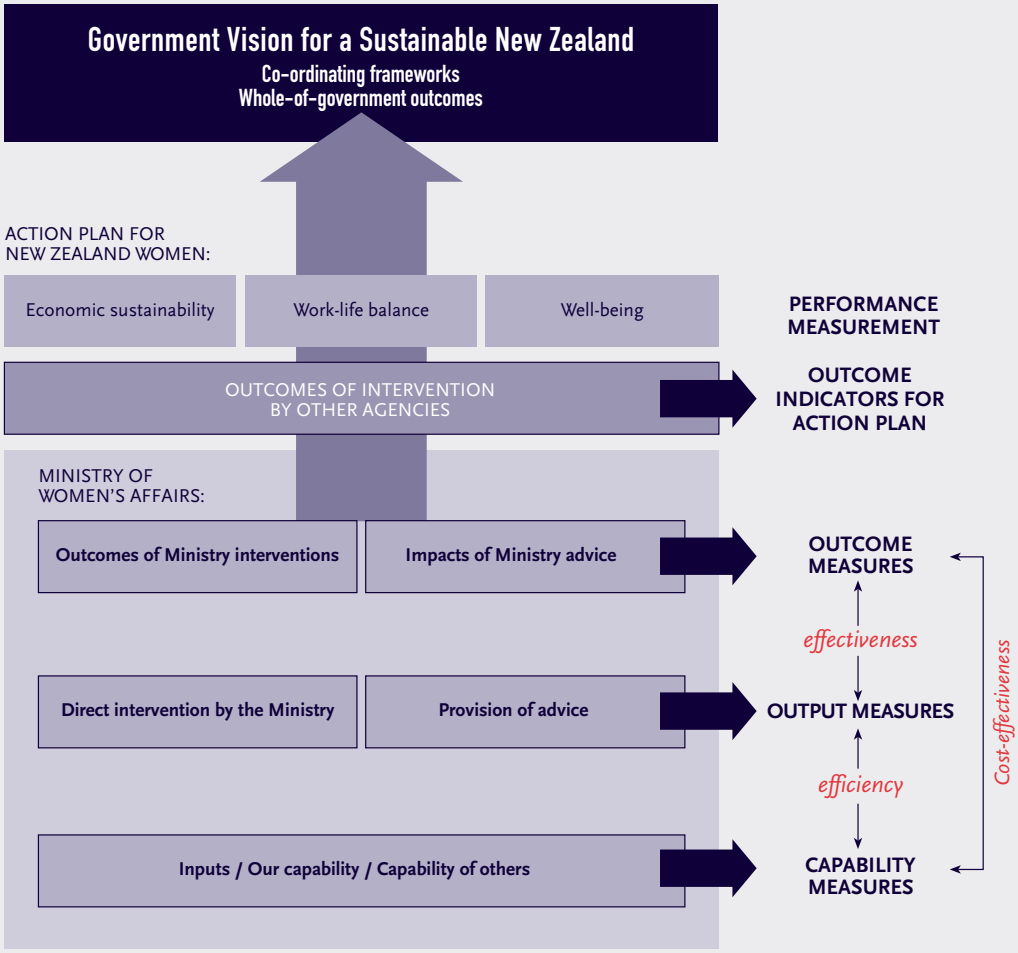
- the family violence strand of *Opportunity for All New Zealanders*
- the ongoing implementation of *Te Rito*.

In addition, the Ministry is leading policy work on the effectiveness of protection orders. The purpose of this work is to identify whether any improvements can be made to improve the safety of women. The project includes research on women's experiences of protection orders, and is assisted by an inter-agency advisory group to ensure the work will have whole-of-government benefits. The findings and analysis will be the basis for advice on this issue to Ministers, to be completed by June 2006.

How does the Ministry know if it is achieving the outcomes?

This section outlines our progress and plans on our monitoring and evaluative work which will assist us to learn whether the outcomes and intermediate outcomes are being achieved, whether our interventions are working and how we can continue to improve our effectiveness.

The Ministry measures and assesses the performance of itself and others at several levels. These are illustrated below.



High-level outcome monitoring

The Ministry monitors the indicators of progress for the high-level outcomes of the Action Plan. Progress will continue to be made over the next year to put in place indicators for the intermediate outcomes.

Selective evaluative studies to assess the Ministry's interventions

Because of the attribution challenges noted earlier in this *Statement of Intent*, it is more appropriate to use selective evaluation studies to continually learn about and improve the impact and effectiveness of interventions and policy advice by the Ministry. One of the evaluative studies indicated in last year's *Statement of Intent* (the quality of policy advice) has been completed and another two are in progress.

The work in this last year will be completed and expanded:

- in 2004, an independent assessment was commissioned of the policy work that can be to some extent benchmarked against the rest of the public sector, and this will be repeated each year
- throughout 2004-05, Ministerial satisfaction was regularly tracked, which will continue to be done every quarter
- in early 2005, an independent assessment was undertaken of the views of a small sample of the Ministry's stakeholders in relation to its reputation and influence - this will be built on with a full evaluative study of the impact of the Ministry's influence
- the effectiveness of the prioritisation and intervention selection processes, answering the question as to whether resources are allocated to the most important areas has not yet been assessed, and how to do this will be explored during 2005/06.

Output reporting

The Ministry will continue to report to the Minister of Women's Affairs quarterly on the achievements against the agreed work programme.

Capability measures

In this past year capability has been assessed by:

- post-appointment interviews and exit interviews focused on climate, leadership and management, processes, and systems
- reviewing IT infrastructure and implementing two major improvement projects
- reviewing the performance management system
- reviewing corporate support services, and restructuring the management team and the corporate support units
- undertaking an internal climate survey, which showed the Ministry to have achieved a substantial improvement in its internal climate
- assessing and revising the relationship management strategy.

Capability will continue to be assessed and enhanced by means of:

- continued rigorous use of post-appointment and exit interviews with regular tracking of a range of human resources indicators such as turnover
- running an annual internal climate survey to assess climate, leadership and management, and relationships
- building on training of managers in performance management
- commissioning a regular survey of stakeholders
- an annual review of our policy capability
- systematic reviews of internal policies, strategies and processes to align all processes with our outcomes.

What risks does the Ministry need to manage to deliver these outcomes effectively?

This section describes our risks and opportunities and our plans to manage them well.

It is essential the Ministry has a well-developed understanding of risks, and processes to manage them. Among other things it will allow:

- more effective and transparent decisions
- the effective allocation and use of resources
- creativity and innovation
- improved capacity for flexibility and 'nimbleness' when faced with competing obligations
- the effective delivery of work programmes.

Prioritisation has been given to those risks that would have the greatest impact. To do this, risks are considered within the context of what is important for the Ministry, those critical components necessary for the Ministry to meet its roles and responsibilities.

The risk categories identified in the table below capture these critical components.

The major risks and mitigation strategies are noted below. Many of these risks can be turned into opportunities. For example, the challenge to capability caused by the high turnover characteristic of small agencies forces thinking about more creative ways of accessing capability - and this presents an opportunity to use networks and partnerships to ensure delivery of quality policy advice. Strategic risks are therefore predominant. This analysis leads the Ministry to focus on thinking and analytical capability knowledge and relationships.

RISK CATEGORY	EXPLANATION
Reputation/credibility	Ability to maintain/strengthen the Ministry's reputation/credibility now and into the future; political, current and future stakeholders.
Identification of priorities	Actively identifying and doing the 'right' things now and into the future. This refers to both strategic and operational priorities.
Delivery of priorities	Delivering on the 'right' things within time, cost and quality parameters now and into the future. This not only refers to the delivery of strategic priorities but also operational obligations.
Resources/capability	Ability to effectively manage resources and maintain appropriate levels of capability now and into the future. Relates to human capital, financial, infrastructure, information technology, and knowledge management.
Information/evidence	Quality and availability of information/evidence to support our business needs, particularly as it relates to the ability to provide quality policy advice.
Organisational culture	Ability to maintain/strengthen organisational health: behaviours, messages, communications.

Strategic risks are predominant. This analysis leads the Ministry to focus on thinking and analytical capability knowledge and relationships.

Operational risks are well managed through quarterly analysis of risk and opportunity through unit reporting.

Project risks are managed through good project management practice and clear sponsorship.

THE MAJOR RISKS	RISK MITIGATION STRATEGIES
RISK 1: PRIORITISATION FAILURE That the work of the Ministry fails to focus on the policy work that will make the biggest difference for women and wastes opportunities.	**Use evidence:** develop the way knowledge and information is managed. **Prioritisation process:** refine the process of selecting priorities and gain a reputation for doing it well. **Political interface:** maintain quality discourse with the Minister so that the Ministry's work can reflect the priorities of the government and its Minister.
RISK 2: ANALYTICAL CAPABILITY That the Ministry will be unable to maintain and foster capability in strategic and analytical thinking in critical policy areas.	**Retention:** work for retention through active management, leadership and development, and capturing knowledge before people leave. **Development:** growing staff and attracting high-calibre analysts. **Reputation:** ensure culture, management and development of staff are very attractive. **Mindset:** seen as part of a team in the public sector, partner others for analysis, use contractors who mentor staff. **Quality of thinking:** set a premium on strategic and analytical thinking through leadership and training.
RISK 3: INFLUENCE THROUGH UNIQUE VALUE That the Ministry cannot engage public sector departments to work with the Ministry by failing to bring adequate and unique value to assist in achieving shared outcomes.	**Stakeholder engagement:** engage with women and communities who can bring actual experience into the policy processes. **Communication:** develop communication capabilities, written and oral, in all staff.
RISK 4: INFORMATION NOT AVAILABLE OR NOT COMMUNICATED If people do not receive accurate information about ongoing issues for women and the overall benefit of working to improve the status of women, important progress on the work programme may be slowed down.	**Use evidence**: use compelling information to illustrate ongoing inequalities and the social and economic consequences. **Reframing:** articulate how a focus on women helps all New Zealanders - including men and children - shift from 'victim' focus to wider social and economic benefit. **Communication:** explain more widely to people the benefits of investments in improving outcomes for women.

What capability does the Ministry need to be effective?

This section outlines the capability we need to achieve our outcomes and what capability developments we will be focusing on in the forthcoming year.

Capability is what the Ministry needs now and in the future to deliver the outputs and best contribute to the outcomes that are specified by government. Capability is strongly affected by the role of the Ministry and by the context in which it operates. The Ministry assesses its capability by systemic consideration of the six dimensions of culture, people, leadership, relationships, processes/systems and structure.

The capability review

The Ministry has responded to all the recommendations of the capability review undertaken in 2003. A report to Ministers in March 2005 gave a very positive assessment on improving policy development, management systems and processes, and cross-governmental relationships. Furthermore, an internal climate survey places the Ministry above the public sector benchmark for positive internal culture.

What drives our capability requirements?

A basic underlying capability of the Ministry is expertise in gender analysis of policy, informed by knowledge of women's perspectives. This capability is founded upon relationships with the widest possible groups of women in communities - particularly with Māori women. This expertise is the Ministry's unique contribution to the whole-of-government effort. There is no one story about women; their situations are highly diverse and require specific analysis.

The Ministry is small and has to be influential across a wide domain. The capability challenges are being:

- ***Communication specialists using highly credible information*** - because the relevance must be demonstrated of a gender and Māori perspective to all policy issues. This needs strong relationships, above average communication skills, and accessible and credible information, including information disaggregated for Māori and non-Māori.
- ***Strategic and analytical thinkers*** - because the impact upon outcomes for women is achieved through relevant and compelling information and analysis is brought to colleagues and Ministers about policy changes that will change the outcomes for women. There is also a role to monitor the unintended consequences of other policy. Quality of policy thinking is essential. People are needed who are big picture thinkers and strongly analytical. This requires quantitative as well as qualitative analysis.
- ***Transformational and innovative leaders*** - the task for a small agency influencing large policy agencies requires smart thinking about interventions. This is a leadership task, for everyone in the Ministry, and puts a high premium on a culture that releases intellectual and emotional potential.

The skills of leading, influencing, and monitoring policy development are dependent upon four key capabilities

The most important capability of all is the quality of the analytical and strategic thinking of the Ministry staff. This cannot be achieved without supporting staff with inspiring leadership and management, and with the excellent management of knowledge and information. And staff will be unable to have influence if they do not run positive and productive relationships.

All policies, procedures, structures, assets and technology should support these drivers of success.

WHAT IS NEEDED	WHAT WILL BE DONE TO ACHIEVE IT	ASSESSING PROGRESS
Highly analytical staff thinking strategically	• Recruit for these skills and make partnerships to bring in skills if needed • Major commitment to individualised development for all staff • Use networks and external agencies for input and ideas • Skill the whole organisation in strategic thinking, through seminars, discussions and culture • Training in analytical frameworks e.g. Māori perspective, statistical analysis, and evaluation and monitoring.	• Post-appointment and exit interviews assessing support • Ministerial satisfaction assessing contribution • Stakeholder review assessing value added by Ministry • Regular review of policy advice • Internal climate survey
Inspiring leadership and exemplary management	• Management team focused on policy • Inclusive and open leadership style from all managers - explicit plan to develop specific skills • Individual training in leadership for managers • Coaching to build leadership capability • Undertake evaluation and capability building on our influencing capability	• 360° review of managers • Post-appointment and exit interviews assessing leadership • Internal climate survey to assess leadership, alignment with outcomes and relationships
Excellent management of knowledge and information	• Culture of sharing - internal debate/ seminars on strategy • Implement a document management system in the context of knowledge management strategy • Regular external expert input into policy • Monitoring and evaluation is essential	• Ministerial satisfaction of policy advice • Internal feedback of staff on information support systems • Repeated review of the quality of policy processes and advice
Positive and productive relationships	• Extend the relationship management strategy to wider groups in communities • Build relationships with specific groups e.g. Māori, universities, researchers, business, local authorities • Continue to train staff in effective communication and relationship skills • A website which makes us accessible for our external stakeholders • Continued development of relationships with Māori women, whānau, hapū and iwi	• External stakeholder review to assess reputation and contribution • Ministerial satisfaction on relationships • Internal climate survey to assess internal relationships

All policies, procedures, structures, assets and technology should support these drivers of success. Structures need to be flexible, but with clear accountabilities. No major changes in these areas are planned in the coming year.

Pay and Employment Equity

The government has formulated a Pay and Employment Equity plan of action. The intermediate outcomes of this plan are the removal of barriers to employment equity for women, and remuneration being free of gender bias.

The Ministry of Women's Affairs, as a public service employer, will be working with the Department of Labour, and consulting the State Services Commission, to develop appropriate reporting mechanisms, including audits and response plans. During 2005/06, the Ministry will start preparatory work to undertake a Pay and Employment Equity audit, the timing of which has yet to be agreed with the Department of Labour.

Capital expenditure

This section sets out the departmental capital expenditure to be incurred in accordance with section 24 of the Public Finance Act 1989.

The forecast capital expenditure for the period covered by this *Statement of Intent* is primarily the routine replacement and upgrade of the information technology and office equipment, to maintain efficient delivery of services.

The table below provides a breakdown of the capital expenditure planned for the coming year, and actual capital expenditure for previous years.

Departmental Capital Expenditure ($)	Forecast 2005/06	Estimated Actual 2004/05	Budget 2004/05	Actual 2003/04	Actual 2002/03	Actual 2001/02	Actual 2000/01
Computer Equipment	35,500	25,500	25,500	25,100	90,600	0	66,400
Software	80,000	20,000	20,000	1,600	19,800	31,200	3,500
Office Equipment	34,500	44,500	44,500	49,400	12,600	17,000	35,600
Fit-out	0	60,000	60,000	0	25,300	0	138,900
Total	150,000	150,000	150,000	76,100	148,300	48,200	244,400

What are the development plans?

This section describes the progress that is likely to be made during the next year in the way in which we manage outcomes and on how we report upon our progress.

The Ministry has worked to improve the manner in which it manages for outcomes during the past year. In terms of ongoing internal development, the focus will be on:

- developing the monitoring framework by working further with agencies who are delivering the programmes, to ensure they complete the activities to which they have committed and are able to show, from indicators, that the activities are having the impact they intend
- strengthening the ongoing evaluative work as indicated in last year's *Statement of Intent* and now in progress
- developing more ideas on some innovative practice
- improving the prioritisation process to include cost-effectiveness
- building on the current management and leadership practice, particularly working to align all staff with the role, purpose and outcomes of the Ministry and building leadership capability in senior staff.

Next year's *Statement of Intent* should therefore be able to show:

- more developed performance indicators in terms of the progress of the Action Plan
- the results of evaluative studies and how effectiveness was improved
- evidence that capability improvements have continued through ongoing tracking of capability measures, including climate surveys and reviews of the policy development processes.

PART 3

TE WĀHANGA 3

Forecast Financial Statements

Statement of Responsibility

The *Statement of Intent* for the Ministry of Women's Affairs for the year ending 30 June 2006 contained in this report have been prepared in accordance with section 38 of the Public Finance Act 1989.

As Chief Executive of the Ministry of Women's Affairs, I acknowledge, in signing this statement, my responsibility for the information contained in this *Statement of Intent*.

The financial performance forecast for the Ministry of Women's Affairs in the forecast financial statements is as agreed with the Minister of Women's Affairs, who is the Minister responsible for the financial performance of the Ministry of Women's Affairs.

The performance forecast for each output expense in the Statement of Forecast Service Performance is as agreed with the Minister responsible for Vote Women's Affairs administered by the Ministry of Women's Affairs.

The information contained in this *Statement of Intent* is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2005/06 Estimates) Bill.

SHENAGH GLEISNER
Chief Executive
11 April 2005

MARTIN SEBIRE
Corporate Support Manager
11 April 2005

Statement of Accounting Policies

For the year ended 30 June 2006

The *Statement of Intent* of the Ministry of Women's Affairs, a wholly owned entity of the Crown, has been prepared in accordance with section 41 of the Public Finance Act 1989 and in accordance with generally accepted accounting principles.

The period covered by the *Statement of Intent* is the year ending 30 June 2006. The forecast is based on assumptions regarding the operating and financial performance of the Ministry and other general economic and financial assumptions.

Key assumptions underlying this forecast are stated below. These assumptions were adopted by the Ministry in February 1998 and represent the Ministry's best estimate of its expected performance over the forecast period. The forecast for the period takes into account the Ministry's judgement as to the most probable set of economic conditions over the forecast period.

Due care and attention have been given by the Ministry in preparing the financial forecast: however, the Ministry cannot give any guarantee or assurance that the forecasts will be achieved. It is possible that actual results will be different from those forecast, since anticipated events frequently do not occur as expected and variations may be material.

Measurement System

The measurement base adopted is that of historical cost unless otherwise stated.

Accounting Policies

The following accounting policies which materially affect the measurement of financial performance, financial position, service performance and cash flows of the Ministry of Women's Affairs have been applied.

Depreciation

Fixed assets, excluding artworks, are depreciated on a straight-line basis over the useful life of the asset. The estimated life of the various classes of assets is as follows:

ASSET CLASS	YEARS
Computer equipment	3
Office equipment	5
Furniture	10
Fit-out, leasehold improvements	(over the term of the lease)
Library	2-10

Cost Allocation

Direct costs are charged directly to outputs. Indirect costs are charged to outputs on the basis of direct costs.

GST

The statements are exclusive of GST, except for payables and receivables. The net GST owing to the Inland Revenue Department at the end of the period is included in current liabilities.

Revenue

The Mininstry derives revenue through the provision of outputs to the Crown, and for services to third parties. All revenue is recognised when earned.

Valuation of Fixed Assets

Fixed assets are stated at the cost of purchase less accumulated depreciation.

Financial Instruments

Revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance at historical cost. All financial instruments are recognised in the Statement of Financial Position at fair value.

Taxation

Government departments are exempt from the payment of income tax in terms of the Income Tax Act 1996. Accordingly, no charge for income tax has been made.

Employee Entitlements

Provision is made for annual leave, which is determined on an actual entitlement basis at current rates of pay. Provision is also made for salary payments due but not yet paid to employees.

Statement of Forecast Financial Performance

FOR THE YEAR ENDING 30 JUNE 2006 [14]

	2004/05 Budget	2004/05 Estimated Actual	2005/06 Budget
	$000	$000	$000
REVENUE			
Crown	4,118	4,118	4,056
Other government departments	29	29	59
TOTAL REVENUE	4,147	4,147	4,115
OUTPUT EXPENSES			
• Personnel	2,235	2,235	2,265
• Operating	1,728	1,728	1,666
• Depreciation	150	150	150
• Capital charge	34	34	34
TOTAL OUTPUT EXPENSES	4,147	4,147	4,115
NET SURPLUS/(DEFICIT)	0	0	0

[14] This statement incorporates both Supplementary Estimates Appropriations for 2004/05 and Main Estimates for 2005/06.

Statement of Estimated Financial Position

AS AT 30 JUNE 2005 AND FORECAST FINANCIAL POSITION AS AT 30 JUNE 2006

	Budget Position as at 30 June 2005	Estimated Position as at 30 June 2005	Forecast Position as at 30 June 2006
	$000	$000	$000
ASSETS CURRENT ASSETS			
Cash and bank balances	541	541	541
Prepayments	5	5	5
Receivables and advances	1	1	1
TOTAL CURRENT ASSETS	547	547	547
NON-CURRENT ASSETS			
Computer Equipment	55	55	97
Office Equipment	60	60	61
Furniture and Fittings	84	84	57
Library	35	35	19
TOTAL NON-CURRENT ASSETS	234	234	234
TOTAL ASSETS	781	781	781
LIABILITIES CURRENT LIABILITIES			
Payables and provisions	323	323	323
Provision for repayment of surplus	0	0	0
Provision for employee entitlements	60	60	60
TOTAL CURRENT LIABILITIES	383	383	383
TOTAL TERM LIABILITIES	0	0	0
TOTAL LIABILITIES	383	383	383
TAXPAYERS' FUNDS General Funds	398	398	398
TOTAL TAXPAYERS' FUNDS	398	398	398
TOTAL LIABILITIES & TAXPAYERS' FUNDS	781	781	781

Statement of Cash Flows

FOR THE YEAR ENDING 30 JUNE 2006 [15]

	2004/05 Budget	2004/05 Estimated Actual	2005/06 Budget
	$000	$000	$000
CASH FLOWS FROM OPERATING ACTIVITIES CASH PROVIDED FROM			
Supply of outputs to			
Crown	4,118	4,118	4,056
Other government departments	29	29	59
Other	0	0	0
CASH DISBURSED TO			
Cost of producing outputs			
Output expenses	(3,908)	(3,908)	(3,931)
Capital charge	(34)	(34)	(34)
NET CASH FLOWS FROM OPERATING ACTIVITIES	205	205	150
CASH FLOWS FROM INVESTING ACTIVITIES CASH DISBURSED TO			
Purchase of physical assets	(150)	(150)	(150)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(150)	(150)	(150)
CASH FLOWS FROM FINANCING ACTIVITIES CASH DISBURSED TO			
Payment of surplus to the Crown	(49)	(49)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES	(49)	(49)	0
Net increase/(decrease) in cash held	6	6	0
Opening total cash balances at 1 July	535	535	541
CLOSING TOTAL CASH BALANCES AT 30 JUNE FORECAST	541	541	541

[15] This statement incorporates both Supplementary Estimates Appropriations for 2004/05 and Main Estimates for 2005/06.

Reconciliation of Net Cash Flows from Operating Activities to Net Surplus/(Deficit) in the Statement of Forecast Financial Performance

FOR THE YEAR ENDING 30 JUNE 2006 [16]

	2004/05 Budget	2004/05 Estimated Actual	2005/06 Budget
	$000	$000	$000
Operating surplus/(deficit)	0	0	0
ADD/(DEDUCT) NON-CASH EXPENSES/ (REVENUES) FROM OPERATING STATEMENT			
Depreciation and amortisation	150	150	150
ADD/(DEDUCT) NON-CASH WORKING CAPITAL REDUCTIONS/(INCREASES) FROM BALANCE SHEET			
(Increase)/decrease in receivables	5	5	0
(Increase)/decrease in prepayments	(5)	(5)	0
Increase/(decrease) in payables and provisions	55	55	0
NET CASH FLOWS FROM OPERATING ACTIVITIES	**205**	**205**	**150**

[16] This statement incorporates both Supplementary Estimates Appropriations for 2004/05 and Main Estimates for 2005/06.

Statement of Movements in Taxpayers' Funds (Equity)

AS AT 30 JUNE 2006

	Budget Position as at 30 June 2005	Estimated Position as at 30 June 2005	Forecast Position as at 30 June 2006
	$000	$000	$000
TAXPAYERS' FUNDS AT START OF PERIOD	**398**	**398**	**398**
MOVEMENTS DURING THE YEAR (OTHER THAN FLOWS TO AND FROM THE CROWN)			
Add/(deduct) net surplus/(deficit)	0	0	0
TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD	0	0	0
ADJUSTMENT FOR FLOWS TO AND FROM THE CROWN			
Provision for payment of surplus to the Crown	0	0	0
TOTAL ADJUSTMENTS FOR FLOWS TO AND FROM THE CROWN	0	0	0
TAXPAYERS' FUNDS AT THE END OF THE PERIOD	**398**	**398**	**398**

Statement of Forecast Financial Performance Indicators

FOR THE YEAR ENDING 30 JUNE 2006 [17]

	Unit	2004/05 Budget	2004/05 Estimated Actual	2005/06 Budget
OPERATING RESULTS				
Output expenses	$000	4,147	4,147	4,115
COSTS AS A PERCENTAGE OF OUTPUT EXPENSES				
Personnel and pension expense	%	54	54	55
Other operating costs	%	42	42	40
Depreciation	%	4	4	4
Capital charge	%	1	1	1
Net surplus/(deficit)	$000	0	0	0
WORKING CAPITAL				
Net current assets[18]	$000	164	164	166
Current ratio[19]	%	143	143	144
Average debtors outstanding	days	30	30	30
Average creditors outstanding	days	30	30	30
RESOURCE UTILISATION				
PHYSICAL ASSETS				
Net book value at year end	$000	234	234	234
TAXPAYERS' FUNDS				
Balance at year end	$000	398	398	398

[17] This statement incorporates both Supplementary Estimates Appropriations for 2005/06 and Main Estimates for 2005/06.
[18] Current assets minus current liabilities.
[19] Current assets as a proportion of current liabilities.

Statement of Forecast Service Performance

FOR THE YEAR ENDING 30 JUNE 2006

The Ministry of Women's Affairs has agreed to provide output expenses in 2005/06 which meet the requirements of its Vote Minister in terms of their nature, timeliness, quality and quantity specifications, and cost.

Summary of Departmental Output Expenses

Departmental output expenses to be delivered by the Ministry of Women's Affairs and their associated revenue, expenses and surplus or deficit, are summarised below:

Departmental Output Expense	Description	Revenue: Crown $000	Revenue: Depts $000	Total Expenses $000	Surplus/(deficit) $000
Policy Advice and Nominations Service	Gender-specific advice on improving the status of women, nominations advice, and the reporting on New Zealand's international obligations in relation to women.	4,056	59	4,115	0

Output Expense: Policy Advice and Nominations Service

Description
The Ministry provides policy advice on improving the status of New Zealand women. This includes:

- providing policy solutions on improving the status of women
- developing and maintaining relationships, including Māori women (whānau, hapū, and iwi), and communication strategies
- reporting on New Zealand's compliance with its international obligations in relation to women, in particular under the United Nations Convention on the Elimination of All Forms of Discrimination against Women
- recommending suitable women nominees for state sector boards.

The focus of the activities will be on the priorities within the *Action Plan for New Zealand Women*.

Related ministerial servicing requirements are included within this output expense.

Quantity
- Policy advice outputs will be delivered according to the work agreed with the Minister. Any variations will be agreed between the Minister and the Chief Executive on a quarterly basis.
- The Ministry will report quarterly on achievements against the agreed work programme.
- Ministerial support services will be provided as required:

  up to 150 draft replies to ministerial correspondence

  up to 45 draft responses to Parliamentary questions.

Quality
The Ministry will provide policy advice, communication and nomination services and related ministerial servicing in accordance with the following quality standards.

A comprehensive service will be provided with:

- the capacity to react urgently
- timely and relevant briefings on significant issues
- support for the Minister as required in Cabinet Committees, Select Committees and in the House.

Advice will:

- have a clearly stated purpose
- address the issue
- have explicit assumptions
- have a logical argument, supported by the facts
- identify gender issues, and demonstrate gender-specific analysis
- identify the policy's impact on women and take account of the obligations of the Treaty of Waitangi
- contribute to reducing social inequality between Māori, Pacific peoples and other New Zealanders
- include all relevant information; any data and empirical research will be accurate
- present a range of options and assess the benefits, costs, risks and consequences of each option, and where appropriate, a preferred option
- identify support for, and potential objections to, proposals arising from other departments and other interested parties where appropriate

- raise issues and advise on aspects of policy issues such as problems of implementation, technical feasibility, timing and consistency of policies
- meet Cabinet Office and ministerial requirements; advice will be effectively, concisely and clearly presented in plain English
- present accurate, up-to-date and appropriately presented information, having regard to the audience(s) identified in each case.

Communication functions will ensure:

- information is available as appropriate to individuals and organisations
- feedback is sought from a range of individuals and organisations on the quality of information provided including an assessment of:
  - relevance
  - accuracy
  - accessibility
  - responsiveness
  - adequacy
  - timeliness.

Nominations Service will ensure:

- all nominations are relevant and accurate; all nominations provided are of women who will have the skills, qualifications and experience which match the criteria of the board or committee nominated for and all information supplied will be accurate and current
- feedback is sought on the quality and relevance of the nominations provided by the Ministry.

Ministerial support services will be consistent with the Minister's requirements, up to date, and presented having regard to the audience(s) identified in each case, with:

- 95% of the first drafts of responses to ministerial correspondence acceptable to the Minister
- background material for speech notes provided as required and by the negotiated deadline
- all draft replies to Parliamentary questions consistent with the standards and format required
- compliance with legislative requirements, such as the Official Information Act and the Privacy Act.

Product quality will be supported by a quality management process including:

- use of project management methodology
- external review of scope and methodology for major analytical work
- circulation of drafts for critiquing by other government agencies and other parties as appropriate
- internal peer review and checking procedures
- use of appropriate analytical frameworks, such as a gender analysis framework and a Treaty framework
- the quality of advice provided will be assessed by the Minister in the quarterly review questionnaire, which will be forwarded to the Minister within four weeks of the end of each quarter. On a scale of 1 (does not meet requirements) to 5 (exceeds requirements) the Ministry expects to meet a level of at least 3 (meets requirements) in each of the areas covered by the questionnaire. The Minister's responses will be used to identify any areas for further development or improvement.

Timeliness

- Specified reporting deadlines will be agreed between the Minister and the Chief Executive. Any variances will be agreed and recorded at quarterly intervals.
- Draft responses to ministerial correspondence will be provided within 20 working days of the receipt of the correspondence.
- All inquiries will be processed within one calendar month of receipt by the Ministry and all responses will be consistent with the standard procedures for this service.
- All publications will be published according to the Ministry's publications guidelines and published within six weeks of receipt of a management - approved final text.
- Nominations will meet the deadlines of the originating agency or the Minister.

Cost

Outputs will be provided within the appropriated sum of $4,115,000, funded by $4,056,000 from the Crown and $59,000 from other departments.

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