

2006
2009

Statement of Intent

Te Pūrongo Matapaetanga




MINISTRY OF WOMEN'S AFFAIRS
MINITATANGA MŌ NGĀ WĀHINE



the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million (12.5% of the population). The number of people in the public sector who are employed in health care has increased from 1.5 million to 2.5 million (2.5% of the population).

There are a number of reasons for this increase. One of the main reasons is the increasing demand for health care services. The population is ageing, and there is a growing number of people with chronic conditions. This has led to an increase in the number of people who are employed in health care. Another reason is the increasing number of people who are employed in the public sector. This is due to the increasing number of people who are employed in the public sector who are employed in health care.

The increasing number of people who are employed in health care has led to a number of challenges. One of the main challenges is the increasing demand for health care services. This has led to a number of health care professionals who are overworked and underpaid. Another challenge is the increasing number of people who are employed in the public sector who are employed in health care. This has led to a number of health care professionals who are overworked and underpaid.

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OF THE MINISTRY OF WOMEN'S AFFAIRS

Te Pūrongo Matapaetanga

A TE MINITATANGA MŌ NGĀ WĀHINE

2006 – 2009



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Message from the Minister and the Chief Executive

Enabling women to reach their full potential is not just important for the women themselves and their families, it is also critical to New Zealand's long-term success as a nation.

The Ministry of Women's Affairs exists to develop and promote policies and programmes that will help women achieve that potential.

This *Statement of Intent* shows how we will contribute to government goals and improving outcomes over the next three years, and how we will assess whether we have achieved what we have set out to achieve.

We will contribute to New Zealand's economic transformation through building on women's success in business, working towards pay and employment equity, reducing occupational segregation, and nominating capable women for statutory government boards.

We will also work to reduce domestic violence, which holds women back, and to curb the enormous associated economic, social and personal costs.

The Ministry of Women's Affairs work programme contributes to families by recognising and valuing the important role that women play as caregivers to the young and old. Its commitment to promoting work-life balance supports the choices that families make about arranging their work and family lives.

Of paramount importance to improving women's health and well-being is the Ministry's work on reducing domestic violence. Domestic violence cannot be tolerated, and reducing the level of violence is a top priority. Women's sexual and reproductive health is also a high priority area in the work programme.

New Zealand's leadership on women's rights since 1893, when we became the first country in the world where women won the right to vote, has become an important part of national identity. Showing leadership in promoting women's issues internationally and leading by example will continue to be a focus of the Ministry's work.

This *Statement of Intent* has been prepared in accordance with section 38 of the Public Finance Act 1989. It sets out the Ministry's plans for the next three years, which are consistent with the policies and performance expectations of the government.

These outcomes will be achieved by the Ministry working very closely with other government departments, sometimes leading policy development, but often by supporting the work of others. This is partly because, as the smallest core government agency (with an annual budget of just over \$4 million and a staff of about 30), the Ministry needs to be collaborative. More importantly though, it is because we can see that when government agencies work together for common goals, each using their specialist knowledge and expertise, far more is achieved than by working alone. That is why the *Action Plan for New Zealand Women*, which guides our work, is a five-year whole-of-government plan that clearly sets out the responsibilities of each agency.

But these goals cannot be achieved by government alone. We look forward to continuing to work with individual women and men, communities, and non-government organisations, as well as other government agencies. We can achieve much when we work closely together.



HON LIANNE DALZIEL
Minister of Women's Affairs
18 May 2006



SHENAGH GLEISNER
Chief Executive
18 May 2006

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 issues relevant to advancing the well-being of women and ensuring they are able to make their full contribution to New Zealand. Our role and purpose remain constant.

WHAT WE DO

The mandate of the Ministry is to:

- provide advice on policy that will improve the status of women
- provide suitable women nominees for state sector governance bodies
- 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 (CEDAW).

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 policies relevant to the well-being of women.

The Ministry provides specialist expertise and knowledge to assist the government to address inequalities where women are disadvantaged, and also provides advice on how to realise the potential of women. In particular, the Ministry develops and uses its specific understanding of the needs of Māori women to assist the government to meet its specific objectives for Māori women.

The Ministry is **accountable for the quality of its advice**, 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. However, it assists by creating conditions where successful implementation is more likely (e.g. through steering groups, and relationships with public sector agencies and non-government organisations (NGOs)).

WHY WE DO THIS

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

The mandate of the Ministry reflects the fact that achieving good outcomes for women is critical to ensuring the government is able to achieve its overall goals, and that configuring a single agency 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 – in collaboration with public service colleagues, Māori women, and 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.

¹ Ministry of Women's Affairs (2004) *Action Plan for New Zealand Women*. Wellington: Ministry of Women's Affairs.

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.

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 we undertake our 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 make use of opportunities and to mitigate negative impacts.

Opportunities the environment presents: For example, the continued strength 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 that slow progress: For example, the incidence and impact of violence against women does 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:

- trends that have particular relevance in relation to progress for outcomes for women
- how these trends may impact on those outcomes
- 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 are opening opportunities for women, but there is pressure to retrench women's rights in some countries, such as reproductive rights. The environment is complex and 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.	Leadership of New Zealand on women's issues makes the Ministry's international work more important.

	A: WHAT IS HAPPENING THAT IMPACTS WOMEN?	B: THE IMPACT ON OUTCOMES FOR WOMEN	C: THE IMPACT ON THE MINISTRY
Demographic changes	Demographic change and immigration are altering the racial mix and age profile of the population. The population is ageing, women are having children later, the family unit is shrinking, women are more often living in single person/parent households, and the proportion of young Māori and Pacific peoples is increasing.	Some groups of women do well, whilst others fall further behind.	The Ministry needs to provide policy advice that reflects greater diversity amongst women and that is able to identify diverse impacts on women.
NZ economic and social forces	Our economy appears likely to remain robust in the short to medium term. Women are more in demand in the workforce and this is creating opportunities for advancement.	A tight labour market creates economic opportunities for women and opportunities to change how work is organised. Increasing numbers of women are participating in paid work. This may mean that they experience difficulty in balancing work, family life and other responsibilities. Women's lower incomes mean they are likely to find saving more difficult.	The Ministry must work with agencies on policies that connect participation, productivity and work-life balance. There must be continued focus on means to assist women and their families to balance unpaid and paid work.
NZ political environment	The government has established three priority areas: economic transformation; families – young and old; and building national identity.	The outcomes in the whole-of-government Action Plan align with the three priority areas.	The Ministry's policy development continues to focus on the priorities in the Action Plan.
NZ public sector	The public sector is more collaborative and focused on the government's three key themes. Transformation of state services is sought through technology and integration.	With a whole-of-government approach to outcomes, the needs and contribution of women are more likely to be addressed by all departments.	The Ministry is well placed to be at the forefront of a whole-of-government approach. It must make relationships and value-add work well.

The challenge for the Ministry, therefore, is to target policy efforts on areas where outcomes for groups of women cannot improve, or will fall back, without government intervention.

Why does the government need to intervene?

This section provides examples from the priority areas of the Action Plan, and some illustrative statistics of the current status of women in New Zealand.

Lifetime earnings are seen as the most critical factor impacting upon women's economic choices and ongoing economic independence. 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 2005 quarter² were \$21.16 for men (an 8 percent increase on 2004³) and \$17.35 for women (a 3 percent increase). This means that women's average hourly earnings were 18 percent lower than men's in 2005, compared with 14 percent lower in 2004.

The average hourly earnings of European/Pākehā women (\$17.87) were higher than those of Māori women (\$15.85) and Pacific women (\$14.35).

The average weekly income from all sources for women in 2005 was \$442, compared with \$738 for men.

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 percent of women's work is unpaid, compared with 40 percent of men's work time.⁴

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.⁵

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.⁶

Well-being is essential to active participation in the economy and society, to the benefit of all. To achieve this, women must be physically, mentally, and emotionally healthy.

Although women continue to live longer than men, there are differences across ethnic groups. Also, there are gender and ethnicity differences in illness and lifestyle factors that affect morbidity and mortality. Diseases such as cancer and diabetes continue to impact on women's lives. Māori women have higher rates of, and death from, some forms of cancer than non-Māori women.

Health risk factors such as alcohol consumption, obesity and cigarette smoking affect groups of women differently. There is evidence that sexually transmitted infections (STIs) are increasing. Mental illness affects one in five New Zealanders. Women are more likely to experience depression.

2 Statistics New Zealand (2005) *New Zealand Income Survey (June 2005 quarter)*. Wellington, Statistics New Zealand.

3 Statistics New Zealand (2004) *New Zealand Income Survey (June 2004 quarter)*. Wellington, Statistics New Zealand.

4 Statistics New Zealand (2001) *Around the Clock Findings from the New Zealand Time Use Survey 1998-1999*. Wellington, Statistics New Zealand.

5 Callister, Paul (2004) *The future of work within households: Understanding household-level changes in the distribution of hours of paid work*. <http://www.dol.govt.nz/publication-view.asp?ID=198>

6 Department of Labour (1999) *Childcare, Families and Work. The New Zealand Childcare Survey 1998: A Survey of Early Childhood Education and Care Arrangements for Children*. Wellington: Department of Labour and the National Advisory Council on the Employment of Women.

Females are hospitalised for injuries caused by suicide attempts and intentional self-harm at more than twice the rate of males.⁷

The *Quality of Life Survey 2004* found that females were more likely than males to report experiences of stress that had an extremely negative effect on them and significantly less likely to feel happy and peaceful all of the time.⁸

There are large differences between Māori and non-Māori in their probability of living a long and healthy life. Revised estimates for 2001 indicate a newborn Māori female born in 2001 could expect to have a partial independent life expectancy 9.2 years less than her non-Māori counterpart (59.0 years, compared with 68.2 years for non-Māori females).⁹

In 2004, young people were disproportionately affected by STIs. Chlamydia and gonorrhoea rates were highest in females aged 15-19 years.¹⁰

Reducing domestic violence is a priority because of the high personal costs it creates for women and children. Domestic violence affects women's mental and physical health, economic status, social participation and general well-being. Being a victim of domestic violence carries immediate impacts but the effects of abuse can persist long after the abuse itself has stopped – such as an increased risk of future ill-health.

Domestic violence is prevalent, is perpetrated by men against women, and does have fatal consequences. Domestic violence creates high personal costs but also has significant direct and indirect social and economic costs for society as a whole.

Domestic violence also impacts on inter-generational outcomes. While most children who witness domestic violence will not perpetrate domestic violence as adults, many adult perpetrators and victims have experienced some form of family violence in the past.

In 2000, women were more likely than men to be repeat victims of violent victimisations, and to be repeat victims of threats.¹¹

One New Zealand study estimated that family violence – broader than domestic violence – cost the country at least \$1.2 billion per annum.¹²

Within each ethnic group, the lifetime prevalence for 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.¹³

The above trends and statistics are supported by recent research that showed that 33 percent of women in Auckland and 39 percent of women in Waikato had experienced at least one act of physical or sexual violence by an intimate partner in their lifetime.¹⁴

7 Ministry of Health (2006) *Suicide Facts Provisional 2003 All-Ages Statistics*. Wellington: Ministry of Health.

8 Bigcities (2003) *Quality of Life in New Zealand's Eight Largest Cities*, Mental and Emotional Well Being PDF <http://www.bigcities.govt.nz/health.htm>

9 Ministry of Social Development (2005) *The Social Report 2005*. Wellington: Ministry of Social Development.

10 STI Surveillance Team, Population and Environmental Health Group, Institute of Environmental Science and Research Limited (2005) *Sexually Transmitted Infections In New Zealand: Annual Surveillance report 2004*, p 32.

11,13 Morris, A, Reilly, J, Berry, S and Ransom, R (2003) *New Zealand National Survey of Crime Victims 2001*. Wellington: Ministry of Justice.

12 Snively, Suzanne (1994) *The New Zealand Economic Cost of Family Violence*, 20. Wellington: Department of Social Welfare.

14 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.

What outcomes for women does the government aim to achieve?

This section describes the overarching priorities government has identified for New Zealand in the next three years and sets out the way in which the three priority outcomes it has identified specifically for women contribute to those overarching goals. It also sets out information that illustrates the importance of those goals for women and demonstrates the way those goals benefit all New Zealanders and not just women.

The government has identified its three overall priority areas for the next three years. These three goals define the priorities for government policy and the high-level outcomes to which government policy will contribute:

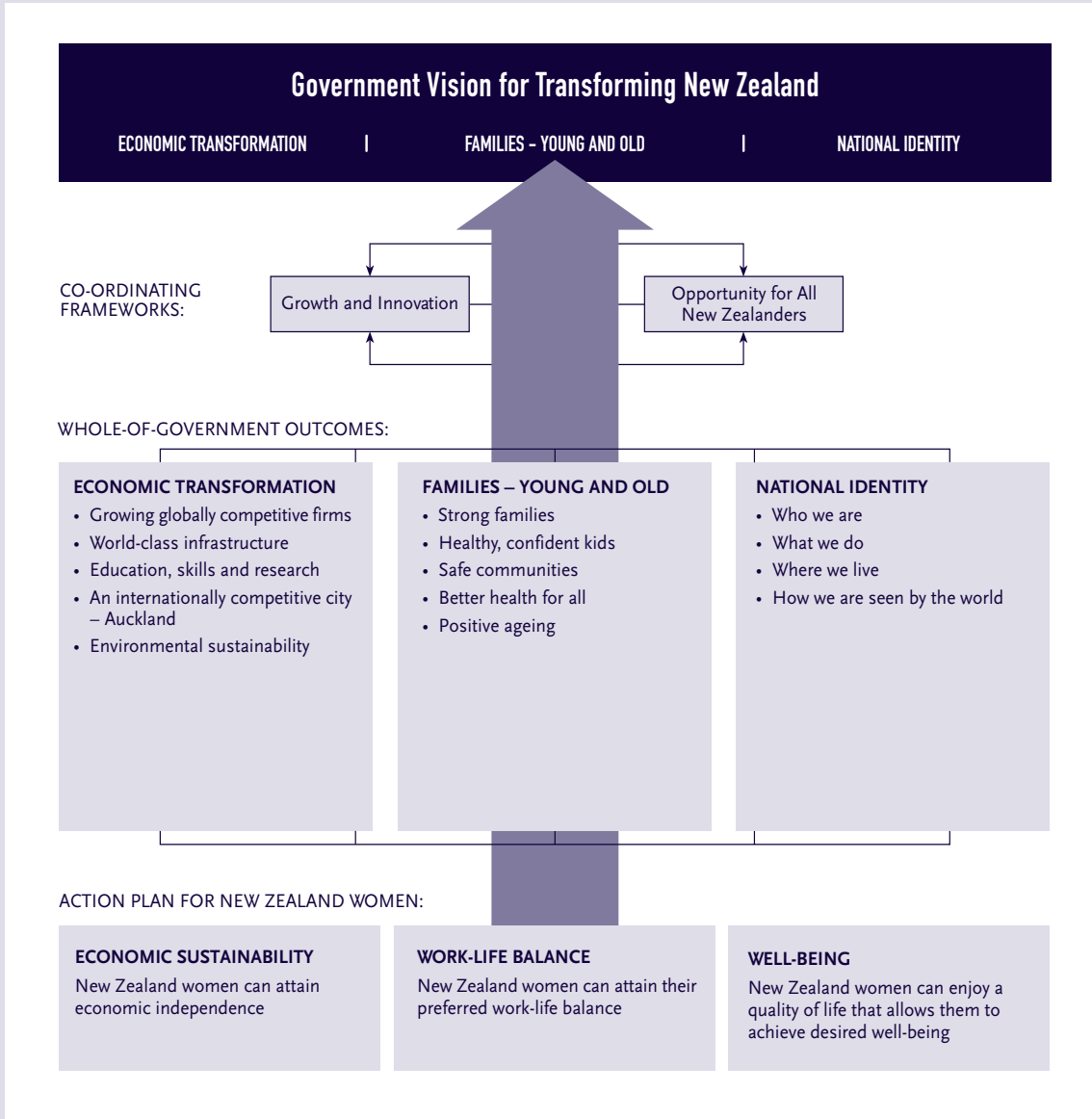
- Economic transformation: building a high-income, knowledge-based market economy that is both innovative and creative and provides a unique quality of life to all New Zealanders.
- Families – young and old: ensuring all families, young and old, have the support and choices they need to be secure and be able to reach their full potential within a knowledge-based economy.
- Building national identity: New Zealanders able to take pride in who and what we are, through arts, culture, film, sports and music, appreciation of our natural environment, and understanding of our history and New Zealand's stance on international issues.

The *Action Plan for New Zealand Women* identifies three priority outcomes for women:

- economic sustainability
- work-life balance
- well-being.

Policies that have been identified as contributing to the goals of the *Action Plan for New Zealand Women* will also contribute to achieving the three overarching goals identified by government. Many of the policies will contribute to more than one of those goals, reflecting the fact that improving outcomes for New Zealand women is an important contribution to enhancing the overall outcomes for all New Zealanders.

For instance, making progress on achieving better work-life balance for New Zealand women will contribute to all three goals by supporting development of a strong economy while also ensuring strong families and protecting the capacity of New Zealanders to continue to contribute to their communities in ways that define our sense of national identity.



WHAT ARE THE INTERMEDIATE OUTCOMES?

For each of the outcome areas under the Action Plan, 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.

ECONOMIC SUSTAINABILITY

New Zealand women will achieve economic independence when they:

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

Policies to support the achievement of these intermediate outcomes will also contribute directly to the Economic Transformation goal identified by the government.

WORK-LIFE BALANCE

New Zealand women will attain their preferred work-life balance when they:

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

Policies to support the achievement of these intermediate outcomes will also contribute directly to the Economic Transformation and Families – Young and Old goals identified by the government.

WELL-BEING

New Zealand women will enjoy a quality of life that allows them to achieve desired well-being when they:

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

Policies to support the achievement of these intermediate outcomes will also contribute directly to the Families – Young and Old and National Identity goals identified by the government.

PART 2

TE WĀHANGA 2

The contribution of the Ministry



How does the Ministry contribute to the outcomes?

This section describes what our work involves, and our 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 PROVIDE POLICY ADVICE

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.

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/ leadership	Department of Labour Tertiary Education Commission
	• Employment quality	Support/influence	Department of Labour
	• Women in enterprise	Support/influence	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	Monitor	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
	• 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	Monitoring	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	• <i>Opportunity for All / Te Rito</i> : 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 continue to be provided on housing, not because it is specified in the Action Plan, but because improved housing outcomes contribute to women's economic independence and well-being.

WE PROVIDE NOMINATIONS FOR THE APPOINTMENT OF WOMEN TO GOVERNANCE BODIES

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 percent 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 providing appointing agencies with nominations of suitable women.

In order to contribute to the desired outcome, the Ministry is focusing on three key strategies to drive success:

1. Improved data collection and analysis

The Ministry has led an inter-agency development of data on board composition. This provides a whole-of-government stocktake on the gender composition of existing board members and the gender breakdown of new appointments to boards.

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 in governance and corporate management are being sought.

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 CEDAW
- internally, on promoting development of domestic policy that is consistent with the international obligations assumed by the government.

The Ministry works with other agencies, such as the Ministry of Foreign Affairs and Trade, on international issues that are relevant to the well-being and interests of women.

The focus of the work in 2006/07 will be:

- preparing for the presentation of New Zealand's sixth report on its implementation of CEDAW
- supporting ministerial attendance at international meetings, including the annual Commonwealth, States, Territories and New Zealand Ministerial Conference on the Status of Women (MINCO).

The Ministry will also continue to facilitate the meetings of the Caucus on International Women's Issues, a domestic forum to allow exchange of information and experience among those working in international forums to address issues relevant to the well-being of women.

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.

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 is not 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 2005/06 year the Ministry has worked with those agencies responsible for projects within the Action Plan to further develop the monitoring framework. It has created a hierarchy of intermediate outcomes and precedent outcomes that contribute to the Action Plan's overall outcomes.

In consultation with key agencies, the Ministry has also identified four priority areas for monitoring activity in 2006/07:

- pay and employment equity
- paid parental leave
- early childhood education and assistance
- the Disability Strategy.

The priority areas were identified on the basis of those areas that were relevant to all three goals or those that were critical to the ability to achieve a specific goal.

What are some examples of the Ministry's policy priorities?

This section provides some examples of key policy areas on which the Ministry will focus attention in 2006/07 and the process followed to determine the Ministry's contribution.

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.

These examples below 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, is a core part of the policy development process.

There is ongoing work in a number of areas relevant to women's employment. Such areas include:

- pay and employment equity
- early childhood education and care and out-of-school services
- work-life balance
- industry training, including modern apprenticeships
- social assistance
- parental leave.

Industry training, including modern apprenticeships

Our role has been one of leading, supporting, 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 improving our knowledge base

Women's employment is clustered in a small range of female-dominated occupations, many of which involve traditionally female roles such as caring for others. Women remain particularly under-represented in some areas, such as the trades. Gender segregation in employment is a contributing factor to the gap between the average pay of men and women, and represents under-utilisation of the full range of women's abilities.

Industry training and modern apprenticeships provide the main pathways to qualifications and employment in the trades, but women's participation in these forms of education and training remains low. In September 2005, women were 26 percent of industry trainees and 8 percent of modern apprentices. Most women industry trainees are in industries such as community support and hospitality, which already have large female workforces.

The Ministry is working with other agencies, including the Tertiary Education Commission, to identify more clearly the reasons for women's low participation in industry training, and possible policy responses. The Ministry has conducted interviews with modern apprenticeship co-ordinators and is undertaking research on wage rates and the costs of education and training in male- and female-dominated occupations that use work-based training. Further research and policy development may follow.

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 about 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 resources 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 outcomes that women are safe at home and in their communities, and that women are physically, mentally, and emotionally healthy

A range of work is at varying stages

Many 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 become much more focused on this policy area.

The Ministry contributes to the multi-agency Taskforce for Action on Violence within Families. The Taskforce is committed to a vision of New Zealand families and whānau living free from violence. Achieving this vision will mean consistently reducing the incidence of family violence each year. Addressing the devastating consequences of family violence and working towards its elimination requires work on many fronts.

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, to be completed in 2006, will be the basis for advice on this issue to Ministers.

Sexuality education

Our role is one of leading this work

It contributes to the intermediate outcome that women are physically, mentally, and emotionally healthy

We are at the research stage

Sexuality education provides an opportunity for students to learn about their personal health and relationships, and to build skills that raise resiliency to negative outcomes.

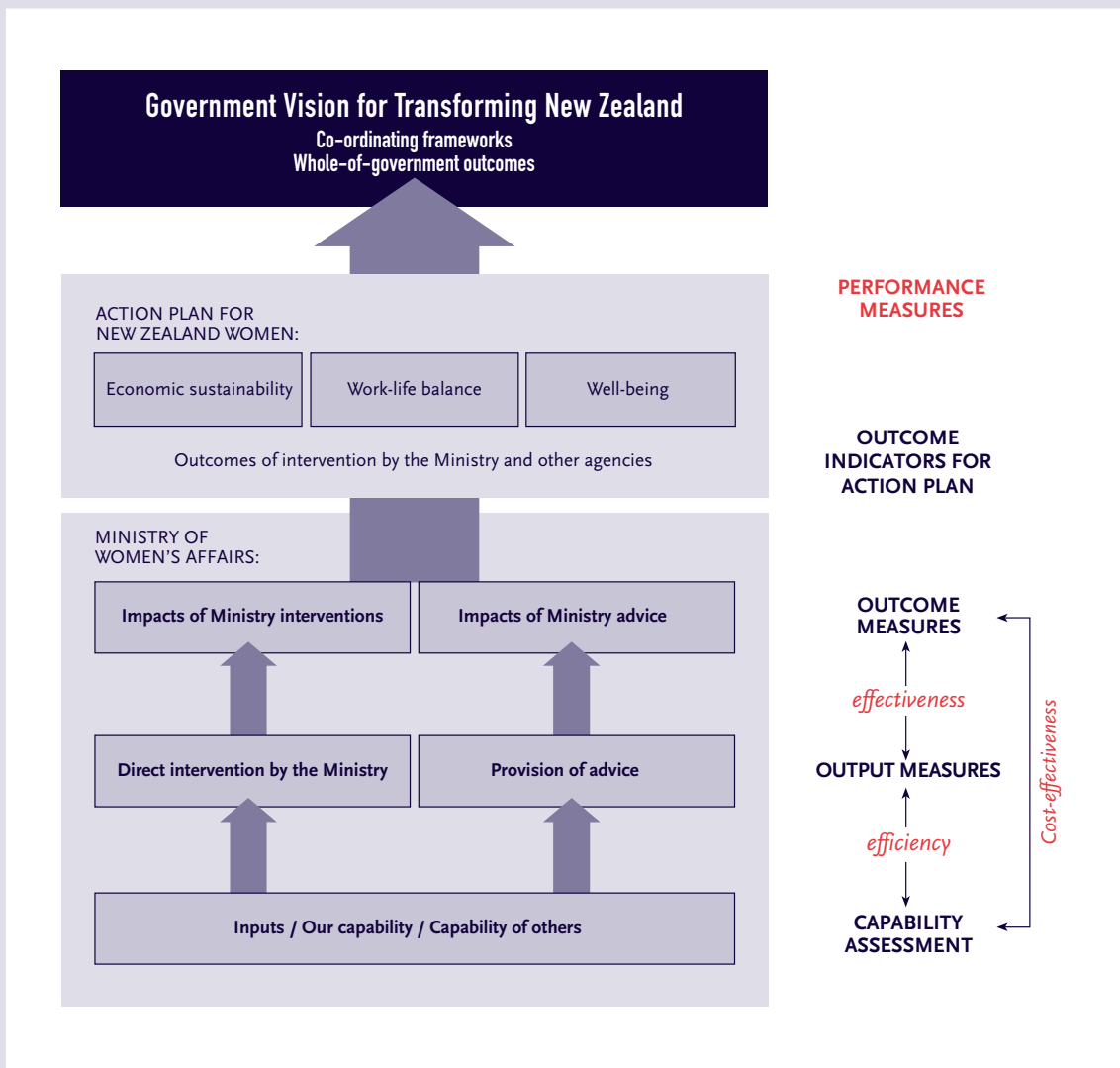
The Ministry is leading work relating to a review of sexuality education. The purpose of this work is to gain an understanding of how school communities are planning and implementing sexuality education programmes. The Education Review Office is undertaking the review in schools and will assess the quality of teaching and learning in this area.

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 is committed to the State Services' aspiration for a public sector that uses a learning and development framework. The Ministry focuses on an evaluative approach where feedback, including but not confined to tangible measures, is continually sought from multiple sources in order to assess effectiveness and to improve.

The Ministry need to measure and assess the performance of itself and others at several levels. These are illustrated below.



OUTCOME INDICATORS FOR THE ACTION PLAN

One of the Ministry's roles is to monitor the indicators of progress for the high-level outcomes of the Action Plan. Considerable progress has been made in the last year to identify an initial set of indicators that can be extracted from existing data collection.

The Ministry has worked closely with relevant agencies to agree on relevant indicators and also to identify the data necessary to support such indicators. The main sources for this data are:

- *Social Report and New Zealand Living Standard Report*, Ministry of Social Development
- *Health Survey*, Ministry of Health
- *Household Labour Force Survey and New Zealand Income Survey*, Statistics New Zealand
- *Mental Health Survey*
- *Quality of Life Survey*
- *New Zealand National Survey of Crime Victims*
- *Quality of Life in New Zealand's Eight Largest Cities*
- *Combined Sport and Physical Activity Surveys*, Sport and Recreation New Zealand.

The technical development of these will be completed in 2006/07. Further indicators will also be developed for intermediate outcomes that are currently not fully covered.

OUTCOME MEASURES – IMPACT OF THE MINISTRY'S INTERVENTIONS

The principal intervention of the Ministry is the nominations service. The Ministry provides agencies with nominations of suitable women for appointment to state sector governance roles. The decisions are made by Cabinet, following recommendation from the Cabinet Appointments and Honours Committee (APH). Ministers and other agencies may also make nominations to be considered by APH.

The Ministry also promotes its nominations service, the government's outcome target for board composition, and the benefits of a diverse board membership through a variety of means. These include a regular newsletter, the measurement of gender composition of boards, and the Ministry's relationship with appointing agencies.

Measuring the impact of the Ministry's intervention has the usual challenges. The overall outcome is measured through the stocktake of board composition. This is affected by long time lags, as existing members serve their terms before reappointment or replacement.

The Ministry's impact is best measured by analysing new appointments, for which gender breakdown has not previously been available.

In the calendar year 2005, there were 385 new appointments to statutory bodies. Of these, 165 (or 43 percent) were women. Of the women appointed, 54 percent were on the Ministry's database, and 32 percent were nominated by the Ministry. These figures provide a baseline for future monitoring of the Ministry's impact, and the effectiveness of its intervention.

OUTCOME MEASURES – IMPACT OF THE MINISTRY'S POLICY ADVICE

The effectiveness of a strategic policy agency is hard to assess. It is not feasible to isolate the impact of the policy advice upon the final outcome, there being so many other causes and variables, and often long time lags. Clear attribution is not possible.

This prompts the Ministry to assess its impact by means of traditional mechanisms such as an independent review of the quality of its policy, and the opinions of stakeholders on the quality of the work and the reputation of the Ministry.

However, in the last year the Ministry has undertaken a study of the manner in which population agencies can be effective in adding value and exerting influence upon the policy development process run by the lead policy agencies.

It was clear from this work that there are no ongoing, easily gathered measurable indicators of impact or effectiveness that can be monitored on a regular basis.

The Ministry is therefore reiterating its evaluative approach and selected evaluative studies. This year it is able to report upon:

- an annual benchmark of the quality of policy papers
- regular tracking of ministerial satisfaction.

In the planning stages are:

- a more sophisticated plan for the review of stakeholder opinions, capturing assessment of impact and effectiveness, not merely satisfaction
- a more in-depth evaluation of the Ministry's effectiveness in the support of the Minister of Women's Affairs.

OUTPUT REPORTING

The Ministry will continue to report to the Minister of Women's Affairs quarterly on the achievements against the agreed work programme. Performance measures for the Ministry's outputs are included below in the Statement of Forecast Service Performance.

CAPABILITY MEASURES

The Ministry uses a wide variety of mechanisms to assess and improve capability (see the Capability section below). In all these areas, the Ministry aims to be amongst the top performers in the public sector. In terms of measures, the focus is upon the quality of the:

- policy development
- internal culture of the Ministry
- management and leadership
- relationships
- organisational policies and procedures.

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.

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 refers not only to the delivery of strategic priorities but also operational obligations.
Resources/capability	Ability to manage resources effectively 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.

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.

THE MAJOR RISKS	RISK MITIGATION STRATEGIES
<p>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.</p>	<p>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.</p>
<p>RISK 2: ANALYTICAL CAPABILITY That the Ministry will be unable to maintain and foster capability in strategic and analytical thinking in critical policy areas.</p>	<p>Retention: work for retention through active management, leadership and development, and capturing knowledge before people leave. Development: grow staff and attract 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.</p>
<p>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.</p>	<p>Stakeholder engagement: engage with women and communities who can bring actual experience into the policy processes and assess our effectiveness. Communication: develop communication capabilities, written and oral, in all staff.</p>
<p>RISK 4: BENEFITS NOT UNDERSTOOD People are unaware about ongoing issues and the overall benefit of improving the status of women.</p>	<p>Use evidence: use compelling information to illustrate ongoing inequalities and the social and economic consequences for women. Reframing: articulate how a focus on women helps all New Zealanders. Communication: explain more widely to people the benefits of investments in improving outcomes for women.</p>

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 accountability.

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.

HOW ARE WE DOING?

The Ministry assesses its capability by systemic consideration of the six dimensions of culture, people, leadership, relationships, processes and systems, and structure.

It assesses its capability through a wide range of mechanisms including:

- ministerial satisfaction
- an annual independent review of policy capability, benchmarked with the public sector
- exit and post-appointment interviews, reported every six months by an independent reviewer
- an independent assessment from stakeholders on the quality and effectiveness of our relationships
- an internal culture survey.

The assessment against the six capability dimensions is very positive.

CULTURE:	Exit interviews very positive, last culture survey results above public sector benchmark.
PEOPLE:	Fully staffed, no personal grievances, positive ministerial feedback on policy, communications, and nominations work.
LEADERSHIP:	Positive stakeholder feedback, well-regarded events showing leadership, invitations to international conferences, significant whole-of-government action.
RELATIONSHIPS:	Highly positive feedback on regional meetings and public sector relationships, good Minister's feedback.
PROCESSES AND SYSTEMS:	High-quality human resources and administrative systems. Still developing knowledge management system.
STRUCTURE:	Final adjustments to structure completed. Structure of the policy team positively appraised. Restructure of corporate area working very well.

WHAT ARE THE CAPABILITY DRIVERS?

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. We need:

- communication and relationship specialists
- analytical thinkers
- innovative and strategic leadership.

The Ministry assesses its capability, continually measuring progress, and adjusting and reassessing as required.

The most important capability 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.

CURRENT SITUATION AND FUTURE PLANS

WHAT IS NEEDED	WHAT HAS BEEN ACHIEVED	THE FOCUS FOR 2006/07
Highly analytical staff thinking strategically	<ul style="list-style-type: none"> • Excellent and cost-effective recruitment process • Very positive review of policy capability • Implementation of Māori Women's relationship tool • Seminars on range of issues including futures • Individualised personal development plans for all staff • Training in gender analysis 	<ul style="list-style-type: none"> • Coaching skills for senior staff • Annual review of policy capability • Performance management • Training in Māori women's relationship tool and cultural processes • Seminars on leadership and strategy • Individualised personal development plans for all staff
Inspiring leadership and exemplary management	<ul style="list-style-type: none"> • Inclusive leadership style achieved, as reviewed by culture survey • In-depth study of methods to be influential in the public sector 	<ul style="list-style-type: none"> • Increasing leadership development for senior analysts in policy team • Coaching skills for senior staff • Review of remuneration system
Excellent management of knowledge and information	<ul style="list-style-type: none"> • New website launched • Review of information systems strategic plan • Review of knowledge management system • Ongoing review of internal systems and processes to align with outcomes sought 	<ul style="list-style-type: none"> • Increase in channels of communication • Implementation of electronic document and records management system in the context of knowledge management • Ongoing review of internal systems and processes to align with outcomes sought
Positive and productive relationships	<ul style="list-style-type: none"> • Implementation of relationship management strategy • Major set of meetings, communication, relationship management with women's and other groups 	<ul style="list-style-type: none"> • Ongoing extension and review of relationship management strategy • Exploration of effectiveness of relationship management in terms of impact on outcomes

All policies, procedures, structures, assets, and technology should support these drivers of success. Structures need to be flexible, but with clear accountabilities.

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 began a pay and employment equity review in 2005/06, in conjunction with the New Zealand Public Service Association. The review is using the standard methodology developed by the Department of Labour for all government agencies. It is expected to be completed by September 2006, with a recommended response plan for management to consider.

MINISTRY CONTRIBUTION TO STATE SECTOR DEVELOPMENT GOALS

The Ministry is committed to contributing to a transformed state services. Being a small, strategic policy agency limits to some extent our contribution to the goals of networked and accessible state services. However, the Ministry contributes strongly to the following development goals set for the state services:

Employer of Choice	by	highly effective employment practices, strong commitment to a positive culture, the reputation of the Ministry, excellent recruitment record, and coaching and development.
Excellent State Servants	by	the explicit development of a learning organisation, personal development plans, and group and individual training.
Co-ordinated State Services	by	highly co-operative relationships with all relevant public sector agencies, leadership in whole-of-government initiatives and explicit contribution to each of the government's themes.
Trusted State Services	by	high standards of ethical behaviour, strong performance management systems, and highly proactive, reliable and responsive external relationships, especially with women's networks.

The Ministry welcomes the opportunity to report to the State Services Commission on its contribution and to produce tangible measures of it, as required.

CAPITAL EXPENDITURE

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

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 2006/07	Estimated Actual 2005/06	Budget 2005/06	Actual 2004/05	Actual 2003/04	Actual 2002/03	Actual 2001/02
Computer equipment	26,000	26,000	26,000	19,000	25,100	90,600	0
Computer software	95,000	99,000	99,000	20,000	1,600	19,800	31,200
Library and office equipment	15,000	15,000	15,000	7,000	49,400	12,600	17,000
Office furniture	35,000	0	0	8,000	0	25,300	0
Fit-out and leasehold improvements	0	160,000	160,000	0	0	0	0
Total	171,000	300,000	300,000	54,000	76,100	148,300	48,200

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, and has refined its output measures. In terms of ongoing internal development, the focus will be on:

- developing the monitoring framework through a focus on the evaluative work of four key programmes
- strengthening the evaluative work by assessing the effectiveness of its relationship management
- building on the current management and leadership practice, particularly building leadership and coaching capability in senior staff.

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

- a set of indicators showing high-level progress for women
- continued and improved reporting on a variety of policies and effectiveness of relationships
- evidence of high output, in relation to budget and to ministerial satisfaction.

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 2007 contained in this report have been prepared in accordance with section 38 of the Public Finance Act 1989 (as amended by the Public Finance Amendment Act 2004).

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 for the year ending 30 June 2007 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 for the year ending 30 June 2007 is as agreed with the Minister of Women's Affairs, who is 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 the appropriations contained in the Estimates for the year ending 30 June 2007 that are being laid before the House.



SHENAGH GLEISNER

Chief Executive
7 April 2006



MARTIN SEBIRE

Corporate Support Manager
7 April 2006

Statement of Significant Underlying Assumptions

FOR THE YEAR ENDED 30 JUNE 2007

The Forecast Financial Statements are based on assumptions regarding the operating and financial performance of the Ministry and other general economic and financial assumptions. 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.

These Forecast Financial Statements have been prepared in accordance with section 38 of the Public Finance Act and are consistent with generally accepted accounting practice. The measurement base applied is historical cost unless stated otherwise.

These Forecast Financial Statements have been compiled on the basis of government policies and the Ministry of Women's Affairs' Output Plan as agreed with the Minister of Women's Affairs at the time the statements were finalised.

Due care and attention has 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.

Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2007

REPORTING ENTITY AND STATUTORY BASE

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 38 of the Public Finance Act and in accordance with generally accepted accounting principles.

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.

Revenue

The Ministry derives revenue through the provision of outputs to the Crown and for services to third parties. All revenue is recognised when earned and is reported in the financial period to which it relates.

Cost allocation

Direct costs are allocated directly to outputs. Indirect costs are allocated to outputs based on each output's direct salary costs.

GST

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

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.

Debtors and receivables

Debtors are stated at their estimated realisable value after providing for doubtful debts.

Fixed assets

Fixed assets are stated at the cost of purchase less accumulated depreciation. Artwork is recorded at cost price.

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
Computer software	3
Office equipment	5
Furniture	10
Fit-out and leasehold improvements	(over the term of the lease)
Library – legal reference	2-10
– non-fiction and reference	10

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.

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.

CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies. All policies have been applied on a basis consistent with previous years.

NZ IFRS IMPLEMENTATION

The Ministry will start to report using New Zealand International Financial Reporting Standards (NZ IFRS) in the financial statements for the year ending 30 June 2008. The comparative figures for the year ending 30 June 2007 and an opening balance sheet at 1 July 2006 will be restated in accordance with NZ IFRS.

Our initial assessment is that there will be no major differences in accounting policies and no material impact on financial statements that may arise from adopting NZ IFRS.

Statement of Forecast Financial Performance

FOR THE YEAR ENDING 30 JUNE 2007¹⁵

	Budget 2005/06 \$000	Estimated Actual 2005/06 \$000	Budget 2006/07 \$000
REVENUE			
Crown	4,056	4,056	4,056
Other government departments	94	94	68
TOTAL REVENUE	4,150	4,150	4,124
OUTPUT EXPENSES			
Personnel	2,466	2,466	2,466
Operating	1,570	1,570	1,502
Depreciation	82	82	126
Capital charge	32	32	30
TOTAL OUTPUT EXPENSES	4,150	4,150	4,124
NET SURPLUS/(DEFICIT)	0	0	0

¹⁵ This statement incorporates both Supplementary Estimates Appropriations for 2005/06 and Main Estimates for 2006/07.

Statement of Estimated Financial Position

AS AT 30 JUNE 2006 AND FORECAST FINANCIAL POSITION AS AT 30 JUNE 2007

	Budget Position As at 30 June 2006 \$000	Estimated Position As at 30 June 2006 \$000	Forecast Position As at 30 June 2007 \$000
ASSETS			
CURRENT ASSETS			
Cash and bank balances	312	312	267
Receivables and advances	19	19	19
TOTAL CURRENT ASSETS	331	331	286
NON-CURRENT ASSETS			
Computer hardware	39	39	48
Computer software	107	107	135
Office equipment	29	29	22
Fit-out and leasehold improvements	190	190	197
Library	53	53	61
TOTAL NON-CURRENT ASSETS	418	418	463
TOTAL ASSETS	749	749	749
LIABILITIES			
CURRENT LIABILITIES			
Payables and provisions	279	279	279
Provision for repayment of surplus	0	0	0
Provision for employee entitlements	72	72	72
TOTAL CURRENT LIABILITIES	351	351	351
TOTAL TERM LIABILITIES	0	0	0
TOTAL LIABILITIES	351	351	351
TAXPAYERS' FUNDS			
General funds	398	398	398
TOTAL TAXPAYERS' FUNDS	398	398	398
TOTAL LIABILITIES & TAXPAYERS' FUNDS	749	749	749

Statement of Forecast Cash Flows

FOR THE YEAR ENDING 30 JUNE 2007¹⁶

	Budget 2005/06 \$000	Estimated Actual 2005/06 \$000	Budget 2006/07 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
CASH PROVIDED FROM Supply of outputs to			
Crown	4,056	4,056	4,056
Other government departments	87	87	68
CASH DISBURSED TO			
Cost of producing outputs			
Output expenses	(4,033)	(4,033)	(3,968)
Capital charge	(32)	(32)	(30)
NET CASH FLOWS FROM OPERATING ACTIVITIES	78	78	126
CASH FLOWS FROM INVESTING ACTIVITIES			
CASH DISBURSED TO			
Purchase of physical assets	(300)	(300)	(171)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(300)	(300)	(171)
CASH FLOWS FROM FINANCING ACTIVITIES			
CASH DISBURSED TO			
Payment of surplus to the Crown	(302)	(302)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES	(302)	(302)	0
Net increase/(decrease) in cash held	(524)	(524)	(45)
Opening total cash balances at 1 July	836	836	312
CLOSING TOTAL CASH BALANCES AT 30 JUNE	312	312	267

¹⁶ This statement incorporates both Supplementary Estimates Appropriations for 2005/06 and Main Estimates for 2006/07.

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

FOR THE YEAR ENDING 30 JUNE 2007¹⁷

	Budget 2005/06 \$000	Estimated Actual 2005/06 \$000	Budget 2006/07 \$000
Operating surplus/(deficit)	0	0	0
ADD/(DEDUCT) NON-CASH EXPENSES/ (REVENUES) FROM OPERATING STATEMENT			
Depreciation and amortisation	82	82	126
ADD/(DEDUCT) NON-CASH WORKING CAPITAL REDUCTIONS/(INCREASES) FROM BALANCE SHEET			
(Increase)/decrease in receivables	(7)	(7)	0
Increase/(decrease) in payables and provisions	3	3	0
NET CASH FLOWS FROM OPERATING ACTIVITIES	78	78	126

¹⁷ This statement incorporates both Supplementary Estimates Appropriations for 2005/06 and Main Estimates for 2006/07.

Statement of Forecast Movements in Taxpayers' Funds (Equity)

AS AT 30 JUNE 2007

	Budget Position As at 30 June 2006 \$000	Estimated Position As at 30 June 2006 \$000	Forecast Position As at 30 June 2007 \$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)	o	o	o
TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD	o	o	o
ADJUSTMENT FOR FLOWS TO AND FROM THE CROWN Provision for payment of surplus to the Crown	o	o	o
TOTAL ADJUSTMENTS FOR FLOWS TO AND FROM THE CROWN	o	o	o
TAXPAYERS' FUNDS AT THE END OF THE PERIOD	398	398	398

Statement of Forecast Financial Performance Indicators

FOR THE YEAR ENDING 30 JUNE 2007¹⁸

	Unit of measure	Budget 2005/06	Estimated Actual 2005/06	Budget 2006/07
OPERATING RESULTS				
Output expenses	\$000	4,150	4,150	4,124
COSTS AS A PERCENTAGE OF OUTPUT EXPENSES				
Personnel and pension expense	%	59	59	60
Other operating costs	%	38	38	36
Depreciation	%	2	2	3
Capital charge	%	1	1	1
Net surplus/(deficit)	\$000	0	0	0
WORKING CAPITAL				
Net current assets ¹⁹	\$000	(20)	(20)	(65)
Current ratio ²⁰	%	94	94	81
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	418	418	463
TAXPAYERS' FUNDS				
Balance at year end	\$000	398	398	398

¹⁸ This statement incorporates both Supplementary Estimates Appropriations for 2005/06 and Main Estimates for 2006/07.

¹⁹ Current assets minus current liabilities.

²⁰ Current assets as a proportion of current liabilities.

Statement of Forecast Service Performance

FOR THE YEAR ENDING 30 JUNE 2007

The Ministry of Women's Affairs has agreed to provide output expenses in 2006/07 that 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 management of New Zealand's international obligations regarding women.	4,056	68	4,124	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 gender-specific policy solutions that will improve the status of women
- managing New Zealand's international obligations in relation to women, in particular those under the United Nations Convention on the Elimination of All Forms of Discrimination against Women
- providing suitable women nominees for appointment to state sector governance bodies.

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

Related ministerial servicing requirements are also included within this output expense.

Quantity, Quality, Timeliness and Cost

QUANTITY

Performance measure	Target
Briefings will be provided on all policy issues requested by the Minister.	Estimated 60
Briefings will be provided on all requests for nominations for statutory bodies.	Estimated 200
Status reports on progress and emerging issues will be completed each fortnight.	100%
Reports on overall progress against the output plan will be completed each quarter.	100%
Ministerial support services will be provided as required: <ul style="list-style-type: none"> • draft replies to ministerial correspondence • draft responses to parliamentary questions. 	<ul style="list-style-type: none"> • estimated 150 • estimated 45
Responses will be provided to requests under the Official Information Act.	Estimated 10

QUALITY

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

Performance measure	Target
<p>A comprehensive service will be provided with:</p> <ul style="list-style-type: none"> • the capacity to react urgently • briefings on significant issues that are timely, relevant, and clear and succinct • support for the Minister as required in Cabinet Committees, Select Committees, and in the House. 	<p>A score of 3 (meets requirements) in all the Minister's quarterly questionnaires [on a scale of 1 (does not meet requirements) to 5 (exceeds requirements)].</p>
<p>Policy advice will include:</p> <ul style="list-style-type: none"> • a clear purpose • a context for the issues, including appropriate policy objectives • relevant, accurate and up-to-date evidence, including data and research findings • a clear problem definition, including gender analysis, and based on the available evidence • where appropriate, analysis of possible options using explicit criteria • where possible, differential impacts and issues for different groups of women • a proposed way forward that is both practicable and consistent with the policy objectives and problem definition. <p>Advice will be communicated in clear, succinct language.</p> <p>An internal peer review process will be completed for all briefings.</p> <p>An external review process will be completed for all substantive work, such as that to be published.</p>	<p>100% of sample assessed annually by an external reviewer.</p>
<p>Nominations for appointment to statutory bodies will be:</p> <ul style="list-style-type: none"> • accurate • current • relevant, i.e. of women who have the qualifications and experience that match the criteria sought by the board or committee. 	<p>100%, as assessed by survey of key appointing agencies</p>

QUALITY (CONTINUED)

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

Performance measure	Target
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: <ul style="list-style-type: none"> percentage of the first drafts of responses to ministerial correspondence acceptable to the Minister (i.e. free of grammatical and factual errors) background material and speech notes meeting requirements. 	<ul style="list-style-type: none"> 95% 100%

TIMELINESS

Performance measure	Target
Specified reporting deadlines as agreed between the Minister and the Chief Executive will be met. Any variances will be agreed and recorded at quarterly intervals.	100%
Draft responses to ministerial correspondence will be provided within 20 working days of receipt of the correspondence.	100%
All email and telephone enquiries will be processed within one calendar month of receipt by the Ministry.	100%
Nominations will meet the deadlines agreed at the time of request with the originating agency or Minister.	100%

COST

Outputs will be provided within the appropriated sum of \$4,124,000, funded by \$4,056,000 from the Crown and \$68,000 from other departments.

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