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**STATEMENT OF INTENT**  
**of the**  
**MINISTRY OF WOMEN'S AFFAIRS**  
**2004 - 2007**

**Te Pūrongo Matapaetanga**  
**a te**  
**MINITANGA MŌ NGĀ WĀHINE**  
**2004 - 2007**

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## MESSAGE FROM THE MINISTER AND CHIEF EXECUTIVE

The *Action Plan for New Zealand Women*, launched in March 2004, describes the outcomes that the government intends to achieve for women. It explains why it is important for New Zealand as a whole that we progress outcomes for women. It is a whole-of-government Plan; the Ministry of Women's Affairs contributes to the outcomes in the Plan rather than being solely responsible for their achievement.

The *Statement of Intent* explains the role and contribution of the Ministry, demonstrates what it must do, explains how the work will be done and how progress will be tracked. It also describes what the Ministry will do to ensure it has the capability to be successful.

These outcomes and the priority put upon them are strongly informed both by research and by what women have told us they value. The results may take some time to be felt in the community, because policy development takes time. But progress will be achieved because the government and the Ministry work with public sector departments, women's groups and communities to make it happen.



Ruth Dyson  
**Minister of Women's Affairs**  
May 2004



Shenagh Gleisner  
**Chief Executive**  
May 2004

## WHAT IS THE MINISTRY OF WOMEN'S AFFAIRS?

### THE MINISTRY'S ROLE

The Ministry of Women's Affairs (the Ministry) is the government's source of advice on ways to improve the lives of women.

The purpose of the Ministry is to:

- advise the Minister of Women's Affairs on the implications of the government's policies in terms of their differential impact on women and on matters that have implications for or specifically relate to women
- monitor and initiate legislation and regulations in order to promote the equality of opportunity for women
- advise the Minister of Women's Affairs of suitable nominees for the appointment of women to governance bodies.

We contribute to the policy development process by:

- identifying trends, emerging issues and women's realities
- influencing the policy work of others
- leading policy thinking and work.

Our vision is to provide high quality policy advice on women's needs, implications and impacts. To achieve this we need to continually improve what we do and how we do it. This *Statement of Intent* sets out our plans for 2004/05 and beyond. It illustrates how we propose to develop and enhance our capability and contribute to the desired outcomes of government.

### HOW THE MINISTRY DOES ITS WORK – ILLUSTRATIONS FROM THE PAST

A policy agency such as the Ministry of Women's Affairs has a portfolio of policy work that often has a long development time-scale. Some preparatory work on emerging issues can take many years.

For example, the Ministry started investigation, thinking and research on the measuring and valuing of unpaid work in the 1980s - an emerging issue in New Zealand and significant for women internationally. This work was led by the Ministry for at least 10 years, culminating in obtaining government commitment to fund the pilot Time Use Survey in 1999, which will now become a regular survey, creating a sound body of data used by a wide range of policy agencies.

A similar longitudinal approach has been taken with policy work on key issues for women like the gender pay gap and employment equity.

Furthermore, the Ministry has used different interventions at appropriate levels of intensity in leading or contributing to significant policies which have had, at their conclusion, a major impact upon the lives of women.

For example, with regard to domestic violence, paid parental leave, relationship property, and censorship legislation, the Ministry has used a combination of leadership and influencing skills and subject expertise, including that derived from stakeholders, to help develop legislation that takes account of women's day-to-day realities.

## WHAT IS THE ENVIRONMENT WE WORK IN?

The environment the Ministry works in is a changing and dynamic one. The following issues have been identified as important for the Ministry over the next three to five years:

### EXTERNAL ENVIRONMENT

The lives of women in New Zealand are changing. Technological developments, diverse family models, changing demographics of the New Zealand population and the range of cultures within New Zealand will all impact on the current and future lives of women in New Zealand. The Ministry takes these trends into account when developing its policy advice to government to ensure that the impacts of government policies on women are considered.

#### INCREASED ETHNIC DIVERSITY:

- by 2021, the New Zealand population is estimated to be 17% Māori, 9% Pacific peoples, and 13% Asian<sup>1</sup>
- in 1986, 1 in 10 children under five years old belonged to at least two ethnic groups.<sup>2</sup> In 2001, 1 in 5 children under five belonged to at least two ethnic groups
- a more diverse society in which ethnic groups have different lifestyles, cultures and ways of participating in society will mean a more complex policy development environment.

#### AGEING POPULATION:

- half of New Zealand's population will be older than 45 years by 2051, compared with a median age of 35 years in 2001<sup>3</sup>
- the older labour force will increase its share greatly from 28% in 1996 to 40% in 2051<sup>4</sup>
- older people may enjoy a longer retirement
- an ageing population may play a more active role in supporting families and communities.

<sup>1</sup> Statistics New Zealand (2003) *National Ethnic Population Projections Summary, 2001 (base)-2021: Table 2. Ethnic share of New Zealand population 2001 (base)-2021*. [http://www.stats.govt.nz/domino/external/webprod\\_serv.nsf/htmldocs/Projections+Overview#NationalEthnicPopulationProjectionsSummary](http://www.stats.govt.nz/domino/external/webprod_serv.nsf/htmldocs/Projections+Overview#NationalEthnicPopulationProjectionsSummary) (Accessed 6 May 2004)

<sup>2</sup> Statistics New Zealand (2002) *Monitoring Progress Towards a Sustainable New Zealand: An experimental report and analysis*. Wellington: Statistics New Zealand, p. 22.

<sup>3</sup> Statistics New Zealand (2002) *National Population Projections 2001 (base)-2051*. <http://www.stats.govt.nz/domino/external/pasfull/pasfull.nsf/7cf46ae26dcb6800cc256a62000a2248/4c2567ef00247c6acc256e770077de3?OpenDocument> (Accessed 6 May 2004)

<sup>4</sup> Statistics New Zealand (1998). *New Zealand Labour Force Projections 1996 (Base)-2051-Hot Off The Press*. Wellington: Statistics New Zealand.

- these trends have particular implications for policies addressing retirement savings, work-life balance and workplace participation.

#### **FERTILITY:**

- ethnic, immigrant and religious groups who traditionally had larger families are moving towards smaller families
- New Zealand's fertility rate is about 7% below the replacement level of 2.10 births per woman.<sup>5</sup>
- the implications of comparatively fewer young people to support and care for a greater number of older people and the impact on women's participation rate in the labour force and community activities need to be considered in policy developments.

#### **TECHNOLOGICAL CHANGES:**

- changes in technology allow government to communicate with communities and deliver services in a variety of ways. This provides new opportunities in the way the Ministry could communicate with its stakeholders and work collaboratively with other government agencies.

On top of these societal changes, there are still a number of trends and inequalities specific to aspects of women's lives, such as employment inequities, violence, and some health statistics. These are discussed in more detail in the section 'What outcomes for women is the Ministry focusing upon?'

#### **OPERATING ENVIRONMENT**

There are also a number of factors particular to the Ministry, and significant in the current environment, that must be considered:

##### *The assumption that gender inequalities have been remedied*

Some stakeholders believe that New Zealand is an international leader in women's issues and that there is no further need for work to improve the status of women. While there has been significant progress in some areas, persistent inequalities still exist. Complacency could mean that progress ceases if efforts are not maintained.

##### *The existence of the Action Plan for New Zealand Women*

The *Action Plan for New Zealand Women* (the Plan) was developed by the Ministry in collaboration with other government agencies to be a whole-of-government approach to improving the circumstances of women in New Zealand. It is based on recognising the inter-relationship of different aspects of women's

lives. Important outcomes can only be achieved by the policies and actions of many groups both inside and outside of government acting together. This means that the policy development environment in which the Ministry is operating is increasingly complex as multiple inter-relations need to be considered and demand different skills.

##### *The continued need to improve outcomes for Māori women*

The Ministry has, and will continue to build, strong links with Māori women. The Ministry must ensure that an effective Treaty analysis process is implemented. Such an analytical process provides an essential tool with which to approach the work programme of the Ministry to achieve outcomes for Māori.

##### *Stakeholder expectations regarding development of the Ministry's capability*

The Ministry is in the process of actively developing its capability in the light of the areas for development identified in the State Services Commission's 2003 Capability Review of the Ministry. These areas are: improving policy development processes, management systems and processes, organisational culture, and cross-governmental relationships.

<sup>5</sup> Cook, Len (2001) *Looking Past the 20th Century: A selection of long-term statistical trends that influence and shape public policy in New Zealand*. Wellington: Statistics New Zealand, p. 76.

## WHAT IS THE MINISTRY'S OUTCOME HIERARCHY?

In the *Action Plan for New Zealand Women*, launched in March 2004, the government specified the outcomes for women it wishes to achieve. These outcomes will only be achieved through the actions of many groups, not just by government on its own. These groups include non-government organisations, iwi, employers, the business community and individuals.

The desired outcomes for women the government wishes to achieve are:

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

The Ministry's role in achieving these outcomes is to:

- identify trends, emerging issues and women's realities
- influence the policy work of others
- lead policy work and thinking.

The Ministry does this by:

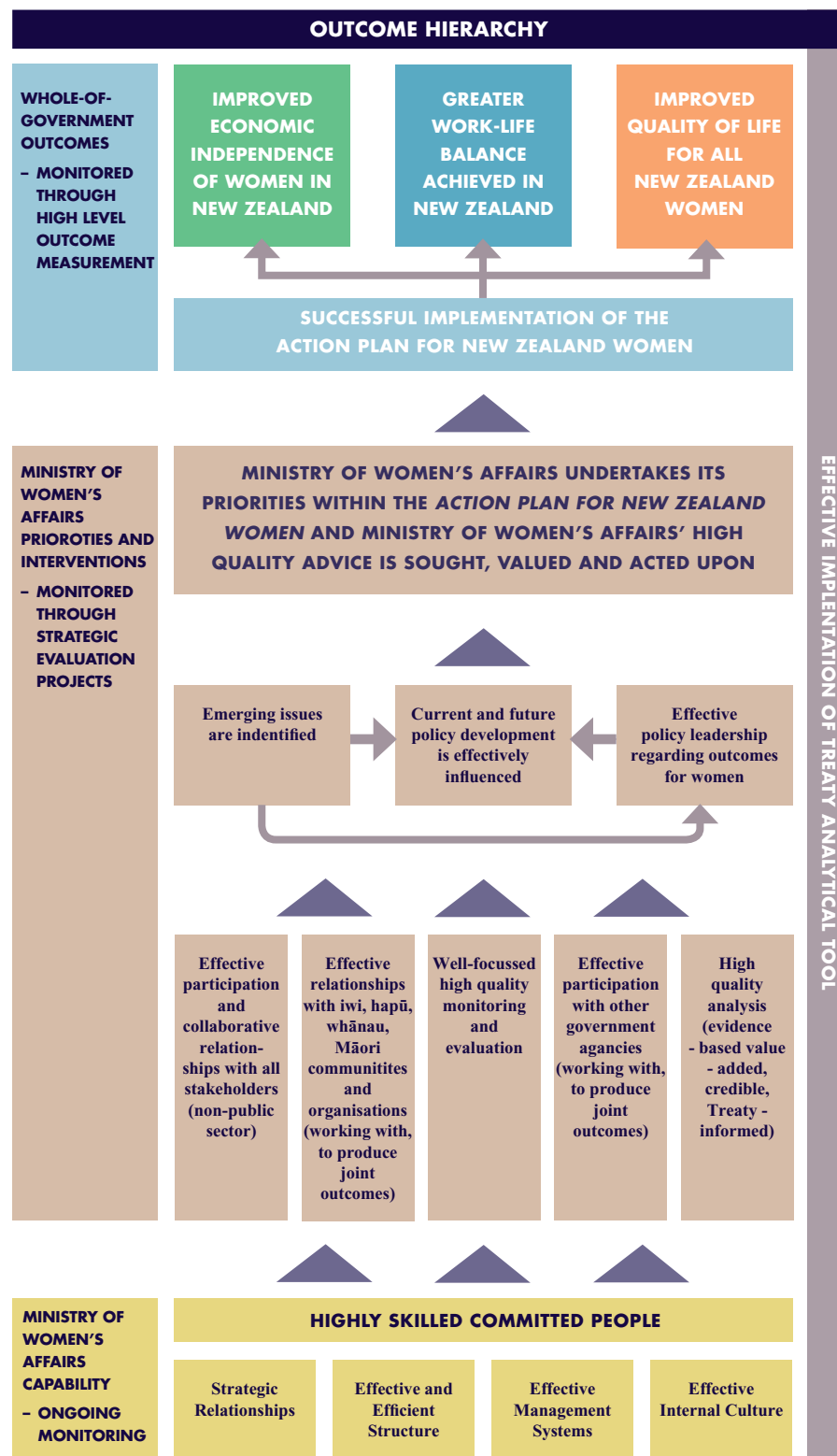
- providing high quality analysis
- developing and maintaining effective relationships with all stakeholders
- developing and maintaining effective Treaty-based relationships with iwi, hapū and whānau, Māori communities and organisations
- undertaking well-focused high quality monitoring and evaluation
- participating effectively with key government agencies.

To do this, the Ministry needs:

- highly skilled competent staff
- effective internal culture
- strategic relationships
- effective management processes and systems
- efficient and effective structure.

All policy interventions proposed by the Ministry and the way in which the Ministry approaches its work will be informed by a Treaty analytical tool.

The role of the Ministry and how it contributes to the whole-of-government outcomes for women is summarised in the diagram opposite.



## WHAT OUTCOMES FOR WOMEN IS THE MINISTRY FOCUSING UPON?

### WHOLE-OF-GOVERNMENT DESIRED OUTCOMES FOR WOMEN

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.

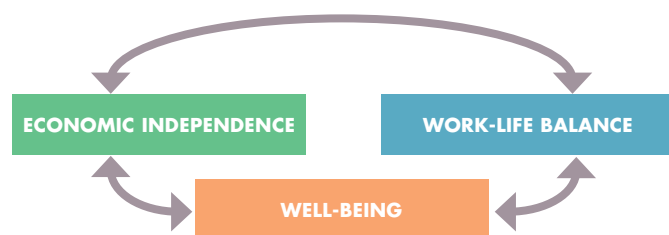
Three high-level outcomes have been identified within the Plan. These are:

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

These three high-level outcomes have been developed through an analysis of the status of New Zealand women and in consultation with New Zealand women. Quantitative and qualitative data confirms the importance of each of these outcomes for improving the circumstances for New Zealand women. These outcomes are also consistent with New Zealand's international commitments – the Convention on the Elimination of All Discrimination Against Women (CEDAW) and Beijing+5.<sup>6</sup>

Rather than being separate areas of focus, the three outcomes are inter-related, with a number of opportunities presenting scope to achieve gains in more than one area. Women's economic sustainability is directly related to women's personal well-being and their need to achieve a balance between paid work and community and family responsibilities. Improving economic circumstances will help improve outcomes for women across a range of social indicators.<sup>7</sup>

This can be depicted in the following way:



<sup>6</sup> As set out by the 23rd Special Session of the General Assembly entitled "Women 2000: Gender Equity, Development and Peace for the 21st Century".

<sup>7</sup> Ministry of Social Development (2003) *The Social Report 2003: Te Pūrongo Oranga Tangata 2003: Indicators of social wellbeing in New Zealand*. Wellington: Ministry of Social Development, p. 68.

### IMPROVED ECONOMIC INDEPENDENCE OF WOMEN

By focusing on improving women's economic resources and choices it is expected that there will be significant improvements in women's ability to achieve and sustain a reasonable standard of living over their lifetimes. Improvements in this area will enable women to provide adequately for their future and that of their dependents and family/whānau, while improving their overall quality of life. Other benefits include an increase in the range of employment options such as self-employment and entrepreneurial roles, opportunities to participate in decision-making and leadership roles, and part-time fulfilling employment opportunities.

Lifetime earnings are seen as the most critical factor impacting on women's economic choices and on-going 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.

- Average hourly earnings for those receiving income from wages and salaries in the June 2003 quarter was \$17.82, an increase of \$1.15 (6.9%) from the previous year, with males up \$1.08 to \$19.02 and females up \$1.22 to \$16.57<sup>8</sup>
- Māori women's average hourly earnings in 2003 were \$14.53 compared to European/Pakeha women's average hourly earnings of \$16.96<sup>9</sup>
- The median annual income was \$14,500 for women and \$25,000 for men<sup>10</sup>
- The male labour force participation rate in June 2003 stood at 73.8%, with female rate at 59%<sup>11</sup>.

Consultation with women around New Zealand found that the following issues are of particular importance for economic sustainability: achieving pay equity, valuing women's unpaid work and enabling women to choose between prioritising their involvement in the paid workforce and family responsibilities.<sup>12</sup>

### GREATER WORK-LIFE BALANCE IN NEW ZEALAND

Addressing the issue of work-life balance meets government's economic and social goals for New Zealand. Our population is ageing and becoming more

<sup>8</sup> Statistics New Zealand (2003) *New Zealand Income Survey June 2003 Quarter: Hot off the Press*. <http://www.stats.govt.nz/domino/external/pasfull/pasfull.nsf/7cf46ae26dcb6800cc256a62000a2248/4c2567ef00247c6acc256db10072eaa2?OpenDocument> (Accessed 6 May 2004)

<sup>9</sup> Statistics New Zealand (2003) *New Zealand Income Survey June 2003 Quarter: Hot off the Press*. Table 10. <http://www.stats.govt.nz/domino/external/pasfull/pasfull.nsf/7cf46ae26dcb6800cc256a62000a2248/4c2567ef00247c6acc256db10072ead?OpenDocument> (Accessed 6 May 2004)

<sup>10</sup> Statistics New Zealand (2002) *2001 Census of Population Dwellings: Incomes*. Wellington: Statistics New Zealand, p. 14.

<sup>11</sup> Statistics New Zealand (2003) *Household Labour Force Survey June 2003 Quarter*. <http://www.stats.govt.nz/domino/external/pasfull/pasfull.nsf/7cf46ae26dcb6800cc256a62000a2248/4c2567ef00247c6acc256d7c0001da86?OpenDocument> (Accessed 6 May 2004)

<sup>12</sup> Ministry of Women's Affairs (2004) *Towards an Action Plan for New Zealand Women: Consultation Report*. Wellington: Ministry of Women's Affairs, p. 1-2.

diverse. 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 dependents and supporting community cohesion. Some employers are introducing practices that allow their workers to better balance work with life. There is a leadership role for government in developing policy and best practice.

Over the past 20 years the changing demands of the modern workplace are perceived to have impacted on family life and the community. For women the issue has become increasingly important, with growing numbers of women entering the paid workforce while maintaining a role as primary caregiver to children and dependents. However, work-life balance is an issue for both men and women seeking to maintain a role in the paid workforce while meeting other commitments and responsibilities.

- Almost 70% of women's work time is unpaid, compared to 40% of men's work time<sup>13</sup>
- Over one-in-five mothers (22%) said lack of access to child care was a barrier to employment, and 47% of these mothers said cost was the reason<sup>14</sup>
- Almost half of all Māori women were looking after a child in their own household at the time of the 2001 Census while 43% of Pacific women, 32% of Asian women, and 32% of European women looked after a child in their own household.<sup>15</sup>

The need to achieve work-life balance emerged strongly during the consultation phase of the *Action Plan for New Zealand Women*, particularly from Māori women and Pacific women. Women emphasised their need for opportunity and choice in relation to participation in paid work and the many other roles they fulfill.

### IMPROVED QUALITY OF LIFE OF ALL NEW ZEALAND WOMEN

Quality of life and well-being combine the health and social factors that impact most severely on women, for example, preventing violence against women and addressing the physical and mental health issues specifically affecting women. Research and analysis has been undertaken that indicates although there have been

significant improvements in some areas of New Zealand women's lives in recent decades, disparities still exist between men and women and also across different groups of women.

- Women (26%), especially Māori women (49%), are significantly more likely than men (18%) to have experienced violence at the hands of heterosexual partners at some time in their lives<sup>16</sup>
- Overall, 31% of all Māori deaths between 1989 and 1993 have been attributed to cigarette smoking<sup>17</sup>
- Māori women have the highest level of smoking prevalence (51.4%), being two-and-a-half times more likely to smoke than European/other women<sup>18</sup>
- 19% of women are obese, compared to 15% of men. Pacific women have the highest levels at 47.2%, with Māori women at 27.9%<sup>19</sup>
- UNICEF reported in 2001 that New Zealand has the third highest rate (among 28 OECD countries) of births to teenagers.<sup>20</sup>

During the consultation for the *Action Plan for New Zealand Women*, women signalled a range of focus areas for women's well-being, mental health, sexual and reproductive health, and safety from violence. The need for policies and programmes that deliver services to targeted groups of women, while continuing to improve mainstream services, is clear from the evidence-base. This is a key aspect of well-being policy and programme development across government.

<sup>13</sup> Statistics New Zealand and Ministry of Women's Affairs (2001) *Around the Clock: Findings from the New Zealand Time Use Survey 1998-1999*. Wellington: Statistics New Zealand, p. 18.

<sup>14</sup> Department of Labour and National Advisory Council on the Employment of Women (NACEW) (1999) *Childcare, Families and Work: The New Zealand childcare survey 1998: A survey of early childcare education and care arrangements for children*. Wellington: Department of Labour and NACEW, p.46-47.

<sup>15</sup> Statistics New Zealand (2002) *2001 Census Snapshot 11: Women*. <http://www.stats.govt.nz/domino/external/pasfull/pasfull.nsf/web/Media+Release+2001+Census+Snapshot+11+Women> (Accessed 6 May 2004) This information relates to the four weeks preceding the 2001 Census.

<sup>16</sup> Morris, Alison et al. (2003) *New Zealand National Survey of Crime Victims 2001*. Wellington: Ministry of Justice, p. 143.

<sup>17</sup> Laugesen, M. and Clements, M. (1998) *Cigarette Smoking Mortality Among Māori, 1954-2028*. Wellington: Te Puni Kokiri, p. 14.

<sup>18</sup> Ministry of Women's Affairs (2001) *Māori women: Mapping inequalities and pointing ways forward*. Wellington: Ministry of Women's Affairs, p. 88.

<sup>19</sup> Ministry of Health (2002) *An Indication of New Zealanders' Health*. Public Health Intelligence Occasional Report No. 1, June 2002. Wellington: Ministry of Health, p. 12.

<sup>20</sup> UNICEF International Child Development Centre (2001) *A league table of teenage births in rich nations*. Florence, Italy: United Nations Children's Fund, Innocenti Research Centre.

## WHAT IS THE PARTICULAR CONTRIBUTION OF THE MINISTRY TO THESE OUTCOMES?

### KEY INITIATIVES IN THE ACTION PLAN FOR NEW ZEALAND WOMEN

The initiatives fall into the three outlined areas. The Ministry has prioritised where we can add value and will have a different intensity of contribution in relation to these policy initiatives – leading, influencing or monitoring. The key initiatives in the Plan are outlined below:

ROLE OF MWA	ECONOMIC SUSTAINABILITY ACTIONS	WORK-LIFE BALANCE ACTIONS	WELL-BEING ACTIONS
Lead	<ul style="list-style-type: none"> <li>• Women in Enterprise</li> <li>• Māori women and collectively owned assets</li> <li>• Participation in leadership and decision-making roles in the economic sector</li> <li>• Pacific women's economic well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Some key analysis on work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in leadership and decision-making in the social sector</li> <li>• New Zealand Disability Strategy: initiatives for women</li> </ul>
Influence	<ul style="list-style-type: none"> <li>• Pay and Employment Equity</li> <li>• Retirement savings</li> <li>• Family income assistance review</li> <li>• Participation in employment</li> <li>• Employment Quality - develop a Decent Work Action Plan (DWAP)</li> <li>• Support for tertiary students</li> </ul>	<ul style="list-style-type: none"> <li>• Work-life Balance Project</li> <li>• Time Use Survey/satellite accounts</li> <li>• Paid parental leave</li> <li>• Childcare assistance</li> <li>• Early Childhood Education regulatory and funding review</li> </ul>	<ul style="list-style-type: none"> <li>• Te Rito: New Zealand Family Violence Prevention Strategy</li> <li>• Crime Reduction Strategy</li> <li>• Mental health</li> </ul>

ROLE OF MWA	ECONOMIC SUSTAINABILITY ACTIONS	WORK-LIFE BALANCE ACTIONS	WELL-BEING ACTIONS
Monitor	<ul style="list-style-type: none"> <li>• Economic sustainability – data and research</li> </ul>	<ul style="list-style-type: none"> <li>• Out of School Care and Recreation (OSCAR)</li> <li>• Work-life balance – data and research</li> </ul>	<ul style="list-style-type: none"> <li>• Heartland Services</li> <li>• Access to health services</li> <li>• Sexual and reproductive health</li> <li>• Māori women's smoking rates</li> <li>• Telephone interpreting service</li> <li>• e-government</li> <li>• Obesity</li> <li>• Well-being – data and research</li> </ul>

### PRIORITISATION AND INTERVENTION CRITERIA

The Ministry must be strategic and agile in the approaches it uses to progress outcomes for women due to the level of resources it has available. The Ministry uses the following criteria to develop priorities and define which of its interventions at the current time are likely to generate the maximum policy impact for women:

- Is it a demonstrably important issue to New Zealand women and/or to specific groups of women?
- Is the issue a key underlying driver which will affect multiple outcomes for women?
- Is the issue a priority for government?
- Is it the right time in the policy development process for constructive input?
- Is the issue not being significantly progressed by other agencies and the Ministry can add value?

Our focus also takes into account shifts in government priorities and the key concerns of women. These are not static and may, for a Ministry with limited resources, involve reviewing priorities as circumstances change.

These criteria are used by the Ministry to identify:

- whether an intervention is required now, or in the future
- if an intervention is required, which one will be most effective
- whether it is at the appropriate stage of the policy development process for the Ministry to add value.

#### **HOW THE MINISTRY CONTRIBUTES TO THE ACTION PLAN FOR NEW ZEALAND WOMEN**

In order to illustrate the practical application of this prioritisation process in relation to the Action Plan, some examples in each outcome area are described below.

#### **WHERE THE MINISTRY TAKES A LEADERSHIP ROLE**

##### ***Implementing the Action Plan:***

- The Ministry will take a leadership role in regard to the establishment, chairing and secretariat services for a steering group of chief executives of key agencies to oversee the implementation of the *Action Plan for New Zealand Women*, against a suite of key performance indicators and milestones.

##### ***Women in Enterprise project:***

- The Ministry will jointly lead, with the Ministry of Economic Development a project on women in enterprise. In New Zealand, women are entering business at three times the rate of men.<sup>21</sup> This project will address, in part, the significant gaps in our knowledge of the drivers for women in small business, their characteristics and aspirations, and the specific barriers they face. The Ministry will bring a women's perspective to this global economic trend.
- The project will be informed by the Māori Economic Sustainability Reference Group, formed by the Ministry to bring together a group of business experts who will provide input, advice and peer review to this and other economic projects.

##### ***Māori women and collectively owned assets:***

- The Ministry will work on this opportunity with Te Puni Kōkiri to scope and develop options that will enable women to participate effectively in managing collectively owned assets. This priority area is also one where the Ministry can add value through its specialised knowledge, analysis and community access to enhance the outcome for Māori women, including

<sup>21</sup> Clifford, Valerie A. (1996) 'Women's ways of working: a study of feminist general practice', in Su Olsson and Nicole Stirton (Eds.), *Women and Leadership: Power and Practice; International Conference 1996*. Palmerston North: Massey University, p.123-136.

drawing on the expertise of the Māori Economic Sustainability Reference Group.

Other priorities include opening up opportunities for women with disabilities, particularly in the area of employment, where the Ministry will lead policy development jointly with the Office of Disability Issues. This intervention will deliver on the Ministry's obligations under the New Zealand Disability Strategy and assist the social and economic participation of women with disabilities.

#### **WHERE THE MINISTRY WILL SEEK TO INFLUENCE THE OUTCOME**

##### ***Work-life balance:***

- The Ministry will assist in improving outcomes for women by contributing gender specific input through its participation on the Work-life Balance Steering Group. This is a key issue emphasised by women during the consultation phase of the Action Plan. The Ministry, through its background research and analysis, will provide high quality analysis including developing options for government initiatives. The Ministry will highlight the different needs and values of Māori women and Pacific women in relation to this issue.

##### ***Pay and Employment Equity:***

- The Ministry will be working with the Department of Labour to implement the Pay and Employment Equity Taskforce's Plan of Action (2004) to address the gender pay gap in the public service, public education and health sectors. The Ministry will assist with improving accountability processes and in developing tools to identify pay and employment equity issues, for example through participation in working groups, targeted analysis, advice and solutions. The Ministry will be able to add value through the specialised information and knowledge, notably on Māori women, that it will bring at a critical time in the process of finalising the policy.

Additional areas where the Ministry will be involved in an influencing role are as follows. The Ministry has worked to influence the reforms to family income addressed in the 2004/05 Budget, and will continue to influence social assistance policies to improve the circumstances of women in low-income families, particularly sole parents, 82 per cent of whom are women. In response to women's changing life patterns, the Ministry will prioritise work with the Retirement Commission to improve women's ability to provide for themselves and their dependents in the future. The Ministry will take a facilitatory role in policies directed to improving circumstances for Pacific women.

## WHERE THE MINISTRY WILL MONITOR PROGRESS AND KEEP ABREAST OF THE ISSUE

In some cases, the nature of the Ministry's intervention will be second order. Our role in some important ongoing issues is at times determined by the stage of the policy process. For example, significant changes are being made to improve women's sexual and reproductive health and programmes are in place to reduce the incidence of domestic violence. Having directed substantial effort into the development of these policies in recent years, the Ministry this year will primarily be monitoring progress to determine the effectiveness of these policies for women.

## OTHER ISSUES

Ensuring the *Action Plan for New Zealand Women* delivers for New Zealand women is the top priority for the Ministry over the next 12 months, as reflected in the priorities above. However the Ministry has a range of other ongoing work and responsibilities. These include:

- responding effectively to the Minister's priorities and requirements, and providing gender-specific advice on Cabinet papers
- continuing its ongoing role of influencing and improving policy development outcomes of other government agencies through the provision of specialist input and analysis at a whole-of-government level
- staying abreast of key issues for women by monitoring their concerns and gathering key qualitative and quantitative information from a variety of sources that include the Ministry's close association with Māori women and experts from academia and the community
- continuing to lead research and analysis on new and emerging issues for women and the policy thinking around issues that are important to New Zealand women, through the publication of papers and other means
- managing New Zealand's international obligations on the status of women
- facilitating the increased participation of women in economic and social development through the Ministry's Nominations Service putting forward credible candidates for government boards.

## HOW WILL WE KNOW WE ARE ACHIEVING OUR AIMS?

The Ministry uses a three-level measurement and evaluation strategy: firstly, tracking indicators of high-level outcomes from the *Action Plan for New Zealand Women*; secondly, selective evaluation studies looking at the Ministry's interventions; and thirdly, reporting against the Ministry's outputs.

### 1. HIGH LEVEL OUTCOME MEASUREMENT

A set of baseline indicators are set out in the Monitoring Framework within the *Action Plan for New Zealand Women* to help assess progress towards the achievement of the outcomes in the Plan. Measurement of progress on these indicators will be used for strategic purposes to review how much progress the combined activity of all agencies is having on outcomes for women. The initial set of indicators will be refined as indicator work currently taking place in other agencies is progressed (particularly the Ministry of Social Development and Statistics New Zealand work on social statistics).

Current indicators being used are: median annual income, average hourly income, proportion of the labour force employed, labour force participation rate, unemployment, bachelor degree completion, life expectancy, prevalence of obesity, prevalence of smoking, ischemic heart disease mortality, sexual victimisation, and criminal victimisation. The monitoring is expected to show improvements in these indicators over time. Examples include an expected narrowing of the gender gaps in average hourly income, an increase in female labour force participation and reduction in the sexual victimisation of women.

### 2. SELECTIVE EVALUATION STUDIES LOOKING AT MINISTRY INTERVENTIONS

The Ministry plans to carry out a set of selective evaluation studies in 2004/05 to assess the impact of its intervention. The studies will look at the success of the Ministry in undertaking its role and provide information for improvement. These studies will be:

#### 2.1. Evaluation of Quality of the Ministry's Policy Advice

This evaluation study will evaluate a sample of the Ministry's policy advice. This will be undertaken by an independent reviewer who is knowledgeable about current policy advice standards in the New Zealand public service. This study will also identify ways of further improving policy advice being produced by the Ministry.

## **2.2. Evaluation of the Ministry's Influence on Policy Development**

An evaluation study will be undertaken with key informants in the public sector on the level of influence the Ministry has on policy development which has a significant impact on women. This study will also identify ways of further improving the influence of the Ministry.

## **2.3. Evaluation of Quality of Gender Implications Sections of Cabinet Papers**

An evaluation study will be undertaken, rating the quality of the 'gender implications' section of Cabinet papers considered by Social Development Committee from 2003 onwards. This will allow a benchmark to be obtained and to monitor improvements over time.

### **3. OUTPUT REPORTING**

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

## **WHAT DO WE NEED TO UNDERTAKE THIS WORK EFFECTIVELY?**

### **THE CAPABILITY REVIEW**

The Capability Review of the Ministry of Women's Affairs, undertaken by the State Services Commission in 2003, highlighted some areas for capability development. These included improving policy development processes, management systems and processes, organisational culture, and cross-governmental relationships. All these points will be taken into account in our capability development plans.

Addressing these capability needs aims to build the credibility and reputation of the Ministry, strengthen its ability to influence other government departments and enable it to play a leadership role across government as a high-performing strategic policy agency.

### **THE CAPABILITY CHALLENGES TO ACHIEVE THE OUTCOMES FOR WOMEN**

Achieving the outcomes in the *Action Plan for New Zealand Women* means the Ministry must identify emerging issues, effectively influence current and future policy development, and demonstrate effective policy leadership regarding outcomes for women. These are the three core roles of the Ministry. The capability challenges therefore centre on the following.

#### ***To identify emerging issues well, the Ministry needs:***

- proactive thinking, knowledge of trends and analysis of the implications of trends
- knowledge and understanding of Māori women's needs and aspirations through effective relationships with Māori women, their organisations and iwi
- access to perspectives from all sectors, through relationships and research
- accessible and shared knowledge about women's lives.

#### ***The capability challenges to address this include:***

- demonstrating intellectual leadership through internal development and external relationships and alliances
- developing and operating a strategic relationship management plan

- improving internal knowledge and information management services and systems.

***To influence the policy development of other agencies, the Ministry needs:***

- relationship management processes and influencing skills applied to every project
- application of the right analytical skills on the key issues with access to and use of specialist knowledge as required.

***The capability challenges to address this include:***

- developing and operating a strategic relationship management plan
- developing the competence of each analyst, fostering their creativity, while ensuring they are focused on the outcome for each project
- ensuring good policy management through recruitment, with a focus on coaching and mentoring and the use of external expertise as required.

***To lead policy thinking, the Ministry needs:***

- leading-edge, future-focused thinking about women's lives
- application of relevant analytical tools to identify and analyse Māori women's needs and aspirations and contribute this expertise to policy thinking to improve outcomes for Māori women
- production of selected influential papers offering leadership to the government sector on significant or emerging issues for women
- excellent and accessible information, supporting analytical rigour, including internal and external knowledge.

***The capability challenges to address this role include:***

- establishing coalitions/alliances with external experts
- fostering focused research and data collection that will advance policy development
- improving internal information services and systems
- developing individual analysts and the policy team.

**THIS REQUIRES A SET OF CAPABILITY INITIATIVES FOR 2004/2005**

The Ministry's capability initiatives in 2004/2005 focus on four key areas for rebuilding and refocusing the Ministry, which build on the initiatives started in the 2003/2004 year. With the additional budget secured of \$300,000 (including GST), initial development of the policy team will be undertaken with a particular emphasis on leadership, mentoring and specialist knowledge.

By concentrating on these four initiatives, we will be better able to recruit and retain high quality policy capability. While difficulties in recruiting and retaining the required policy staff will always be a challenge for small agencies, they will be mitigated by an improved internal culture and management, and a range of recruitment strategies.

**LEADERSHIP/CULTURE**

This will include:

- recruiting or developing policy staff and managers with strong analytical, strategic and relationship management skills and a commitment to public service values
- fostering and developing leadership in the policy staff, especially in intellectual leadership and influencing
- developing capability in applying a range of analytical frameworks including a Treaty analytical tool and a gender analysis framework
- addressing organisational leadership/culture issues, embedding culture change initiatives started in 2003/2004 and fostering a learning and information-sharing culture.

Timing: This change process is ongoing.

**EFFECTIVE PROCESSES AND SYSTEMS**

The Ministry will review its management processes and systems with a particular focus on:

- building policy capability through recruitment, coaching and mentoring
- implementing a team leadership structure within the policy team
- improving the policy development process particularly through more effective knowledge capture and management
- embedding an understanding of Treaty analytical tools and relationships across all functions
- ensuring human resource systems, particularly recruitment and performance management, are optimal.

Timing: This development has commenced and will be ongoing.

**EFFICIENT AND EFFECTIVE CORPORATE SUPPORT FUNCTIONS**

In the 2004/2005 year, the Ministry is expected to review options for the delivery of its support functions. Consideration will be given to a range of options for the best way of undertaking the human resources, information technology, communications and finance functions of the Ministry. This may include

examining the feasibility of implementing virtual administration initiatives.

Timing: Review of corporate functions by November 2004.

#### RELATIONSHIP MANAGEMENT

The Ministry will complete a new strategic relationship management plan targeted at external stakeholders and agencies, individuals and groups. Relationships with main stakeholders in accordance with Treaty obligations will be a priority. The goal is to develop more effective sector relationships and networks, incorporate women's realities strongly into the policy process, and create policy project designs that ensure that external stakeholders work directly with us to achieve the outcomes.

Timing: In operation by September 2004.

In summary the priority capability initiatives with an indication of how the Ministry will assess its progress on capability developments are as follows. Progress on these initiatives will be reported to Cabinet in 2005.

CAPABILITY DIMENSION	HOW IT WILL BE DONE	ASSESSED THROUGH
Leadership and culture	Refocus leadership and management behaviours, supported by key programmes (for example 'effective working relationships')	Internal climate survey and key indicators (for example, turnover)
Systems and processes	Action on the design and operation of policy development processes and effective knowledge management, and focus on human resource practice, particularly recruitment and performance management	Quality of policy advice including Ministerial satisfaction and evaluation projects
Structure	Review of best possible model for support functions, specifically information technology, human resources, finance and communications, and implementation of best option	Effectiveness and efficiency savings
External relationships	Development and operation of new relationship management plan with particular emphasis on public sector agencies, women's groups and the business sector	Stakeholder survey

#### WHAT RISKS DO WE NEED TO MANAGE TO DELIVER THESE OUTCOMES EFFECTIVELY?

The key risks which could prevent the Ministry achieving its goals, and strategies to manage those risks, are outlined below:

KEY RISKS	RISK MANAGEMENT STRATEGIES
Other departments do not incorporate gender/ethnicity analysis in their policy advice, leaving the Ministry stretched across too many policy areas as the sole voice for women	<ul style="list-style-type: none"> <li>• Provide tools and training available to assist gender analysis in policy development</li> <li>• Improve relationships with other departments to increase understanding of mutual benefits</li> </ul>
The current quality of policy advice provided by the Ministry falls	<ul style="list-style-type: none"> <li>• Focus the areas of policy advice so depth and quality remains</li> <li>• Create a culture of learning from all our work and encourage accurate feedback</li> <li>• Active management of knowledge and information</li> <li>• Implement a Treaty analytical tool effectively</li> <li>• Improve quality control processes governing Ministry output</li> <li>• Formal performance management system</li> <li>• Comprehensive staff induction and systems to identify training needs</li> </ul>
The Ministry is unable to fill critical policy positions	<ul style="list-style-type: none"> <li>• Use contractors/academics with specialist knowledge</li> <li>• Pursue secondments</li> <li>• Utilise goodwill support from larger departments to assist in innovative ways</li> </ul>
Relationships with our key stakeholders are not well maintained	<ul style="list-style-type: none"> <li>• Relationship management plan that identifies who our key stakeholders are and identifies mechanisms to ensure ongoing communication will be updated and maintained</li> <li>• Staff made accountable for key relationships</li> <li>• Provide training in effective relationship management to staff</li> <li>• Undertake a stakeholder survey</li> </ul>

KEY RISKS	RISK MANAGEMENT STRATEGIES
Outdated criticism of the Ministry undermines the development of a positive culture	<ul style="list-style-type: none"> <li>• Active stakeholder and media policy</li> <li>• Build on goodwill of other departments by adding value</li> <li>• Take the Action Plan out to our stakeholders with consistent key messages</li> <li>• Manage all staff members positively and maintain quality and professionalism</li> </ul>

The Ministry has a comprehensive risk assessment tool in place in which risks are categorised by work group. Strategic and operational risks are identified and each has a series of mitigating strategies. The Ministry annually reviews critical systems and processes as part of the risk management strategy, to ensure that they continue to meet the Ministry's changing needs and to manage the Crown's ownership interests.

## STATEMENT OF RESPONSIBILITY AND FORECAST FINANCIAL STATEMENTS

- 1 Statement of responsibility
- 2 Statement of accounting policies for the year ending 30 June 2005
- 3 Statement of forecast financial performance for the year ending 30 June 2005
- 4 Statement of estimated financial position as at 30 June 2004 and forecast financial position as at 30 June 2005
- 5 Statement of cash flows for the year ending 30 June 2005
- 6 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 2005
- 7 Statement of movements in taxpayers' funds (equity) as at 30 June 2005
- 8 Statement of objectives specifying the financial performance forecast for the year ending 30 June 2005
- 9 GST status of departmental output classes
- 10 Statement of objectives specifying the performance forecast for each class of outputs for the year ending 30 June 2005
  - Summary of departmental output classes
  - Output Class: Policy Advice and Nominations Service

## STATEMENT OF RESPONSIBILITY

The forecast financial statements for the Ministry of Women's Affairs for the year ending 30 June 2005 contained in this report have been prepared in accordance with section 34A of the Public Finance Act 1989.

The Chief Executive of the Ministry of Women's Affairs acknowledges, in signing this statement, that she is responsible for the forecast financial statements contained in this report.

The financial performance forecast to be achieved by the Ministry for the year ending 30 June 2005, that is specified in the statement of objectives, 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 for each class of outputs forecast to be achieved by the Ministry for the year ending 30 June 2005 that is specified in the statement of objectives is as agreed with the Minister of Women's Affairs who is responsible for the Vote administered by the Ministry.

We certify that the information contained in this report is consistent with the appropriations contained in the Estimates for the year ending 30 June 2005 that have been laid before the House of Representatives under section 9 of the Public Finance Act 1989.

Signed



Shenagh Gleisner  
**Chief Executive**  
May 2004

Countersigned



Julie Rowan  
**Strategic Business Manager**  
May 2004

## STATEMENT OF ACCOUNTING POLICIES

### FOR THE YEAR ENDING 30 JUNE 2005

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 34A 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 2005. 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 cashflows 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:

	<b>YEARS</b>
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 debtors and creditors. The net GST owing at the end of the period is shown as a liability.

### **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.

## **STATEMENT OF FORECAST FINANCIAL PERFORMANCE**

**FOR THE YEAR ENDING 30 JUNE 2005<sup>22</sup>**

	<b>2003/04</b>		<b>2004/05</b>
	<b>BUDGETED \$000</b>	<b>ESTIMATED ACTUAL \$000</b>	<b>BUDGET \$000</b>
<b>REVENUE</b>			
Crown	3,709	3,709	4,118
Other government departments	7	7	29
<b>TOTAL REVENUE</b>	<b>3,716</b>	<b>3,716</b>	<b>4,147</b>
<b>OUTPUT EXPENSES</b>			
• Personnel	1,746	1,746	2,235
• Operating	1,786	1,786	1,728
• Depreciation	150	150	150
• Capital charge	34	34	34
<b>TOTAL OUPUT EXPENSES</b>	<b>3,716</b>	<b>3,716</b>	<b>4,147</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>22</sup> This statement incorporates both Supplementary Estimates Appropriations for 2003/04 and Main Estimates for 2004/05.

## STATEMENT OF ESTIMATED FINANCIAL POSITION

AS AT 30 JUNE 2004 AND

FORECAST FINANCIAL POSITION AS AT 30 JUNE 2005

	ACTUAL FINANCIAL POSITION AS AT 30 JUNE 2003 \$000	ESTIMATED FINANCIAL POSITION AS AT 30 JUNE 2004 \$000	FORECAST POSITION AS AT 30 JUNE 2005 \$000
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and bank balances	592	592	541
Prepayments	0	0	5
Receivables and advances	4	4	1
<b>TOTAL CURRENT ASSETS</b>	<b>596</b>	<b>596</b>	<b>547</b>
<b>NON-CURRENT ASSETS</b>			
Physical Assets	250	250	250
<b>TOTAL NON-CURRENT ASSETS</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>TOTAL ASSETS</b>	<b>846</b>	<b>846</b>	<b>797</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Payables and provisions	269	269	339
Provision for repayment of surplus	136	136	–
Provision for employee entitlements	43	43	60
<b>TOTAL CURRENT LIABILITIES</b>	<b>448</b>	<b>448</b>	<b>399</b>
<b>TERM LIABILITIES</b>			
Provision for employee entitlements	–	–	–
<b>TOTAL TERM LIABILITIES</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>TOTAL LIABILITIES</b>			
<b>TAXPAYERS' FUNDS</b>			
General funds	398	398	398
<b>TOTAL TAXPAYERS' FUNDS</b>	<b>398</b>	<b>398</b>	<b>398</b>
<b>TOTAL LIABILITIES AND TAXPAYERS' FUNDS</b>	<b>846</b>	<b>846</b>	<b>797</b>

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDING 30 JUNE 2005<sup>23</sup>

	2003/04		2004/05
	BUDGETED	ESTIMATED	BUDGET
	\$000	ACTUAL \$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>CASH PROVIDED FROM:</b>			
Supply of outputs to:			
Crown	3,709	3,709	4,118
Other government departments	11	11	29
Other	(6)	(6)	–
<b>CASH DISPURSED TO:</b>			
Cost of producing outputs:			
Output expenses	(3,486)	(3,486)	(3,922)
Capital charge	(34)	(34)	(34)
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>194</b>	<b>194</b>	<b>191</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>CASH DISBURSED TO:</b>			
Purchase of Physical Assets	(150)	(150)	(150)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>CASH DISBURSED TO:</b>			
Payment of surplus to the Crown	(136)	(136)	(0)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>(136)</b>	<b>(136)</b>	<b>(0)</b>
Net increase/(decrease) in cash held	(92)	(92)	41
Opening total cash balances at 1 July	592	592	500
<b>CLOSING TOTAL CASH BALANCES AT 30 JUNE FORECAST</b>	<b>500</b>	<b>500</b>	<b>541</b>

<sup>23</sup> This statement incorporates both Supplementary Estimates Appropriations for 2003/04 and Main Estimates for 2004/05.

**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 2005<sup>24</sup>**

	2003/04		2004/05
	BUDGETED \$000	ESTIMATED ACTUAL \$000	BUDGET \$000
Operating surplus/(deficit)	0	0	0
<b>ADD/(DEDUCT) NON-CASH EXPENSES/(REVENUES) FROM OPERATING STATEMENT</b>			
Depreciation and amortisation	150	150	150
<b>ADD/(DEDUCT) NON-CASH WORKING CAPITAL REDUCTIONS/(INCREASES) FROM BALANCE SHEET</b>			
(Increase)/decrease in receivables	3	3	0
(Increase)/decrease in prepayments	(5)	(5)	0
Increase/(decrease) in payables and provisions	46	46	41
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>194</b>	<b>194</b>	<b>191</b>

**STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS (EQUITY)**

**AS AT 30 JUNE 2005**

	ESTIMATED POSITION AS AT 30 JUNE 2004 \$000	PROJECTED POSITION AS AT 30 JUNE 2005 \$000
<b>TAXPAYERS' FUNDS AT START OF PERIOD</b>	<b>398</b>	<b>398</b>
MOVEMENT DURING THE YEAR (OTHER THAN FLOWS TO AND FROM THE CROWN)		
Add/(deduct) net surplus/(deficit)	0	0
<b>TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD</b>	<b>0</b>	<b>0</b>
ADJUSTMENT FOR FLOWS TO AND FROM THE CROWN		
Provision for payment of surplus to the Crown	0	0
<b>TOTAL ADJUSTMENTS FOR FLOWS TO AND FROM THE CROWN</b>	<b>0</b>	<b>0</b>
<b>TAXPAYERS' FUNDS AT THE END OF THE PERIOD</b>	<b>398</b>	<b>398</b>

<sup>24</sup> This statement incorporates both Supplementary Estimates Appropriations for 2003/04 and Main Estimates for 2004/05.

## STATEMENT OF OBJECTIVES SPECIFYING THE FINANCIAL PERFORMANCE FORECAST

FOR THE YEAR ENDING 30 JUNE 2005<sup>25</sup>

		2003/04	2004/05	
	UNIT	BUDGETED	ESTIMATED ACTUAL	BUDGET
<b>OPERATING RESULTS</b>				
Output expenses	\$000	3,716	3,716	4,147
<b>COSTS AS A PERCENTAGE OF OUTPUT EXPENSES:</b>				
Personnel and pension expense	%	47	47	54
Other operating costs	%	48	48	42
Depreciation	%	4	4	4
Capital charge	%	1	1	1
Net surplus/(deficit)	\$000	0	0	0
<b>WORKING CAPITAL:</b>				
Net current assets <sup>26</sup>	\$000	148	148	148
Current ratio <sup>27</sup>	%	133	133	137
Average debtors outstanding	days	30	30	30
Average creditors outstanding	days	30	30	30
<b>RESOURCE UTILISATION</b>				
<b>PHYSICAL ASSETS:</b>				
Total physical assets at year end	\$000	250	250	250
<b>TAXPAYERS' FUNDS</b>				
Level at year end	\$000	398	398	398

<sup>25</sup> This statement incorporates both Supplementary Estimates Appropriations for 2003/04 and Main Estimates for 2004/05.

<sup>26</sup> Current assets minus current liabilities

<sup>27</sup> Current assets as a proportion of current liabilities

## GST STATUS OF DEPARTMENTAL OUTPUT CLASSES

MINISTRY OF WOMEN'S AFFAIRS

	2004/05		
DEPARTMENTAL OUTPUT CLASS	GST EXCLUSIVE (SOI) \$000	GST \$000	GST INCLUSIVE (VOTE) \$000
Policy Advice and Nominations Service	4,147	518	4,665
<b>TOTAL DEPARTMENTAL OUTPUT CLASS</b>	<b>4,147</b>	<b>518</b>	<b>4,665</b>

### *Explanatory notes:*

The forecast financial statements in this report present expenses (and revenue) exclusive of GST, in accordance with generally accepted accounting practice. When appropriated by Parliament, these expenses are inclusive of GST, in accordance with legislation. Thus:

- the GST-exclusive amount corresponds to 'total expenses' for 2004/05 appearing in the Output Operating Statements on page 40 of this report, and also corresponds to 'total output expenses' for 2004/05 in the Statement of Forecast Financial Performance on page 33 of this report
- the GST-inclusive amounts for the output class corresponds to the bolded annual appropriations for 2004/05 appearing in Part B1 of Vote: Women's Affairs in the Main Estimates.

## STATEMENT OF OBJECTIVES SPECIFYING THE PERFORMANCE FORECAST FOR EACH CLASS OF OUTPUTS

### FOR THE YEAR ENDING 30 JUNE 2005

The Ministry of Women's Affairs has agreed to provide output classes in 2004/05 which meet the requirements of its Vote Minister in terms of their nature, timeliness, quality and quantity specifications, and cost.

### SUMMARY OF DEPARTMENTAL OUTPUT CLASSES

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

### OUTPUT OPERATING STATEMENTS - 2004/05

DEPARTMENTAL OUTPUT CLASS	DESCRIPTION	REVENUE: CROWN \$000	REVENUE: DEPTS \$000	TOTAL EXPENSES \$000	SURPLUS (DEFICIT) \$000
Policy Advice and Nominations Service	Gender-specific policy advice on key social and economic issues affecting women and the provision of communications and nominations advice and the management of New Zealand's international obligations for women	4,118	29	4,147	0

### OUTPUT CLASS:

## POLICY ADVICE AND NOMINATIONS SERVICE

### DESCRIPTION

The Ministry provides gender-specific advice on key social and economic issues affecting women, and Māori women as tangata whenua, communications and nominations advice, and the management of New Zealand's international obligations for women. This includes:

- gender-specific advice on all aspects of policy development affecting women, including advice on its implementation
- gender-specific advice on all aspects of policy development affecting Māori women's priorities
- engagement with women on policy issues which will inform the Ministry's policy and project development
- provision of information about government policies and processes
- engagement with agencies about the impact of government policies and services on women
- provision of gender-specific information and advice to those whose activities influence or impact directly on the status of women
- provision of nominations of appropriately qualified women to statutory and other boards.
- management of New Zealand's international obligations on the status of women.

Related Ministerial servicing requirements are included within this output class.

## QUANTITY, QUALITY, TIMELINESS AND COST

### *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 under the Treaty of Waitangi
- contribute to reducing social inequality between Māori, Pacific peoples and other New Zealanders
- include identification of Pacific women's perspectives
- 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
- information will be accurate, up-to-date and appropriately presented, 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; that is, 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.

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 per cent 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, for example, 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 tools, specified by the Ministry, such as a gender analysis framework, and a Treaty analytical tool
- 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 (excellent) 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 variations 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 Minister.

### *Cost*

Outputs in this class will be provided within the appropriated sum of \$4,665,000 including GST. The total GST exclusive amount of \$4,147,000 will be funded by Revenue Crown (\$4,118,000) and by Revenue Department (\$29,000).